

Guildhall Gainsborough  
Lincolnshire DN21 2NA  
Tel: 01427 676676 Fax: 01427 675170

This meeting will be webcast and published on the Council's website

## AGENDA

Prayers will be conducted prior to the start of the meeting.  
Members are welcome to attend.

**Notice** is hereby given that a meeting of the Council will be held in the Council Chamber - The Guildhall, , on **Monday, 6th March, 2023 at 7.00 pm**, and your attendance at such meeting is hereby requested to transact the following business.

**To: Members of West Lindsey District Council**

1. APOLOGIES FOR ABSENCE
  
2. MINUTES OF THE PREVIOUS MEETING  
To confirm and sign as a correct record the Minutes of the Full Council Meeting held on 23 January 2023.  
  
**(PAGES 4 - 17)**
  
3. MEMBERS' DECLARATIONS OF INTEREST  
Members may make any declarations of interest at this point and may also make them at any point during the meeting.
  
4. MATTERS ARISING  
Setting out current position of previously agreed actions as at 24 February 2023.

**(PAGE 18)**

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

**(VERBAL REPORT)**

6. PUBLIC QUESTION TIME  
Questions, if received, under this Scheme will be published by way of supplement following closure of the deadline.

**(TO FOLLOW)**

7. QUESTIONS PURSUANT TO COUNCIL PROCEDURE RULE NO. 9  
Questions submitted by Members under Procedure Rule No.9 will be published by way of supplement following closure of the deadline.

**(TO FOLLOW)**

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

9. REPORTS FOR DETERMINATION

- a. Hemswell and Harpswell Neighbourhood Plan

**(TO FOLLOW)**

- b. Executive Business Plan 2023/24 - 2025/26, Medium Term Financial Plan 2023/24 - 2027/28, Council Tax and Revenue Budget 2023/24 and Capital Programme 2023/24 - 2027/28

**(PAGES 19 - 215)**

- c. Appointment of Deputy Electoral Registration Officer (DERO)

**(PAGES 216 - 219)**

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

Large Clear Print: Braille: Audio: Native Language

10. EXCLUSION OF PUBLIC AND PRESS (IF REQUIRED)

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

11. EXEMPT REPORT (S)

- a. Executive Business Plan 2023/24 - 2025/26, Medium Term Financial Plan 2023/24 - 2027/28, Council Tax and Revenue Budget 2023/24 and Capital Programme 2023/24 - 2027/28 - Exempt Appendix  
Appendix 3 Continued – Exempt Fees and Charges.

**(PAGES 220 - 223)**

Ian Knowles  
Head of Paid Service  
The Guildhall  
Gainsborough

Friday, 24 February 2023

# Agenda Item 2 Public Document Pack

West Lindsey District Council - 23 January 2023

## WEST LINDSEY DISTRICT COUNCIL

Minutes of the Meeting of Council held in the Council Chamber - The Guildhall on 23 January 2023 at 7.00 pm.

**Present:** Councillor Mrs Angela Lawrence (Chairman)  
Councillor Roger Patterson (Vice-Chairman)

Councillor Owen Bierley	Councillor Matthew Boles
Councillor Mrs Jackie Brockway	Councillor Stephen Bunney
Councillor Liz Clews	Councillor David Cotton
Councillor Mrs Tracey Coulson	Councillor Christopher Darcel
Councillor Michael Devine	Councillor David Dobbie
Councillor Jane Ellis	Councillor Ian Fleetwood
Councillor Cherie Hill	Councillor Paul Howitt-Cowan
Councillor Mrs Cordelia McCartney	Councillor John McNeill
Councillor Mrs Jessie Milne	Councillor Peter Morris
Councillor Jaime Oliver	Councillor Keith Panter
Councillor Mrs Judy Rainsforth	Councillor Jeff Summers
Councillor Robert Waller	Councillor Mrs Anne Welburn
Councillor Mrs Angela White	Councillor Trevor Young

**In Attendance:**

Ian Knowles	Chief Executive
Emma Foy	Director of Corporate Services and Section 151
Emma Redwood	Assistant Director - People and Democratic Services (Monitoring Officer)
Peter Davy	Financial Services Manager (Deputy Section 151 Officer)
Katie Storr	Democratic Services & Elections Team Manager (Deputy Monitoring Officer)

**Also in Attendance:** Mr R Quirke, Chairman of the Independent Remuneration Panel,

**Apologies**

Councillor Timothy Davies  
Councillor Mrs Caralyne Grimble  
Councillor Mrs Diana Rodgers  
Councillor Mrs Lesley Rollings  
Councillor Jim Snee  
Councillor Mrs Mandy Snee



## **118 CHAIRMAN'S WELCOME**

The Chairman welcomed Members and Officers to the meeting.

A warm welcome was also extended to Mr Richard Quirk, Chairman of the Independent Remuneration Panel, who would later in the meeting present his Panel's recommendations to Full Council.

## **119 MINUTES OF THE PREVIOUS MEETING - 5 SEPTEMBER 2022**

Before approval of the Minutes, the Chairman brought to the attention of Members an administrative matter, relating to a discrepancy in the membership of the Prosperous Communities Committee, following Council's consideration of the matter in September.

Members were advised that Councillors affected had received apologies, attendance records had been amended accordingly and the fact had been minuted at the Prosperous Communities Meeting. The Chairman confirmed the minutes originally supplied to Members and published were correct and did not require amending as a result of the discrepancy.

On that basis have being proposed and seconded, it was:-

**RESOLVED** that the Minutes of the Meeting of Full Council held on 5 September 2022 be confirmed and signed as a correct record.

## **120 MEMBERS' DECLARATIONS OF INTEREST**

No declarations of interest were made at this point of the meeting.

For the avoidance of doubt, the Chairman advised the Chamber that Members were not required to make declarations in respect of the Members' Allowance Report, as this was an area in which all Councillors were granted an exemption by the relevant legislation.

## **121 MATTERS ARISING**

The Chairman introduced the report advising Members that the report would be taken "as read" unless Members had any questions that they wished to raise.

With no comments or questions and with no requirement for a vote, the Matters Arising were **DULY NOTED**.

## **122 ANNOUNCEMENTS**

### **Chairman**

The Chairman started her announcements by wishing the Chamber a Happy New Year! Noting that since Council last met the Nation had lost a Queen and gained a King!

Referencing the loss of the Sovereign, the Chairman advised she had been required to attend the Official Proclamation in front of Lincoln Cathedral before delivering the Proclamation back to the District to be announced in Gainsborough outside of the Council Offices. She remarked on what a moving and historic event it had been.

In October, the Chairman had attended at the Lincoln College Graduation Ceremony again held at Lincoln Cathedral. Graduation ceremonies were always special to see.

The Chairman advised Members that she had been invited to form part of a Panel, to determine receipts for Lincolnshire Care Awards in coming months.

November had seen Armistice and Remembrance Events held across the District. The Chairman had had the pleasure of attending both the Services and Parades held in the Market Place Gainsborough and at Caistor.

A wonderful evening had been had during November attending the "Illuminate Walls" along the Gainsborough Riverside leading to the Old Hall where there had been the most magnificent Fire Display. She congratulated all those involved in what had been something quite spectacular.

And, in the run-up to Christmas the Chairman had undertaken Christmas visits to the Arts Centre, the Council's Crematorium and Depot and of the course the Guildhall. Ending the day with a visit to see the terrific Wizard of Oz at the Trinity Arts Centre.

## Leader

The Leader made the following address to Council: -

"Good evening colleagues, I hope everyone had the opportunity to spend some time away from their desks over the Christmas and New Year period and have resumed their duties refreshed and ready for what will undoubtedly be an especially busy period for us individually and collectively.

In November, I was privileged to attend the Greater Lincolnshire Local Enterprise Partnership's Annual Conference and AGM at the Epic Centre, which proved to be most inspiring in setting out the vision for our historic county and the work already underway toward achieving that ambition. West Lindsey's Director of Planning, Regeneration and Communities gave a timely update in relation to the RAF Scampton opportunity area and joined a Q&A Panel and a new Agricultural Growth Zone that will greatly support innovation in that sector in our District was announced.

It is most pleasing to report that our Operational Services teams were nominated in no fewer than four categories in the 2022 Association for Public Service Excellence (APSE) Awards, which were held in December. The nominations were for, in Street Cleansing, the Best Performer and the **Most Improved Performer** and in Waste Collection, for the **Best Performer** and the Most Improved Performer, with West Lindsey winning the two categories.

Colleagues will be aware that work to demolish the Lindsey Centre in Gainsborough town centre commenced shortly before Christmas. This will enable the construction of a new multi-screen cinema and associated retail units and is the most visible of the many changes and improvements currently being made in the area. Others include the opening of the first buildings refurbished through the Townscape Heritage Initiative and the installation of new way finding signs.

Hearing sessions in the Examination in Public of the new Central Lincolnshire Local Plan ended on Friday, 16th December, as scheduled. In response to the Inspector's Post Hearing Letter the Central Lincolnshire Joint Strategic Planning Committee has prepared a schedule of Recommended Main Modifications to the Plan. This was published on Friday, 13th January and will remain open for consultation until 23:59 on Friday, 24 February. For further information please visit: <https://central-lincs.inconsult.uk/CLLP.Main.Modifications/consultationHome>

Our annual Strategic Away Day will take place in the picturesque setting of Riseholme Park this Friday, with a most impressive line-up of guest speakers and including presentations on the future of food and agricultural productivity and the development of the Agricultural Growth Zone in West Lindsey. Then, next month, our newly formed Further Education Task Force will begin its work. The response and support from invitees and partners in the sector has been incredible, fully reflecting the importance of this initiative for the future not only of our young people, but also in ensuring that 'Team West Lindsey' can maximise and secure its full economic potential.

Finally, Chairman, whilst I believe this to be an especially exciting time with unparalleled opportunities available to our District, I do fully recognise that we can always achieve our best, working in partnership with others. Accordingly, I'd like to place on record my deep appreciation for the commitment and dedication of all the individuals and organisations working on behalf of their communities, bringing so much to the quality of life we collectively benefit from and enjoy"

## **Chief Executive**

The Chief Executive addressed Council and advised of recent Conference speeches he had given, promoting the work of the organisation across the sector; one being the recent Local Government Conference, where the Chief Executive had spoken regarding streamlining and digital transformation in Local Government, reflecting on the Authority's work with its Together 24 Project and new ICT systems.

The Chief Executive had also, in October, presented at a Conference the Authority's development of its new remote application for Bulky Waste, with both presentations being well received.

The Chief Executive paid recognition to and congratulated the Council's Building Control Team Manager, Mr Phil Westmorland who had been a finalist for the Jim King Leadership Awards at the recent annual Local Authority Building Control Conference.

Thanks, were publicly expressed to the Finance Team with the Authority's Annual Accounts for 2021/22 having been approved by the 30 November deadline. It was recognised that many other authorities had not been able to meet that deadline, and as such recognition was given to all those involved.

Referencing Levelling-Up Funding, Members' attention was drawn to the publication of a case study. 'A Thriving Gainsborough' which had been published on the Government Website, alongside the round two bids, which had seen more funding awarded to Lincolnshire.

Members were advised agreements with Government for the delivery of the Levelling Up Parks Fund and the UK Shared Prosperity Fund had now been signed. Full business cases were due for consideration at Corporate Policy and Resources Committee the following week, ahead of spend, commencing in earnest.

The Council had successfully delivered the Council Tax Energy Rebate scheme that closed 30 November 2022. A total of 37,023 households had received funding. Under the Mandatory Scheme, with each council tax payee receiving £150, a total payment of £5,553,450 had been made, payments under the Discretionary Scheme – had totalled £169,704.

And finally, referencing the demolition of the former Lindsey Centre, as the Leader had, the Chief Executive highlighted that a 'time slip' video was available on the Invest Gainsborough website for those wanting to watch the demolition take place.

With the permission of the Chairman, Councillor David Cotton addressed the Chamber and advised that this would be his last Council meeting. Sharing openly with Members the reasons for this. He spoke of the family nature which existed within Lindsey, how he would miss the friendships formed over many years and bid the Chamber a final goodbye.

In responding numerous Members from across the Chamber including the Leader, Deputy, Leader of the Opposition and fellow Committee Members paid tribute to Councillor Cotton. They shared their experiences of working along-side him and spoke of his characteristics which had made him a valued Member in the Chamber. His experience, support and dedication would be missed.

With Members bidding Councillor Cotton, all the very best for the future, Announcements were concluded.

## **123 PUBLIC QUESTION TIME**

The Chairman advised the meeting that no public questions had been received.

## **124 QUESTIONS PURSUANT TO COUNCIL PROCEDURE RULE NO. 9**

The Chairman advised the meeting that no questions, pursuant to Council Procedure Rule No.9, had been received.

## **125 MOTIONS PURSUANT TO COUNCIL PROCEDURE RULE NO. 10**

The Chairman advised the meeting that motions, pursuant to Council Procedure No.10 had been received.

## **126 RECOMMENDATION FROM THE INDEPENDENT REMUNERATION PANEL - MEMBERS ALLOWANCE SCHEME 23/24**

The Chairman again welcomed Mr Richard Quirk, Chairman of the Independent Remuneration Panel to the meeting and invited him to introduce the report.

Mr Quirk outlined the process that had been undertaken to produce the recommendations set out in the report. Consultation had taken place with Members and thanks were expressed to those that had responded, noting the response rate had again been low.

Mr Quirk also outlined the factors which had been taken into account, summarised in paragraph 1.2 of the report by the Panel in reaching its recommendations, namely an increase across the board of 3% to Members' basic allowance and Special Responsibility Allowances (SRA's).

This proposal if accepted would increase the Members' basic allowance in real terms by an extra amount of £3.60 per week per Member.

Acknowledging that Members had rejected their increases in some previous years and whilst also recognising the reasons for this, Members were reminded of the importance of keeping remuneration at a level to avoid a one-off large increase should remuneration fall below comparable rates. Remuneration was there to ensure no one was prevented from being a Councillor due to out of pocket expenses.

Other matters which had been investigated by the Panel this year, had included revisions to the Carers' Allowance and the possibility of a Bicycle Purchase Scheme for Members. The latter would be investigated further during 23/24, the former, it was being proposed be increased, but that this increase should always be at a level of £1 above the National Living Wage.

Regarding Mileage Allowance, Members noted that 45p per mile was the maximum the Council could allow without evoking taxation rules. As such any rise, past this level would be lost to tax and would not be to the benefit of the Councillor. However changes to the passenger rate had been proposed by the Panel, with a flat rate of 5p per passenger, again linking to the wider Council agenda of reducing carbon emissions, car sharing was to be encouraged wherever possible and feasible.

Several Members welcomed the possibility of Bicycle Purchase Scheme being investigated, and spoke of how it not only linked to the Councils wider sustainability and carbon reduction objectives, but also to the Health and Well-being agenda.

In response to questions, it was confirmed the Carers Allowance did not only apply to the

care of young children, but was an allowance towards the costs for the care of any dependents. It was also clarified that it was not intended to cover the whole cost. If costs incurred were less than the rate, the Member would only be reimbursed the amount they had paid.

The Remuneration Panel were thanked for their work by Members across the Chamber and across the political parties.

Mr Quirk in turn thanked Members and the Officers of the Council who supported the Remuneration Panel's work; Emma Redwood and Susan Norman.

Having been moved and seconded it was: -

**RESOLVED** that: -

(a) the new rates for the Civic Year 2023/2024 namely : -

- An increase of 3% to the individual Basic Allowance and all Special Responsibility Allowances (SRA's).
- An increase to the mileage passenger supplement to 0.05p per mile, for each passenger.
- The Carer's Allowance to be tied to the National Living Wage (NLW) (currently £10.42) plus £1.00.

as detailed in the attached Appendix, be approved; and

(b) the potential for a Bicycle Purchase Scheme for Elected Members be further investigated by Officers for consideration by the Remuneration Panel in 23/24.

## **127 COLLECTION FUND - COUNCIL TAX SURPLUS 2022/23 & COUNCIL TAX BASE 2023-24.**

The Section 151 Officer presented the report and advised that the Council was required to set its Council Tax Base and declare an estimate of its Council Tax Surplus which should be taken into account when setting the Council Tax for the following year.

The Council Tax Base for the year 2022/23 would be 31,696.76.

The S151 Officer summarised how the calculation was undertaken and how the collection rate affected the calculation. West Lindsey's collection rate was above the national average and this impacted positively.

The Council Tax Surplus of £ £1,923,600 had been calculated in accordance with statutory guidance. The Surplus had to be shared between Lincolnshire County Council, The Police and Crime Commissioner and West Lindsey District Council, with West Lindsey's share being £289,700.

This amount would be built into the 2023/24 Budget prior to setting the Council Tax.

Members noted that West Lindsey District Council received a slightly higher proportion of the surplus, than the Police and Crime Commissioner, despite the Police and Crime Commissioner element of the Council Tax being higher than West Lindsey's. This was due to the fact that West Lindsey District Council's precept total, for the surplus calculation, included that precepted for by its parishes.

Testament was paid to all those working in the Revenues department for the work they undertook.

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

**RESOLVED** that:-

- (a) the estimated surplus of £289,700 be accepted and declared as accruing in the Council's Collection Fund at 31 March 2023 relating to an estimated Council Tax surplus;
- (b) the Council uses its element of the Collection Fund surplus/deficit in calculating the level of Council Tax in 2023/24; and
- (c) in accordance with the Local Authorities (Calculation of Tax Base) Regulation 1992 (as amended) the amount calculated by the Council, as its Council Tax Base for the whole of the District area for 2023/24 be approved and set at 31,696.76 as detailed in the report and appendices.

## **128 RECOMMENDATION FROM CORPORATE POLICY AND RESOURCES COMMITTEE - LOCAL COUNCIL TAX SUPPORT SCHEME 2023/24**

The Chairman of the Corporate Policy and Resources Committee presented the report to Council, which sought approval of the Council Tax Support Scheme for 2023/24, on recommendation from the Corporate Policy Resources Committee.

Members noted the Scheme has not been amended significantly since 2019/20 due to the implementation of Universal Credit and the subsequent pandemic.

Data available showed that it has been an effective scheme and that the collection rate for the previous year was 98%. Members noted this was "top quartile" performance and current indications were that similar collection rates would be achieved for the current financial year.

Given the on-going recovery from the Covid pandemic and being in the midst of a cost of living crisis, it was considered any significant changes to the Scheme for 2023/24 would likely have a negative impact on the collection rate.

As such, Option 1 within the report, had been supported by the Corporate Policy and Resources Committee at their meeting in November 2022, and as such was recommended to Full Council for approval and adoption from 1 April 2023.

Councillor Welburn concluded her introduction by moving the recommendation, which was

duly seconded.

On being put to the vote it was:-

**RESOLVED** that the Recommendation from the Corporate Policy and Resources Committee be accepted and Option 1 of the report, that being: -

To apply any new legislative requirements and the uprating of the non-dependent 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'.

be adopted as the Local Council Tax Support Scheme for West Lindsey District Council for 2023/24.

## **129 RECOMMENDATION FROM CORPORATE POLICY AND RESOURCES COMMITTEE - MID-YEAR TREASURY MANAGEMENT REPORT 2022-23**

The Chairman of the Corporate Policy and Resources Committee, presented the report which sought approval of the Mid-Year Treasury Report 2022/23.

The report had been presented to the Corporate Policy and Resources Committee, where it had been fully considered and debated and stood referred to Council for approval.

Members were advised that there had been no breach of prudential indicators and the mid-year review had been undertaken, taking into account changes to the Capital Programme and forecasts of cash flow requirements including investing and borrowing estimates.

The report provided an update of the treasury management prudential indicators, as required in the prudential code and Local Government Act and set revised indicators for the remainder of the year. The table at paragraph 4.3 of the report set out how these revisions and their impact on the cost of council tax and financing costs, in relation to the net revenue stream.

Members noted the key revision as the Capital Financing Requirement, this reflected the Council's borrowing need for 2022/23, and had increased from £38.241m to £39.068m due to a change in the opening balance of the Capital Financing Requirement, after closing the accounts for 2021/22.

The Council was currently holding around £20m of investments on a regularly monthly basis at the mid-year point, this was in the main due to additional grants from Government, however the Councils cashflow had been revised and by year end balances were expected to be lower.

The report also indicated that the Council's external borrowing may need to increase in the short term to smooth peaks and troughs in cashflow.

Finally, the report gave an update on the wider economy and interest rate forecasts,



provided by the Council's external Treasury advisors Link Asset Services.

Debate ensued and a question was raised in relation to the table on page 77 of the reports pack, headed Prudential indicator for Capital Expenditure. Members noted that there appeared to large difference between the original and revised estimate, particularly in respect of "Our People" and "Our Places". Members sought indication as to the reasons for this and whether this should be cause for concern.

In responding, the Section 151 Officer advised Members that in respect of "Our Place" this was due to delays and delivery on the LUF programme, but undertook to provide greater detail to all Members outside of the meeting in coming weeks.

Responding to comments around whether asset disposal should be considered given the nature of financial markets, the Section 151 Officer, reminded Members that, some assets generated an income which could be used for revenue reasons and allowed for a balanced budget. If an asset was sold, whilst it would generate a one-off capital receipt, accounting regulations would only allow for that money to be used for capital expenditure going forward. As such it was balancing act, ensuring the Council had access to the right types of fund at any one time.

Having been moved and seconded it was

**RESOLVED** that the recommendation from the Corporate Policy and Resources Committee be accepted and as such the Mid-Year Treasury Management Report and changes to Prudential Indicators be approved, as detailed at Section 4.3 of the report.

### **130 APPOINTMENT OF INTERIM MONITORING OFFICER**

Members gave consideration to a report which sought the re-designation of the statutory position of Monitoring Officer, under the provisions of the Local Government and Housing Act 1989, with effect from 28 February, the date on which the current post holder would leave the organisation.

Given the time which needed to be allowed for permanent recruitment to such a role, and the fact that the Council could not lawfully be without the Statutory Officer, an interim position had been created.

In presenting the report, the Chief Executive paid tribute to the current Monitoring Officer for her support to him and the wider Council over her 13-year career with the organisation. He also shared with Members some of the attributes and previous experience the Interim Officer held, noting that it was intended the interim arrangement would be in place until around July.

Members across the Chamber paid tribute to the outgoing Monitoring Officer, speaking of her professionalism, integrity and of the difficult and often sensitive nature of the role, thanking her for the supportive way she had undertaken her duties. Well wishes for future endeavours were expressed by many.

On being put to the vote it was **RESOLVED** that: -

- (a) In accordance with the terms of Part I, 5 of the Local Government and Housing Act 1989 (as amended) and all subsequent related legislation, Jeanette McGarry be appointed as the Council's Interim Monitoring Officer, from the 28<sup>th</sup> February 2023 until a permanent Officer is recruited and approved by Council; and
- (b) the Constitution be amended, as necessary, to reflect this revised appointment.

The meeting concluded at 7.58 pm.

Chairman

## Appendix: Special Responsibility Allowances (SRA): Recommended Rates

<b>Allowance</b>	<b>Current Rate 2022/2023</b>	<b>Proposed Rate 2023/2024</b>
Basic Allowance	£6,242	£6,429
SRA – Leader of Council	£12,611	£12,989
SRA – Deputy Leader/s (in the event of two or more being nominated, the payment to be shared)	£4,573	£4,710
SRA – Chair of Council	£4,040	£4,161
SRA – Vice-Chair of Council	£1,391	£1,433
Civic allowance for the Chairman of Council	£1,634	£1,683
Civic allowance for the Vice Chairman Of Council	£447	£460
SRA – Committee Chairs (excluding Licensing Cttee and Regulatory Cttee)	£3,152	£3,247
SRA – Regulatory Chair	£1,578	£1,625
SRA – Licensing Chair	£1,578	£1,625
SRA – Committee Vice-Chairs (excluding Licensing Cttee and Regulatory Cttee)	£1,492	£1,537
SRA – Regulatory Vice-Chair	£746	£768
SRA – Licensing Vice-Chair	£746	£768
SRA – Leader of the Opposition (in the event of the Council being a ‘hung’ Council, the Leaders of the two largest groups be paid the same special responsibility	£4,573	£4,710

allowance as for the Leader of the Opposition)

SRA – Deputy Leader of the Opposition	£832	£857
SRA – Minority Group Leaders (per group member, and including the Group Leader)	£102	£105
Independent Members: Governance & Audit and Standards Committees – A payment of £60.00 for the first four hours of attendance at a meeting/event and a second payment for attendance in excess of four hours. The first four hours would commence from the start time of the meeting (To be paid when not chairing a meeting).	£60	No change
Dependent Carer’s Allowance	£10	NLW (£10.42) + £1
Car Allowance (per mile) (the mileage rate to be increased or decreased in accordance with any changes to the tax efficient rate authorised by the HMRC).	0.45p	No change
Passenger supplement – first passenger supplement of 0.031p and additional passenger of 0.021p	£0.031 £0.021	£0.05 £0.05
Motorcycle allowance per mile	£0.25	No change
Bicycle allowance per mile	£0.21	No change
Subsistence		
Absence of more than four hours but no more than eight hours – only the cost of one meal can be reimbursed up to a maximum of £15		
Absence of more than eight hours but no more than 12 hours – only the cost of two meals can be reimbursed up to a maximum of £25		
Absence of more than 12 hours but no more than 16 hours- only the cost of three meals can be reimbursed up to a maximum of £33		
Absence of more than 16 hours but not including an overnight stay – only the cost of four meals can be reimbursed up to a maximum of £40		

Overnight

Overnight (London or LGA)

£83

No change

£208

No change

**Council Matters Arising Schedule**

**Purpose:**

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

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

**Matters arising Schedule**

Meeting	Full Council				
Status	Title	Action Required	Comments	Due Date	Allocated To
<b>Black</b>	<b>question relating to changes to capital expenditure</b>	<p>extract from cl mins 23/1/23:                      .....Members noted that there appeared to be large difference between the original and revised estimate, particularly in respect of “Our People” and “Our Places”. Members sought indication as to the reasons for this and whether this should be cause for concern.</p> <p>In responding, the Section 151 Officer advised Members that in respect of “Our Place” this was due to delays and delivery on the LUF programme, but undertook to provide greater detail to all Members outside of the meeting in coming weeks.</p>	<p><b>All Members have been directed (email on 17 Feb) to the Q3 budget monitoring report by considered by the Corporate Policy and Resources Committee, at its meeting on 10 February, where performance against capital budgets is reported and explained.</b></p> <p><b>Both the Executive Summary and Section 3 of the report refers.</b></p> <p><b>The report can viewed here <a href="https://democracy.west-lindsey.gov.uk/documents/s34005/Budget%20and%20Treasury%20Monitoring%20Quarter%203%2020222023.pdf">https://democracy.west-lindsey.gov.uk/documents/s34005/Budget%20and%20Treasury%20Monitoring%20Quarter%203%2020222023.pdf</a></b></p>	28/02/23	Emma Toy
<b>Green</b>	<b>Members Allowance Scheme</b>	<p>New scheme approved by Council in January</p> <p>Statutory Notice to be issued</p> <p>New scheme to be added to constitution on 1 April when it becomes effective.</p>	<p><b>Statutory notification undertaken and completed.</b></p> <p><b>Constitution Update programmed for 1 April</b></p>	01/04/23	Katie Storr



Council

Monday, 6th March 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](mailto: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 also sets out the Council Tax for 2023/24

The Medium Term Financial Analysis includes the budget for 2023/24 and estimates to 2027/28. It is based on assumptions for levels of future Government Funding and revises previous estimates up to 2026/27.

The Capital Investment Strategy and Capital Programme records the Council's five year investment plan.

The Treasury Management Strategy details the Council's Investment, Borrowing strategies and Minimum Revenue Provision Policy.

**RECOMMENDATION(S): That Councillors: -**

- 1. Recognise the external environment and the financial challenges which the Council could face in the medium to longer term depending on future government policy.**
- 2. Accept the Statement of the Director of Corporate Services (section 151 officer) on the robustness of estimates and adequacy of reserves at paragraph 1.10**
- 3. Approve the Medium Term Financial Plan 2023/24 to 2027/28 and are aware of the risks associated with it as detailed at appendix 2**
- 4. Approve the Council tax for 2023/24, this being a Band D equivalent amount of £234.54**
- 5. Approve the Revenue budget 2023/24 detailed at paragraph 1.4**
- 6. Approve the movement in earmarked reserves detailed at paragraph 1.6 including the creation of an 'Invest to Save' reserve and Members ICT Reserve**
- 7. Approve the level of fees and charges for 2023/24 as detailed at appendix 3**
- 8. Approve the Capital Investment Strategy at Appendix 4**
- 9. Approve the Capital Programme 2023/24 – 2027/28 and financing detailed at Appendices 5 and 6**
- 10. Approve the Treasury Management Strategy 2023/24 and adopt the Treasury Investment Strategy, the Borrowing Strategy and the Treasury and Borrowing Prudential Indicators detailed at Appendix 7**
- 11. Approve the Minimum Revenue Provision (MRP) Policy as contained in the Treasury Management Strategy at Appendix 7**
- 12. Approve the 2023/24 Pay Policy Statement and Human Resources statement at appendices 13 and 14**



## IMPLICATIONS

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

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

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

### **Financial: FIN/160/23**

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 final local government finance settlement was announced on the 6th February 2023 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 £16.739m and is fully funded and presents a balanced budget.

Contributions to Earmarked Reserves total £2.367m and Use of Earmarked Reserves total £1.871m, these exclude capital reserve movements.

The movement on the General Fund Balance is a reduction of £0.684m and is forecast to be £3.416M at the end of 2023/24.

The Capital Programme totals £31.289m 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

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 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 period.

**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 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, 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 a balanced budget can be set 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 Council Tax 2023/24

The proposal for the Council to approve a Council Tax of £234.54 (£227.74 2022/23), reflects an increase of £6.80 or 2.99% which is the maximum allowable under the government’s referendum limit of up to 3% or £5 whichever is the greater.

With an approved taxbase 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 a 1.5% increase in the tax base and a Council Tax increase of 2.99% in 2024/25 and a 1.99% rise thereafter.

Lincolnshire County Council and the Police and Crime Commissioner have set their Council Taxes. The overall Council Tax for West Lindsey residents is detailed in the table below: -

	2022/23	2023/24	Variance	
	£	£	£	%
Lincolnshire County Council	1,432.17	1,503.63	71.46	4.99
Police and Crime Commissioner	276.30	291.24	14.94	5.41
West Lindsey District Council	227.74	234.54	6.80	2.99
Parish Council Average	75.19	81.30	6.11	8.13
<b>Total Average Council Tax</b>	<b>2,011.40</b>	<b>2,110.71</b>	<b>99.31</b>	<b>4.94</b>

## 1.4 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 £16.739m (£14.979m 2022/23)

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 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 £16.739m Budget Requirement (£14.979 2022/23), an increase of £1.768m. 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	1,832,400
Our Place	4,223,700	4,726,400
<b>Grand Total</b>	<b>12,023,500</b>	<b>14,344,200</b>

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	2,577,100
Interest Payable	451,800	794,400
MRP/VRP (repayment of borrowing)	898,000	906,100
<b>Net Revenue Expenditure</b>	<b>14,500,200</b>	<b>16,927,000</b>

Transfer to / (from) General Fund	(465,700)	(684,400)
Transfer to / (from) Earmarked Reserves	944,900	496,600

<b>Amount to be met from Government Grant or Council Tax</b>	<b>14,979,400</b>	<b>16,739,200</b>
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<b>Funding Income</b>		
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	2,577,100
New Homes Bonus	924,400	561,500
Other Government Grants	993,100	1,243,300

<b>Council Tax Requirement</b>	<b>7,068,700</b>	<b>7,434,100</b>
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<b>TOTAL FUNDING</b>	<b>14,979,400</b>	<b>16,739,200</b>
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<b>Balanced Budget / Funding Target</b>	<b>0</b>	<b>0</b>
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## 1.5 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.

## **1.6 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.

RESERVE	CURRENT YEAR			MTFP		
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
General Fund Working Balance	4,099,922	3,415,522	3,339,622	3,219,022	3,098,322	3,098,322
Earmarked Reserves	18,346,535	14,900,035	14,122,435	14,010,235	14,429,535	14,244,135
Capital Receipts	428,414	180,999	271,452	391,352	510,555	529,275
<b>TOTAL</b>	<b>22,874,870</b>	<b>18,496,555</b>	<b>17,733,508</b>	<b>17,620,608</b>	<b>18,038,411</b>	<b>17,871,731</b>

EARMARKED RESERVES	CURRENT YEAR			MTFP		
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Service Investment/Renewals	3,687,165	2,955,765	2,681,965	2,686,765	3,189,065	3,003,665
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	7,898,319	7,511,519	7,511,519	7,511,519	7,511,519
<b>Grand Total</b>	<b>18,346,535</b>	<b>14,900,035</b>	<b>14,122,435</b>	<b>14,010,235</b>	<b>14,429,535</b>	<b>14,244,135</b>

### 1.7 Fees and Charges (Appendix 3)

Fees and charges have been considered and recommended by the Prosperous Communities and Corporate Policy and Resources Committees and are detailed at Appendix 3 of the Medium Term Financial Plan.

### 1.8 The Capital Investment Strategy (Appendix 4)

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.

### 1.9 The Capital Investment Programme (Appendix 5)

The Capital Programme 2023/24 to 2027/28 provides a plan of future capital investments totalling £31.289m with £20.888m 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	1,302,225	1,763,600	674,900	674,900	674,900	<b>5,090,525</b>
Our Place	15,358,084	4,897,106	554,400	50,000	479,400	<b>21,338,990</b>
Our Council	1,227,500	291,000	92,100	99,300	149,600	<b>1,859,500</b>
Investment	3,000,000	0	0	0	0	<b>3,000,000</b>
<b>Grand Total</b>	<b>20,887,809</b>	<b>6,951,706</b>	<b>1,321,400</b>	<b>824,200</b>	<b>1,303,900</b>	<b>31,289,015</b>

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

Members are asked to approve the Budget only and receive reports for specific schemes prior to approval to spend, in accordance with financial regulations. This excludes business as usual schemes such as replacement and renewal programmes 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 Programme £
Grants & Contributions etc	-13,451,663	-5,978,506	-674,900	-674,900	-674,900	<b>-21,454,869</b>
Revenue/Earmarked Reserves	-3,943,146	-963,200	-646,500	-149,300	-629,000	<b>-6,331,146</b>
Useable Capital Receipts	-3,350,000	-10,000	0	0	0	<b>-3,360,000</b>
Prudential Borrowing	-143,000	0	0	0	0	<b>-143,000</b>
<b>Total Capital Programme Funding</b>	<b>-20,887,809</b>	<b>-6,951,706</b>	<b>-1,321,400</b>	<b>-824,200</b>	<b>-1,303,900</b>	<b>-31,289,015</b>

The detailed Capital Investment Programme is attached at Appendix 5 for consideration and recommendation to Council.

## 1.10 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)

### **1.11 The Pay Policy Statement (Appendix 13)**

Section 38/11 of the Localism Act 2011 requires local authorities to produce a Pay Policy Statement each financial year. This document comprises that the Pay Policy Statement be adopted for 2023/24.

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# EXECUTIVE BUSINESS PLAN 2023/24



## 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 draw down funds and administer the scheme. Across Lincolnshire, Lincs 4 Warmer Homes has been created between local authorities across the county, offering energy efficiency improvements and advice.

### **Local Government Finance**

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	<ul style="list-style-type: none"> <li>Improved health and wellbeing of the district's residents</li> </ul>	<ul style="list-style-type: none"> <li>Implement and embed a District Health and Wellbeing Strategy that is aligned to the county wide Strategy</li> </ul>	Homes and Communities	
	<ul style="list-style-type: none"> <li>Greater quality of life and levels of independence among vulnerable residents</li> </ul>	<ul style="list-style-type: none"> <li>Increased support to VCS organisations to deliver better outcomes for residents and communities</li> </ul>	Homes and Communities	
	<ul style="list-style-type: none"> <li>Deliver services and health improvements to enable re-establishment of lives after crisis</li> </ul>	<ul style="list-style-type: none"> <li>Increase the provision of, and improve existing temporary accommodation across the district</li> </ul>	Homes and Communities	
		<ul style="list-style-type: none"> <li>Make the role of Homelessness Officer permanent on the establishment list</li> </ul>	Homes and Communities	
	<ul style="list-style-type: none"> <li>Increased opportunities for participating in sport, cultural and leisure activities</li> </ul>	<ul style="list-style-type: none"> <li>Implement a framework for co-ordinating and delivering cultural activities within the District</li> </ul>	Operational and Commercial Services	
		<ul style="list-style-type: none"> <li>Refresh Visitor Economy Strategy and develop approach to Cultural Strategy / events programme</li> </ul>	Planning and Regeneration	
	<ul style="list-style-type: none"> <li>Ensure housing solutions provide choice and support independence</li> </ul>	<ul style="list-style-type: none"> <li>Support delivery of affordable housing to meet identified needs</li> </ul>	Homes and Communities	
		<ul style="list-style-type: none"> <li>Enable delivery of housing with care and/or support to meet specific need i.e. extra care housing</li> </ul>	Homes and Communities	
	To create strong and self-reliant communities and promote positive life choices for disadvantaged residents	<ul style="list-style-type: none"> <li>Improve homes and transform places</li> </ul>	<ul style="list-style-type: none"> <li>Investment into improving poor housing stock and the street scene within the Gainsborough South-West ward via a property scene grant.</li> </ul>	Homes and Communities
			<ul style="list-style-type: none"> <li>Managed migration of remaining working age Housing Benefit customers onto Universal Credit</li> </ul>	Change Management, ICT and

Corporate Plan Strategic Aim	Corporate Plan Strategic Objective / Outcome	Key Deliverable	Responsible Portfolio
			Regulatory Services
	<ul style="list-style-type: none"> <li>Promote self-reliant communities</li> </ul>	<ul style="list-style-type: none"> <li>Enable continuation of community broadband programme</li> <li>Develop normalisation strategy for RAF Scampton</li> </ul>	Homes and Communities 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	<ul style="list-style-type: none"> <li>Deliver housing led economic growth and infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>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</li> </ul>	Planning and Regeneration
		<ul style="list-style-type: none"> <li>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</li> </ul>	Planning and Regeneration
	<ul style="list-style-type: none"> <li>Increase Gross Value Added</li> <li>Increase job creation</li> <li>Diversify the economic base to create more jobs and skills</li> </ul>	<ul style="list-style-type: none"> <li>Review of employment land and proposals for future employment land options with Economic Growth lead input</li> </ul>	Planning and Regeneration
		<ul style="list-style-type: none"> <li>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.</li> </ul>	Planning and Regeneration
		<ul style="list-style-type: none"> <li>Delivery of the UK Shared Prosperity Fund Investment Plan</li> </ul>	Planning and Regeneration
	<ul style="list-style-type: none"> <li>A vibrant visitor economy</li> </ul>	<ul style="list-style-type: none"> <li>Develop the monitoring, management and intelligence reporting from footfall data across the District to ensure it informs policy and strategy decisions</li> </ul>	Planning and Regeneration
	To facilitate quality, choice and diversity in the housing market, assist in meeting housing need and demand and deliver	<ul style="list-style-type: none"> <li>Improved quality and choice across the housing market</li> </ul>	<ul style="list-style-type: none"> <li>Develop Affordable Housing Investment Proposals in line with Housing Strategy</li> </ul>



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	<ul style="list-style-type: none"> <li>Increased quality of life for residents</li> </ul>	<ul style="list-style-type: none"> <li>Resourcing and preparations for nationally significant infrastructure projects and mandatory biodiversity net gain requirements</li> </ul>	Planning and Regeneration
	<ul style="list-style-type: none"> <li>High standard of quality and compliance across all regulated areas</li> </ul>	<ul style="list-style-type: none"> <li>Determine the preferred approach for improving standards in the private rented sector, including any possible options for selective licensing</li> </ul>	Change Management, ICT and Regulatory Services
		<ul style="list-style-type: none"> <li>Development of a communications plan for Regulatory Services</li> </ul>	Change Management, ICT and Regulatory Services
		<ul style="list-style-type: none"> <li>Establish a permanent Enforcement Officer resource to ensure sufficient capacity to meet ongoing demand</li> </ul>	Change Management, ICT and Regulatory Services
		<ul style="list-style-type: none"> <li>Re-introduce the Caravan Site Licensing Regime</li> </ul>	Change Management, ICT and Regulatory Services
	<ul style="list-style-type: none"> <li>Reduce anti-social behaviour</li> </ul>	<ul style="list-style-type: none"> <li>Develop a new approach to antisocial behaviour, enviro-crime and fly-tipping in collaboration with key stakeholders</li> </ul>	Change Management, ICT and Regulatory Services
	<ul style="list-style-type: none"> <li>Use the Council's statutory functions to improve public safety and cleanliness in the district</li> </ul>	<ul style="list-style-type: none"> <li>Ensure compliance for the Building Control service with new professional standards and changing legislation</li> </ul>	Operational and Commercial Services
		<ul style="list-style-type: none"> <li>Review of the waste collection round to ensure it is able to meet the demands of a growing district</li> </ul>	Operational and Commercial Services

## Our Council

Corporate Plan Strategic Aim	Corporate Plan Strategic Objective	Key Deliverable	Responsible Portfolio
To remain financially sustainable	<ul style="list-style-type: none"> <li>Create additional commercial revenue streams</li> </ul>	<ul style="list-style-type: none"> <li>Explore the business case for the creation of a West Lindsey personal Local Land Charges search company</li> </ul>	Change Management, ICT and Regulatory Services

Corporate Plan Strategic Aim	Corporate Plan Strategic Objective	Key Deliverable	Responsible Portfolio	
	<ul style="list-style-type: none"> <li>Local taxpayers obtain good value for money and the services they expect</li> </ul>	<ul style="list-style-type: none"> <li>Identify and procure new software that can identify Council Tax or Business Rate properties not already on the banding or rating lists</li> </ul>	Change Management, ICT and Regulatory Services	
		<ul style="list-style-type: none"> <li>Procurement and implementation of the Single Person Discount continuous review</li> </ul>	Change Management, ICT and Regulatory Services	
		<ul style="list-style-type: none"> <li>Completion of the Single Person Discount bi-annual review</li> </ul>	Change Management, ICT and Regulatory Services	
		<ul style="list-style-type: none"> <li>Completion of the Empty Homes Review</li> </ul>	Change Management, ICT and Regulatory Services	
		<ul style="list-style-type: none"> <li>Recovery boost for the collection of overpaid Housing Benefit</li> </ul>	Change Management, ICT and Regulatory Services	
		<ul style="list-style-type: none"> <li>Conduct an options appraisal and prepare a business case for the future of the North Warren Road depot</li> </ul>	Corporate Services	
	<ul style="list-style-type: none"> <li>Improve the support available for, and financial acumen of budget holders</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of the OneCouncil finance system</li> </ul>	Corporate Services	
		<ul style="list-style-type: none"> <li>Develop and deliver a finance training programme for members and officers</li> </ul>	Corporate Services	
	To put the customer at the centre of everything we do	<ul style="list-style-type: none"> <li>Deliver high quality, customer centric services that offer excellent customer experiences, value for money and demonstrate a culture of continuous improvement</li> </ul>	<ul style="list-style-type: none"> <li>Implement the Council's transformation Programme 'Together 24' and plan for the evolution of the Programme post-2024.</li> </ul>	All
			<ul style="list-style-type: none"> <li>Implementation of a Hybrid-Mail solution</li> </ul>	Operational and Commercial Services
<ul style="list-style-type: none"> <li>Improved means of access to services for customers</li> </ul>		<ul style="list-style-type: none"> <li>Implement a new telephony solution across the Council that meets the needs of our customers</li> </ul>	Operational and Commercial Services	



Corporate Plan Strategic Aim	Corporate Plan Strategic Objective	Key Deliverable	Responsible Portfolio
	<ul style="list-style-type: none"> <li>Increased customer satisfaction with Council services</li> </ul>	<ul style="list-style-type: none"> <li>Create and implement a new Customer Experience Strategy</li> </ul>	Operational and Commercial Services
To maintain our position as a well-managed and well-governed Council	<ul style="list-style-type: none"> <li>Ensure appropriate governance arrangements and skill-sets among members, to enable effective decision-making and fulfilment of the member advocacy role</li> </ul>	<ul style="list-style-type: none"> <li>Implement the member induction and member device refresh</li> </ul>	Corporate Services
		<ul style="list-style-type: none"> <li>Consider a fourth-tier governance review</li> </ul>	Corporate Services
	<ul style="list-style-type: none"> <li>A progressive Council that gets things done</li> </ul>	<ul style="list-style-type: none"> <li>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</li> </ul>	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
<ul style="list-style-type: none"> <li>An appraisal of the implications from the Environment Act 2021, including proposals for weekly food waste collections and free garden waste collections for all.</li> </ul>	Operational and Commercial Services
<ul style="list-style-type: none"> <li>Appraise the potential to further proposals to introduce energy efficient vehicles as part of our vehicle replacement strategy.</li> </ul>	Operational and Commercial Services
<ul style="list-style-type: none"> <li>Property Strategy review and de-carbonisation measures within our own properties.</li> </ul>	Corporate Services
<ul style="list-style-type: none"> <li>Develop a system for carbon accounting.</li> </ul>	Corporate Services
<ul style="list-style-type: none"> <li>Lead economic input into Climate Change agenda including monitoring of targeted grant support</li> </ul>	Policy and Strategy

Key Deliverables	Responsible Portfolio
<ul style="list-style-type: none"> <li>Undertake a review, procurement and implementation of printing, scanning and copying solutions to reduce usage.</li> </ul>	Change Management, ICT and Regulatory Services
<ul style="list-style-type: none"> <li>Increase take-up of e-billing and digital communications in the Council Tax service.</li> </ul>	Change Management, ICT 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 funding need).

Managing this level of reductions has been achieved through sound financial management through 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 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. Income from local taxation (Council Tax and Business Rates excluding implications of Covid) is 87% (46.6% 2010/11)

Income from Customer and Client receipts and Investment Property Portfolio has increased income levels from £3.363m to £7.992m (138%) 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 final financial settlement for Local Government 2023/24 was announced in February 2023 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;

- £5.1bn more funding for local Councils
- Providing a 9.4% 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.
- A commitment to working with authorities affected by significant increases in internal drainage board levies.
- A new one-off allocation of New Homes Bonus Funding for 2023/24.
- Increasing the Rural Services Delivery Grant by £10m
- 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, the way this funding is used and how this can be affected by external factors.

### **Covid-19**

The pandemic has changed the way in which the Council works, 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. There is however have a commercial contingency budget of £0.173m which will be utilised if income levels fall short of expectations. In addition the Council continues to support its Leisure Management provider with remaining government funding held in reserves.

### **National Economy and inflation**

The economy is currently seeing inflation rise to its highest level in recent times, with the cost of food, fuel and utilities being the main factors. There is currently increased costs across the Council's revenue expenditure for the supply of contracts, goods and services. The General Fund Working Balance is currently above the £2.5m minimum and will mitigate any in year budget pressures.

## Levelling Up

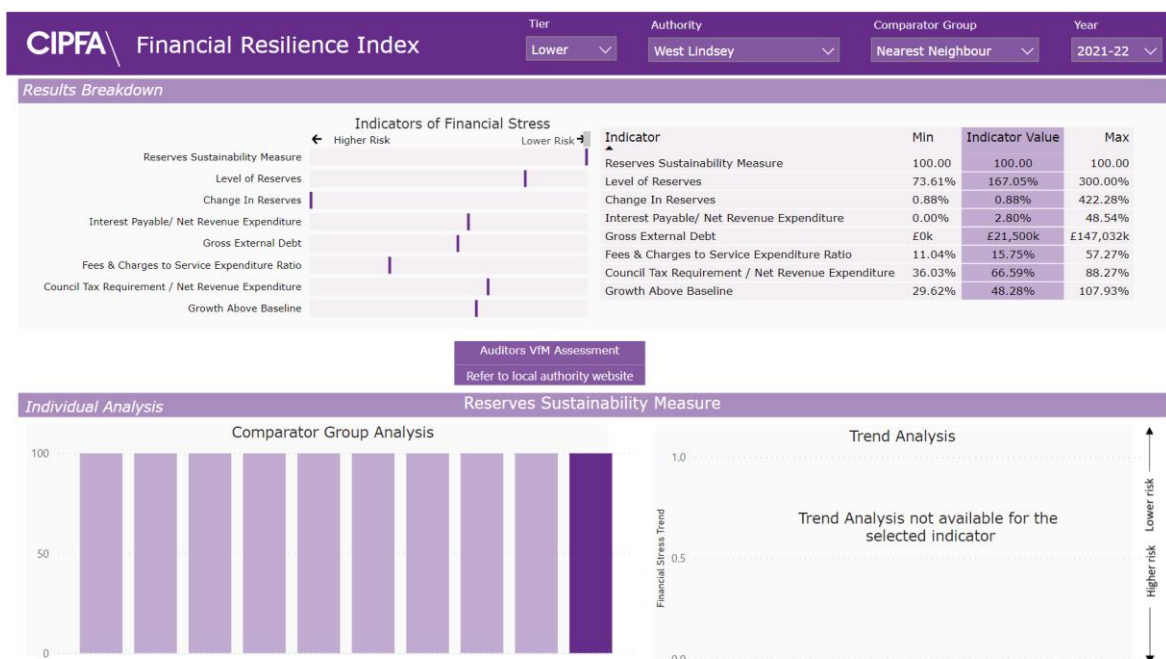
The Governments anticipated Levelling Up White Paper (strategy for delivery from 2022/23) has now been published. The Council has been successful in attracting £10.275m of funding to support jobs, businesses and economic growth as part of the Thriving Gainsborough Programme.

## 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 and business rates retention are now expected for 2025/26. This results in continued uncertainty of future funding for the Council. The authority has been pro-active in ensuring that it is prepare for any reductions by taking a prudent approach to setting the Medium Term Financial Plan forecasts. Whilst it is assumed settlement funding remains comparable, there is an assumption that there will be a loss from accumulated growth from Business Rates retention from 2025/26. The one year settlement has however given another year of resources that might otherwise may not have had. The table below shows the Core Spending Power for West Lindsey based on the Local Government Settlement 2023/24.

<b>West Lindsey</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
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	0.556
Lower Tier Services Grant	0.000	0.000	0.129	0.138	0.000
Services Grant	0.000	0.000	0.000	0.208	0.122
Grants rolled in	0.116	0.116	0.118	0.116	0.000
Funding Guarantee Grant	0.000	0.000	0.000	0.000	0.448
<b>Core Spending Power</b>	<b>10.890</b>	<b>11.000</b>	<b>11.355</b>	<b>12.286</b>	<b>12.866</b>

## 2.4 How we compare – Financial Resilience



## 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

It is estimated that there will be a balance of £18.347m as at 31.3.2023 reducing to £14.244m 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 Fees and Charges**

**Appendix 4 Capital Investment Strategy**

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# MEDIUM TERM FINANCIAL PLAN

## 2023/24 - 2027/28

### 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.

### 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.

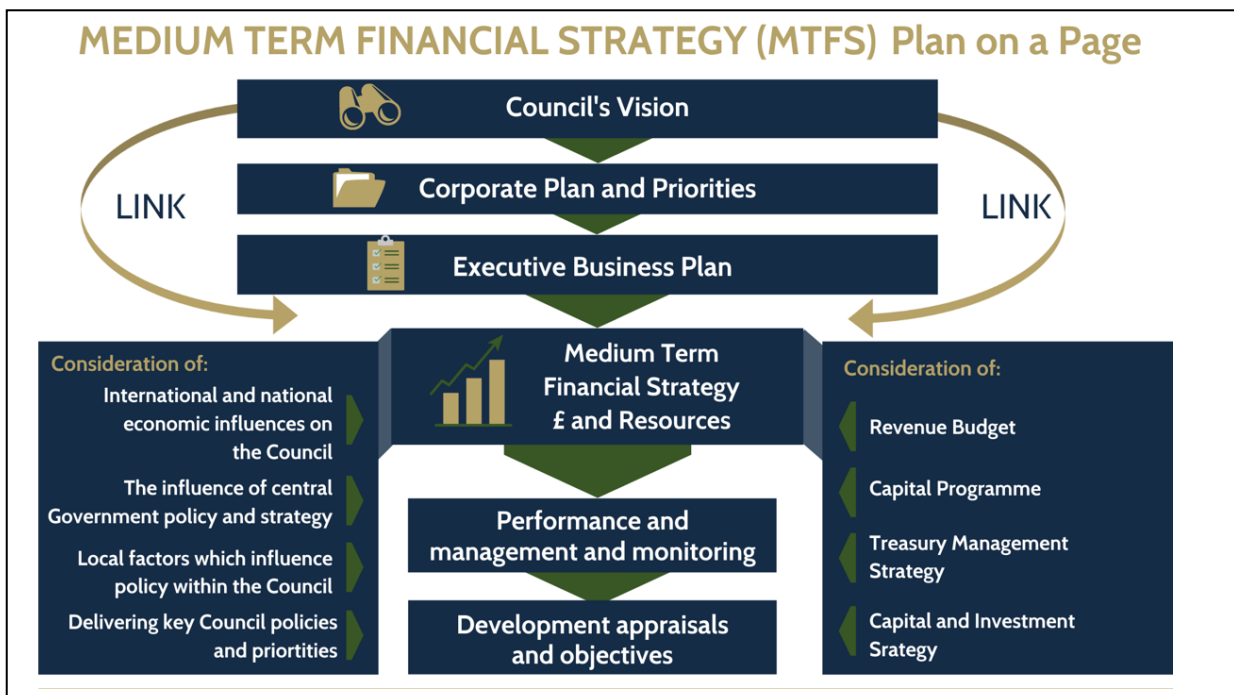


## 1. The Medium Term Financial Plan and Financial Strategy

The 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 the 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 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 the Council's working:

1. To put the customer at the centre of everything the Council does
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 the Council does

The 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 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

## 1.1 Value for Money

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

- **Economy** – minimising the cost of resources used or required: reducing inputs for the same outputs

- **Efficiency** – producing the same or better outputs by doing things differently and reducing the inputs required
- **Effectiveness** – deploying resources to meet objectives

The Council’s 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:

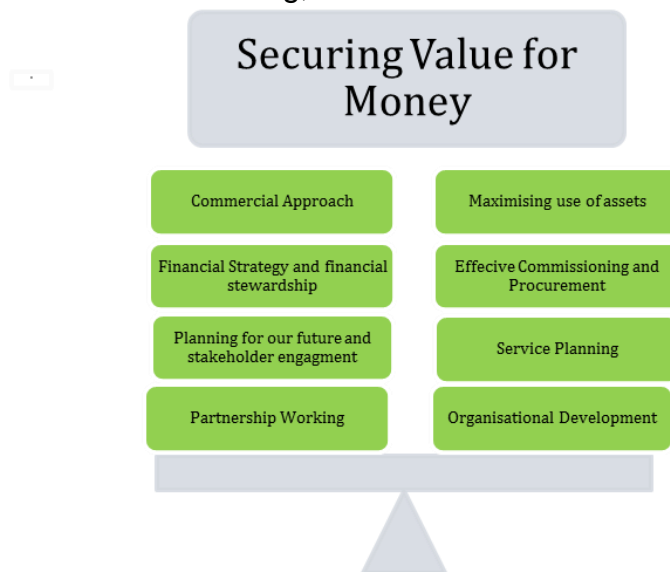
- Investing in communities (to help themselves and others)
- A more commercial council – to generate additional income and identifying opportunities that align with residents needs
- Modern, innovative and collaborative – utilising the best technology and commissioning delivery to achieve outcomes

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

WLDC’s 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

## **1.2 Commercial Approach**

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

In addition, it will consider capital investment as a means in which to deliver 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 to undertaking 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.

## **1.3 Partnership Working**

West Lindsey District Council aspires to be a good partner for service delivery and has a successful enabling role in encouraging collective responsibility in its 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.

## **1.4 Strategic Asset Management Plan**

West Lindsey's Strategic Asset Management Strategy will demonstrate that WLDC has 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 all Council properties to

ascertain the extent of works to be undertaken, which subsequently informs the MTFP.

## **1.5 Organisational Development**

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

There is a commitment 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.

## **1.6 Business Planning**

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

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

## **1.7 Commissioning and Procurement**

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

## **1.8 Capital Investment Strategy (Appendix 4) and Capital Investment Programme and Financing (Appendix 5 & 6)**

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

## **1.9 The Treasury Management Strategy (Appendix 7)**

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.

### **1.10 Borrowing for Capital Investment**

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

Borrowing from external sources will only be undertaken after consideration of 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.

### **1.11 Financial Sustainability**

The sustainability of financial 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 borrowing is available 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
- It is assumed that significant revenue will be generated from new income streams from investment in assets
- Efficiencies will be generated through service redesigns and the implementation of digital strategies for the benefit of our customers

### **1.12 The Pay Policy Statement (Appendix 13)**

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 the approach taken 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 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. A prudent approach has been taken by removing some Business Rates Growth from 2025/26. In addition it has been 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.

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 the Council's 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 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.

### **2.3 Budget Assumptions**

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

- Employees – Pay award 2% 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.
- Utility increases – 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**

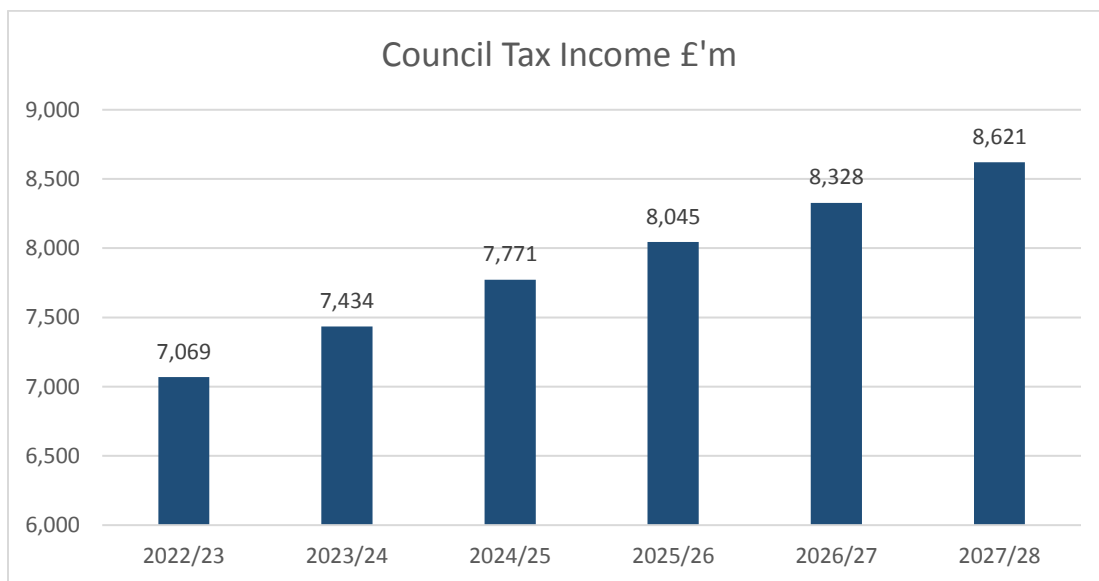
The Tax Base for 2023/24 has been approved at 31,696.76 (31,038.46 2022/23) reflecting growth of 2.12% (3.02% 2022/23). The MTFP includes annual growth rate of 1.5% for future years.

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 £6.80p or 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 it has been 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

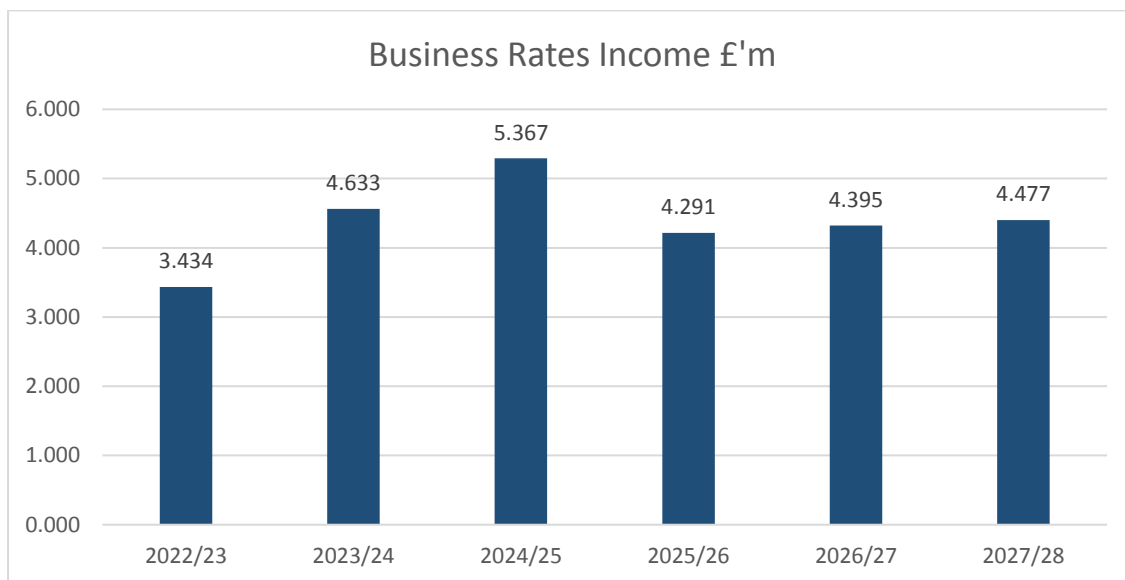
A further one year settlement for 2023/24 is estimated to provide business rates income of £4.633m (£3.434m 2022/23). However, this figure will be supplemented by transfers from the Business Rates Volatility Reserve of £0.669m (£1.170m 2022/23) which will offset previous years deficits included within 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.

The Council will continue to benefit from being 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, WLDC is 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

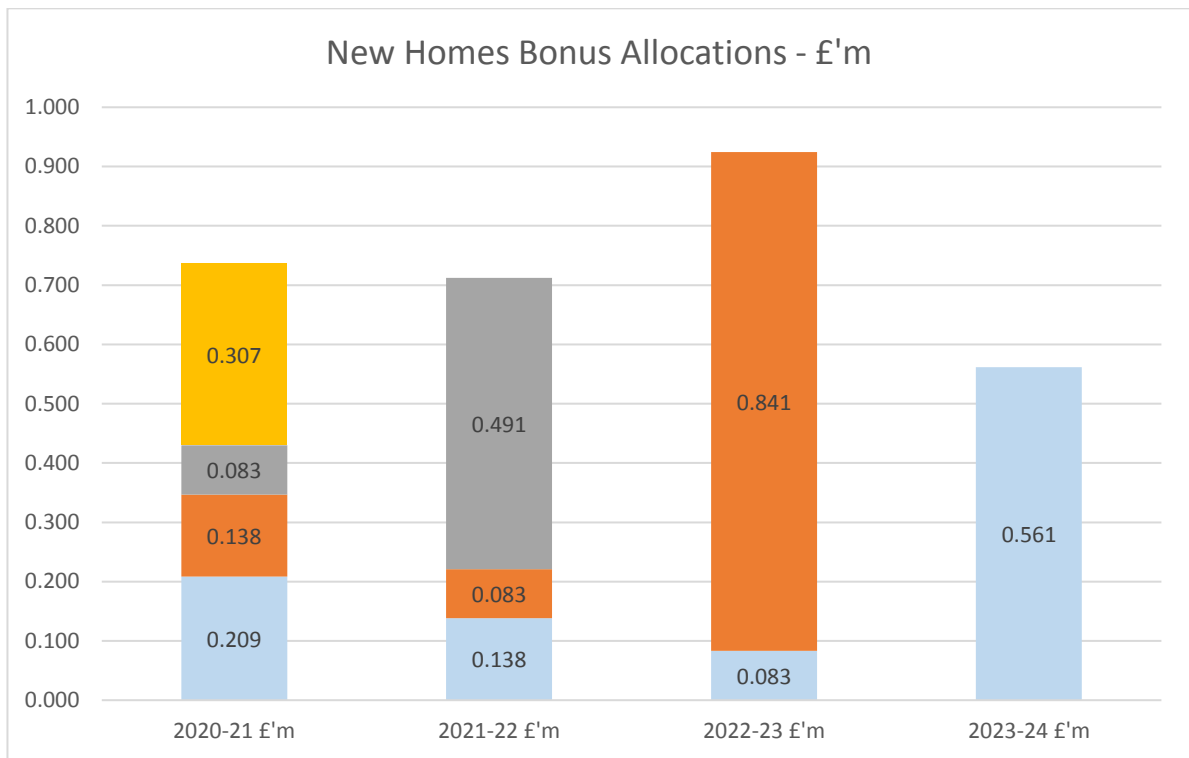
The New Homes Bonus was introduced in 2011/12 by Central Government and payable to local councils to incentivise housing growth in their area. It is based on the amount of extra Council Tax revenue raised for new-build homes, conversions and bringing long term empty properties back into use. There is 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 £15.393m 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.

The 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;

RESERVE	CURRENT YEAR			MTFP		
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
General Fund Working Balance	4,099,922	3,415,522	3,339,622	3,219,022	3,098,322	3,098,322
Earmarked Reserves	18,346,535	14,900,035	14,122,435	14,010,235	14,429,535	14,244,135
Capital Receipts	428,414	180,999	271,452	391,352	510,555	529,275
<b>TOTAL</b>	<b>22,874,870</b>	<b>18,496,555</b>	<b>17,733,508</b>	<b>17,620,608</b>	<b>18,038,411</b>	<b>17,871,731</b>

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

<b>GENERAL FUND WORKING BALANCE MOVEMENTS</b>	<b>2023/24</b>
Estimated Balance Brought Forward	4,099,922
Less Approved Use of Reserves	(229,800)
Transfer to new 'Invest to Save' Reserve	(500,000)
Add Contributions to Reserves	45,400
<b>Grand Total</b>	<b>3,415,522</b>

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

<b>EARMARKED RESERVES</b>	<b>CURRENT YEAR</b>				<b>MTFP</b>	
	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>
Service Investment/Renewals	3,687,165	2,955,765	2,681,965	2,686,765	3,189,065	3,003,665
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	7,898,319	7,511,519	7,511,519	7,511,519	7,511,519
<b>Grand Total</b>	<b>18,346,535</b>	<b>14,900,035</b>	<b>14,122,435</b>	<b>14,010,235</b>	<b>14,429,535</b>	<b>14,244,135</b>

## 2.9 Medium Term Financial Analysis (Appendix 1)

The 5 year Medium Term Financial Plan 2022/23 has been updated during the budgeted 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 £
<b>MTFP - FUNDING GAP B/FWD</b>	<b>1,596,300</b>	<b>1,658,600</b>	<b>1,781,000</b>	<b>1,974,900</b>	<b>2,143,300</b>
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
<b>Movement in Funding:</b>					
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)	(26,000)	(24,500)	(23,000)	(23,000)
Business Rates	(2,022,400)	(2,025,200)	(901,000)	(943,500)	(1,025,900)
<b>MTFP - FUNDING GAP</b>	<b>0</b>	<b>326,000</b>	<b>1,584,900</b>	<b>1,567,900</b>	<b>1,552,100</b>

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

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

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

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

- 131% of MTFP total 3 year deficit (£1.911m)
- 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.



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

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

## 2.12 Sensitivity Analysis

<b>RISK</b>	<b>MITIGATION</b>
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	Borrowing need is budgeted at 100%. In reality as cash reserves are used 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
Unforeseen events/emergencies/budget overspend (including Covid response and recovery)	Unexpected costs or income pressures which are not supported from government grant. General Fund Working Balance of £2.5m
Savings not achieved	General Fund Working Balance of £2.5m Commercial Contingency Budget £0.173m

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. COUNCIL TAX AND REVENUE BUDGET 2023/24

#### 3.1 Council Tax 2023/24 (Appendix 8-12)

The council Tax for West Lindsey District Council of £234.54 represents an increase of £6.80 (2.99%) and with a tax base of 31,696.76 is budgeted to generate £7,434,100.

The average Band D equivalent Council Tax for West Lindsey residents including Lincolnshire County Council, the Police and Crime Commissioner and an average Parish Precept totals £2,110.97 as detailed below: -

	2022/23	2023/24	Variance	
	£	£	£	%
Lincolnshire County Council	1,432.17	1,503.63	71.46	4.99
Police and Crime Commissioner	276.30	291.24	14.94	5.41
West Lindsey District Council	227.74	234.54	6.80	2.99
Parish Council Average	75.19	81.30	6.11	8.13
<b>Total Average Council Tax</b>	<b>2,011.40</b>	<b>2,110.71</b>	<b>99.31</b>	<b>4.94</b>

The aggregate amounts (excluding Parish Precepts) for West Lindsey area by Council Tax Band is detailed below: -

Band	West Lindsey DC	Lincolnshire CC	Police and Crime Commissioner	Aggregate Council Tax
<b>A</b>	156.36	1,002.42	194.16	1,352.94
<b>B</b>	182.42	1,169.49	226.52	1,578.43
<b>C</b>	208.48	1,336.56	258.88	1,803.92
<b>D</b>	234.54	1,503.63	291.24	2,029.41
<b>E</b>	286.66	1,837.77	355.96	2,480.39
<b>F</b>	338.78	2,171.91	420.68	2,931.37
<b>G</b>	390.90	2,506.05	485.40	3,382.35
<b>H</b>	469.08	3,007.26	582.48	4,058.82

### 3.2 Revenue Budget 2023/24

The Council presents a Balanced Revenue Budget for 2023/24, and is represented over 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

### 3.3 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. This draft budget has been prepared based on the Final Settlement issued in February 2023, after which only minor changes were made from the provisional settlement announced in December 2022.

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 £0.448m
- Continuation of the Rural Services Delivery Grant of £0.556m
- Continuation of the Services Grant but reduced to £0.122m
- Removal of the Lower Tier Services Grant of £0.138m

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	Final
	2022/23	2023/24
	£m	£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	0.556
Lower Tier Services Grant	0.138	0.000
Services Grant	0.208	0.122
Grants rolled in	0.116	0.000
Funding Guarantee Grant	0.000	0.448
<b>Core Spending Power</b>	<b>12,286</b>	<b>12.907</b>

### 3.4 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	1,832,400	1,611,000	1,789,500	1,830,700	1,763,300
Our Place	4,223,700	4,726,400	4,707,000	4,550,200	4,672,400	4,769,100
<b>Grand Total</b>	<b>12,023,500</b>	<b>14,344,200</b>	<b>13,624,100</b>	<b>13,636,100</b>	<b>13,983,800</b>	<b>14,396,400</b>

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	2,577,100	2,628,600	2,681,200	2,734,800	2,789,500
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
<b>Net Revenue Expenditure</b>	<b>14,500,200</b>	<b>16,927,000</b>	<b>16,655,500</b>	<b>16,861,000</b>	<b>17,250,100</b>	<b>17,668,800</b>

Transfer to / (from) General Fund	(465,700)	(684,400)	(75,900)	(120,600)	(120,700)	0
Transfer to / (from) Earmarked Reserves	944,900	496,600	185,600	534,300	568,600	443,600

<b>Amount to be met from Government Grant or Council Tax</b>	<b>14,979,400</b>	<b>16,739,200</b>	<b>16,765,200</b>	<b>17,274,700</b>	<b>17,698,000</b>	<b>18,112,400</b>
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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	2,577,100	2,628,600	2,681,200	2,734,800	2,789,500
New Homes Bonus	924,400	561,500	0	0	0	0
Other Government Grants	993,100	1,243,300	672,800	672,800	672,800	672,800

Council Tax Requirement	7,068,700	7,434,100	7,771,200	8,044,700	8,327,900	8,621,000
<b>TOTAL FUNDING</b>	<b>14,979,400</b>	<b>16,739,200</b>	<b>16,439,200</b>	<b>15,689,800</b>	<b>16,130,100</b>	<b>16,560,300</b>
Balanced Budget / Funding Target	0	0	326,000	1,584,900	1,567,900	1,552,100

### 3.5 Base budget movements

The Budget of £16,739,200 (£14,979,400 2022/23) is proposed for approval and reflects an increase of £1,759,800 (including movements in reserves). The significant movements are detailed below;

#### Service Clusters

- Employee costs increase £0.688m includes impact of pay awards
- Inflation £0.609m on supplies and services, premises and transport
- Increase in contingency budgets £0.341m
- 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 £0.631m
- Other small movements (£0.087m)

#### 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.

## 4. 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 Strategic 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
<b>Total</b>	<b>624,000</b>	<b>110,000</b>	<b>238,000</b>	<b>122,000</b>	<b>106,000</b>

### 4.3 The Summary Capital Programme 2023/24 to 2027/28

Service Cluster	Estimate 2023/24 £	Estimate 2024/25 £	Estimate 2025/26 £	Estimate 2026/27 £	Estimate 2027/28 £	Total Capital Programme £
Our People	1,302,225	1,763,600	674,900	674,900	674,900	<b>5,090,525</b>
Our Place	15,358,084	4,897,106	554,400	50,000	479,400	<b>21,338,990</b>
Our Council	1,227,500	291,000	92,100	99,300	149,600	<b>1,859,500</b>
Investment	3,000,000	0	0	0	0	<b>3,000,000</b>
<b>Grand Total</b>	<b>20,887,809</b>	<b>6,951,706</b>	<b>1,321,400</b>	<b>824,200</b>	<b>1,303,900</b>	<b>31,289,015</b>

The overall Capital Investment Programme totals £31.289m however, £6.374m relates to the approved Capital Budgets (Stage 3 and Business as usual) with the remainder of £24.915m 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	<b>6,014,700</b>
Pre-Stage 1	5,500,000	3,081,000	30,000	0	85,000	<b>8,696,000</b>
Stage 1	250,000	750,000	0	0	0	<b>1,000,000</b>
Stage 2	13,338,396	1,880,406	0	0	0	<b>15,218,802</b>
Stage 3	359,513	0	0	0	0	<b>359,513</b>
<b>Grand Total</b>	<b>20,887,809</b>	<b>6,951,706</b>	<b>1,321,400</b>	<b>824,200</b>	<b>1,303,900</b>	<b>31,289,015</b>

There are a number of significant programmes of work, which at this time have not been subject to a full financial appraisal, and to that end Members should be aware that the estimates within this programme could vary significantly.

The 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	-13,451,663	-5,978,506	-674,900	-674,900	-674,900	<b>-21,454,869</b>
Revenue/Earmarked Reserves	-3,943,146	-963,200	-646,500	-149,300	-629,000	<b>-6,331,146</b>
Useable Capital Receipts	-3,350,000	-10,000	0	0	0	<b>-3,360,000</b>
Prudential Borrowing	-143,000	0	0	0	0	<b>-143,000</b>
<b>Total Capital Programme Funding</b>	<b>-20,887,809</b>	<b>-6,951,706</b>	<b>-1,321,400</b>	<b>-824,200</b>	<b>-1,303,900</b>	<b>-31,289,015</b>

## 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 Treasury Management Strategy and Prudential Indicators

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

The Strategy has been updated to include the principals for both Socially Responsible Investing (SRI) and Environmental, Social and Governance investing (ESG) which will ensure these considerations are undertaken when decisions are made.

In addition, the Minimum Revenue Provision Policy (MRP) now includes for an annual MRP to reduce borrowing against the Council's investment property portfolio. This will reduce the need for the Valuation Volatility Reserve over time.

### 5.2 The Capital Financing Requirement

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

£m	2021/22 Actual	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate
<b>Capital Financing Requirement</b>					
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
<b>Total CFR</b>	<b>40.305</b>	<b>39.091</b>	<b>38.321</b>	<b>37.401</b>	<b>36.481</b>
Of which: Commercial Investment Property	20.585	20.211	19.837	19.463	19.089



<b>Movement in CFR</b>	<b>1.770</b>	<b>-1.214</b>	<b>-0.770</b>	<b>-0.920</b>	<b>-0.920</b>
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<b>Movement in CFR represented by</b>					
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
<b>Movement in CFR</b>	<b>1.770</b>	<b>-1.214</b>	<b>-0.770</b>	<b>-0.920</b>	<b>-0.920</b>

### 5.3 Borrowing

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

<b>£m</b>	<b>2021/22 Actual</b>	<b>2022/23 Estimate</b>	<b>2023/24 Estimate</b>	<b>2024/25 Estimate</b>	<b>2025/26 Estimate</b>
<b>External Debt</b>					
Debt on 1 April	20.000	21.500	21.500	26.500	31.500
Expected change in Debt	1.500	0	5.000	5.000	0.000
<b>Gross external debt on 31 March</b>	<b>21.500</b>	<b>21.500</b>	<b>26.500</b>	<b>31.500</b>	<b>31.500</b>
Internal Borrowing (on 31 March)	18.805	17.591	11.821	5.901	4.981
<b>The Capital Financing Requirement</b>	<b>40.305</b>	<b>39.091</b>	<b>38.321</b>	<b>37.401</b>	<b>36.481</b>
<b>Internal Borrowing %</b>	<b>46.7</b>	<b>45.0</b>	<b>30.8</b>	<b>15.8</b>	<b>13.7</b>

### 5.4 Liability Benchmark

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

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

£m	2021/22 Actual	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate
Borrowing CFR	40.305	39.091	38.321	37.401	36.481
Usable Reserves	-24.620	-22.446	-18.316	-17.462	-17.229
Working Capital	-10.162	-2.169	-0.636	-0.636	-0.636
Minimum Investments	20.020	10.000	10.000	10.000	10.000
<b>Liability Benchmark</b>	<b>25.543</b>	<b>24.476</b>	<b>29.369</b>	<b>29.303</b>	<b>28.616</b>

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

### 6.1 The Pay Policy Statement

Section 38/11 of the Localism Act 2011 requires local authorities to produce a Pay Policy Statement each financial year. This document comprises that Pay Policy Statement being recommended for adoption.

The Act and supporting statutory guidance provides details of matters that must be included in this statutory pay policy but also emphasis 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 Council by the end of March each year, can be amended in year, must be published on the Council's website and must be complied with when setting the terms and conditions of chief officer employees.

The Council will comply with the National Living Wage legislation.

The pay policy includes a policy on:

- The level and elements of remuneration for each chief officer
- The remuneration of the lowest paid employees
- The relationship between the remuneration of chief officer and other officers; and
- Other specific aspects of chief officer remuneration and other discretionary payments

Remuneration in this context is defined widely to include not just pay but also charges, fees, allowance, benefits in kind, enhancements of pension entitlements and termination payments.

## **6.2 The Human Resource Statement**

The Human Resource Statement details the budgeted full time equivalents of 307.55 (291.06 2022/23) by Service 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	1,832,400	1,611,000	1,789,500	1,830,700	1,763,300
Our Place	4,223,700	4,726,400	4,707,000	4,550,200	4,672,400	4,769,100
<b>Grand Total</b>	<b>12,023,500</b>	<b>14,344,200</b>	<b>13,624,100</b>	<b>13,636,100</b>	<b>13,983,800</b>	<b>14,396,400</b>
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	2,577,100	2,628,600	2,681,200	2,734,800	2,789,500
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
<b>Net Revenue Expenditure</b>	<b>14,500,200</b>	<b>16,927,000</b>	<b>16,655,500</b>	<b>16,861,000</b>	<b>17,250,100</b>	<b>17,668,800</b>
Transfer to / (from) General Fund	(465,700)	(684,400)	(75,900)	(120,600)	(120,700)	0
Transfer to / (from) Earmarked Reserves	944,900	496,600	185,600	534,300	568,600	443,600
<b>Amount to be met from Government Grant or Council Tax</b>	<b>14,979,400</b>	<b>16,739,200</b>	<b>16,765,200</b>	<b>17,274,700</b>	<b>17,698,000</b>	<b>18,112,400</b>
<b>Funding Income</b>						
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	2,577,100	2,628,600	2,681,200	2,734,800	2,789,500
New Homes Bonus	924,400	561,500	0	0	0	0
Other Government Grants	993,100	1,243,300	672,800	672,800	672,800	672,800
<b>Council Tax Requirement</b>	<b>7,068,700</b>	<b>7,434,100</b>	<b>7,771,200</b>	<b>8,044,700</b>	<b>8,327,900</b>	<b>8,621,000</b>
<b>TOTAL FUNDING</b>	<b>14,979,400</b>	<b>16,739,200</b>	<b>16,439,200</b>	<b>15,689,800</b>	<b>16,130,100</b>	<b>16,560,300</b>
<b>Balanced Budget / Funding Target</b>	<b>0</b>	<b>0</b>	<b>326,000</b>	<b>1,584,900</b>	<b>1,567,900</b>	<b>1,552,100</b>

## 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
	£	£	£	£	£	£
<b>Expenditure</b>	<b>36,047,000</b>	<b>38,666,300</b>	<b>38,380,700</b>	<b>37,998,900</b>	<b>38,524,500</b>	<b>39,117,200</b>
Employees	12,903,000	14,338,800	14,097,100	13,800,700	14,188,100	14,549,200
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	2,577,100	2,628,600	2,681,200	2,734,800	2,789,500
Premises	976,600	1,210,300	1,233,800	1,274,900	1,321,200	1,396,900
Supplies and Services	4,070,500	4,719,200	4,479,700	4,178,800	4,214,900	4,321,300
Transfer Payments	14,025,200	13,579,300	13,419,000	13,519,000	13,519,000	13,419,000
Transport	873,000	988,000	988,600	988,600	988,600	988,600
<b>Income</b>	<b>(22,444,800)</b>	<b>(22,645,400)</b>	<b>(22,638,500)</b>	<b>(22,051,200)</b>	<b>(22,187,700)</b>	<b>(22,308,600)</b>
Income, Fees and Charges	(6,452,600)	(6,393,700)	(6,734,300)	(6,255,600)	(6,366,400)	(6,390,500)
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)
<b>Transfers To / (From) Reserves</b>	<b>1,377,200</b>	<b>718,300</b>	<b>1,023,000</b>	<b>1,327,000</b>	<b>1,361,200</b>	<b>1,303,800</b>
Transfer to / (from) General Fund	(465,700)	(684,400)	(75,900)	(120,600)	(120,700)	0
Transfer to / (from) Earmarked Reserves	944,900	496,600	185,600	534,300	568,600	443,600
MRP/VRP (repayment of borrowing)	898,000	906,100	913,300	913,300	913,300	860,200
<b>Amount to be met from Government Grant or Council Tax</b>	<b>14,979,400</b>	<b>16,739,200</b>	<b>16,765,200</b>	<b>17,274,700</b>	<b>17,698,000</b>	<b>18,112,400</b>
<b>FUNDED BY:</b>						
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	2,577,100	2,628,600	2,681,200	2,734,800	2,789,500
New Homes Bonus	924,400	561,500	0	0	0	0
Other Government Grants	993,100	1,243,300	672,800	672,800	672,800	672,800
<b>Council Tax Requirement</b>	<b>7,068,700</b>	<b>7,434,100</b>	<b>7,771,200</b>	<b>8,044,700</b>	<b>8,327,900</b>	<b>8,621,000</b>
<b>Grand Total</b>	<b>14,979,400</b>	<b>16,739,200</b>	<b>16,439,200</b>	<b>15,689,800</b>	<b>16,130,100</b>	<b>16,560,300</b>
<b>Balanced Budget/Cumulative Savings Target</b>	<b>0</b>	<b>0</b>	<b>326,000</b>	<b>1,584,900</b>	<b>1,567,900</b>	<b>1,552,100</b>

# 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
	£	£	£	£	£	£
<b>Our People</b>	<b>1,731,700</b>	<b>1,832,400</b>	<b>1,611,000</b>	<b>1,789,500</b>	<b>1,830,700</b>	<b>1,763,300</b>
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	36,000	36,000	0	0	0
Community Support	285,800	181,700	182,000	318,300	318,700	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	202,600	234,900
Leisure	(95,600)	29,600	(234,500)	(234,400)	(234,300)	(234,200)
Parks & Open Spaces	124,800	90,700	90,700	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
<b>Our Place</b>	<b>4,223,700</b>	<b>4,726,400</b>	<b>4,707,000</b>	<b>4,550,200</b>	<b>4,672,400</b>	<b>4,769,100</b>
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	399,700	407,900	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	117,000	118,500	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 - Commercial	(194,200)	(200,600)	(199,000)	(197,500)	(195,800)	(194,000)
Property - Houses	4,600	(1,200)	(1,100)	(900)	(900)	(800)
Property - Operational	158,200	194,700	200,700	210,000	216,600	225,400
Safer Communities - CCTV	90,200	204,000	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
<b>Our Council</b>	<b>6,068,100</b>	<b>7,785,400</b>	<b>7,306,100</b>	<b>7,296,400</b>	<b>7,480,700</b>	<b>7,864,000</b>
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)
<b>Investment Income - Property Portfolio</b>	<b>(1,470,800)</b>	<b>(1,576,700)</b>	<b>(1,576,100)</b>	<b>(1,575,500)</b>	<b>(1,614,700)</b>	<b>(1,705,000)</b>
Investment Properties	(1,470,800)	(1,576,700)	(1,576,100)	(1,575,500)	(1,614,700)	(1,705,000)
<b>Grand Total</b>	<b>10,552,700</b>	<b>12,767,500</b>	<b>12,048,000</b>	<b>12,060,600</b>	<b>12,369,100</b>	<b>12,691,400</b>

**APPENDIX 2**

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

	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigation</b>
<b>Inability to balance budget in medium term</b>	<b>Possible</b>	<b>High</b>	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 £3.4m which represents around 20% due to future funding and economic uncertainty.
<b>Income targets not achieved.</b>	<b>Likely</b>	<b>Medium</b>	Income has been substantially affected and in the current economic climate recovery is likely to take some time. A commercial contingency budget of £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.
<b>Revenue implications of capital programmes not fully anticipated</b>	<b>Possible</b>	<b>Low</b>	Capital bid approval identifies revenue implications and links to Council priorities. Full analysis of revenue implications assessed and considered in scenario planning and in business case development.
<b>Loss of principal investments</b>	<b>Unlikely</b>	<b>Medium</b>	Limited by the controls in the Treasury Management Strategy which prioritise security of deposit over returns on a risk based approach. Impact limited due to the strategy of a diverse portfolio with high rated institutions.
<b>New duties imposed by Government</b>	<b>Likely</b>	<b>Low</b>	It has already been stated that new duties will be transferred to districts, however this will be considered in line with the retention of NNDR. Proactive preparation will be undertaken to engage early and influence the outcome. The availability of general reserves will also help smooth any initial financial impact, pending any reallocation of resources. In the event



	Likelihood	Impact	Mitigation
			of new requirements being imposed 'new burdens' funding would also be sought.
<b>Review of NNDR Retention Scheme</b>	<b>Likely</b>	<b>Medium</b>	Government proposals for 75% of NNDR retention locally will have an impact on the resourcing of WLDC it is not yet known what future income levels will be, although it is assumed that we will revert to a 2013/14 baseline (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.
<b>The cultural change and capability required to deliver against the Council's aspiration may not be realised as quickly as the financial cuts, as changes in business models can take large organisations a number of years to realise regardless of the sector.</b>	<b>Possible</b>	<b>Low</b>	The officer Portfolio Board will ensure that the project management framework is effective and that robust business cases are developed prior to approval of projects and that projects are monitored, with issues being raised and escalated at an early stage for consideration.
<b>The assumptions contained within the MTFP are not realised.</b>	<b>Likely</b>	<b>Low</b>	Prudent assumptions are included in MTFP. A contingency budget, the General Fund Working Balance, in addition to a significant amount of reserves are held to mitigate any in year financial risks or volatility relating to income, or increases in expenditure, and which can be utilised in the event of variations to the assumptions made
<b>Recruitment and Retention of skilled staff</b>	<b>Likely</b>	<b>High</b>	The increased use of agency/ consultants brought in to do the right jobs.



Policy and Resources Committee

Central & Democratic Services

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

2022/23	Proposed Increase / (Decrease)		2023/24	VAT Amount	2023/24 Charge Inc. VAT	VAT Rate
£	% Type	£	£	£	£	

**Electoral Services (Statutory):**

**Printed Format**

Sale of Full Register/ Notice of Alteration/ Postal Vote Return Report (following an election)	£10.00	0.0%	£0.00	£10.00	£0.00	£10.00	OS
- Per thousand names or part	£5.00	0.0%	£0.00	£5.00	£0.00	£5.00	OS
Supply of Overseas Register	£10.00	0.0%	£0.00	£10.00	£0.00	£10.00	OS
- Per hundred names or part	£5.00	0.0%	£0.00	£5.00	£0.00	£5.00	OS

**Data Format**

Sale of Full Register/ Notice of Alteration/ Postal Vote Return Report (following an election)	£20.00	0.0%	£0.00	£20.00	£0.00	£20.00	OS
- Per thousand names of part	£1.50	0.0%	£0.00	£1.50	£0.00	£1.50	OS
Supply of Overseas Register	£20.00	0.0%	£0.00	£20.00	£0.00	£20.00	OS
- Per hundred names of part	£1.50	0.0%	£0.00	£1.50	£0.00	£1.50	OS

Policy and Resources Committee

Central & Democratic Services

2022/23	Proposed Increase / (Decrease)		2023/24	VAT Amount	2023/24 Charge Inc. VAT	VAT Rate
£	% Type	or £	£	£	£	

**Street Naming and Numbering:**

Naming or renaming of a registered property	£76.00	6.6%	£5.00	£81.00	£0.00	£81.00	OS
Renaming an existing street at resident request, per street	£268.00	6.0%	£16.00	£284.00	£0.00	£284.00	OS
Renumbering an existing street at resident request, per property	£54.00	5.6%	£3.00	£57.00	£0.00	£57.00	OS
Naming a new street	£107.00	5.6%	£6.00	£113.00	£0.00	£113.00	OS
Naming of additional streets on the same application	£32.00	6.3%	£2.00	£34.00	£0.00	£34.00	OS
Numbering new development (plots 1-10), per plot	£32.00	6.3%	£2.00	£34.00	£0.00	£34.00	OS
Numbering new development (plots 11+), per plot	£22.00	4.5%	£1.00	£23.00	£0.00	£23.00	OS
Numbering a block of flats, per block	£107.00	5.6%	£6.00	£113.00	£0.00	£113.00	OS
Renumbering due to change in layout plan by developer (plots 1-10), per plot	£22.00	4.5%	£1.00	£23.00	£0.00	£23.00	OS
Renumbering due to change in layout plan by developer (plots 11+), per plot	£17.00	5.9%	£1.00	£18.00	£0.00	£18.00	OS
Confirmation of address details	£54.00	5.6%	£3.00	£57.00	£0.00	£57.00	OS

Policy and Resources Committee

Revenue Services

2022/23	Proposed Increase / (Decrease)		2023/24	VAT Amount	2023/24 Charge Inc. VAT	VAT Rate
£	% Type	or £	£	£	£	

Revenues \*

Court costs added to Council Tax accounts.			£73.50	0.0%	£0.00	£73.50	£0.00	£73.50	OS
Court costs added to NNDR accounts.			£85.00	0.0%	£0.00	£85.00	£0.00	£85.00	OS

\* Charges agreed with Magistrates

2022/23	Proposed Increase / (Decrease)		2023/24	VAT Amount	2023/24 Charge Inc. VAT	VAT Rate
£	%	Type or £	£	£	£	

**Car Parks**

Gainsborough not including Roseway	0-1 hours	£0.00	0.0%	£0.00	£0.00	£0.00	£0.00	S	
	1-2 hours	£0.92	0.0%	£0.00	£0.92	£0.18	£1.10	S	
	2-3 hours	£1.33	0.0%	£0.00	£1.33	£0.27	£1.60	S	
	3-4 hours	£1.67	0.0%	£0.00	£1.67	£0.33	£2.00	S	
	4-6 hours	£2.75	0.0%	£0.00	£2.75	£0.55	£3.30	S	
	6+ hours	£3.25	0.0%	£0.00	£3.25	£0.65	£3.90	S	
Roseway only	0-1 hours	£0.00	0.0%	£0.00	£0.00	£0.00	£0.00	S	
	1-2 hours	£1.17	0.0%	£0.00	£1.17	£0.23	£1.40	S	
	2-3 hours	£1.66	0.0%	£0.00	£1.66	£0.33	£2.00	S	
	3-4 hours	£2.08	0.0%	£0.00	£2.08	£0.42	£2.50	S	
	Travelodge permit	£5.42	0.0%	£0.00	£5.42	£1.08	£6.50	S	
Market Rasen	0-1 hours	£0.00	0.0%	£0.00	£0.00	£0.00	£0.00	S	
	1-2 hours	£0.00	0.0%	£0.00	£0.00	£0.00	£0.00	S	
	2-3 hours	£0.67	0.0%	£0.00	£0.67	£0.13	£0.80	S	
	3-4 hours	£0.83	0.0%	£0.00	£0.83	£0.17	£1.00	S	
	4-6 hours	£1.42	0.0%	£0.00	£1.42	£0.28	£1.70	S	
	6+ hours	£1.67	0.0%	£0.00	£1.67	£0.33	£2.00	S	
<b>Annual Season Tickets</b>									
Gainsborough only	Mon-Sat	£510.00	0.0%	£0.00	£510.00	£102.00	£612.00	S	
	Mon-Sat (If paid by monthly DD)	£440.00	0.0%	£0.00	£440.00	£88.00	£528.00	S	
	Mon-Fri	£430.00	0.0%	£0.00	£430.00	£86.00	£516.00	S	
	Mon-Fri (If paid by monthly DD)	£350.00	0.0%	£0.00	£350.00	£70.00	£420.00	S	
Market Rasen Only	Mon-Sat	£255.00	0.0%	£0.00	£255.00	£51.00	£306.00	S	
	Mon-Sat (If paid by monthly DD)	£220.00	0.0%	£0.00	£220.00	£44.00	£264.00	S	
	Mon-Fri	£215.00	0.0%	£0.00	£215.00	£43.00	£258.00	S	
	Mon-Fri (If paid by monthly DD)	£175.00	0.0%	£0.00	£175.00	£35.00	£210.00	S	

2022/23	Proposed Increase / (Decrease)		2023/24	VAT Amount	2023/24 Charge Inc. VAT	VAT Rate
£	% Type	or £	£	£	£	

Penalty Charge Notice								
Higher Rate		£70.00	0.0%	£0.00	£70.00	£0.00	£70.00	OS
Higher rate discounted if paid within 14 days		£35.00	0.0%	£0.00	£35.00	£0.00	£35.00	OS
Lower Rate		£50.00	0.0%	£0.00	£50.00	£0.00	£50.00	OS
Lower rate discounted if paid within 14 days		£25.00	0.0%	£0.00	£25.00	£0.00	£25.00	OS

Penalty Charge Notices have replaced the Excess Charge Notice.

The Traffic Management Act 2004 has introduced differential Penalty Charge Notices.

Notices are categorised as 'Higher' or 'Lower' dependent on the severity of the parking infringement.

Higher penalties are payable at £70 and lower penalties at £50. These categories are as determined in National Guidance.

Electric Vehicle Charging	charge per kWh	£0.25	84.0%	£0.21	£0.46	£0.09	£0.55	S
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**Free Christmas Parking** - one day free parking at Gainsborough and Market Rasen during the Christmas period - Dates tbc

2022/23	Proposed Increase / (Decrease)		2023/24	VAT Amount	2023/24 Charge Inc. VAT	VAT Rate
£	% Type	or £	£	£	£	

**Gainsborough Market****Tuesday Market****Registered Trader**

1 stall	£16.00	0.0%	£0.00	£16.00	£0.00	£16.00	OS
2 stalls	£27.00	0.0%	£0.00	£27.00	£0.00	£27.00	OS
3 stalls	£35.00	0.0%	£0.00	£35.00	£0.00	£35.00	OS
4 stalls	£43.00	0.0%	£0.00	£43.00	£0.00	£43.00	OS
5 stalls	£51.00	0.0%	£0.00	£51.00	£0.00	£51.00	OS

**Casual Trader**

1 stall	£17.50	0.0%	£0.00	£17.50	£0.00	£17.50	OS
2 stalls	£35.00	0.0%	£0.00	£35.00	£0.00	£35.00	OS
3 stalls	£52.50	0.0%	£0.00	£52.50	£0.00	£52.50	OS
4 stalls	£70.00	0.0%	£0.00	£70.00	£0.00	£70.00	OS
5 stalls	£87.50	0.0%	£0.00	£87.50	£0.00	£87.50	OS

**Saturday Market****Registered Trader**

1 stall	£10.00	0.0%	£0.00	£10.00	£0.00	£10.00	OS
2 stalls	£20.00	0.0%	£0.00	£20.00	£0.00	£20.00	OS
3 stalls	£25.00	0.0%	£0.00	£25.00	£0.00	£25.00	OS
4 stalls	£30.00	0.0%	£0.00	£30.00	£0.00	£30.00	OS
5 stalls	£35.00	0.0%	£0.00	£35.00	£0.00	£35.00	OS

**Casual Trader**

1 stall	£16.50	0.0%	£0.00	£16.50	£0.00	£16.50	OS
2 stalls	£33.00	0.0%	£0.00	£33.00	£0.00	£33.00	OS
3 stalls	£49.50	0.0%	£0.00	£49.50	£0.00	£49.50	OS
4 stalls	£66.00	0.0%	£0.00	£66.00	£0.00	£66.00	OS
5 stalls	£82.50	0.0%	£0.00	£82.50	£0.00	£82.50	OS

All new traders offered £7.50 per stall on Saturday for a maximum of 6 months

The 6 month period will be cumulative and will be calculated on a rolling basis for each trader

Once a trader has had 6 months discount no further discounts will be given irrespective of time gap between trading

2022/23	Proposed Increase / (Decrease)		2023/24	VAT Amount	2023/24 Charge Inc. VAT	VAT Rate
£	%	Type or £	£	£	£	

Other Units (Vending Vans, Trailers etc.)

Tuesday Market

Registered Trader	£23.50	0.0%	£0.00	£23.50	£0.00	£23.50	OS
Casual Trader	£25.50	0.0%	£0.00	£25.50	£0.00	£25.50	OS

Saturday Market

Registered Trader	£15.00	0.0%	£0.00	£15.00	£0.00	£15.00	OS
Casual Trader	£20.00	0.0%	£0.00	£20.00	£0.00	£20.00	OS



2022/23	Proposed Increase / (Decrease)		2023/24	VAT Amount	2023/24 Charge Inc. VAT	VAT Rate
£	% Type	or £	£	£	£	

Development								
Householder development - do I need planning permission?		£33.33	5.0%	£1.67	£35.00	£7.00	£42.00	S
Householder development including alterations, extensions and outbuildings (this fee would also include establishing whether an application is required and any listed building consent enquiry if applicable)		£88.33	5.7%	£5.00	£93.33	£18.67	£112.00	S
Non-residential changes of use including siting of caravans for sites under 1 ha or buildings under 1,000 m2 (gross)		£189.16	6.2%	£11.67	£200.83	£40.17	£241.00	S
Non-residential changes of use including siting of caravans for sites of 1 ha or above or buildings of 1,000 m2 or above (gross)		£330.83	6.0%	£20.00	£350.83	£70.17	£421.00	S
Development of 1-9 dwellings including changes of use to residential	1st dwelling	£227.50	5.9%	£13.33	£240.83	£48.17	£289.00	S
	Additional dwellings	£126.67	5.9%	£7.50	£134.17	£26.83	£161.00	S
Development of 10-49 dwellings including changes of use to residential	10th dwelling	£1,365.83	6.0%	£81.67	£1,447.50	£289.50	£1,737.00	S
	Additional dwellings	£67.50	6.2%	£4.17	£71.67	£14.33	£86.00	S
Development of 50 or more dwellings	minimum fee	£4,092.50	6.0%	£245.83	£4,338.33	£867.67	£5,206.00	S
	additional fee subject to complexity of proposal				£0.00			
Non-residential development where no floor space is created.		£121.67	6.2%	£7.50	£129.17	£25.83	£155.00	S
Non-residential development up to 499 m2 floor area, or 0.5 ha site area		£165.83	6.0%	£10.00	£175.83	£35.17	£211.00	S
Non-residential development between 500 and 999 m2 floor area, or between 0.51ha and 1.0 ha.	For 500 m2 or 0.51ha	£250.00	6.0%	£15.00	£265.00	£53.00	£318.00	S
	Each additional 100 m2 or 0.1 ha	£126.67	5.9%	£7.50	£134.17	£26.83	£161.00	S
Non-residential development between 1,000 and 4,999 m2 floor area, or between 1.1ha and 2.0ha.	For 1,000 m2 or 1.1ha	£856.67	6.0%	£51.66	£908.33	£181.67	£1,090.00	S
	Each additional 100 m2 or 0.1 ha	£64.16	6.5%	£4.17	£68.33	£13.67	£82.00	S
Non-residential development of 5,000 m2 or more or 2.1ha or more.	Minimum fee	£3,482.50	6.0%	£209.17	£3,691.67	£738.33	£4,430.00	S
	additional fee subject to complexity of proposal	negotiable			£0.00			
Variation or removal of condition.		£88.33	5.7%	£5.00	£93.33	£18.67	£112.00	S
Advertisements		£88.33	5.7%	£5.00	£93.33	£18.67	£112.00	S
Non-householder listed building consent		£172.50	5.8%	£10.00	£182.50	£36.50	£219.00	S
Additional site visit		£150.00	6.1%	£9.17	£159.17	£31.83	£191.00	S
Hazardous Substances		£83.33	6.0%	£5.00	£88.33	£17.67	£106.00	S

**N.B.**

- The fee for a mixed use developments would be derived from the total of the fees for all elements.
- Agricultural development and telecommunications are not included as they have their own national notification procedures which dictate whether there is an pre-application process fee or not.
- Cross boundary pre-application fees will be based upon the amount of development in each authority (if a dwelling straddles the boundary, the authority with the majority its floor space will receive the fee for that dwelling).

Prosperous Communities Committee

Planning

		2022/23	Proposed Increase / (Decrease)		2023/24	VAT Amount	2023/24 Charge Inc. VAT	VAT Rate
		£	% Type	or £	£	£	£	
Paper copies of plans, drawings and documents	per side of A4	£0.25	0.0%	£0.02	£0.27	£0.00	£0.27	OS
	per side of A3	£0.55	0.0%	£0.03	£0.58	£0.00	£0.58	OS
	per side A2, A1, A0	£6.50	0.0%	£0.50	£7.00	£0.00	£7.00	OS
Requests for Planning Information		£64.17	6.5%	£4.16	£68.33	£13.67	£82.00	S
Entry onto Self-Build and Custom-Build Housing Register		£52.00	0.0%	£0.00	£52.00	£0.00	£52.00	OS
Public Path Orders, i.e. Diversion Orders	Minimum charge	£580.00	6.0%	£35.00	£615.00	£0.00	£615.00	OS
	Maximum charge	£1,735.00	6.0%	£104.00	£1,839.00	£0.00	£1,839.00	OS

2022/23	Proposed Increase / (Decrease)		2023/24	VAT Amount	2023/24 Charge Inc. VAT	VAT Rate
£	% Type	or £	£	£	£	

**Outline Applications**

Site area	Every 0.1 ha where the site does not exceed 2.5 ha	£462.00	0.0%	£0.00	£462.00	£0.00	£462.00	OS
	Where the site area exceeds 2.5 ha, £11,432 and an additional £138 for each 0.1 ha in excess of 2.5 hectares, subject to a maximum in total of £150,000	£138.00	0.0%	£0.00	£138.00	£0.00	£138.00	OS

**Full Applications (and First Submissions of Reserved Matters; or Technical Details Consent)**

Alterations/extensions to dwellinghouses, including works within boundaries	Where the application relates to a single dwellinghouse (or single flat)	£206.00	0.0%	£0.00	£206.00	£0.00	£206.00	OS
	Where the application relates to 2 or more dwellinghouses (or two or more flats)	£407.00	0.0%	£0.00	£407.00	£0.00	£407.00	OS
New dwellinghouses	Where number of new dwellinghouses is not more than 50	£462.00	0.0%	£0.00	£462.00	£0.00	£462.00	OS
	Where the number of dwellinghouses exceeds 50, £22,859 and an additional £138 for each dwelling in excess of 50 subject to a maximum in total of £300,000	£138.00	0.0%	£0.00	£138.00	£0.00	£138.00	OS
Erection of building (not dwellinghouses, agricultural, glasshouses, plant nor machinery)	No increase in gross floor space or no more than 40m <sup>2</sup>	£234.00	0.0%	£0.00	£234.00	£0.00	£234.00	OS
	More than 40m <sup>2</sup> but no more than 75m <sup>2</sup>	£462.00	0.0%	£0.00	£462.00	£0.00	£462.00	OS
	More than 75m <sup>2</sup> but no more than 3,750m <sup>2</sup> . £462 for each 75m <sup>2</sup> or part thereof	£462.00	0.0%	£0.00	£462.00	£0.00	£462.00	OS
	More than 3,750m <sup>2</sup> , £22,859 and an additional £138 for each 75m <sup>2</sup> in excess of 3,750m <sup>2</sup> up to a maximum of £300,000	£138.00	0.0%	£0.00	£138.00	£0.00	£138.00	OS
Erection/alterations/replacement of plant and machinery	Where site area does not exceed 5 ha; per 0.1 ha	£462.00	0.0%	£0.00	£462.00	£0.00	£462.00	OS
	Over 5 ha £22,859 and an additional £138 for each 0.1 ha in excess of 5 ha to a maximum of £300,000	£138.00	0.0%	£0.00	£138.00	£0.00	£138.00	OS

		2022/23		Proposed Increase / (Decrease)		2023/24		VAT Amount	2023/24 Charge Inc. VAT	VAT Rate
		£	% Type	or £	£	£	£	£		
The erection of buildings (on land used for agriculture for agricultural purposes)	Not more than 465 m <sup>2</sup> gross floor space created	£96.00	0.0%	£0.00	£96.00	£0.00	£96.00	OS		
	More than 465m <sup>2</sup> but no more than 540m <sup>2</sup>	£462.00	0.0%	£0.00	£462.00	£0.00	£462.00	OS		
	More than 540m <sup>2</sup> but not more than 4,215m <sup>2</sup> . £462 for the first 540 m <sup>2</sup> then £462 per additional 75 m <sup>2</sup> (or part thereof) in excess of 540m <sup>2</sup>	£462.00	0.0%	£0.00	£462.00	£0.00	£462.00	OS		
	More than 4,215 m <sup>2</sup> , £22,859 and an additional £138 for each 75 m <sup>2</sup> in excess of 4,215 m <sup>2</sup> up to a maximum of £300,000	£138.00	0.0%	£0.00	£138.00	£0.00	£138.00	OS		
Erection of glasshouses (on land used for the purposes of agriculture)	Not more than 465 m <sup>2</sup> gross floor space created	£96.00	0.0%	£0.00	£96.00	£0.00	£96.00	OS		
	More than 465 m <sup>2</sup> gross floor space created	£2,580.00	0.0%	£0.00	£2,580.00	£0.00	£2,580.00	OS		
<b>Applications other than Building Works</b>										
Car parks, service roads or other accesses	For existing uses	£234.00	0.0%	£0.00	£234.00	£0.00	£234.00	OS		
Other Operations (not coming within any of the above categories)	Any site area. £234 for each 0.1 ha (or part thereof) up to a maximum of £2,028	£234.00	0.0%	£0.00	£234.00	£0.00	£234.00	OS		
<b>Lawful Development Certificate</b>										
	Existing use or operation	Same as Full						OS		
	Existing use or operation - lawful not to comply with any condition or limitation	£234.00	0.0%	£0.00	£234.00	£0.00	£234.00	OS		
	Proposed use or operation	Half the normal planning fee						OS		

		2022/23		Proposed Increase / (Decrease)		2023/24		VAT Amount	2023/24 Charge Inc. VAT	VAT Rate
		£	% Type	or £	£	£	£	£		
Larger home extensions		£96.00	0.0%	£0.00	£96.00	£0.00	£96.00	OS		
Additional Storeys on a home		£96.00	0.0%	£0.00	£96.00	£0.00	£96.00	OS		
Agricultural and Forestry buildings & operations		£96.00	0.0%	£0.00	£96.00	£0.00	£96.00	OS		
Demolition of buildings		£96.00	0.0%	£0.00	£96.00	£0.00	£96.00	OS		
Communications (previously referred to as Telecommunications Code Systems Operators)		£462.00	0.0%	£0.00	£462.00	£0.00	£462.00	OS		
Change of use from Commercial/Business/Service (Use Class E), or Betting Office or Pay Day Loan Shop to mixed use including up to two flats (Use Class C3)		£96.00	0.0%	£0.00	£96.00	£0.00	£96.00	OS		
Change of Use of a building and any land within its curtilage from Business (Use Class B1), Hotels (Use Class C1), Residential Institutions (Use Class C2), Secure Residential Institutions (Use Class C2a) or Assembly and Leisure (Use Class D2) to a State Funded School or Registered Nursery		£96.00	0.0%	£0.00	£96.00	£0.00	£96.00	OS		
Change of Use of a building and any land within its curtilage from an Agricultural Building to a State-Funded School or Registered Nursery		£96.00	0.0%	£0.00	£96.00	£0.00	£96.00	OS		
Change of Use of a building and any land within its curtilage from an Agricultural Building to a flexible commercial use within Commercial/Business/Service (Use Class E), Storage or Distribution (Use Class B8), or Hotels (Use Class C1)		£96.00	0.0%	£0.00	£96.00	£0.00	£96.00	OS		
Change of Use of a building and any land within its curtilage from Commercial/Business/Service (Use Class E) to Dwellinghouses (Use Class C3)	£100 for each dwellinghouse	£100.00	0.0%	£0.00	£100.00	£0.00	£100.00	OS		
Change of Use of a building and any land within its curtilage from an Agricultural Building to Dwellinghouses (Use Class C3)		£96.00	0.0%	£0.00	£96.00	£0.00	£96.00	OS		
	if it includes building operations in connection with the change of use	£206.00	0.0%	£0.00	£206.00	£0.00	£206.00	OS		
Change of use of a building from Shops (Use Class A1), Financial and Professional Services (Use Class A2), Betting Offices, Pay Day Loans Shops, Launderette; or a mixed use combining one of these uses and use as a dwellinghouse to Dwellinghouses (Use Class C3)		£96.00	0.0%	£0.00	£96.00	£0.00	£96.00	OS		

		2022/23		Proposed Increase / (Decrease)		2023/24		VAT Amount	2023/24 Charge Inc. VAT	VAT Rate
		£	% Type	or £	£	£	£	£		
	if it includes building operations in connection with the change of use	£206.00	0.0%	£0.00	£206.00	£0.00	£206.00		OS	
Provision of Temporary School Building on Vacant Commercial Land and the use of that land as a State-funded School, for up to 3 Academic Years		£96.00	0.0%	£0.00	£96.00	£0.00	£96.00		OS	
Change of Use of a building and any land within its curtilage from Amusement Arcades/Centres and Casinos (Sui Generis Uses) to Dwellinghouses (Use Class C3)		£96.00	0.0%	£0.00	£96.00	£0.00	£96.00		OS	
	if it includes building operations in connection with the change of use	£206.00	0.0%	£0.00	£206.00	£0.00	£206.00		OS	
Development Consisting of the Erection or Construction of a Collection Facility within the Curtilage of a Shop		£96.00	0.0%	£0.00	£96.00	£0.00	£96.00		OS	
Temporary Use of Buildings or Land for the Purpose of Commercial Film-Making and the Associated Temporary Structures, Works, Plant or Machinery required in Connection with that Use		£96.00	0.0%	£0.00	£96.00	£0.00	£96.00		OS	
Installation, Alterations or Replacement of other Solar Photovoltaics (PV) equipment on the Roofs of Non-domestic Buildings, up to a Capacity of 1 Megawatt		£96.00	0.0%	£0.00	£96.00	£0.00	£96.00		OS	
Erection, extension, or alteration of a university building		£96.00	0.0%	£0.00	£96.00	£0.00	£96.00		OS	
Movable structure within the curtilage of a historic visitor attraction, or listed pub/restaurant/etc		£96.00	0.0%	£0.00	£96.00	£0.00	£96.00		OS	
Erection, extension or alteration on a closed defence site by or on behalf of the Crown of single living accommodation and/or non-residential buildings	(No fee set)	£0.00	0.0%	£0.00	£0.00	£0.00	£0.00		OS	
Construction of new dwellinghouses	Not more than 50 Dwellinghouses	£334.00	0.0%	£0.00	£334.00	£0.00	£334.00		OS	
	more than 50 dwellinghouses. £16,525 + £100 for each dwellinghouse in excess of 50. Maximum fee of £300,000	£100.00	0.0%	£0.00	£100.00	£0.00	£100.00		OS	

2022/23	Proposed Increase / (Decrease)		2023/24	VAT Amount	2023/24 Charge Inc. VAT	VAT Rate
£	% Type	or £	£	£	£	

**Reserved Matters**

Application for approval of reserved matters following outline approval		Full fee due or if full fee already paid then £462 due	OS
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**Approval/Variation/discharge of condition**

Removal or variation of a condition following grant of planning permission		£234.00	0.0%	£0.00	£234.00	£0.00	£234.00	OS
Discharge of condition(s) - Approval of details and/or confirmation that one of more planning conditions have been complied with	Householder Permissions	£34.00	0.0%	£0.00	£34.00	£0.00	£34.00	OS
	All other permissions	£116.00	0.0%	£0.00	£116.00	£0.00	£116.00	OS

**Change of Use of a building to use as one or more separate dwellinghouses, or other cases**

	no. of dwellings 50 or less	£462.00	0.0%	£0.00	£462.00	£0.00	£462.00	OS
	more than 50 dwellings, £22,859 and an additional £138 for each dwelling in excess of 50 dwellings up to a maximum of £300,000	£138.00	0.0%	£0.00	£138.00	£0.00	£138.00	OS
Other Changes of Use of a building or land		£462.00	0.0%	£0.00	£462.00	£0.00	£462.00	OS

**Advertising**

Relating to the business on the premises		£132.00	0.0%	£0.00	£132.00	£0.00	£132.00	OS
Advance signs which are not situated on or visible from the site, directing the public to a business		£132.00	0.0%	£0.00	£132.00	£0.00	£132.00	OS
Other advertisements		£462.00	0.0%	£0.00	£462.00	£0.00	£462.00	OS

**Application for a Non-material Amendment Following a Grant of Planning Permission**

Applications in respect of householder developments		£34.00	0.0%	£0.00	£34.00	£0.00	£34.00	OS
Applications in respect of other developments		£234.00	0.0%	£0.00	£234.00	£0.00	£234.00	OS

**Application for Permission in Principle**

Site Area	per 0.1 ha (or part thereof)	£402.00	0.0%	£0.00	£402.00	£0.00	£402.00	OS
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**Concessions**

Non-Profit making club, society, organisation or trust, providing sports or recreational facilities		£462.00	0.0%	£0.00	£462.00	£0.00	£462.00	OS
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2022/23	Proposed Increase / (Decrease)		2023/24	VAT Amount	2023/24 Charge Inc. VAT	VAT Rate
£	% Type	or £	£	£	£	

**CIL Charging Schedule - residential charging zones (charge per m<sup>2</sup>)**

Zone 1 Lincoln Strategy Area (LSA)	no. of dwellings 50 or less	£25.00	0.0%	£0.00	£25.00	£0.00	£25.00	OS
Zone 2 Non Lincoln Strategy Area	more than 50 dwellings, £22,859 and an additional £138 for each dwelling in excess of 50 dwellings subject to maximum in total of £300,000	£15.00	0.0%	£0.00	£15.00	£0.00	£15.00	OS
Zone 3 North East Quadrant Sustainable Urban Extension	Each 0.1 ha of the site area, where the site does not exceed 15 ha	£20.00	0.0%	£0.00	£20.00	£0.00	£20.00	OS
Zone 4 Gainsborough West (as shown shaded green on the charging schedule map of Gainsborough)	Where the site exceeds 15 ha £34,934 and an additional £138 for each 0.1 ha in excess of 15ha subject to a maximum in total of £78,000	£138.00	0.0%	£0.00	£138.00	£0.00	£138.00	OS
£0 charge for apartments across all zones								

**CIL Charging Schedule - commercial charging zones (applicable to whole district) (charge per m<sup>2</sup>)**

Convenience Retail *		£40.00	0.0%	£0.00	£40.00	£0.00	£40.00	OS
All Other Uses **		£0.00	0.0%	£0.00	£0.00	£0.00	£0.00	OS

\* Convenience retail is defined as everyday items including food, drink and non-durable household goods

\*\* All other uses and the £0 rate include comparison retail and retail warehousing

\*\*\* CIL charges subject to indexation

No change is permitted to the CIL charging schedule without a full examination by The Planning Inspectorate



		2022/23		Proposed Increase / (Decrease)		2023/24		VAT Amount	2023/24 Charge Inc. VAT	VAT Rate
		£	% Type	or £	£	£	£	£		
Depositing Litter	Fee set by Government - payable within 14 days of issue	£100.00	0.0%	£0.00	£100.00	£0.00	£100.00	OS		
	Fee set by Government - discounted if paid within 10 days	£75.00	0.0%	£0.00	£75.00	£0.00	£75.00	OS		
Failure to produce Waste Documents	Fee set by Government - payable within 14 days of issue	£300.00	0.0%	£0.00	£300.00	£0.00	£300.00	OS		
Failure to produce Authority to Transport Waste	Fee set by Government - payable within 14 days of issue	£300.00	0.0%	£0.00	£300.00	£0.00	£300.00	OS		
Unauthorised Distribution of Free Printed Matter	Fee set by Government - payable within 14 days of issue	£75.00	0.0%	£0.00	£75.00	£0.00	£75.00	OS		
Failure to comply with a Domestic Waste Receptacles Notice	Fee set by Government - payable within 14 days of issue	£100.00	0.0%	£0.00	£100.00	£0.00	£100.00	OS		
	Fee set by Government - discounted if paid within 10 days	£75.00	0.0%	£0.00	£75.00	£0.00	£75.00	OS		
Failure to comply with an Industrial and Commercial Waste Receptacles Notice	Fee set by Government - payable within 14 days of issue	£100.00	0.0%	£0.00	£100.00	£0.00	£100.00	OS		
	Fee set by Government - discounted if paid within 10 days	£75.00	0.0%	£0.00	£75.00	£0.00	£75.00	OS		
Abandoning a Vehicle	Fee set by Government - payable within 14 days of issue	£200.00	0.0%	£0.00	£200.00	£0.00	£200.00	OS		
Nuisance Parking	Fee set by Government - payable within 14 days of issue	£100.00	0.0%	£0.00	£100.00	£0.00	£100.00	OS		
Anti Social Behaviour Crime and Policing Act 2014 - Community Protection Notice	Fee set by Government - payable within 14 days of issue	£100.00	0.0%	£0.00	£100.00	£0.00	£100.00	OS		
	Fee set by Government - discounted if paid within 10 days	£75.00	0.0%	£0.00	£75.00	£0.00	£75.00	OS		
Anti Social Behaviour Crime and Policing Act 2014 - Public Space Protection Order	Fee set by Government - payable within 14 days of issue	£100.00	0.0%	£0.00	£100.00	£0.00	£100.00	OS		
	Fee set by Government - discounted if paid within 10 days	£75.00	0.0%	£0.00	£75.00	£0.00	£75.00	OS		
Flytipping	Fee set by Government - payable within 14 days of issue	£400.00	0.0%	£0.00	£400.00	£0.00	£400.00	OS		
High Hedge Fee	Fee set locally	£595.00	6.1%	£36.00	£631.00	£0.00	£631.00	OS		
Fee for abandoned shopping trolleys	Fee set locally (maximum charge)	£100.00	0.0%	£0.00	£100.00	£0.00	£100.00	OS		

2022/23	Proposed Increase / (Decrease)		2023/24	VAT Amount	2023/24 Charge Inc. VAT	VAT Rate
£	%	Type or £	£	£	£	

<b>Housing Enforcement Charges</b>								
Mandatory HMO Licence Application	Up to 5 units / bedrooms	£850.00	6.0%	£51.00	£901.00	£0.00	£901.00	OS
	Per additional unit	£52.00	5.8%	£3.00	£55.00	£0.00	£55.00	OS
	Maximum charge - n/a							
Mandatory HMO Licence Renewal	Up to 5 units / bedrooms	£721.00	6.0%	£43.00	£764.00	£0.00	£764.00	OS
	Per additional unit	£52.00	5.8%	£3.00	£55.00	£0.00	£55.00	OS
	Maximum charge - n/a							
Hazard Awareness Notice	None	£0.00	0.0%	£0.00	£0.00	£0.00	£0.00	OS
Improvement Notice	For one hazard	£374.56	6.0%	£22.44	£397.00	£0.00	£397.00	OS
Emergency Remedial Action Notice (plus work - see below)	Cost of works plus hourly rate of officer time							OS
	Officer time charged at £39 per hour							
Prohibition Order		£360.50	6.0%	£21.50	£382.00	£0.00	£382.00	OS
Emergency Prohibition Order		£374.56	6.0%	£22.44	£397.00	£0.00	£397.00	OS
Demolition Order		£374.56	6.0%	£22.44	£397.00	£0.00	£397.00	OS
Immigration Procedure Inspection	Per inspection	£74.91	5.7%	£4.09	£79.17	£15.83	£95.00	S
Mobile Homes Act 2013 – Compliance Notice	Hourly rate of relevant officers with on costs plus work in default costs of works							OS
Mobile Homes Act 2014 – Emergency Remedial Action Notice	Hourly rate of relevant officers with on costs plus work in default cost of works							OS
Penalty Charge Notice (Smoke and Carbon Monoxide Alarm (England) Regulations 2015)	Up to £5,000							OS
Monetary penalty (Redress Schemes for Lettings Agency Work and Property Management Work (Requirement to Belong to a Scheme etc.) (England) Order 2014)	Up to £5,000							OS
Financial Penalty - Electrical Safety Standards in the Private Rented Sector (England) Regulations 2020	up to £30,000							OS
Works In Default of any Legislation or Emergency Remedial Action *	Base charge							OS
Enforcement of the Domestic Minimum Level of Energy Efficiency (under the Energy Efficiency (Private Rented Property)(England and Wales) Regulations 2015, as amended)	up to £5,000							OS
Housing and Planning Act - Civil Penalties	up to £30,000							

\* Outside the scope of VAT unless the owner agrees in which case VAT is chargeable at the standard rate.

Prosperous Communities Committee

Communities

2022/23	Proposed Increase / (Decrease)		2023/24	VAT Amount	2023/24 Charge Inc. VAT	VAT Rate
£	% Type	or £	£	£	£	

Defibrillator maintenance service (annual charge)	£83.33	0.0%	£0.00	£83.33	£16.67	£100.00	S
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All charges are set by DEFRA

2022/23	Proposed Increase / (Decrease)		2023/24	VAT Amount	2023/24 Charge Inc. VAT	VAT Rate
£	% Type	or £	£	£	£	

Application Fee								
- Standard Process		£1,650.00	0.0%	£0.00	£1,650.00	£0.00	£1,650.00	OS
- Reduced fee activities		£155.00	0.0%	£0.00	£155.00	£0.00	£155.00	OS
PVR I and PVR II activities		£257.00	0.0%	£0.00	£257.00	£0.00	£257.00	OS
Vehicle refinishers, & Parts 2, 3, 4 reduced fee activity		£362.00	0.0%	£0.00	£362.00	£0.00	£362.00	OS
- Mobile Screening and crushing plant		£1,650.00	0.0%	£0.00	£1,650.00	£0.00	£1,650.00	OS
- For the third to seventh applications		£985.00	0.0%	£0.00	£985.00	£0.00	£985.00	OS
- For the eighth and subsequent applications		£498.00	0.0%	£0.00	£498.00	£0.00	£498.00	OS
An additional charge of £297 applies to the above where the permit is for a combined part B and waste installation.								
Late Application Fee Schedule B reduce fee activity		£71.00	0.0%	£0.00	£71.00	£0.00	£71.00	OS
Late Application for other Part B activity or any other solvent emission		£1,188.00	0.0%	£0.00	£1,188.00	£0.00	£1,188.00	OS
Late Application for Mobile Plant		£1,188.00	0.0%	£0.00	£1,188.00	£0.00	£1,188.00	OS
Late Application Fee Schedule B Vehicle refinishers or any other Part B		£279.00	0.0%	£0.00	£279.00	£0.00	£279.00	OS
Annual Subsistence Fee -Standard Process	Low	£772.00	0.0%	£0.00	£772.00	£0.00	£772.00	OS
	Medium	£1,161.00	0.0%	£0.00	£1,161.00	£0.00	£1,161.00	OS
	High	£1,747.00	0.0%	£0.00	£1,747.00	£0.00	£1,747.00	OS
An additional charge of £104 for Low, £156 for Medium and £207 for High applies to the above where the permit is for a combined part B and waste installation.								
- Reduced fee activities	Low	£79.00	0.0%	£0.00	£79.00	£0.00	£79.00	OS
	Medium	£158.00	0.0%	£0.00	£158.00	£0.00	£158.00	OS
	High	£237.00	0.0%	£0.00	£237.00	£0.00	£237.00	OS
- PVR I & II Combined	Low	£113.00	0.0%	£0.00	£113.00	£0.00	£113.00	OS
	Medium	£226.00	0.0%	£0.00	£226.00	£0.00	£226.00	OS
	High	£341.00	0.0%	£0.00	£341.00	£0.00	£341.00	OS
- Vehicle refinishers	Low	£228.00	0.0%	£0.00	£228.00	£0.00	£228.00	OS
	Medium	£365.00	0.0%	£0.00	£365.00	£0.00	£365.00	OS
	High	£548.00	0.0%	£0.00	£548.00	£0.00	£548.00	OS
- Mobile Screening and crushing plant 1st to 2nd Permits	Low	£626.00	0.0%	£0.00	£626.00	£0.00	£626.00	OS
	Medium	£1,034.00	0.0%	£0.00	£1,034.00	£0.00	£1,034.00	OS
	High	£1,551.00	0.0%	£0.00	£1,551.00	£0.00	£1,551.00	OS
- Mobile Screening and crushing plant 3rd to 7th Permits	Low	£385.00	0.0%	£0.00	£385.00	£0.00	£385.00	OS
	Medium	£617.00	0.0%	£0.00	£617.00	£0.00	£617.00	OS
	High	£924.00	0.0%	£0.00	£924.00	£0.00	£924.00	OS
- Mobile Screening and crushing plant 8th and Subsequent permits	Low	£198.00	0.0%	£0.00	£198.00	£0.00	£198.00	OS
	Medium	£314.00	0.0%	£0.00	£314.00	£0.00	£314.00	OS
	High	£473.00	0.0%	£0.00	£473.00	£0.00	£473.00	OS

All charges are set by DEFRA

		2022/23		Proposed Increase / (Decrease)		2023/24		VAT	2023/24	VAT Rate
		£	% Type	or £	£	£	£	Charge Inc. VAT	£	
<b>Application Fee for Part A(2) Activity</b>										
For Each Part A(2)		£3,363.00	0.0%	£0.00	£3,363.00	£0.00	£3,363.00	£0.00	£3,363.00	OS
SWIP (Small Waste Incineration Plant Installation		£3,363.00	0.0%	£0.00	£3,363.00	£0.00	£3,363.00	£0.00	£3,363.00	OS
Mobile Small Waste Incineration Plant		£3,363.00	0.0%	£0.00	£3,363.00	£0.00	£3,363.00	£0.00	£3,363.00	OS
Late Fee Application Part A(2)		£1,188.00	0.0%	£0.00	£1,188.00	£0.00	£1,188.00	£0.00	£1,188.00	OS
Variation of Part A(2) Permit		£1,368.00	0.0%	£0.00	£1,368.00	£0.00	£1,368.00	£0.00	£1,368.00	OS
Subsistence Charge for Part A(2)	Low	£1,343.00	0.0%	£0.00	£1,343.00	£0.00	£1,343.00	£0.00	£1,343.00	OS
	Medium	£1,507.00	0.0%	£0.00	£1,507.00	£0.00	£1,507.00	£0.00	£1,507.00	OS
	High	£2,230.00	0.0%	£0.00	£2,230.00	£0.00	£2,230.00	£0.00	£2,230.00	OS
Where a part B installation is subject to reporting under the E-PRTR regulation an additional charge of £104 applies.										
Transfer and Surrender										
Transfer Schedule B Part B Reduced Fee Activity	Total Transfer	£0.00	0.0%	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	OS
Transfer Schedule B Part B Reduced Fee Activity	Partial Transfer	£47.00	0.0%	£0.00	£47.00	£0.00	£47.00	£0.00	£47.00	OS
Transfer Schedule B Part B Any Other Part B or Solvent Emission Activity	Total Transfer	£169.00	0.0%	£0.00	£169.00	£0.00	£169.00	£0.00	£169.00	OS
Transfer Schedule B Part B Any Other Part B or Solvent Emission Activity	Partial Transfer	£497.00	0.0%	£0.00	£497.00	£0.00	£497.00	£0.00	£497.00	OS
Joint Application to Transfer Part B Mobile Plant		£53.00	0.0%	£0.00	£53.00	£0.00	£53.00	£0.00	£53.00	OS
Surrender Part B Permit		£0.00	0.0%	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	OS
Part A(2) Total Transfer		£235.00	0.0%	£0.00	£235.00	£0.00	£235.00	£0.00	£235.00	OS
Part A(2) Partial Transfer		£698.00	0.0%	£0.00	£698.00	£0.00	£698.00	£0.00	£698.00	OS
Party A(2) Surrender Permit		£698.00	0.0%	£0.00	£698.00	£0.00	£698.00	£0.00	£698.00	OS
Part A (2) where the substantial change results in SWIP		£3,363.00	0.0%	£0.00	£3,363.00	£0.00	£3,363.00	£0.00	£3,363.00	OS
<b>Substantial Change</b>										
Reduce Fee Activity		£102.00	0.0%	£0.00	£102.00	£0.00	£102.00	£0.00	£102.00	OS
Other Part B or Solvent Emission Activity		£1,050.00	0.0%	£0.00	£1,050.00	£0.00	£1,050.00	£0.00	£1,050.00	OS
- Standard process where the substantial change results in a new PPC activity		£1,650.00	0.0%	£0.00	£1,650.00	£0.00	£1,650.00	£0.00	£1,650.00	OS
- New operator at low risk reduced fee		£78.00	0.0%	£0.00	£78.00	£0.00	£78.00	£0.00	£78.00	OS
Subsistence charges can be paid in four equal instalments at an additional cost of £38 p.a.										
Reduced Subsistence Charge		£52.00	0.0%	£0.00	£52.00	£0.00	£52.00	£0.00	£52.00	OS
Late Fee Payment of Subsistence Fees		£52.00	0.0%	£0.00	£52.00	£0.00	£52.00	£0.00	£52.00	OS

		2022/23	Proposed Increase / (Decrease)		2023/24	VAT Amount	2023/24 Charge Inc. VAT	VAT Rate
		£	% Type	or £	£	£	£	
<b>**Statutory charges are set by DEFRA</b>								
**Request for Information / Document Disclosure where Charging is Permitted	Minimum per request plus cost of materials	£78.00	0.0%	£0.00	£78.00	£0.00	£78.00	OS
	Thereafter per hour	£46.00	0.0%	£0.00	£46.00	£0.00	£46.00	OS
Health Certificates		£59.00	6.8%	£4.00	£63.00	£0.00	£63.00	OS
Food Premises Register	Per page	£3.00	0.0%	£0.00	£3.00	£0.00	£3.00	OS
SFBB Pack	(including diary)	£11.00	6.1%	£0.67	£11.67	£2.33	£14.00	S
Diary Refill		£6.42	3.9%	£0.39	£6.67	£1.33	£8.00	S
Private Water Supply Work	Cost Recovery - Mileage (Per Mile)	£0.40	0.0%	£0.00	£0.40	£0.00	£0.40	OS
	Risk assessment - Maximum Hourly Charge	£46.68	0.0%	£0.00	£46.68	£0.00	£46.68	OS
	Sampling (each visit) - Maximum Hourly Charge	£46.68	0.0%	£0.00	£46.68	£0.00	£46.68	OS
	Investigation - Maximum Hourly Charge	£46.68	0.0%	£0.00	£46.68	£0.00	£46.68	OS
	Granting an authorisation (each authorisation) - Maximum Hourly Charge	£41.49	0.0%	£0.00	£41.49	£0.00	£41.49	OS
	Analysing a sample:-							
	Full Laboratory Costs	as per laboratory costs				as per laboratory costs	£0.00	£0.00
Full Courier Charges	as per laboratory costs				as per laboratory costs	£0.00	£0.00	OS
Public Health Exhumation		£1,000.00	6.0%	£60.00	£1,060.00	£0.00	£1,060.00	OS
Food Advisory	Charge for a visit (up to a maximum 2 hours contact time)	£171.60	5.9%	£10.07	£181.67	£36.33	£218.00	S
	Charge for additional hours	£55.20	5.7%	£3.13	£58.33	£11.67	£70.00	S
Food Hygiene Rating Scheme	Re-inspections	£177.00	6.2%	£11.00	£188.00	£0.00	£188.00	OS
	Additional inspections (outside routine plan)	£177.00	6.2%	£11.00	£188.00	£0.00	£188.00	OS
** Health Act 2006	Smoking in a smoke free place	£100.00	0.0%	£0.00	£100.00	£0.00	£100.00	OS
	Failure to display no smoking sign	£100.00	0.0%	£0.00	£100.00	£0.00	£100.00	OS
Environment Act 2021	Penalty for emission of some in smoke control areas	£300.00						

\* Private Water Supply Work 19/20 moved from a flat fee to a maximum hourly rate.

2022/23	Proposed Increase / (Decrease)		2023/24	VAT Amount	2023/24 Charge Inc. VAT	VAT Rate
£	% Type	or £	£	£	£	

<b>Bingo Premises Licence</b>								
Application Fee for Provisional Statement		£1,118.60	6.0%	£67.40	£1,186.00	£0.00	£1,186.00	OS
Licence for Provisional Statement Premises		£1,007.60	6.0%	£60.40	£1,068.00	£0.00	£1,068.00	OS
Application Fee New Premises		£1,118.60	6.0%	£67.40	£1,186.00	£0.00	£1,186.00	OS
Annual Fee		£933.70	6.0%	£56.30	£990.00	£0.00	£990.00	OS
Variation of Licence		£1,118.60	6.0%	£67.40	£1,186.00	£0.00	£1,186.00	OS
Transfer Fee		£969.00	6.0%	£58.00	£1,027.00	£0.00	£1,027.00	OS
Application for Reinstatement		£969.00	6.0%	£58.00	£1,027.00	£0.00	£1,027.00	OS
<b>Adult Gaming Centre</b>								
Application Fee for Provisional Statement		£1,118.60	6.0%	£67.40	£1,186.00	£0.00	£1,186.00	OS
Licence for Provisional Statement Premises		£1,007.60	6.0%	£60.40	£1,068.00	£0.00	£1,068.00	OS
Application Fee New Premises		£1,118.60	-10.6%	-£118.60	£1,000.00	£0.00	£1,000.00	OS
Annual Fee		£969.00	3.2%	£31.00	£1,000.00	£0.00	£1,000.00	OS
Variation of Licence		£1,017.00	-1.7%	-£17.00	£1,000.00	£0.00	£1,000.00	OS
Transfer Fee		£969.00	6.0%	£58.00	£1,027.00	£0.00	£1,027.00	OS
Application for Reinstatement		£969.00	6.0%	£58.00	£1,027.00	£0.00	£1,027.00	OS
<b>Family Entertainment Centre</b>								
Application Fee for Provisional Statement		£1,118.60	6.0%	£67.40	£1,186.00	£0.00	£1,186.00	OS
Licence for Provisional Statement Premises		£950.00	0.0%	£0.00	£950.00	£0.00	£950.00	OS
Application Fee New Premises		£1,118.60	-10.6%	-£118.60	£1,000.00	£0.00	£1,000.00	OS
Annual Fee		£750.00	0.0%	£0.00	£750.00	£0.00	£750.00	OS
Variation of Licence		£1,000.00	0.0%	£0.00	£1,000.00	£0.00	£1,000.00	OS
Transfer Fee		£933.70	1.7%	£16.30	£950.00	£0.00	£950.00	OS
Application for Reinstatement		£933.70	1.7%	£16.30	£950.00	£0.00	£950.00	OS
<b>Betting Premises (Other)</b>								
Application Fee for Provisional Statement		£1,118.60	6.0%	£67.40	£1,186.00	£0.00	£1,186.00	OS
Licence for Provisional Statement Premises		£1,006.40	6.0%	£60.60	£1,067.00	£0.00	£1,067.00	OS
Application Fee New Premises		£1,118.60	6.0%	£67.40	£1,186.00	£0.00	£1,186.00	OS
Annual Fee		£600.00	0.0%	£0.00	£600.00	£0.00	£600.00	OS
Variation of Licence		£1,118.60	6.0%	£67.40	£1,186.00	£0.00	£1,186.00	OS
Transfer Fee		£969.00	6.0%	£58.00	£1,027.00	£0.00	£1,027.00	OS
Application for Reinstatement		£969.00	6.0%	£58.00	£1,027.00	£0.00	£1,027.00	OS
<b>Betting Premises (Tracks)</b>								
Application Fee for Provisional Statement		£1,118.60	6.0%	£67.40	£1,186.00	£0.00	£1,186.00	OS
Licence for Provisional Statement Premises		£950.00	0.0%	£0.00	£950.00	£0.00	£950.00	OS
Application Fee New Premises		£1,118.60	6.0%	£67.40	£1,186.00	£0.00	£1,186.00	OS
Annual Fee		£879.70	5.9%	£52.30	£932.00	£0.00	£932.00	OS
Variation of Licence		£1,118.60	6.0%	£67.40	£1,186.00	£0.00	£1,186.00	OS
Transfer Fee		£933.70	1.7%	£16.30	£950.00	£0.00	£950.00	OS
Application for Reinstatement		£933.70	1.7%	£16.30	£950.00	£0.00	£950.00	OS

2022/23	Proposed Increase / (Decrease)		2023/24	VAT Amount	2023/24 Charge Inc. VAT	VAT Rate
£	%	Type or £	£	£	£	

<b>Miscellaneous</b>									
Change of Circumstances			£50.00	0.0%	£0.00	£50.00	£0.00	£50.00	OS
Fee for Copy of a Licence Under the Gambling Act 2005			£25.00	0.0%	£0.00	£25.00	£0.00	£25.00	OS
Temporary Usage License			£417.50	6.1%	£25.50	£443.00	£0.00	£443.00	OS
<b>Unlicensed FEC's &amp; Prize gaming Permits (10 year duration)</b>									
New Gaming Machine Permit (no annual fee)			£300.00	0.0%	£0.00	£300.00	£0.00	£300.00	OS
Renewal			£300.00	0.0%	£0.00	£300.00	£0.00	£300.00	OS
Change of name on permit			£25.00	0.0%	£0.00	£25.00	£0.00	£25.00	OS
Copy of permit			£15.00	0.0%	£0.00	£15.00	£0.00	£15.00	OS
New Prize Gaming Permit (no annual fee)			£300.00	0.0%	£0.00	£300.00	£0.00	£300.00	OS
Renewal			£300.00	0.0%	£0.00	£300.00	£0.00	£300.00	OS
Change of name on permit			£25.00	0.0%	£0.00	£25.00	£0.00	£25.00	OS
Copy of permit			£15.00	0.0%	£0.00	£15.00	£0.00	£15.00	OS
<b>Club Gaming Permit &amp; Club Machine Permit (10 year duration)</b>									
New grant Club Gaming Permit			£200.00	0.0%	£0.00	£200.00	£0.00	£200.00	OS
New grant Club Gaming Permit with Club Premises Certificate (fast track)			£100.00	0.0%	£0.00	£100.00	£0.00	£100.00	OS
Renewal			£200.00	0.0%	£0.00	£200.00	£0.00	£200.00	OS
Renewal of Club Gaming Permit with Club Premises Certificate (fast track)			£100.00	0.0%	£0.00	£100.00	£0.00	£100.00	OS
Annual Fee			£50.00	0.0%	£0.00	£50.00	£0.00	£50.00	OS
Variation			£100.00	0.0%	£0.00	£100.00	£0.00	£100.00	OS
Copy of permit			£15.00	0.0%	£0.00	£15.00	£0.00	£15.00	OS
<b>Lotteries</b>									
Society Lottery - New			£40.00	0.0%	£0.00	£40.00	£0.00	£40.00	OS
Society Lottery - Renewal			£20.00	0.0%	£0.00	£20.00	£0.00	£20.00	OS
<b>Machines in Alcohol Licensed premises - 3 or more machines</b>									
New			£150.00	0.0%	£0.00	£150.00	£0.00	£150.00	OS
Annual Fee			£50.00	0.0%	£0.00	£50.00	£0.00	£50.00	OS
Transfer			£25.00	0.0%	£0.00	£25.00	£0.00	£25.00	OS
Variation			£100.00	0.0%	£0.00	£100.00	£0.00	£100.00	OS
Change of name on permit			£25.00	0.0%	£0.00	£25.00	£0.00	£25.00	OS
Copy of gaming machine permit			£15.00	0.0%	£0.00	£15.00	£0.00	£15.00	OS
Gambling Machine Permit - Up to 2 Machines		One-off fee	£50.00	0.0%	£0.00	£50.00	£0.00	£50.00	OS



		2022/23		Proposed Increase / (Decrease)		2023/24		VAT Amount	2023/24 Charge Inc. VAT	VAT Rate
		£	% Type	or £	£	£	£	£		
<b>Taxi Licensing (Including Horse Drawn Omnibus)</b>										
Driver's License Application (3Yr)	New/Renewal	£188.00	5.9%	£11.00	£199.00	£0.00	£199.00			OS
Knowledge Test Fee Including ID check	New Driver Licenses includes Right to licence checks	£38.00	5.3%	£2.00	£40.00	£0.00	£40.00			OS
Knowledge Test Fee - Resit	New Driver Licenses	£36.00	5.6%	£2.00	£38.00	£0.00	£38.00			OS
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
	<i>*This fee is controlled by City of Lincoln Council and subject to change</i>									
Vehicle License	New	£266.00	6.0%	£16.00	£282.00	£0.00	£282.00			OS
Vehicle License	Renewal	£266.00	6.0%	£16.00	£282.00	£0.00	£282.00			OS
Replacement Plate ADD cost of materials	Plate only (does not include cost of plate)	£31.00	6.5%	£2.00	£33.00	£0.00	£33.00			OS
Replacement Plate & Bracket ADD cost of materials	Plate and Bracket (does not include cost of plate & bracket)	£41.00	4.9%	£2.00	£43.00	£0.00	£43.00			OS
Private Hire Operators Licence (5Yr)		£232.00	6.0%	£14.00	£246.00	£0.00	£246.00			OS
Transfer of Ownership of Taxi/Private Hire Vehicle License		£30.00	6.7%	£2.00	£32.00	£0.00	£32.00			OS

2022/23	Proposed Increase / (Decrease)		2023/24	VAT Amount	2023/24 Charge Inc. VAT	VAT Rate
£	%	Type or £	£	£	£	

Alcohol and Entertainment Licenses		Charges set by Licensing Act 2003					
<b>New Premise Licence</b>							
Category A		£100.00	0.0%	£0.00	£100.00	£0.00	£100.00 OS
Category B		£190.00	0.0%	£0.00	£190.00	£0.00	£190.00 OS
Category C		£315.00	0.0%	£0.00	£315.00	£0.00	£315.00 OS
Category D		£450.00	0.0%	£0.00	£450.00	£0.00	£450.00 OS
Category E		£635.00	0.0%	£0.00	£635.00	£0.00	£635.00 OS
Large scale application >4999 (minimum fee applies)		£1,000.00	0.0%	£0.00	£1,000.00	£0.00	£1,000.00 OS
Variation of Premises Licence		£100 - £635	0.0%	£0.00	£100 - £635	£0.00	£100 - £635 OS
Change of DPS or Disapplication of DPS		£23.00	0.0%	£0.00	£23.00	£0.00	£23.00 OS
<b>Annual fee demand</b>							
Category A		£70.00	0.0%	£0.00	£70.00	£0.00	£70.00 OS
Category B		£180.00	0.0%	£0.00	£180.00	£0.00	£180.00 OS
Category C		£295.00	0.0%	£0.00	£295.00	£0.00	£295.00 OS
Category D		£320.00	0.0%	£0.00	£320.00	£0.00	£320.00 OS
Category E		£350.00	0.0%	£0.00	£350.00	£0.00	£350.00 OS
Large scale annual fee >4999 (minimum fee applies)		£500.00	0.0%	£0.00	£500.00	£0.00	£500.00 OS
Minor Variation		£89.00	0.0%	£0.00	£89.00	£0.00	£89.00 OS
Provisional Statement		£195.00	0.0%	£0.00	£195.00	£0.00	£195.00 OS
Register of Interest		£21.00	0.0%	£0.00	£21.00	£0.00	£21.00 OS
Copy of Licence		£10.50	4.8%	£0.50	£11.00	£0.00	£11.00 OS
Club Premises Certificate - New		£100 - £635	0.0%	£0.00	£100 - £635	£0.00	£100 - £635 OS
Club Premises Certificate - Variation		£100 - £635	0.0%	£0.00	£100 - £635	£0.00	£100 - £635 OS
Club Premises Certificate - Minor Variation		£89.00	0.0%	£0.00	£89.00	£0.00	£89.00 OS
Personal Licence - New		£37.00	0.0%	£0.00	£37.00	£0.00	£37.00 OS
Personal Licence - Change of name /address		£10.50	4.8%	£0.50	£11.00	£0.00	£11.00 OS
Personal Licence - Copy of Licence (card part, paper part or both)		£10.50	4.8%	£0.50	£11.00	£0.00	£11.00 OS
Transfer of Premises Licence		£23.00	0.0%	£0.00	£23.00	£0.00	£23.00 OS
Temporary Event Notice		£21.00	0.0%	£0.00	£21.00	£0.00	£21.00 OS
Skin Piercing	Premises registration	£198.00	0.0%	£0.00	£198.00	£0.00	£198.00 OS
	Personal registration	£55.00	0.0%	£0.00	£55.00	£0.00	£55.00 OS
Street Trading Consents		£206.00	0.0%	£0.00	£206.00	£0.00	£206.00 OS
Copy of Any License Not Covered by the Licensing Act 2003 or Gambling Act 2005		£28.00	0.0%	£0.00	£28.00	£0.00	£28.00 OS

		2022/23	Proposed Increase / (Decrease)		2023/24	VAT Amount	2023/24 Charge Inc. VAT	VAT Rate
		£	% Type	or £	£	£	£	
Sale of Animals	New (Part A)	£213.00	6.1%	£13.00	£226.00	£0.00	£226.00	OS
	New (Part B)	£115.00	6.1%	£7.00	£122.00	£0.00	£122.00	OS
	Renewal (Part A)	£207.00	5.8%	£12.00	£219.00	£0.00	£219.00	OS
	Renewal (Part B)	£112.00	6.3%	£7.00	£119.00	£0.00	£119.00	OS
Animal Boarding Establishments (Excludes vet fees payable direct to vet)	Cats or Dogs - New (Part A)	£267.00	6.0%	£16.00	£283.00	£0.00	£283.00	OS
	Cats or Dogs - New (Part B)	£115.00	6.1%	£7.00	£122.00	£0.00	£122.00	OS
	Cats or Dogs - Renewal (Part A)	£259.00	6.2%	£16.00	£275.00	£0.00	£275.00	OS
	Cats or Dogs - Renewal (Part B)	£112.00	6.3%	£7.00	£119.00	£0.00	£119.00	OS
	Cats and Dogs (Dual) - New (Part A)	£314.00	6.1%	£19.00	£333.00	£0.00	£333.00	OS
	Cats and Dogs (Dual) - New (Part B)	£115.00	6.1%	£7.00	£122.00	£0.00	£122.00	OS
	Cats and Dogs (Dual) - Renewal (Part A)	£305.00	5.9%	£18.00	£323.00	£0.00	£323.00	OS
	Cats and Dogs (Dual) - Renewal (Part B)	£112.00	6.3%	£7.00	£119.00	£0.00	£119.00	OS
	Home Boarding - New (Part A)	£177.00	6.2%	£11.00	£188.00	£0.00	£188.00	OS
	Home Boarding - New (Part B)	£115.00	6.1%	£7.00	£122.00	£0.00	£122.00	OS
	Home Boarding - Renewal (Part A)	£171.00	5.8%	£10.00	£181.00	£0.00	£181.00	OS
	Home Boarding - Renewal (Part B)	£112.00	6.3%	£7.00	£119.00	£0.00	£119.00	OS
Hiring of Horses	New or Renewal (Part A) + vet fee	£267.00	6.0%	£16.00	£283.00	£0.00	£283.00	OS
	New or Renewal (Part B) + vet fee	£118.00	5.9%	£7.00	£125.00	£0.00	£125.00	OS
Dog Breeding	New (part A) + vet fee	£267.00	6.0%	£16.00	£283.00	£0.00	£283.00	OS
	New (part B)	£118.00	5.9%	£7.00	£125.00	£0.00	£125.00	OS
	Renewal (Part A)	£259.00	6.2%	£16.00	£275.00	£0.00	£275.00	OS
	Renewal (Part B)	£118.00	5.9%	£7.00	£125.00	£0.00	£125.00	OS
Dog Day Care	New (Part A)	£177.00	6.2%	£11.00	£188.00	£0.00	£188.00	OS
	New (Part B)	£118.00	5.9%	£7.00	£125.00	£0.00	£125.00	OS
Dog Day Care	Renewal (Part A)	£171.00	5.8%	£10.00	£181.00	£0.00	£181.00	OS
	Renewal (Part B)	£112.00	6.3%	£7.00	£119.00	£0.00	£119.00	OS
Exhibition Of Animals	New or Renewal (Part A)	£177.00	6.2%	£11.00	£188.00	£0.00	£188.00	OS
Application to be re-rated	per hour or part of	£68.00	5.9%	£4.00	£72.00	£0.00	£72.00	OS
Variation to the licence	per hour or part of	£68.00	5.9%	£4.00	£72.00	£0.00	£72.00	OS
Dangerous Wild Animals (Excluding vet fees)	Vets fees plus admin costs of	£176.00	6.3%	£11.00	£187.00	£0.00	£187.00	OS
Zoos (Excluding vet fees) - 4 yr. initial application	Application fee plus Vets fees plus admin/costs inc initial inspection and informal visits	£767.00	6.0%	£46.00	£813.00	£0.00	£813.00	OS
Zoos (Excluding vet fees) - 6 yr. licence	Application fee plus Vets fees plus admin/costs inc initial inspection and informal visits	£1,873.00	6.0%	£112.00	£1,985.00	£0.00	£1,985.00	OS

## Prosperous Communities Committee

## Licensing (contd)

		2022/23		Proposed Increase / (Decrease)		2023/24		VAT	2023/24	VAT Rate
		£	%	Type	or £	£	£	Amount	Charge Inc. VAT	
<b>Scrap Metal</b>										
New/Renewal Collectors fee - 3 yr.	Admin/processing of application (part A)	£117.00	6.0%		£7.00	£124.00	£0.00	£124.00		OS
	Document inspection - year 1 (part B)	£42.00	7.1%		£3.00	£45.00	£0.00	£45.00		OS
	Document inspection - year 2 (part B)	£44.00	6.8%		£3.00	£47.00	£0.00	£47.00		OS
	Document inspection - year 3 (part B)	£44.00	6.8%		£3.00	£47.00	£0.00	£47.00		OS
Change of details, name / address		£44.00	6.8%		£3.00	£47.00	£0.00	£47.00		OS
New/Renewal Site fee - 3 yr.	Part A Admin of application includes initial yr. 1 inspection by 2 officers	£449.00	6.0%		£27.00	£476.00	£0.00	£476.00		OS
	Part B Follow up compliance inspection by 2 officers - year 1	£282.00	6.0%		£17.00	£299.00	£0.00	£299.00		OS
	Part B Follow up compliance inspection - year 2 by 2 officers	£292.00	6.2%		£18.00	£310.00	£0.00	£310.00		OS
Change of site manager		£43.00	7.0%		£3.00	£46.00	£0.00	£46.00		OS
Sex Shop Licences and Sexual Entertainment Venues	Initial application (part A)	£1,961.00	6.0%		£118.00	£2,079.00	£0.00	£2,079.00		OS
	compliance check (part B)	£146.00	6.2%		£9.00	£155.00	£0.00	£155.00		OS
	Renewal (part A)	£349.00	6.0%		£21.00	£370.00	£0.00	£370.00		OS
	compliance check (part B)	£146.00	6.2%		£9.00	£155.00	£0.00	£155.00		OS
	Transfer fee	£243.00	6.2%		£15.00	£258.00	£0.00	£258.00		OS

\* To comply with legal requirements relevant licence fees are now made up of two parts. Part A is payable upon application, and Part B is only payable if the licence is granted and must be paid prior to the licence being issued. Applicants may, if they wish, pay both parts together at the time of the application but are under no obligation to do so. If an applicant does pay both parts of the fee at the time of the application and the licence is subsequently refused Part B will be refunded.

## Prosperous Communities Committee

## Mobile Homes

		2022/23		Proposed Increase / (Decrease)		2023/24		VAT	2023/24	VAT Rate
		£	%	Type	or £	£	£	Amount	Charge Inc. VAT	
<b>Mobile Homes Act 2013</b>										
Caravan Site - Fit & Proper Person	One-off license	£243.00	6.2%		£15.00	£258.00	£0.00	£258.00		OS
Issue of a New Licence		£321.05	5.9%		£18.95	£340.00	£0.00	£340.00		OS
Deposit of Site Rules		£32.00	6.3%		£2.00	£34.00	£0.00	£34.00		OS
Transfer and Alteration of a Licence		£107.02	5.6%		£5.98	£113.00	£0.00	£113.00		OS

Prosperous Communities Committee

Land Charges

		2022/23		Proposed Increase / (Decrease)		2023/24		VAT Amount	2023/24 Charge Inc. VAT	VAT Rate
		£	%	Type	or £	£	£	£	£	
Access to data	Access to information not held on public registers (includes £5 admin fee)	£24.94	6.1%		£1.51	£26.45	£0.00	£26.45	OS	
	Cancellation Fee	£6.75	3.7%		£0.25	£7.00	£0.00	£7.00	OS	
LLC1:	Any one part of the register	£8.31	0.0%		£0.00	£8.31	£0.00	£8.31	OS	
	Whole of the register	£24.94	0.0%		£0.00	£24.94	£0.00	£24.94	OS	
	Per additional parcel (maximum of £16)	£2.00	0.0%		£0.00	£2.00	£0.00	£2.00	OS	
CON 29R	One parcel	£78.44	6.0%		£4.73	£83.17	£16.63	£99.80	S	
	Each additional parcel	£17.66	3.8%		£0.67	£18.33	£3.67	£22.00	S	
	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	
submitted on its own	Each printed enquiry	£19.22	4.1%		£0.78	£20.00	£4.00	£24.00	S	
Administration Fee		£14.03	6.9%		£0.97	£15.00	£3.00	£18.00	S	
Additional Enquiries *	Per additional enquiry	£33.25	6.5%		£2.17	£35.42	£7.08	£42.50	S/O	
Filing a definitive certificate of the Lands Tribunal		£4.00	4.9%		£0.20	£4.20	£0.00	£4.20	OS	
Office copy of any entry in the register (not including a copy or extract of any plan or document filed pursuant to these rules)									S	

\* The VAT treatment of this supply will follow the treatment of the initial search (e.g. if CON29 it will be taxable, but if LLC1 it will be outside the scope)

\*\* Set by Lincolnshire County Council

2022/23	Proposed Increase / (Decrease)		2023/24	VAT Amount	2023/24 Charge Inc. VAT	VAT Rate
£	% Type	or £	£	£	£	

**Cost for interment of a person who had been a West Lindsey resident at the time of their death**

Single Grave not exceeding 9' x 4' (99 years) For the interment of a West Lindsey resident	£662.00	6.0%	£40.00	£702.00	£0.00	£702.00	OS
Double Grave not exceeding 9' x 4' (99 years) For the interment of a West Lindsey resident	£927.00	6.0%	£56.00	£983.00	£0.00	£983.00	OS
Single Grave not exceeding 9' x 4' (50 years) for the interment of a West Lindsey resident	£331.50	5.9%	£19.50	£351.00	£0.00	£351.00	OS
Double Grave not exceeding 9' x 4' (50 years) for the interment of a West Lindsey resident	£463.00	6.0%	£28.00	£491.00	£0.00	£491.00	OS
Cremated remains only grave not exceeding 4' 6" x 4' For the interment of a West Lindsey resident	£397.00	6.0%	£24.00	£421.00	£0.00	£421.00	OS
Cremated remains only grave not exceeding 4' 6" x 4' (child) For the interment of a West Lindsey resident	£107.00	5.6%	£6.00	£113.00	£0.00	£113.00	OS
Child grave up to 17 years	£172.00	5.8%	£10.00	£182.00	£0.00	£182.00	OS
<b>Cost for interment of a person who had not been a West Lindsey resident at the time of their death</b>							
Single Grave not exceeding 9' x 4' (99 years) For the interment of a Non West Lindsey resident	£1,375.50	6.0%	£82.50	£1,458.00	£0.00	£1,458.00	OS
Double Grave not exceeding 9' x 4' (99 years) For the interment of a Non West Lindsey resident	£1,926.50	6.0%	£115.50	£2,042.00	£0.00	£2,042.00	OS
Single Grave not exceeding 9' x 4' (50 years) for the interment of a Non West Lindsey resident	£689.00	6.1%	£42.00	£731.00	£0.00	£731.00	OS
Double Grave not exceeding 9' x 4' (50 years) for the interment of a Non West Lindsey resident	£962.00	6.0%	£58.00	£1,020.00	£0.00	£1,020.00	OS
Cremated remains only grave not exceeding 4' 6" x 4' For the interment of a West Lindsey Non resident	£825.00	6.1%	£50.00	£875.00	£0.00	£875.00	OS
Cremated remains only grave not exceeding 4' 6" x 4' (child up to 12 years) For the interment of a West Lindsey Non resident	£107.00	5.6%	£6.00	£113.00	£0.00	£113.00	OS
Child grave up to 17 years	£172.00	5.8%	£10.00	£182.00	£0.00	£182.00	OS
<b>Exhumation:</b>							
Body *	£575.00	6.1%	£35.00	£610.00	£0.00	£610.00	OS
Cremated remains *	£288.00	5.9%	£17.00	£305.00	£0.00	£305.00	OS

\* There will be an additional cost - Public Health Exhumation of £1000

2022/23	Proposed Increase / (Decrease)		2023/24	VAT Amount	2023/24 Charge Inc. VAT	VAT Rate
	£	% Type or £				

**Monuments, Gravestones, Tablets & Monumental Inscriptions  
(Permission to erect) (Includes initial inscription)**

Headstone up to 18 inches (C)	£132.50	0.0%	£0.00	£132.50	£0.00	£132.50	OS
Headstone 18 inches to 3ft (B)	£158.50	0.0%	£0.00	£158.50	£0.00	£158.50	OS
Headstone over 3ft but under 4ft (B)	£288.00	0.0%	£0.00	£288.00	£0.00	£288.00	OS
Small vase (up to 6 inches) (B) (C)	£57.00	0.0%	£0.00	£57.00	£0.00	£57.00	OS
Vase (6 inches to 1ft) (B) (C)	£106.00	0.0%	£0.00	£106.00	£0.00	£106.00	OS
Plaque (not exceeding 8" x 4" (fixed)) (B) (C)	£57.00	0.0%	£0.00	£57.00	£0.00	£57.00	OS
Plaque (not exceeding 12" x 6" (fixed)) (B) (C)	£106.00	0.0%	£0.00	£106.00	£0.00	£106.00	OS
Flat stone (not exceeding 12" x 12") (B) (C)	£106.00	0.0%	£0.00	£106.00	£0.00	£106.00	OS
Flat stone (not exceeding 12" x 18") (B) (C)	£117.50	0.0%	£0.00	£117.50	£0.00	£117.50	OS
Memorial figurine (not exceeding 12" (fixed)) (B) (C)	£106.00	0.0%	£0.00	£106.00	£0.00	£106.00	OS
Memorial figurine (12" up to 24" (fixed)) (B) (C)	£126.00	0.0%	£0.00	£126.00	£0.00	£126.00	OS
For each inscription after the first	£47.50	0.0%	£0.00	£47.50	£0.00	£47.50	OS

**Registration Fees**

Per certified copy of a certificate of grant of exclusive Right of Burial	£75.50	6.0%	£4.50	£80.00	£0.00	£80.00	OS
Per certified copy of entry in Register of Burials	£75.50	6.0%	£4.50	£80.00	£0.00	£80.00	OS

**Copies of Certificates**

Permission to plant memorial tree	£86.00	5.8%	£5.00	£91.00	£0.00	£91.00	OS
Permission to install memorial seat	£86.00	5.8%	£5.00	£91.00	£0.00	£91.00	OS

**NB. Burial grounds are at Market Rasen & Springthorpe**

Prosperous Communities Committee

Operational Services

2022/23	Proposed Increase / (Decrease)		2023/24	VAT Amount	2023/24 Charge Inc. VAT	VAT Rate
	£	% Type or £				

Garden Waste and Additional Blue Sacks	Per 5 sacks	£9.15	3.8%	£0.35	£9.50	£0.00	£9.50	OS
	Postage & packaging of 5 sacks	£2.35	6.4%	£0.15	£2.50	£0.00	£2.50	OS
Garden Waste Wheeled Bin (Annual charge)	Collection of 1st bin	£39.00	0.0%	£0.00	£39.00	£0.00	£39.00	OS
Garden Waste Wheeled Bin (Annual charge)	Collection of 2nd and subsequent bins	£39.00	0.0%	£0.00	£39.00	£0.00	£39.00	OS
Wheeled Bin Replacement (supply & delivery)	Green/Black/blue recycling	£35.00	5.7%	£2.00	£37.00	£0.00	£37.00	OS
Wheeled Bins for New Properties (supply & delivery)	Green/Black/blue recycling	£35.00	5.7%	£2.00	£37.00	£0.00	£37.00	OS
Bulky Household Waste Collections	Collection articles worth up to 6 points	£34.30	0.0%	£0.00	£34.30	£0.00	£34.30	OS
	Additional articles worth 1 point collected at the same time	£4.50	0.0%	£0.00	£4.50	£0.00	£4.50	OS
Collection and Disposal of Fridges and Freezers from Commercial Premises		£95.20	6.1%	£5.80	£101.00	£0.00	£101.00	OS



## 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	£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	£47.00	4.6%	£2.17	£49.17	£9.83	£59.00	S
Bundle	DVD, USB, Blue-Ray, Audio CD	£52.00	4.2%	£2.17	£54.17	£10.83	£65.00	S
Bundle	Halo Photo	£0.00	0.0%	£0.00	£15.50	£3.10	£18.60	S
Bundle	Music Slideshow	£69.50	1.9%	£1.33	£70.83	£14.17	£85.00	S
Bundle	Obitus Bundle	£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	£41.50	0.4%	£0.17	£41.67	£8.33	£50.00	S
	Themed Tribute	£0.00	0.0%	£0.00	£83.33	£16.67	£100.00	S

## Prosperous Communities Committee

## Crematorium

2022/23	Proposed Increase / (Decrease)		2023/24	VAT Amount	2023/24 Charge Inc. VAT	VAT Rate
£	% Type	or £	£	£	£	

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)	A family supplies video tribute	£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.

2022/23	Proposed Increase / (Decrease)		2023/24	VAT Amount	2023/24 Charge Inc. VAT	VAT Rate
£	% Type	or £	£	£	£	

Theatre (rehearsal) (Mon-Thurs)	per hour	£58.50	0.0%	£0.00	£58.50	£0.00	£58.50	X
Theatre (rehearsal) (Mon-Thurs)	per half day	£192.50	0.0%	£0.00	£192.50	£0.00	£192.50	X
Theatre (rehearsal) (Mon-Thurs)	per full day	£300.00	0.0%	£0.00	£300.00	£0.00	£300.00	X
Theatre (rehearsal) (Fri-Sun)	per hour	£58.50	0.0%	£0.00	£58.50	£0.00	£58.50	X
Theatre (rehearsal) (Fri-Sun)	per half day	£231.00	0.0%	£0.00	£231.00	£0.00	£231.00	X
Theatre (rehearsal) (Fri-Sun)	per full day	£363.50	0.0%	£0.00	£363.50	£0.00	£363.50	X
Theatre (performance) (Mon-Thurs)	per hour	£69.50	0.0%	£0.00	£69.50	£0.00	£69.50	X
Theatre (performance) (Mon-Thurs)	per half day	£246.00	0.0%	£0.00	£246.00	£0.00	£246.00	X
Theatre (performance) (Mon-Thurs)	per full day	£401.50	0.0%	£0.00	£401.50	£0.00	£401.50	X
Theatre (performance) (Fri-Sun)	per hour	£69.50	0.0%	£0.00	£69.50	£0.00	£69.50	X
Theatre (performance) (Fri-Sun)	per half day	£294.50	0.0%	£0.00	£294.50	£0.00	£294.50	X
Theatre (performance) (Fri-Sun)	per full day	£481.50	0.0%	£0.00	£481.50	£0.00	£481.50	X
Room hire(Mon-Sat) (educational/charity)	per hour	£14.50	0.0%	£0.00	£14.50	£0.00	£14.50	X
Room hire(Mon-Sat)	per hour	£21.50	0.0%	£0.00	£21.50	£0.00	£21.50	X
Room hire(Mon-Sat)	per half day	£72.00	0.0%	£0.00	£72.00	£0.00	£72.00	X
Room Hire (Mon-Sat)	per full day	£126.50	0.0%	£0.00	£126.50	£0.00	£126.50	X
Thomas Johnson Room (Mon-Sat) (educational/charity)	per hour	£8.50	0.0%	£0.00	£8.50	£0.00	£8.50	X
Thomas Johnson Room(Mon-Sat)	per hour	£12.50	0.0%	£0.00	£12.50	£0.00	£12.50	X
Thomas Johnson Room(Mon-Sat)	per half day	£55.00	0.0%	£0.00	£55.00	£0.00	£55.00	X
Thomas Johnson Room(Mon-Sat)	per full day	£65.00	0.0%	£0.00	£65.00	£0.00	£65.00	X
Duty Manager/Technician	per hour	£14.00	0.0%	£0.00	£14.00	£0.00	£14.00	X
Booking Fee (face to face / phone)		£1.00	0.0%	£0.00	£1.00	£0.00	£1.00	X
Ticket insurance per ticket	£2 incl VAT							S
Film showings - adult		£5.42	0.0%	£0.00	£5.42	£1.08	£6.50	S
Film showings - concessionary *		£4.59	0.0%	£0.00	£4.59	£0.92	£5.51	S
Film showings - TAC member	10% discount on eligible tickets							S

Box office commission for community production hire agreements is 10%

Box office commission for professional production hire agreements is 15%

\* concessionary prices eligibility are school children, those on income support, senior citizens, students, those on disability allowance, Military id card and Blue light card

## **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.

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 reflect future budget impacts.

d) Asset Management Principles

**The Asset Management Policy ensures that.**

- We will take all reasonable and practical steps to ensure the health, safety and wellbeing of staff, visitors and contractors who use or visit our buildings, land or property and who use or are in contact with supporting asset infrastructure.
- We will ensure that all our buildings and land and property assets are fully compliant with current legal requirements, are fit for purpose and managed and maintained in accordance with best practice.
- We will ensure that infrastructure supporting our physical assets is safe and fully compliant with relevant legislative and regulatory requirements.
- All activity on our assets will be carried out in compliance with relevant legislative and statutory requirements.
- We will assess asset related risks and manage such risk in accordance with our corporate risk management policy or in accordance with procedures relevant to the specific asset, its use and function.
- We will retain and/or acquire physical assets which are appropriate to our business and function and dispose of those assets which are not fit for purpose, or which cannot support our business or investment criteria.
- We shall continue to actively develop our asset management systems; processes and procedures in a way which is appropriate; efficient; transparent and sustainable and which supports the best management outcomes for our physical assets.
- We shall continue to train and develop staff across the asset management discipline and apply technology and innovation where practical.
- We shall seek continual improvement of our management capability and activities to ensure value for money for all stakeholders.

3. Capital Investment Priorities

The Council's proposed Capital Investment Programme 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 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 5**

**Capital Investment Programme 2023/24 - 2027/28**

<b>Service Cluster / Scheme</b>	<b>Estimate 2023/24 £</b>	<b>Estimate 2024/25 £</b>	<b>Estimate 2025/26 £</b>	<b>Estimate 2026/27 £</b>	<b>Estimate 2027/28 £</b>	<b>TOTAL CAPITAL INVESTMENT £</b>
<b>Our People</b>						
Disabled Facilities Grants	674,900	674,900	674,900	674,900	674,900	<b>3,374,500</b>
Extra Care Provision	0	750,000	0	0	0	<b>750,000</b>
Ongo - Stow Road Marton	203,625	0	0	0	0	<b>203,625</b>
1.2 Supporting our Town, Village & Neighbourhood Centers	60,000	0	0	0	0	<b>60,000</b>
1.1 Flagship Community Grants Programme	363,700	338,700	0	0	0	<b>702,400</b>
<b>TOTAL OUR PEOPLE</b>	<b>1,302,225</b>	<b>1,763,600</b>	<b>674,900</b>	<b>674,900</b>	<b>674,900</b>	<b>5,090,525</b>
<b>Our Place</b>						
Vehicle Replacement Programme	360,000	524,400	554,400	50,000	479,400	<b>1,968,200</b>
Trinity Arts Centre Improvements	2,500,000	2,500,000	0	0	0	<b>5,000,000</b>
Hemswell Cliff Investment for Growth	100,000	0	0	0	0	<b>100,000</b>
Market Rasen 3 year vision	200,000	0	0	0	0	<b>200,000</b>
Gainsborough Heritage Regeneration THI	435,200	751,500	0	0	0	<b>1,186,700</b>
Gainsborough Shop Front Improvement	52,413	0	0	0	0	<b>52,413</b>
Thriving Gainsborough - Cinema	5,078,987	0	0	0	0	<b>5,078,987</b>
Hemswell Masterplan Public Realm	40,000	0	0	0	0	<b>40,000</b>
Unlocking Housing (LoS)	69,600	0	0	0	0	<b>69,600</b>
Thriving Gainsborough - Pocket Park	313,200	0	0	0	0	<b>313,200</b>
Thriving Gainsborough - Market Place/Streetscape	748,000	0	0	0	0	<b>748,000</b>
Thriving Gainsborough - Townhall THI	2,090,600	0	0	0	0	<b>2,090,600</b>
Thriving Gainsborough - Whitton Gardens	1,383,030	0	0	0	0	<b>1,383,030</b>
Thriving Gainsborough - Bus Station	130,300	0	0	0	0	<b>130,300</b>
Thriving Gainsborough - Living Over The Shops	1,151,660	0	0	0	0	<b>1,151,660</b>
Thriving Gainsborough - Wayfinding Strategy	6,100	0	0	0	0	<b>6,100</b>
Thriving Gainsborough - Resources	377,294	194,106	0	0	0	<b>571,400</b>
Food Waste Collection	0	531,000	0	0	0	<b>531,000</b>
1.3 Safer Streets West Lindsey	0	74,400	0	0	0	<b>74,400</b>
2.1 Flagship West Lindsey Business Support Programme	321,700	321,700	0	0	0	<b>643,400</b>
<b>TOTAL OUR PLACE</b>	<b>15,358,084</b>	<b>4,897,106</b>	<b>554,400</b>	<b>50,000</b>	<b>479,400</b>	<b>21,338,990</b>
<b>Our Council</b>						
Smart Device Refresh - Members	0	0	0	36,000	0	<b>36,000</b>
Capital Enhancements to Council Properties	395,000	0	50,000	50,000	50,000	<b>575,000</b>
Carbon Efficiencies - Street Lights	157,500	0	0	0	0	<b>157,500</b>

**Appendix 5****Capital Investment Programme 2023/24 - 2027/28**

<b>Service Cluster / Scheme</b>	<b>Estimate 2023/24 £</b>	<b>Estimate 2024/25 £</b>	<b>Estimate 2025/26 £</b>	<b>Estimate 2026/27 £</b>	<b>Estimate 2027/28 £</b>	<b>TOTAL CAPITAL INVESTMENT £</b>
Richmond House Conservatory	30,000	0	0	0	0	<b>30,000</b>
Website Replacement	0	0	0	0	75,000	<b>75,000</b>
ERP Systems Phase 2	200,000	200,000	0	0	0	<b>400,000</b>
CRM System	50,000	0	0	0	0	<b>50,000</b>
Replacement Planning System	135,000	0	0	0	0	<b>135,000</b>
Desktop Refresh	10,000	11,000	12,100	13,300	14,600	<b>61,000</b>
Civic Car Replacement	0	30,000	0	0	0	<b>30,000</b>
Chamber Equipment Refresh (Cameras)	0	10,000	0	0	0	<b>10,000</b>
Northgate Replacement/Upgrade	0	0	30,000	0	0	<b>30,000</b>
Mobile Phones	0	10,000	0	0	10,000	<b>20,000</b>
Saxilby Footbridge	250,000	0	0	0	0	<b>250,000</b>
<b>TOTAL OUR COUNCIL</b>	<b>1,227,500</b>	<b>291,000</b>	<b>92,100</b>	<b>99,300</b>	<b>149,600</b>	<b>1,859,500</b>
<b>Investment</b>						
Investment - Property Portfolio	3,000,000	0	0	0	0	<b>3,000,000</b>
<b>TOTAL INVESTMENT</b>	<b>3,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,000,000</b>
<b>TOTAL CAPITAL PROGRAMME</b>	<b>20,887,809</b>	<b>6,951,706</b>	<b>1,321,400</b>	<b>824,200</b>	<b>1,303,900</b>	<b>31,289,015</b>

## Appendix 6

### Analysis of Capital Programme Financing

Source	Estimate 2023/24	Estimate 2024/25	Estimate 2025/26	Estimate 2026/27	Estimate 2027/28	TOTAL
	£	£	£	£	£	£
<b>Use of Capital Receipts</b>	<b>-3,350,000</b>	<b>-10,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-3,360,000</b>
<b>Use of Capital Grants:</b>						
Disabled Facilities Grant	-674,900	-674,900	-674,900	-674,900	-674,900	<b>-3,374,500</b>
National Heritage Lottery Fund	-2,843,800	-3,093,700	0	0	0	<b>-5,937,500</b>
LCC	0	-531,000	0	0	0	<b>-531,000</b>
Levelling up Fund	-8,906,925	-194,106	0	0	0	<b>-9,101,031</b>
Rural England Prosperity Fund	-397,900	-397,900	0	0	0	<b>-795,800</b>
UK Shared Prosperity Fund	-347,500	-336,900	0	0	0	<b>-684,400</b>
GLLEP	-69,600	0	0	0	0	<b>-69,600</b>
S106 - Developer Contributions	-203,625	-750,000	0	0	0	<b>-953,625</b>
Capital Grants Unapplied	-7,413	0	0	0	0	<b>-7,413</b>
<b>Total Use of Grants</b>	<b>-13,451,663</b>	<b>-5,978,506</b>	<b>-674,900</b>	<b>-674,900</b>	<b>-674,900</b>	<b>-21,454,869</b>
<b>Use of Earmarked Reserves :</b>						
IT Upgrades/Refresh	-10,000	-21,000	-42,100	-49,300	-99,600	<b>-222,000</b>
Maintenance of Facilities	-539,500	-30,000	-50,000	-50,000	-50,000	<b>-719,500</b>
Investment for Growth Fund	-2,508,646	-157,800	0	0	0	<b>-2,666,446</b>
Project Investment	-385,000	-210,000	0	0	0	<b>-595,000</b>
Communities at Risk	-140,000	0	0	0	0	<b>-140,000</b>
Vehicle Replacement	-360,000	-524,400	-554,400	-50,000	-479,400	<b>-1,968,200</b>
Civic Fund	0	-20,000	0	0	0	<b>-20,000</b>
<b>Total Use of Earmarked Reserves</b>	<b>-3,943,146</b>	<b>-963,200</b>	<b>-646,500</b>	<b>-149,300</b>	<b>-629,000</b>	<b>-6,331,146</b>
<b>Total</b>	<b>-20,744,809</b>	<b>-6,951,706</b>	<b>-1,321,400</b>	<b>-824,200</b>	<b>-1,303,900</b>	<b>-31,146,015</b>
Prudential Borrowing	<b>-143,000</b>	0	0	0	0	<b>-143,000</b>
<b>Capital Financing Total</b>	<b>-20,887,809</b>	<b>-6,951,706</b>	<b>-1,321,400</b>	<b>-824,200</b>	<b>-1,303,900</b>	<b>-31,289,015</b>

# TREASURY MANAGEMENT STRATEGY

## Minimum Revenue Provision Policy and Annual Investment Strategy 2023/24

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## 1. INTRODUCTION

### 1.1 Background

The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low-risk counterparties or instruments commensurate with the Council's low risk appetite, providing adequate liquidity initially before considering investment return.

The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer-term cash flow planning, to ensure that the Council can meet its capital spending obligations. This management of longer-term cash may involve arranging long or short-term loans or using longer-term cash flow surpluses. On occasion, when it is prudent and economic, any debt previously drawn may be restructured to meet Council risk or cost objectives.

The Council's Corporate Plan identifies the Corporate Objectives of the Council, and which then informs capital investment requirements. The 2023/24 to 2027/28 Capital Programme includes capital investment which will require resourcing, from revenue, earmarked reserves, capital receipts, grant income, and borrowing.

The contribution the treasury management function makes to the authority is critical, as the balance of debt and investment operations ensure liquidity or the ability to meet spending commitments as they fall due, either on day-to-day revenue or for larger capital projects. The treasury operations will see a balance of the interest costs of debt and the investment income arising from cash deposits affecting the available budget. Since cash balances generally result from reserves and balances, it is paramount to ensure adequate security of the sums invested, as a loss of principal will in effect result in a loss to the General Fund Balance.

Whilst any commercial initiatives or loans to third parties will impact on the treasury function, these activities are generally classed as non-treasury activities, (arising usually from capital expenditure), and are separate from the day-to-day treasury management activities.

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

*“The management of the local authority's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”*

The treasury management activity involves substantial sums of money, which it borrows and invests. This exposes the Council to potential large financial risk, which can include the loss of invested funds, or the revenue consequence of changes in interest rates. Therefore, the successful identification, control and monitoring of risk are integral to this function and include credit and counterparty risk, liquidity risk, market or interest rate risk, refinancing risk and legal and regulatory risk.

## **1.2 Reporting Requirements**

### **1.2.1 Capital Investment Strategy**

The CIPFA 2021 Prudential and Treasury Management Codes require all Local Authorities to prepare a capital investment strategy report, which will provide the following:

- A high-level long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services
- An overview of how the associated risk is managed
- The implications for future financial sustainability

The aim of this capital strategy is to ensure that members of the Governance and Audit Committee understand the overall long-term policy objectives and resulting capital investment strategy requirements, governance procedures and risk appetite.

This capital investment strategy is reported separately from the Treasury Management Strategy Statement; non-treasury investments will be reported through the former. This ensures the separation of the core treasury function under security, liquidity and yield principles, and the policy and commercialism investments usually driven by expenditure on an asset. The capital investment strategy shows:

- The corporate governance arrangements for these types of activities.
- Any service objectives relating to the investments.
- The expected income, costs and resulting contribution.
- The debt related to the activity and the associated interest costs.
- The payback period (MRP policy).
- For non-loan type investments, the cost against the current market value.
- The risks associated with each activity.

Where a physical asset is being bought, details of market research, advisers used, (and their monitoring), ongoing costs and investment requirements and any credit information will be disclosed, including the ability to sell the asset and realise the investment cash.

Where the Council has borrowed to fund any non-treasury investment, there should also be an explanation of why borrowing was required and why the DLUHC Investment Guidance and CIPFA Prudential Code have not been adhered to.

If any non-treasury investment sustains a loss during the final accounts and audit process, the strategy and revenue implications will be reported through the same procedure as the capital investment strategy.

To demonstrate the proportionality between the treasury operations and the non-treasury operation, high-level comparators are shown throughout this report.

### 1.2.2 Treasury Management Reporting

The Council is required to receive and approve, as a minimum, three main reports each year, which incorporate a variety of policies, estimates and actuals.

**a) Prudential and treasury indicators and treasury strategy** (this report)

The first and most important report is forward looking and covers:

- The capital plans (including prudential indicators).
- A Minimum Revenue Provision (MRP) policy (how residual capital expenditure is charged to revenue over time).
- The Treasury Management Strategy (how the investments and borrowings are to be organised) including treasury indicators; and
- An Investment Strategy (the parameters on how investments are to be managed).

**b) A mid-year treasury management report** – This is primarily a progress report and will update members on the capital position, amending prudential indicators as necessary, and whether any policies require revision. In addition, the Corporate Policy and Resources Committee will receive quarterly update reports.

**c) An annual treasury report** – This is a backward-looking review document and provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

### Scrutiny

The above reports are required to be adequately scrutinised before being recommended to the Council. This role is undertaken by the Governance and Audit Committee.

### 1.3 Treasury Management Strategy for 2023/24

The strategy for 2023/24 covers two main areas:

#### Capital issues

- The capital expenditure plans and the associated prudential indicators.
- The Asset Management Plan
- The Minimum Revenue Provision (MRP) policy.

## Treasury management issues

- The current treasury position.
- Treasury indicators which limit the treasury risk and activities of the Council.
- Prospects for interest rates.
- The borrowing strategy.
- Policy on borrowing in advance of need.
- Debt rescheduling.
- The investment strategy.
- Creditworthiness policy; and
- The policy on use of external service providers.

These elements cover the requirements of the Local Government Act 2003, the CIPFA Prudential Code, DLUHC MRP Guidance, the CIPFA Treasury Management Code and DLUHC Investment Guidance.

### 1.4 Training

The CIPFA Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. This especially applies to members responsible for scrutiny. This is mandatory training for the Governance and Audit Committee and is delivered annually. This training was undertaken on 19th January 2023. Further training will be arranged as required. The training needs of treasury management officers are periodically reviewed.

### 1.5 Treasury Management Consultants

The Council uses Link Asset Services as its external treasury management advisors.

The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon our external service providers. All decisions will be undertaken with regards to all available information, including, but not solely, our treasury advisers.

It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented and subjected to regular review.

The scope of investments within the Council's operations now includes both conventional treasury investments, (the placing of residual cash from the Council's functions), and more commercial type investments, such as investment properties. The commercial type investments require specialist advisers, and the Council currently uses Cushman and Wakefield in relation to this activity.

## 2. THE CAPITAL PRUDENTIAL INDICATORS 2023/24 – 2025/26

The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.

### 2.1 Capital Expenditure and Financing

This prudential indicator is a summary of the Council's capital expenditure plans which are included in the approved Capital Programme, and which are the key drivers to treasury management activity. The output of the programme is reflected in the Council's prudential indicators, which are designed to provide Members with an overview and Members are asked to approve the capital expenditure forecasts:

Capital Expenditure By Cluster £m	2021/22 Actual	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate
<b>Our People</b>	1.096	3.660	1.302	1.764	0.675
<b>Our Place</b>	6.167	3.864	15.358	4.897	0.554
<b>Our Council</b>	0.550	0.400	1.228	0.291	0.092
<b>Investment*</b>	0.000	0.000	3.000	0.000	0.000
<b>Total</b>	<b>7.813</b>	<b>7.924</b>	<b>20.888</b>	<b>6.952</b>	<b>1.321</b>

\*Investment relates to areas such as capital expenditure on investment properties, loans to third parties etc.

Capital expenditure can be financed from a range of external and internal sources. External sources include private sector contributions i.e., S106 developer agreements, as well as government grants. Internal sources include capital receipts, earmarked reserves, and revenue contributions.

The table below summarises the above capital expenditure plans and how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a funding borrowing need.

Financing of capital expenditure £m	2021/22 Actual	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate
Capital receipts	0.441	1.180	3.350	0.010	0.000
External Grants	1.087	4.004	13.248	5.229	0.675
S106	0.033	1.258	0.204	0.750	0.000

Earmarked Reserves	0	1.382	3.943	0.963	0.646
Revenue Resources	3.478	0	0	0	0
<b>Net borrowing need for the year</b>	<b>2.774</b>	<b>0.100</b>	<b>0.143</b>	<b>0</b>	<b>0</b>
<b>Total Financing</b>	<b>7.813</b>	<b>7.924</b>	<b>20.888</b>	<b>6.952</b>	<b>1.321</b>

The net financing need for commercial activities / non-financial investments included in the above table against expenditure is shown below

<b>Commercial activities / non-financial investments £m</b>	<b>2021/22 Actual</b>	<b>2022/23 Estimate</b>	<b>2023/24 Estimate</b>	<b>2024/25 Estimate</b>	<b>2025/26 Estimate</b>
Capital Expenditure	0	0	3.000	0	0
Financing Costs	0	0	3.000	0	0
<b>Net borrowing need for the year</b>	<b>0</b>	<b>0</b>	<b>0.143</b>	<b>0</b>	<b>0</b>
Percentage of total net financing need %	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

The Council will need to manage their Commercial Property Portfolio effectively and as such a £3m Capital Budget is proposed, to support the replacement of one of the properties (should it be sold) subject to the annual review of the portfolio.

Other long-term liabilities - The above financing need excludes other long-term liabilities, such as leasing arrangements which already include borrowing instruments.

The forecast of Revenue and Capital Reserves after taking into account contributions to and from these reserves for both capital and revenue purposes are detailed in the table below.

<b>Year End Resources £m</b>	<b>2021/22 Actual</b>	<b>2022/23 Estimate</b>	<b>2023/24 Estimate</b>	<b>2024/25 Estimate</b>	<b>2025/26 Estimate</b>
General Fund Balance	5.406	4.100	3.416	3.340	3.219
Earmarked Reserves	19.214	18.347	14.900	14.122	14.010
<b>Total Revenue Reserves</b>	<b>24.620</b>	<b>22.447</b>	<b>18.316</b>	<b>17.462</b>	<b>17.229</b>
Capital receipts	1.472	0.428	0.181	0.271	0.391
Capital Grants Unapplied	2.516	0.000	0.000	0.000	0.000
<b>Total Capital Reserves</b>	<b>3.988</b>	<b>0.428</b>	<b>0.181</b>	<b>0.271</b>	<b>0.391</b>
<b>Total Useable Reserves</b>	<b>28.608</b>	<b>22.875</b>	<b>18.497</b>	<b>17.733</b>	<b>17.620</b>

## **2.2 The Council's Borrowing Need (The Capital Financing Requirement)**

The second prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's indebtedness and so it's underlying borrowing need. Any capital expenditure above, which has not immediately been paid for through a revenue or capital resource, will increase the CFR.

The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge which broadly reduces the indebtedness in line with each asset's life, and so charges the economic consumption of capital assets as they are used.

The CFR includes any other long-term liabilities (e.g., finance leases). Whilst these increase the CFR, and therefore the Council's borrowing requirement, these types of schemes include a borrowing facility by the lease provider and so the Council is not required to separately borrow for these schemes. The Council is asked to approve the CFR projections below:

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

<b>Movement in CFR represented by</b>					
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
<b>Movement in CFR</b>	<b>1.770</b>	<b>-1.214</b>	<b>-0.770</b>	<b>-0.920</b>	<b>-0.920</b>

A key aspect of the regulatory and professional guidance is that elected members are aware of the size and scope of any commercial activity in relation to the authority's overall financial position. The capital expenditure figures shown in 2.1 and the details above demonstrate the scope of this activity and, by approving these figures, consider the scale proportionate to the Authority's remaining activity.

### 3. BORROWING

The capital expenditure plans set out in Section 2 provide details of the service activity of the Council. The treasury management function ensures that the Council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet this service activity and the Council's capital strategy. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury / prudential indicators, the current and projected debt positions and the annual investment strategy.



### 3.1 Core Funds and Expected Investment Balances

The application of resources (capital receipts, reserves etc.) to either finance capital expenditure or other budget decisions to support the revenue budget will have an ongoing impact on investments unless resources are supplemented each year from new sources (asset sales etc.). Detailed below are estimates of the year-end balances for each resource and anticipated day-to-day cash flow balances.

<b>Year End Resources</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>
<b>£m</b>	<b>Actual</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>
CFR	40.305	39.091	38.321	37.401	36.481
Less Leases	0	0	0	0	0
<b>Borrowing CFR</b>	<b>40.305</b>	<b>39.091</b>	<b>38.321</b>	<b>37.401</b>	<b>36.481</b>
Less Borrowing	21.500	21.500	26.500	31.500	31.500
<b>Over (-)/Under Borrowing</b>	<b>18.805</b>	<b>17.591</b>	<b>11.821</b>	<b>5.901</b>	<b>4.981</b>
General Fund Balance	-5.406	-4.100	-3.416	-3.340	-3.219
Earmarked Reserves	-19.214	-18.347	-14.900	-14.122	-14.010
Capital receipts	-1.472	-0.428	-0.181	-0.271	-0.391
Capital Grants Unapplied	-2.516	0.000	0.000	0.000	0.000
Provisions	-0.802	-0.900	-1.000	-1.100	-1.200
Working capital*	-10.162	-2.169	-0.636	-0.636	-0.636
<b>TOTAL FUND</b>	<b>-39.572</b>	<b>-25.944</b>	<b>-20.133</b>	<b>-19.469</b>	<b>-19.456</b>
<b>Expected investments (-) /Borrowing</b>	<b>-20.767</b>	<b>-8.353</b>	<b>-8.312</b>	<b>-13.568</b>	<b>-14.475</b>

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

### 3.2 Current Portfolio Position

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

<b>£m</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>
	<b>Actual</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>	<b>Estimate</b>

<b>External Debt</b>					
Debt on 1 April	20.000	21.500	21.500	26.500	31.500
Expected change in Debt	1.500	0	5.000	5.000	0.000
<b>Gross external debt on 31 March</b>	<b>21.500</b>	<b>21.500</b>	<b>26.500</b>	<b>31.500</b>	<b>31.500</b>
Internal Borrowing (on 31 March)	18.805	17.591	11.821	5.901	4.981
<b>The Capital Financing Requirement</b>	<b>40.305</b>	<b>39.091</b>	<b>38.321</b>	<b>37.401</b>	<b>36.481</b>
<b>Internal Borrowing %</b>	46.7	45.0	30.8	15.8	13.7

Within the range of prudential indicators there are a number of key indicators to ensure that the Council operates its activities within well-defined limits. One of these is that the Council needs to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2023/24 and the following two financial years. This allows some flexibility for limited early borrowing for future years but ensures that borrowing is not undertaken for revenue or speculative purposes.

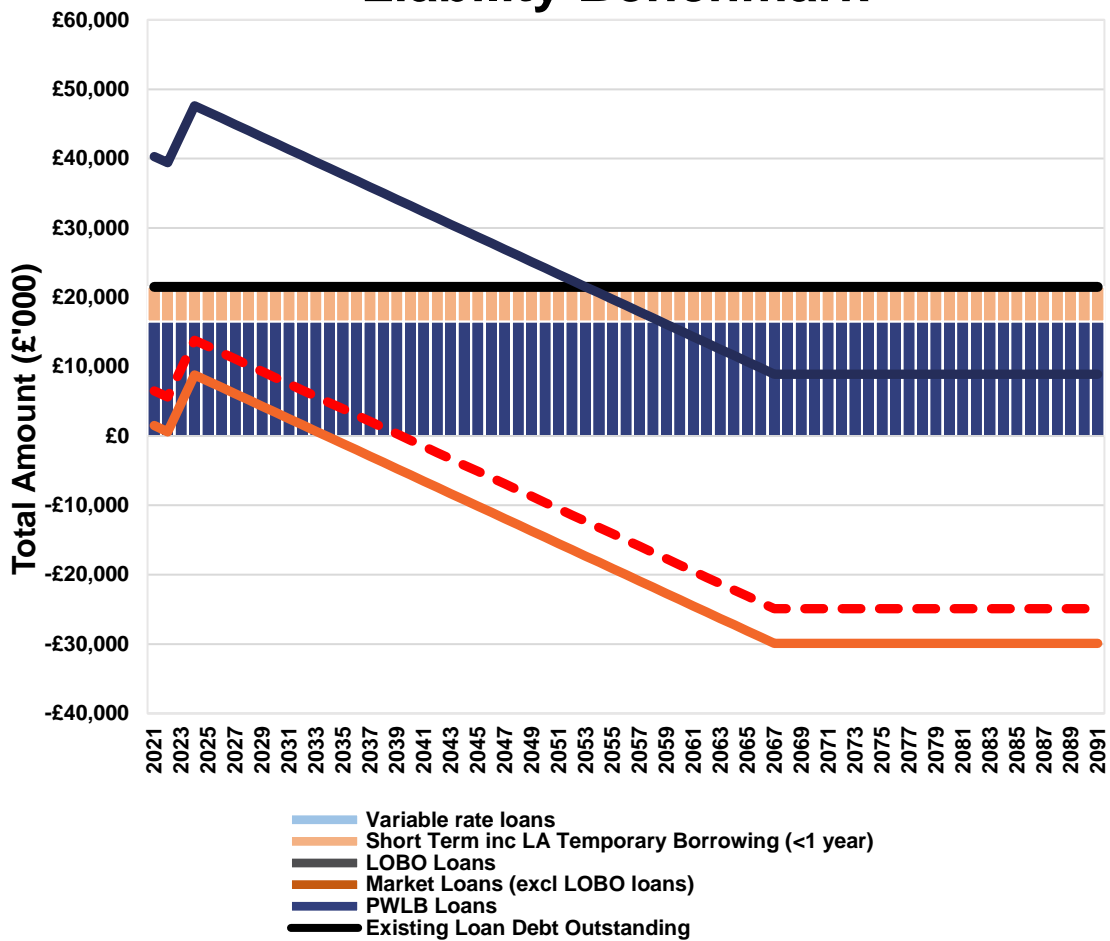
The Director of Corporate Services (S151 Officer) reports that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans, and the proposals in this budget report.

### 3.3 Liability Benchmark

To Compare the Council's actual borrowing against an alternative strategy, a Liability Benchmark has been calculated showing the lowest risk level of borrowing. This is a new prudential indicator and is made up of four components:

1. Existing loan debt outstanding: the Authority's existing loans that are still outstanding in future years.
2. Loans CFR: this is calculated in accordance with the loans CFR definition in the Prudential Code and projected into the future based on approved prudential borrowing and planned MRP.
3. Net loans requirement: this will show the Authority's gross loan debt less treasury management investments at the last financial year-end, projected into the future and based on its approved prudential borrowing, planned MRP and any other major cash flows forecast.
4. Liability benchmark (or gross loans requirement): this equals net loans requirement plus short-term liquidity allowance.

## Liability Benchmark



### 3.4 Treasury Indicators: Limits to Borrowing Activity

**The operational boundary.** This is the limit beyond which external debt is not normally expected to be exceeded. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on the levels of actual debt and the ability to fund under-borrowing by other cash resources.

Operational boundary £m	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate
External Debt	21.500	26.500	31.500	31.500
<b>Operational Boundary</b>	<b>39.091</b>	<b>38.321</b>	<b>37.401</b>	<b>36.481</b>

**The authorised limit for external debt.** A further key prudential indicator represents a control on the maximum level of borrowing. This represents a limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full Council. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term.

1. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all councils' plans, or those of a specific council, although this power has not yet been exercised.
2. The Council is asked to approve the following authorised limit:

Authorised £m	limit	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate
Gross Debt*		21.500	26.500	31.500	31.500
<b>Authorised Limit</b>		<b>44.000</b>	<b>43.000</b>	<b>42.000</b>	<b>41.000</b>

\*The Authorised limit allows for external borrowing in advance of need for up to a maximum of two years and includes additional headroom of £5m for unexpected cashflow movements.

### 3.5 Prospects for Interest Rates

The Council has appointed Link Group as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. Link provided the following forecasts on 7<sup>th</sup> February 2023. These are forecasts for certainty rates (gilt yields plus 80 bps).

Link Group Interest Rate View	07.02.23												
	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26
BANK RATE	4.25	4.50	4.50	4.25	4.00	3.75	3.25	3.00	2.75	2.75	2.50	2.50	2.50
3 month ave earnings	4.30	4.50	4.50	4.30	4.00	3.80	3.30	3.00	2.80	2.80	2.50	2.50	2.50
6 month ave earnings	4.40	4.50	4.40	4.20	3.90	3.70	3.20	2.90	2.80	2.80	2.60	2.60	2.60
12 month ave earnings	4.50	4.50	4.40	4.20	3.80	3.60	3.10	2.70	2.70	2.70	2.70	2.70	2.70
5 yr PWLB	4.00	4.00	3.90	3.80	3.70	3.60	3.50	3.40	3.30	3.20	3.10	3.10	3.10
10 yr PWLB	4.20	4.20	4.10	4.00	3.90	3.80	3.60	3.50	3.50	3.40	3.30	3.30	3.20
25 yr PWLB	4.60	4.60	4.40	4.30	4.20	4.10	3.90	3.80	3.70	3.60	3.50	3.40	3.40
50 yr PWLB	4.30	4.30	4.20	4.10	3.90	3.80	3.60	3.60	3.40	3.30	3.20	3.20	3.10

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

The central forecast for interest rates was updated on 7th February and reflected a view that the MPC would be keen to further demonstrate its anti-inflation credentials by delivering a succession of rate increases. Bank Rate stands at 4.0% currently but is expected to reach a peak of 4.5% in 2023.

### PWLB RATES

Yield curve movements have become less volatile under the current government. PWLB 5 to 50 years Certainty Rates are, generally, in the range of 3.75% to 4.75%.

### 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 two years 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 we currently project 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.
- **Borrowing for capital expenditure.** Link's long-term (beyond 10 years), forecast for Bank Rate is 2.5%. As all PWLB certainty rates are currently above this level, therefore the Council will need to review its borrowing strategy periodically to ensure that it achieves the right balance between length of loan and interest rate payable.

- While this authority will not be able to avoid borrowing to finance new capital expenditure, to replace maturing debt and the rundown of reserves, there will be a cost of carry, (the difference between higher borrowing costs and lower investment returns), to any new borrowing that causes a temporary increase in cash balances.

### 3.6 Borrowing Strategy

The Borrowing Strategy covers the relevant prudential and treasury indicators, and the current and projected debt positions as detailed above.

The key objectives of the Council's Borrowing Strategy are;

- To ensure that future external debt is affordable and sustainable within the long term within the revenue budget constraints.
- To support schemes with a socio-economic value i.e. for the regeneration and growth of the District.
- To support significant service investment where the cost of borrowing will be offset by efficiencies and/or cost savings
- All external debt undertaken will be repaid on loan maturities

The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with external loan debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure.

This strategy is prudent as investment returns are low and counterparty risk is still an issue that needs to be considered.

Against this background and the risks within the economic forecast, caution will be adopted with the 2023/24 treasury operations. The Director of Corporate Services (S151 Officer) will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:

- *if it was felt that there was a significant risk of a sharp FALL in long- and short-term rates, (e.g., due to a marked increase of risks around relapse into recession or of risks of deflation), then long term borrowings will be postponed, and potential rescheduling from fixed rate funding into short term borrowing will be considered.*
- *if it was felt that there was a significant risk of a much sharper RISE in borrowing rates than that currently forecast, perhaps arising from an acceleration in the rate of increase in central rates in the USA and UK, an increase in world economic activity, or a sudden increase in inflation risks, then the portfolio position will be re-appraised. Most likely, fixed rate funding will be drawn whilst interest rates are lower than they are projected to be in the next few years.*

Any decisions will be reported to the appropriate decision-making body at the next available opportunity.

### **3.7 Policy on Borrowing in Advance of Need**

The Council will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.

Risks associated with any borrowing in advance activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting mechanism.

### **3.8 Debt Rescheduling**

Rescheduling of current borrowing in our debt portfolio is unlikely to occur as upfront redemption costs would be significant based on the maturity profiles we currently have.

However, if rescheduling was done, it will be reported to the Council, at the earliest meeting following its action.

### **3.9 New Financial Institutions as a Source of Borrowing**

In addition to borrowing from the PWLB, consideration will be given to sourcing funding at cheaper rates from the following:

- Local authorities (primarily shorter dated maturities)
- Financial institutions (primarily insurance companies and pension funds but also some banks, out of forward dates where the objective is to avoid a “cost of carry” or to achieve refinancing certainty over the next few years)
- Municipal Bonds Agency

Our advisors will keep us informed as to the relative merits of each of these alternative funding sources.

### 3.10 Approved sources of Long- and Short-Term Borrowing

On Balance Sheet	Fixed	Variable
PWLB	●	●
UK Municipal Bond Agency	●	●
Local Authorities	●	●
Banks	●	●
Market (long-term)	●	●
Market (temporary)	●	●
Local Temporary	●	●
Local Bonds	●	
Overdraft (Notified in Advance)		●
Internal (capital receipts & revenue balances)	●	●
Finance Leases	●	●

## ANNUAL INVESTMENT STRATEGY

### 4.1 Investment Policy – Management of Risk

The Department of Levelling Up, Housing and Communities (DLUHC – formerly the Ministry of Housing, Communities and Local Government (MHCLG)) and CIPFA have extended the meaning of ‘investments’ to include both financial and non-financial investments. This report deals solely with financial investments, (as managed by the treasury management team). Non-financial investments, essentially the purchase of income yielding assets, are covered in the Capital Strategy.

The Council’s investment policy has regard to the following:

- DLUHC’s Guidance on Local Government Investments (“the Guidance”)
- CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2021 (“the Code”).
- CIPFA Treasury Management Guidance Notes 2021

The Council’s investment priorities will be security first, liquidity second, then yield (return). The Council will aim to achieve the optimum return (yield) on its investments commensurate with proper levels of security and liquidity and with the Council’s risk appetite.

In the current economic climate, it is considered appropriate to maintain a degree of liquidity to cover cash flow needs but to also consider ‘laddering’ investments for periods up to 12 months with high credit rated financial institutions, whilst investment rates remain elevated.



The above guidance from the DLUHC and CIPFA places a high priority on the management of risk. This authority has adopted a prudent approach to managing risk and defines its risk appetite by the following means: -

1. Minimum acceptable **credit criteria** are applied in order to generate a list of highly creditworthy counterparties. This also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the short term and long-term ratings.
2. **Other information:** ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To achieve this consideration the Council will engage with its advisors to maintain a monitor on market pricing such as “**credit default swaps**” and overlay that information on top of the credit ratings.
3. **Other information sources** used will include the financial press, share price and other such information pertaining to the financial sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.
4. This authority has defined the list of **types of investment instruments** that the treasury management team are authorised to use. There are two lists in Appendix D under the categories of ‘specified’ and ‘non-specified’ investments.
  - **Specified investments** are those with a high level of credit quality and subject to a maturity limit of one year or have less than a year left to run to maturity if originally, they were originally classified as being non-specified investments solely due to the maturity period exceeding one year.
  - **Non-specified investments** are those with less high credit quality, may be for periods in excess of one year, and/or are more complex instruments which require greater consideration by members and officers before being authorised for use.
5. **Non-specified and loan investment limits.** The Council has determined that it will set a limit to the maximum exposure of the total treasury management investment portfolio to non-specified treasury management investments of 40%.
6. **Lending limits**, (amounts and maturity), for each counterparty will be set through applying the matrix table in paragraph 4.2.
7. **Transaction limits** are set for each type of investment in 4.2.
8. This authority will set a limit for its investments which are invested for **longer than 365 days**, (see paragraph 4.4).

9. Investments will only be placed with counterparties from countries with a specified minimum **sovereign rating**, (see paragraph 4.3).
10. This authority has engaged **external consultants**, (see paragraph 1.5), to provide expert advice on how to optimise an appropriate balance of security, liquidity and yield, given the risk appetite of this authority in the context of the expected level of cash balances and need for liquidity throughout the year.
11. All investments will be denominated in **sterling**.
12. As a result of the change in accounting standards for 2022/23 under IFRS 9, this authority will consider the implications of investment instruments which could result in an adverse movement in the value of the amount invested and resultant charges at the end of the year to the General Fund. In November 2018, MHCLG (now DLUHC), concluded a consultation for a temporary override to allow English local authorities time to adjust their portfolio of all pooled investments by announcing a statutory override to delay implementation of IFRS 9 for five years ending 31 March 2023. At the current time the government is considering options as to what happens after this date.

However, this authority will also pursue **value for money** in treasury management and will monitor the yield from investment income against appropriate benchmarks for investment performance, (see paragraph 4.5). Regular monitoring of investment performance will be carried out during the year.

## 4.2 Creditworthiness Policy

The primary principle governing the Council's investment criteria is the security of its investments, although the yield or return on the investment is also a key consideration. After this main principle, the Council will ensure that:

- It maintains a policy covering both the categories of investment types it will invest in, criteria for choosing investment counterparties with adequate security, and monitoring their security. This is set out in the specified and non-specified investment sections below; and
- It has sufficient liquidity in its investments. For this purpose, it will set out procedures for determining the maximum periods for which funds may prudently be committed. These procedures also apply to the Council's prudential indicators covering the maximum principal sums invested.

The Director of Corporate Services (S151 Officer) will maintain a counterparty list in compliance with the following criteria and will revise the criteria and submit them to Council for approval as necessary. These criteria are separate to that which determines which types of investment instrument are either specified or non-specified as it provides an overall pool of counterparties considered high quality which the Council may use, rather than defining what types of investment instruments are to be used.

Credit rating information is supplied by the Link Group, our treasury advisors, on all active counterparties that comply with the criteria below. Any counterparty failing to meet the criteria would be omitted from the counterparty (dealing) list. Any rating changes, rating Watches (notification of a likely change), rating Outlooks (notification of the longer-term bias outside the central rating view) are provided to officers almost immediately after they occur, and this information is considered before dealing. For instance, a negative rating Watch applying to counterparty at the minimum Council criteria will be suspended from use, with all others being reviewed in light of market conditions.

The criteria for providing a pool of high-quality investment counterparties, (both specified and non-specified investments) is:

- Banks 1 - good credit quality – the Council will only use banks which:
  - i. are UK banks; and/or
  - ii. are non-UK and domiciled in a country which has a minimum sovereign Long-Term rating of AA
 and have, as a minimum, the following Fitch, Moody's and Standard & Poor's credit ratings (where rated):
  - i. Short Term – F1
  - ii. Long Term – A
- Banks 2 – Part nationalised UK bank – Royal Bank of Scotland ring-fenced operations. This bank can be included provided they continue to be part nationalised or meet the ratings in Banks 1 above.
- Banks 3 – The Council's own banker for transactional purposes if the bank falls below the above criteria, although in this case balances will be minimised in both monetary size and time invested.
- Bank subsidiary and treasury operation -. The Council will use these where the parent bank has provided an appropriate guarantee or has the necessary ratings outlined above.
- Building societies - The Council will use all societies which meet the ratings for banks outlined above.
- Money Market Funds (MMFs) CNAV – AAA
- Money Market Funds (MMFs standard) LNAV – AAA
- Money Market Funds (MMFs enhanced) VNAV – AAA
- UK Government (including gilts, Treasury Bills and the DMADF)
- Local authorities, parish councils etc.
- Housing associations
- Supranational institutions
- Local Authority Property Asset Fund (CCLA)

- Local/Community Bonds
- Corporate Bond Funds
- Covered Bonds

**Use of additional information other than credit ratings.** Additional requirements under the Code require the Council to supplement credit rating information. Whilst the above criteria rely primarily on the application of credit ratings to provide a pool of appropriate counterparties for officers to use, additional operational market information will be applied before making any specific investment decision from the agreed pool of counterparties. This additional market information (for example Credit Default Swaps, rating Watches/Outlooks) will be applied to compare the relative security of differing investment opportunities.

**Time and monetary limits applying to investments.** The time and monetary limits for institutions on the Council's counterparty list are as follows (these will cover both specified and non-specified investments). It should be noted that in the case of Lloyds Bank, our current bankers, that as well as allowing £7.5m fixed term investment in that one institution that there is flexibility to hold, in current account balances at Lloyds Bank, up to £2m 'cash' on any one day:

	Fitch	Moody's	Standard & Poors	Money Limit	Time Limit
Banks 1 – up to 1 year	F1	P1	A1	£7.5m per counterparty at Group level	1 year
Banks 1 – over 1 year	AA	Aa2	AA	£2m maximum exposure	1 year to 5 years
Banks 2 – UK part nationalised				£5m per counterparty at Group Level	1 year
Banks 3 – Council's own bank if not covered by 1 or 2				£1m	1 Day
Other Local Authorities				£5m per counterparty	5 years
Housing Associations				£1m maximum exposure	6 mths

Bank of England DMADF				No limit	6 mths
Gilts/Treasury Bills – where no loss of principal if held to maturity				£5m maximum exposure	5 years
Supranational				£5m per counterparty	1 year
Quality Corporate Bonds Funds				£2m	5 years
Local Authority Property Asset Funds				£4m	5 years
Certificates of Deposit				£2m	5 years
Covered Bonds				£1m	5 years
	Fund rating			Money and/or % Limit	Time Limit
Money market funds CNAV	AAA			£7.5m per counterparty	Overnight
Money market funds LVNAV (standard)	AAA			£7.5m per counterparty	Overnight
Money market funds VNAV (Enhanced)	AAA			£5m	5 years

#### 4.3 Other Limits

Due care will be taken to consider the exposure of the Council's total investment portfolio to non-specified investments, countries, groups and sectors.

- a) **Non-specified treasury management investment limit.** The Council has determined that it will limit the maximum total exposure of treasury management investments to non-specified treasury management investments as being 40% of the total treasury management investment portfolio.
- b) **Country limit.** The Council has determined that it will only use approved counterparties from countries with a minimum sovereign credit rating of AA- from Fitch. The list of countries that qualify using this credit criteria as at the date of this report are shown in Appendix E. This list will be

added to, or deducted from, by officers should ratings change in accordance with this policy.

c) Other limits. In addition:

- No more than £2m will be placed with any non-UK country at any time.
- Limits in place above will apply to a group of companies.
- Sector limits will be monitored regularly for appropriateness

#### 4.4 Investment Strategy

**In-house funds.** Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e., rates for investments up to 12 months). Greater returns are usually obtainable by investing periods. While most cash balances are required in order to manage the ups and downs of cash flow, where cash sums can be identified that could be invested for longer periods, the value to be obtained from longer term investments will be carefully assessed.

- If it is thought that Bank Rate is likely to rise significantly within the time horizon being considered, then consideration will be given to keeping most investments as being short term or variable.
- Conversely, if it is thought that Bank Rate is likely to fall within that time period, consideration will be given to locking in higher rates currently obtainable, for longer periods.

#### Investment Returns Expectations.

The current forecast shown in paragraph 3.5, includes a forecast for Bank Rate to reach 4.5% in Q2 2023.

The suggested budgeted investment earnings rates for returns on investments placed for periods up to about three months during each financial year are as follows: -

Average earnings in each year	
2022/23	4.00%
2023/24	4.40%
2024/25	3.30%
2025/26	2.60%
2026/27	2.50%
Years 6 to 10	2.80%
Years 10+	2.80%

- The overall balance of risks to economic growth in the UK is now to the downside, the Bank of England projected two years of negative growth in their November 2022 Quarterly Monetary Policy Report.
- It is now expected that there will be more increases in the Bank Rate than was originally forecast for 2022/23 as the MPC is currently more heavily focused on combating inflation than on protecting economic growth.
- PWLB certainty rates have risen during 2022/23. Financial markets have now built in most of the expected increases in Bank Rate into shorter dated gilt yields, whilst heightened inflation concerns have impacted the medium to long parts of the maturity curve.

Money market funds (MMFs), yields have now begun to rise across a number of market operators. This mirrors rises in the Bank Rate but because of continuing investor cash flow uncertainty, and the need to maintain liquidity in these unprecedented times, at a more modest rate.

### **CCLA Property Fund Issues**

The Property Fund has increased its redemption period to six months whereas previously it has been 90-day notice period for redemptions which will have to be taken into account when assessing the Council's cashflow forecasting.

The income from the fund still remains attractive in this period of rising interest rates.

### **Ethical Investing**

The Council continues to develop its strategy in relation to Sustainability, Climate Change and Environment. As the Council will be interested in undertaking actions to reduce climate change, the Council as an ethical investor will consider the environmental, social and governance issues (ESG) when making treasury investment decisions.

Investments will be in accordance with counterparty and creditworthiness (as detailed at 4.2

### **Treasury Investment Portfolio**

The Council is expecting to have an average investment portfolio of £13m throughout 2023/24 and expects to receive investment income totalling £0.578m as shown below:

Treasury Investment Portfolio	Average Portfolio £m	Interest Rate %	Interest £m
Liquidity Investments	10.00	4.44	0.444
Long Term Investments	3.00	4.45	0.134
<b>Total Investment Income (2023/2024)</b>	<b>13.00</b>	<b>4.45</b>	<b>0.578</b>

**Investment treasury indicator and limit** - total principal funds invested for greater than 365 days. These limits are set with regard to the Council's liquidity requirements and to reduce the need for early sale of an investment and are based on the availability of funds after each year-end.

The Council is asked to approve the treasury indicator and limit:

<b>Maximum principal sums invested &gt; 364 &amp; 365 days</b>			
£m	2023/24	2024/25	2025/26
Principal sums invested > 365 days	£5m	£5m	£5m

For its cash flow generated balances, the Council will seek to utilise its business reserve instant access and notice accounts, money market funds and short-dated deposits (overnight to 100 days) in order to benefit from the compounding of interest.

#### 4.5 Investment Risk Benchmarking

These benchmarks are simple guides to maximum risk, so they may be breached from time to time, depending on movements in interest rates and counterparty criteria. The purpose of the benchmark is that officers will monitor the current and trend position and amend the operational strategy to manage risk as conditions change. Any breach of the benchmarks will be reported, with supporting reasons in the mid-year or Annual Report.

Security - The Council's maximum security risk benchmark for the current portfolio, when compared to these historic default tables, is:

- 0.06% historic risk of default when compared to the whole portfolio.

Liquidity – in respect of this area the Council seeks to maintain:

- Liquid short-term deposits of at least £4m available with a week's notice.
- Weighted average life benchmark is expected to be 0.25 years, with a maximum of 1 years.



Yield - local measures of yield benchmarks are.

- Investments – internal returns above the 7-day Sterling Overnight Index Average (SONIA) compounded rate

And in addition, that the security benchmark for each individual year is:

	1 year	2 years	3 years	4 years	5 years
<b>Maximum</b>	<b>0.07%</b>	<b>0.19%</b>	<b>0.36%</b>	<b>0.55%</b>	<b>0.77%</b>

Note: This benchmark is an average risk of default measure and would not constitute an expectation of loss against a particular investment.

#### **4.6 End of Year Investment Report**

At the end of the financial year, the Council will report on its investment activity as part of its Annual Treasury Report.

#### **4.7 Non-Treasury Investments (Commercial Property)**

The Council has invested £21.666m (£30m budget approved) in creating a Commercial Property Portfolio, to generate a revenue return to support the future sustainability of the Council and therefore protecting the services as government funding was reduced. The net return was estimated to be £600k p.a. based on the approved £20m investment limit. The first acquisition was made in October 2017. The Council's portfolio currently consists of 6 properties, with £20.500m having been spent on these acquisitions (excludes costs) to date and the gross return for 2022/23 is estimated to be 7.17%. After taking account of management and financing costs (including MRP) a return of around 3.00% is being achieved.

It is no longer anticipated that additional assets will be acquired. However, the portfolio will be managed within the current values and replacement properties acquired if existing properties are sold ensuring income levels are maintained.

The Council has a Commercial Contingency Budget of £0.2m to mitigate the risk of rental losses, and a Valuation Volatility Reserve to mitigate the risk of capital loss on disposal.

In addition, the Council has set aside £1.084m as a Valuation Volatility Reserve, this reflects 5% of the purchase price. However, now that MRP will be charged annually, thus reducing outstanding borrowing, the Reserve will be reduced over the Medium-Term Financial Plan.

#### **Strategy**

Working with the commercial property consultant, Cushman & Wakefield, officers have developed an investment strategy for the Council that aims to balance risk across the portfolio whilst achieving the target returns required.

However, any future additional property investments can no longer be funded from borrowing, and our own resources must be utilised to fund any acquisitions. Currently there is no expectation that any additional properties will be acquired.

The strategy included.

1. To acquire an investment portfolio of commercial property assets in lot sizes of £1.0m to £10.0m, targeting an average lot size of circa £3.5m to £4m across the portfolio and total investment of £30.0m.
2. Authority to complete on acquisitions should be delegated to the Chief Executive in consultation with the Chief Finance Officer and Leader of the Council, provided that the purchase is within agreed criteria. All assets will be assessed against these criteria and the Chief Executive will have delegated Authority to complete on the acquisition of assets which score 50 or more out of 70. Any asset which falls below this threshold or registers a zero against any criteria may still be considered but specific justification will need to be provided and the decision to proceed taken to the Corporate Policy and Resources Committee for approval.
3. Reserves will be utilised to fund any further acquisitions. Business case modelling will be developed using an opportunity cost of capital based on debt funded through Prudential Borrowing. The business case will be made on the basis of borrowing the full amount each time to ensure that resources are able to be recycled.
4. All assets will be acquired against a target hold period of 5 to 10 years with consideration given to asset management to enhance/protect value over the period of ownership (and any additional resource required/expected in this respect) and risks relating to disposal after the proposed hold period. A proportion of the income will be allocated for risk provision. Further returns would depend on investment performance relative to target and might be achieved through release of the risk provision and/or capital returns.
5. The financial position will be thoroughly monitored throughout the hold period and adequate response made to any change in market conditions and portfolio performance. Decisions regarding the funding of acquisitions will be made by the Director of Corporate Services (Section151 Officer) and will be based on:
  - An analysis of disposal value risk after an assumed hold period
  - The expectation that the asset will generate a capital return that tracks inflation or better with a provision for risk should this not be achieved
6. Access to suitably qualified/experienced resource is essential for successful delivery and management of the risks involved. Resources should be identified and ring-fenced to the activity. The property and asset team has been restructured to ensure that

sufficient resources available to manage the existing assets and the new additions that would be acquired in line with this strategy.

#### 4.8 Commercial Income as a Percentage of Net Revenue Expenditure

The Council receives income from investment properties which contribute towards achieving a balanced revenue budget. The table below shows the extent to which the expenditure planned to meet service delivery objectives is dependent on achieving income from these properties over the Medium-Term Financial Plan period.

%	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate
<b>Net Revenue Expenditure £m</b>	16.927	16.656	16.861	17.250	17.669
<b>Commercial Income £m</b>	1.578	1.577	1.576	1.616	1.705
<b>Ratio</b>	<b>9.32%</b>	<b>9.47%</b>	<b>9.35%</b>	<b>9.37%</b>	<b>9.65%</b>

#### 4.9 Capital Investment Strategy

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. The Strategy has direct links to the Treasury Management Strategy, and it is therefore appropriate that the Governance and Audit Committee scrutinise and provide assurance to Council on both policies. The Capital Investment Strategy is attached at Appendix H.

### 5 APPENDICES to the Treasury Management Strategy

- A Prudential and Treasury Indicators and MRP statement
- B Interest rate forecasts
- C Economic background
- D Treasury management practice 1 – credit and counterparty risk management
- E Approved countries for investments
- F Treasury management scheme of delegation
- G The treasury management role of the section 151 officer
- H The Capital Investment Strategy

## APPENDIX A

## THE CAPITAL PRUDENTIAL AND TREASURY INDICATORS 2023/24 – 2025/26 AND MRP STATEMENT

The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans

## Capital Expenditure

Capital Expenditure By Cluster £m	2021/22 Actual	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate
<b>Our People</b>	1.096	3.660	1.302	1.764	0.675
<b>Our Place</b>	6.167	3.864	15.358	4.897	0.554
<b>Our Council</b>	0.550	0.400	1.228	0.291	0.092
<b>Investment</b>	0.000	0.000	3.000	0.000	0.000
<b>Total</b>	<b>7.813</b>	<b>7.924</b>	<b>20.888</b>	<b>6.952</b>	<b>1.321</b>

## Minimum Revenue Provision (MRP) Policy Statement

The Council is required to pay off an element of the accumulated General Fund capital spend funded from borrowing (the CFR) each year through a revenue charge (the minimum revenue provision - MRP), although it is also allowed to undertake additional voluntary payments if required (voluntary revenue provision - VRP).

DLUHC regulations have been issued which require the full Council to approve an MRP Statement in advance of each year. A variety of options are provided to councils, so long as there is a prudent provision. The Council is recommended to approve the following MRP Statement.

From 1 April 2008 for all unsupported borrowing (including PFI and finance leases) the MRP policy will be:

- **Asset life method** - MRP will be charged, and therefore debt repaid over the expected useful life of the asset financed from borrowing based on the estimated life of the assets, in accordance with the regulations (this option must be applied for any expenditure capitalised under a Capitalisation Direction) (option 3).

In applying the Asset Life Method MRP should normally follow the year after the expenditure has been incurred. However, in accordance with Statutory Guidance commencement of MRP may be deferred until the asset becomes operational.

The estimated useful life of assets will not exceed 50 years except as otherwise permitted by the guidance (and supported by valuer's advice). If no useful life can be attributed to the asset, i.e., land, then the estimated useful life will be taken as 50 years

- **Asset life method – Annuity Method**  
Under this approach the debt is repaid over the expected useful life of the asset financed from borrowing. For, regeneration schemes or administrative projects, where revenue benefits are only realised in future years or increase in future years and will be based on an appropriate rate.
- **Loan Principal Repayment as Proxy for MRP**  
The council considers that where borrowing has funded capital loan advances, the loan principal repaid (or in the event of default the realisation of security) as a capital receipt will be utilised to repay the borrowing and therefore negates the requirement to set aside an annual MRP charge.
- **Borrowing for Non-Treasury Investments**  
Where the Council has previously borrowed for the acquisition of Commercial Investment Properties the Asset Life Method will be used to calculate the MRP charge applicable on an annual basis.
- **Finance Leases**  
MRP for finance leases and service concessions will be charged over the primary period of the lease, in line with the guidance.
- **Voluntary MRP Overpayments** – The Council has the ability to repay additional amounts for MRP as voluntary contributions as it considers appropriate. A change introduced by the revised DLUHC MRP Guidance was the allowance that any charges made over the statutory minimum revenue provision (MRP), voluntary revenue provision or overpayments, can, if needed, be reclaimed in later years if deemed necessary or prudent. In order for these sums to be reclaimed for use in the budget, this policy must disclose the cumulative overpayment made each year. Up until 31 March 2022 the total VRP overpayments were £1,081k however, as there has been a change in our Policy to charge MRP on Commercial Investment assets, then this VRP will not be deemed an overpayment.

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

### **Affordability Prudential Indicators**

The previous sections cover the overall capital and control of borrowing prudential indicators, but within this framework prudential indicators are required to assess the affordability of the capital investment plans. These

provide an indication of the impact of the capital investment plans on the Council's overall finances. The Council is asked to approve the following indicators:

**a. Ratio of Financing Costs to Net Revenue Stream**

This indicator identifies the trend in the cost of capital (borrowing and other long term obligation costs) against the net revenue stream.

%	2023/24	2024/25	2025/26	2026/27	2027/28
	Estimate	Estimate	Estimate	Estimate	Estimate
<b>Net Revenue Expenditure £m</b>	<b>16.927</b>	<b>16.656</b>	<b>16.861</b>	<b>17.250</b>	<b>17.669</b>
Interest Payable £m	0.794	1.053	1.053	1.053	1.053
MRP £m	0.906	0.913	0.913	0.913	0.860
<b>Capital Financing Charges</b>	<b>1.700</b>	<b>1.966</b>	<b>1.966</b>	<b>1.966</b>	<b>1.913</b>
<b>Ratio</b>	<b>10.04%</b>	<b>11.80%</b>	<b>11.66%</b>	<b>11.40%</b>	<b>10.83%</b>

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

**b. Incremental Impact of Capital Investment Decisions on Council Tax**

This indicator identifies the revenue costs associated with proposed changes to the five-year capital programme recommended in this budget report compared to the Council's existing approved commitments and current plans. The assumptions are based on the budget, but will invariably include some estimates, such as the level of Government support, which are not published over a three-year period.

New schemes funded from borrowing are expected to generate income/efficiencies to support the cost of borrowing therefore £0 impact on the Taxpayer.

Incremental impact of capital investment decisions on the band D council tax:

£	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate
<b>Council tax - band D</b>	0	0	0	0	0

**Treasury Indicators for Debt**

There are three debt related treasury activity limits. The purpose of these is to restrain the activity of the treasury function within certain limits, thereby

managing risk and reducing the impact of any adverse movement in interest rates. However, if these are set to be too restrictive, they will impair the opportunities to reduce costs / improve performance. The indicators are:

- Upper limits on variable interest rate exposure. This identifies a maximum limit for variable interest rates based upon the debt position net of investments
- Upper limits on fixed interest rate exposure. This is similar to the previous indicator and covers a maximum limit on fixed interest rates.
- Maturity structure of borrowing. These gross limits are set to reduce the Council's exposure to large, fixed rate sums falling due for refinancing, and are required for upper and lower limits. The Council is asked to approve the following treasury indicators and limits:

£m	2023/24	2024/25	2025/26
<b>Interest rate exposures</b>			
	<b>Upper</b>	<b>Upper</b>	<b>Upper</b>
<b>Limits on fixed interest rates:</b>			
• Debt only	100%	100%	100%
• Investments only	75%	75%	75%
<b>Limits on variable interest rates</b>			
• Debt only	25%	25%	20%
• Investments only	100%	100%	100%
<b>Maturity structure of fixed interest rate borrowing 2023/24</b>			
	<b>Lower</b>	<b>Upper</b>	
Under 12 months	0%	100%	
12 months to 2 years	0%	100%	
2 years to 5 years	0%	100%	
5 years to 10 years	0%	100%	
10 years to 20 years	0%	100%	
20 years to 30 years	0%	100%	
30 years to 40 years	0%	100%	
40 years to 50 years	0%	50%	
<b>Maturity structure of variable interest rate borrowing 2023/24</b>			
	<b>Lower</b>	<b>Upper</b>	
Under 12 months	0%	100%	
12 months to 2 years	0%	100%	
2 years to 5 years	0%	0%	
5 years to 10 years	0%	0%	
10 years to 20 years	0%	0%	
20 years to 30 years	0%	0%	
30 years to 40 years	0%	0%	
40 years to 50 years	0%	0%	

APPENDIX B

PWLB forecasts shown below are based on PWLB certainty rates.

Link Group Interest Rate View	07.02.23												
	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26
BANK RATE	4.25	4.50	4.50	4.25	4.00	3.75	3.25	3.00	2.75	2.75	2.50	2.50	2.50
3 month ave earnings	4.30	4.50	4.50	4.30	4.00	3.80	3.30	3.00	2.80	2.80	2.50	2.50	2.50
6 month ave earnings	4.40	4.50	4.40	4.20	3.90	3.70	3.20	2.90	2.80	2.80	2.60	2.60	2.60
12 month ave earnings	4.50	4.50	4.40	4.20	3.80	3.60	3.10	2.70	2.70	2.70	2.70	2.70	2.70
5 yr PWLB	4.00	4.00	3.90	3.80	3.70	3.60	3.50	3.40	3.30	3.20	3.10	3.10	3.10
10 yr PWLB	4.20	4.20	4.10	4.00	3.90	3.80	3.60	3.50	3.50	3.40	3.30	3.30	3.20
25 yr PWLB	4.60	4.60	4.40	4.30	4.20	4.10	3.90	3.80	3.70	3.60	3.50	3.40	3.40
50 yr PWLB	4.30	4.30	4.20	4.10	3.90	3.80	3.60	3.60	3.40	3.30	3.20	3.20	3.10



## APPENDIX C

**ECONOMIC BACKGROUND (as at February 2023)**

Against a backdrop of stubborn inflationary pressures, the easing of Covid restrictions in most developed economies, the Russian invasion of Ukraine, and a range of different UK Government policies, it is no surprise that UK interest rates have been volatile right across the curve, from Bank Rate through to 50-year gilt yields, for all of 2022.

Market commentators' misplaced optimism around inflation has been the root cause of the rout in the bond markets with, for example, UK, EZ and US 10-year yields all rising by over 200bps in 2022. The table below provides a snapshot of the conundrum facing central banks: inflation is elevated but labour markets are extra-ordinarily tight, making it an issue of fine judgment as to how far monetary policy needs to tighten.

	<b>UK</b>	<b>Eurozone</b>	<b>US</b>
<b>Bank Rate</b>	4.0%	2.5%	4.5%-4.75%
<b>GDP</b>	-0.3%q/q Q3 (1.9%/y/y)	+0.3%q/q Q3 (2.3%/y/y)	2.9% Q4 Annualised
<b>Inflation</b>	10.5%/y/y (Dec)	8.5%/y/y (Jan)	6.5%/y/y (Dec)
<b>Unemployment Rate</b>	3.7% (Nov)	6.6% (Dec)	3.5% (Dec)

Q2 of 2022 saw UK GDP revised upwards to +0.2% q/q, but this was quickly reversed in the third quarter, albeit some of the fall in GDP can be placed at the foot of the extra Bank Holiday in the wake of the Queen's passing. Nevertheless, CPI inflation picked up to what should be a peak reading of 11.1% in October, although with further increases in the gas and electricity price caps pencilled in for April 2023, and the cap potentially rising from an average of £2,500 to £3,000 per household, there is still a possibility that inflation will face some further upward pressures before dropping back slowly through 2023 to finish the year in the range of 4% - 5%.

The UK unemployment rate fell to a 48-year low of 3.6%, and this despite a net migration increase of c500k. The fact is that with many economic participants registered as long-term sick, the UK labour force actually shrunk by c500k in the year to June. Without an increase in the labour force participation rate, it is hard to see how the UK economy will be able to grow its way to prosperity, and with average wage increases running at over 6% the MPC will be concerned that wage inflation will prove just as sticky as major supply-side shocks to food and energy that have endured since Russia's invasion of Ukraine on 22 February 2022.

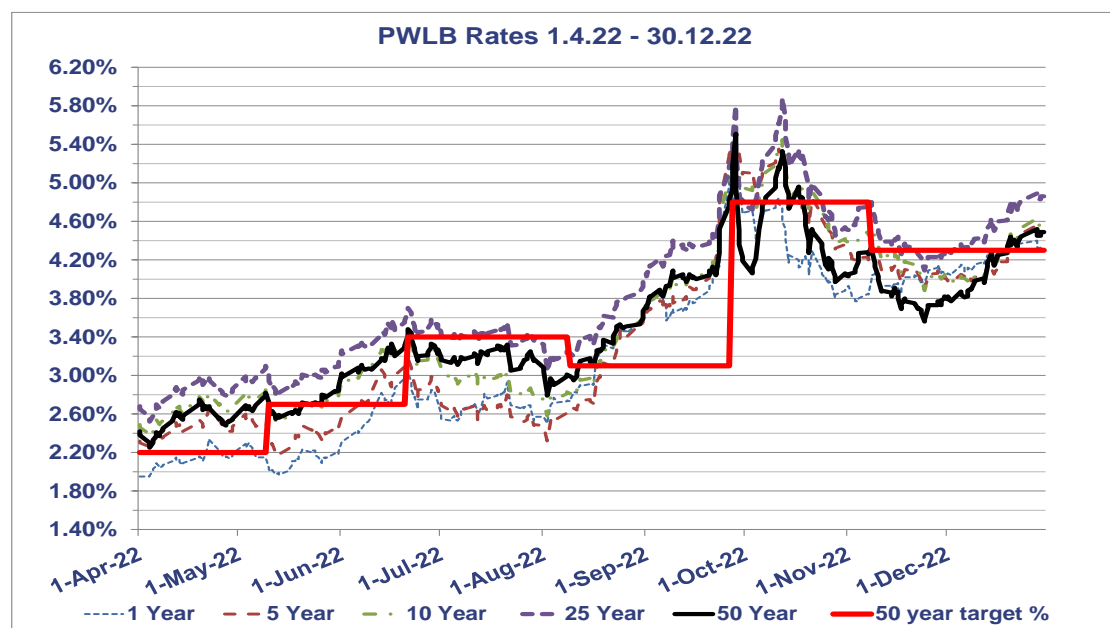
Throughout Q3 Bank Rate increased, finishing the quarter at 2.25% (an increase of 1%). Q4 has seen rates rise to 3.5% in December and 4% in February and the market currently expects Bank Rate to hit 4.5% by June 2023.

Following a Conservative Party leadership contest, Liz Truss became Prime Minister for a tumultuous seven weeks that ran through September and October. Put simply, the markets did not like the unfunded tax-cutting and heavy spending policies put forward by her Chancellor, Kwasi Kwarteng, and their reign lasted barely seven weeks before being replaced by Prime Minister Rishi Sunak and Chancellor Jeremy Hunt. Their Autumn Statement of 17<sup>th</sup> November gave rise to a net £55bn fiscal tightening, although much of the “heavy lifting” has been left for the next Parliament to deliver. However, the markets liked what they heard, and UK gilt yields have completely reversed the increases seen under the previous tenants of No10/11 Downing Street.

Globally, though, all the major economies are expected to struggle in the near term. The fall below 50 in the composite Purchasing Manager Indices for the UK, US, EZ and China all point to at least one, if not more, quarters of GDP contraction in 2023. In November, the MPC projected eight quarters of negative growth for the UK lasting throughout 2023 and 2024, but with Bank Rate set to peak at lower levels than previously priced in by the markets and the fiscal tightening deferred to some extent, it is not clear that things will be as bad as first anticipated by the Bank. Indeed, their February Monetary Policy Report suggests five quarters of negative growth, albeit a shallow recession with GDP expected to shrink 0.5% in 2023 and 0.25% in 2024.

The £ has remained resilient of late, recovering from a record low of \$1.035, on the Monday following the Truss government’s “fiscal event”, to \$1.22. Notwithstanding the £’s better run of late, 2023 is likely to see a housing correction of some magnitude as fixed-rate mortgages have moved above 5% and affordability has been squeezed despite proposed Stamp Duty cuts remaining in place.

In the table below, the rise in gilt yields, and therein PWLB rates, through the first nine months of 2022/23 is clear to see.



However, the peak in rates on 28<sup>th</sup> September as illustrated in the table covering April to December 2022 below, has been followed by the whole curve shifting lower. PWLB rates at the front end of the curve are generally over 1.25% lower now whilst the 50 years is also over 1% lower.

**HIGH/LOW/AVERAGE PWLB RATES FOR 01.04.22 – 30.12.22**

	1 Year	5 Year	10 Year	25 Year	50 Year
<b>Low</b>	1.95%	2.18%	2.36%	2.52%	2.25%
<b>Date</b>	01/04/2022	13/05/2022	04/04/2022	04/04/2022	04/04/2022
<b>High</b>	5.11%	5.44%	5.45%	5.88%	5.51%
<b>Date</b>	28/09/2022	28/09/2022	12/10/2022	12/10/2022	28/09/2022
<b>Average</b>	3.26%	3.41%	3.57%	3.85%	3.51%
<b>Spread</b>	3.16%	3.26%	3.09%	3.36%	3.26%

The S&P 500 and FTSE 100 have climbed in the early weeks of 2023, albeit the former finished 19% down in 2022 whilst the latter finished up 1%.

**CENTRAL BANK CONCERNS – DECEMBER 2022 & FEBRUARY 2023**

In December, the Fed decided to push up US rates by 0.5% to a range of 4.25% to 4.5%, whilst the MPC followed by raising Bank Rate from 3% to 3.5%, in line with market expectations. EZ rates have also increased to 2% with further tightening in the pipeline.

Having said that, the sentiment expressed in the press conferences in the US and the UK were very different. In the US, Fed Chair, Jerome Powell, stated that rates will be elevated and stay higher for longer than markets had expected. Governor Bailey, here in the UK, said the opposite and explained that the two economies are positioned very differently so you should not, therefore, expect the same policy or messaging.

At the start of February, US rates have further increased by 0.25% to a range of 4.5% - 4.75%, whilst UK Bank Rate increased 0.5% to 4%.

Regarding UK market expectations, although they now expect Bank Rate to peak within a lower range of 4.25% - 4.5%, caution is advised as the Bank of England Quarterly Monetary Policy Reports have carried a dovish message over the course of the last year, only for the Bank to have to play catch-up as the inflationary data and labour market have proven stronger than expected.

In addition, the Bank's central message that GDP will fall for five quarters starting with Q1 2023 may prove to be a little pessimistic. Will the excess savings accumulated by households through the Covid lockdowns provide a spending buffer for the economy – at least to a degree? Ultimately, however, it will not only be inflation data but also employment data that will mostly impact the decision-making process, although any softening in the interest rate outlook in the US may also have an effect (just as, conversely, greater tightening may also).

## APPENDIX D

**TREASURY MANAGEMENT PRACTICE (TMP1) – CREDIT AND COUNTERPARTY RISK MANAGEMENT**

The DLUHC issued Investment Guidance in 2018, and this forms the structure of the Council's policy below. These guidelines do not apply to either trust funds or pension funds which operate under a different regulatory regime.

The key intention of the Guidance is to maintain the current requirement for councils to invest prudently, and that priority is given to security and liquidity before yield. In order to facilitate this objective, the guidance requires this Council to have regard to the CIPFA publication Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes. This Council adopted the code on 01/03/2010 and will apply its principles to all investment activity. In accordance with the Code, the Director of Corporate Resources (S151 Officer) has produced its treasury management practices (TMPs). This part, TMP 1 (1) covering investment counterparty policy requires approval each year.

Annual investment strategy – The key requirement of both the Code and investment guidance are to set an annual investment strategy, as part of its annual treasury strategy for the following year, covering the identification and approval of the following:

- The strategy guidelines for choosing and placing investments, particularly non-specified investments which includes the Council being an ethical investor who will give consideration to the environmental, social and governance issues (ESG) when making treasury investment decisions
- The principles to be used to determine the maximum periods for which funds can be committed.
- Specified investments that the Council will use. These are high security (i.e., high credit rating, although this is defined by the Council, and no guidelines are given), and high liquidity investments in sterling and with a maturity of no more than a year.
- Non-specified investments, clarifying the greater risk implications, identifying the general types of investment that may be used and a limit to the overall amount of various categories that can be held at any time.

The investment policy proposed for the Council is:

**Strategy guidelines** – The main strategy guidelines are contained in the body of the treasury strategy statement.

**SPECIFIED INVESTMENTS:** These investments are sterling investments of not more than one-year maturity, or those which could be for a longer period but where the Council has the right to be repaid within 12 months if it wishes. They also include investments which were originally classed as being non-specified investments, but which would have been classified as specified investments apart from originally being for a period longer than 12 months, once

the remaining period to maturity falls to under twelve months. These are considered low risk assets where the possibility of loss of principal or investment income is small. These would include sterling investments which would not be defined as capital expenditure with:-

- 1) The UK Government (such as Debt Management Account deposit facility, UK Treasury Bills or a Gilt with less than one year to maturity).
- 2) Supranational bonds of less than one year's duration
- 3) A local authority, housing association, parish council or community council
- 4) Pooled investment vehicles (such as money market funds) that have been awarded a high credit rating by a credit rating agency. For category 4 this covers pooled investment vehicles, such as money market funds, rated AAA by Standard & Poors, Moody's and/or Fitch rating agencies

Within these bodies, and in accordance with the Code, the Council has set additional criteria to set the time and number of monies which will be invested in these bodies. These criteria are set out in the main report.

**NON-SPECIFIED INVESTMENTS:** These are any investments which do not meet the specified investment criteria. The identification and rationale supporting the selection of these other investments and the maximum limits to be applied are set out below. Non specified investment would include any sterling investments with:

	<b>Non-Specified Investment Category</b>	<b>Limit £</b>
A	<b>Gilt Edged Securities</b> with a maturity of greater than one year. These are Government Bonds and so provide the highest security of investment and the repayment of principal on maturity. Similar to category (a) above, the value of the bond may rise or fall before maturity and losses may accrue if the bond is sold before maturity.	£5m
B	<b>The Council's own banker</b> if it fails to meet the basic credit criteria. In this instance balances will be minimised as far as possible	£1m
C	<b>Any Bank or Building Society</b> that has a minimum long term credit rating of AA, for deposits with a maturity of greater than one year (including forward deals in excess of one year from inception to repayment).	£2m
D	Enhanced Money Market Funds AA rated	£2m
E	Corporate Bond Funds	£2m
F	Local/Community Bonds	£2m
G	Local Authority Property Asset Fund	£4m

H	Certificates of Deposit	£2m
I	Covered Bonds	£1m
J	Property Funds – The use of these instruments can be deemed to be capital expenditure, and as such will be an application (spending) of capital resources. This Authority will seek guidance on the status of any fund it may consider using	£4m

This Authority will seek further advice on the appropriateness and associated risks with investments in these categories.

The monitoring of investment counterparties – The credit rating of counterparties will be monitored regularly. The Council receives credit rating information (changes, rating watches and rating outlooks) from Link Asset Services as and when ratings change, and counterparties are checked promptly. On occasion ratings may be downgraded when an investment has already been made. The criteria used are such that a minor downgrading should not affect the full receipt of the principal and interest. Any counterparty failing to meet the criteria will be removed from the list immediately by the Director of Corporate Services (S151 Officer), and if required new counterparties which meet the criteria will be added to the list.

A variety of investment instruments will be used, subject to the credit quality of the institution, and depending on the type of investment made it will fall into one of the above categories.

Accounting treatment of investments. The accounting treatment may differ from the underlying cash transactions arising from investment decisions made by this Council. To ensure that the Council is protected from any adverse revenue impact, which may arise from these differences, we will review the accounting implications of new transactions before they are undertaken.

**APPENDIX E****APPROVED COUNTRIES FOR INVESTMENTS (As at 07.02.2023)**

This list is based on those countries which have sovereign ratings of AA- or higher, (we show the lowest rating from Fitch, Moody's and S&P) and also, (except - at the time of writing - for Hong Kong and Luxembourg), have banks operating in sterling markets which have credit ratings of green or above in the Link credit worthiness service.

***Based on lowest available rating*****AAA**

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

**AA+**

- Canada
- Finland
- U.S.A.

**AA**

- Abu Dhabi (UAE)
- France

**AA-**

- Belgium
- Qatar
- **U.K.**

**APPENDIX F****TREASURY MANAGEMENT SCHEME OF DELEGATION****(i) Full Council**

- Receiving and reviewing reports on treasury management policies, practices and activities.
- Approval of annual Treasury Management Strategy and Mid-Year Review Treasury Management Indicators.

**(ii) Corporate Policy and Resources Committee**

- Approval of/amendments to the organisation's adopted clauses, treasury management policy statement and treasury management practices.
- Approval of the division of responsibilities.
- Receiving and reviewing regular monitoring reports and acting on recommendations.
- Approving the selection of external service providers and agreeing terms of appointment.
- Mid-Year Review of Treasury Management Indicators

**(iii) Governance and Audit Committee**

- Review and scrutiny of the Treasury Management Strategy, policy and procedures and making recommendations to the full Council.



## APPENDIX G

## THE TREASURY MANAGEMENT ROLE OF THE SECTION 151 OFFICER

The S151 (responsible) officer

- Recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance.
- Submitting regular treasury management policy reports.
- Submitting budgets and budgets variations;
- Receiving and reviewing management information reports.
- Reviewing the performance of the treasury management function.
- Ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function.
- Ensuring the adequacy of internal audit and liaising with external audit.
- recommending the appointment of external service providers.
- Preparation of a capital strategy to include capital expenditure, capital financing, non-financial investments and treasury management, with a long-term timeframe
- Ensuring that the capital strategy is prudent, sustainable, affordable and prudent in the long term and provides value for money
- Ensuring that due diligence has been carried out on all treasury and non-financial investments and is in accordance with the risk appetite of the authority
- Ensure that the authority has appropriate legal powers to undertake expenditure on non-financial assets and their financing
- Ensuring the proportionality of all investments so that the authority does not undertake a level of investing which exposes the authority to an excessive level of risk compared to its financial resources
- Ensuring that an adequate governance process is in place for the approval, monitoring and ongoing risk management of all non-financial investments and long-term liabilities
- Provision to members of a schedule of all non-treasury investments including material investments in subsidiaries, joint ventures, loans and financial guarantees
- Ensuring that members are adequately informed and understand the risk exposures taken on by an authority
- Ensuring that the authority has adequate expertise, either in house or externally provided, to carry out the above
- Creation of Treasury Management Practices which specifically deal with how non treasury investments will be carried out and managed, to include the following: -
  - Risk management (TMP1 and schedules), including investment and risk management criteria for any material non-treasury investment portfolios.
  - Performance measurement and management (TMP2 and schedules), including methodology and criteria for assessing the performance and success of non-treasury investments.

- Decision making, governance and organisation (TMP5 and schedules), including a statement of the governance requirements for decision making in relation to non-treasury investments; and arrangements to ensure that appropriate professional due diligence is carried out to support decision making.
- Reporting and management information (TMP6 and schedules), including where and how often monitoring reports are taken.
- Training and qualifications (TMP10 and schedules), including how the relevant knowledge and skills in relation to non-treasury investments will be arranged.

## APPENDIX H

### 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 future budget impacts.
- d) Asset Management Principles

**The Asset Management Policy ensures that.**

- We will take all reasonable and practical steps to ensure the health, safety and wellbeing of staff, visitors and contractors who use or visit our buildings, land or property and who use or are in contact with supporting asset infrastructure.
- We will ensure that all our buildings and land and property assets are fully compliant with current legal requirements, are fit for purpose and managed and maintained in accordance with best practice.
- We will ensure that infrastructure supporting our physical assets is safe and fully compliant with relevant legislative and regulatory requirements.
- All activity on our assets will be carried out in compliance with relevant legislative and statutory requirements.
- We will assess asset related risks and manage such risk in accordance with our corporate risk management policy or in accordance with procedures relevant to the specific asset, its use and function.
- We will retain and/or acquire physical assets which are appropriate to our business and function and dispose of those assets which are not fit for purpose, or which cannot support our business or investment criteria.
- We shall continue to actively develop our asset management systems; processes and procedures in a way which is appropriate; efficient; transparent and sustainable and which supports the best management outcomes for our physical assets.
- We shall continue to train and develop staff across the asset management discipline and apply technology and innovation where practical.
- We shall seek continual improvement of our management capability and activities to ensure value for money for all stakeholders.

3. Capital Investment Priorities

The Council's proposed Capital Investment Programme 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.

**THE COUNCIL TAX REQUIREMENT 2023/24**

**1. Introduction**

- 1.1 This Council is the billing Authority for the West Lindsey area and is required to set a Council Tax that will cover not only its own requirements, but also those of the County Council, Police Authority and Town/Parish Councils.
- 1.2 The Localism Act 2011 has introduced a new requirement for a local authority to determine whether the basic amount of council tax for a financial year is excessive, in which case a local referendum would be needed. Schedule 5 of the Localism Act 2011 has inserted a new chapter 4ZA into part 1 of the Local Government Finance Act 1992. Section 52ZB sets out the steps needed to determine the level of tax which would be 'excessive'. These steps are in effect to compare the level of increase in council tax with principles set out by the Secretary of State. The Secretary of State has indicated that, for 2023/24, an increase above 3% or £5, whichever is the greater, in a district council's council tax would be excessive.
- 2 The Council's basic amount of council tax recommended for 2023/24 is £234.54 (2022/23 £227.74) a £6.80p or 2.99% increase.

**3 Council Tax levels 2023/24**

- 2.1 The level of Council Tax will vary between households throughout the District and will depend upon which band and in which Town/Parish the taxpayer lives. A full schedule of Council Taxes by Parish is attached at Appendix 11.
- 2.2 Taking account of the above council tax requirements the average Council Tax at Band D for 2023/24 will be set as follows:-

	2022/23	2023/24	Variance	
	£	£	£	%
Lincolnshire County Council	1,432.17	1,503.63	71.46	4.99
Police	276.30	291.24	14.94	5.41
West Lindsey District Council	227.74	234.54	6.80	2.99
Direct Parish Precept Charges	75.19	81.30	6.11	8.13
<b>Total Average Council Tax</b>	<b>2,011.40</b>	<b>2,110.71</b>	<b>99.31</b>	<b>4.94</b>

- 2.3 Although the increases in Town/Parish Precepts average 8.13% the impact on the individual Town/Parish Councils will vary according to the amount by which each has increased its precept.

### 3. Recommendations - Council Tax Requirements 2023/24

- 3.1 It be noted that on 30 November 2022 the Council calculated the Council Tax Base 2023/24.
- a) for the whole Council area as 31,696.76 (31,038.46 2022/23) [Item T in the formula in Section 31b of the Local Government Finance Act 1992, as amended (the “Act”)]; and
  - b) for dwellings in those parts of its area to which a Parish precept relates as in the attached Appendix 11.
- 3.2 The council tax requirement for the Council’s own purposes for 2023/24 (excluding Parish precepts) is £7,434,100
- 3.3 The following amounts be calculated for the year 2023/24 in accordance with Sections 31 to 36 of the Act:
- a) £46,603,400 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Local Government Finance Act 1992. **(Gross expenditure including Parish Precepts and contribution to reserves)**
  - b) £36,592,200 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act. **(Total income including contribution from reserves)**
  - c) £10,011,200 being the amount by which the aggregate at 3.3(a) above exceeds the aggregate at 3.3(b) above, calculated by the Council, in accordance with Section 31A(4) of the Act, as its **Council Tax requirement for the year (including Parish precepts)**.
  - d) £315.84 being the amount at 3.3(c) above (item R), all divided by Item T (3.1(a) above), calculated by the Council, in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the year (including Parish precepts).
  - e) £2,577,100 being the aggregate amount of all special items **(total parish precepts)** referred to in Section 34(1) of the Act (as per the attached Appendix J)
  - f) £234.54 being the amount at 3.3(d) above less the result given by dividing the amount at 3.3(e) above by Item T (3.1(a) above), calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no Parish precept relates. **(WLDC Band D average)**

- 3.4 That the amounts stated in the “Total” column of Appendix 10 to this resolution be calculated by adding to the amount at (f) above the amounts of special item or items relating to dwellings in those parts of the Council’s area mentioned in Appendix 10 divided in each case by the individual tax bases (Appendix 9) set by the Council in accordance with Section 34(3) of the Act, as the basic amounts of its Council Tax for the year for dwellings in those parts of its area to which one or more special items relate. **(Band D Council Taxes for the WLDC and individual parishes)**
- 3.5 That the amounts stated in Appendix 11 to this resolution be calculated by multiplying the aggregate of the amounts at (f) above and 3.4 above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in valuation Band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands. **(All valuation band council taxes for WLDC and individual parishes).**
- 3.6 To note that the County Council and the Police Authority have issued precepts to the Council in accordance with Section 40 of the local Government Finance Act 1992 for each category of dwellings in the Council’s area as indicated in the table below.
- 3.7 That the Council, in accordance with Sections 30 to 36 of the local Government Finance Act 1992, hereby sets the aggregate amounts shown in the table below as the amounts of Council Tax for 2023/24 for each part of its area and for each of the categories of dwellings.

Band	West Lindsey DC	Lincolnshire CC	Police & Crime Commissioner Lincolnshire	Aggregate Council Tax
A	156.36	1,002.42	194.16	1,352.94
B	182.42	1,169.49	226.52	1,578.43
C	208.48	1,336.56	258.88	1,803.92
D	234.54	1,503.63	291.24	2,029.41
E	286.66	1,837.77	355.96	2,480.39
F	338.78	2,171.91	420.68	2,931.37
G	390.90	2,506.05	485.40	3,382.35
H	469.08	3,007.26	582.48	4,058.82

- 3.8 That having calculated the aggregate in each case of the amounts at 3.5 and 3.6 above, the Council in accordance with Section 30(2) of the Local Government Finance Act 1992, hereby sets the amounts in

Appendix 12 as the levels of Council Tax for the year 2023/24 for each of the categories of dwellings shown in that Appendix.

3.9 To determine that the Council's basic amount of Council Tax for 2023/24 is not excessive in accordance with principles approved under Section 52ZB Local Government Finance Act 1992.

4. **Recommendation**

4.1 That the Council approves the recommendations set out above and the levels of Council Tax for the year 2023/24 in respect of each of the areas in the District as set out in the appendices to this report.

**Parish Tax Base 2023-24**

**Appendix 9**

<b>Parish</b>	<b>2023/24 Tax Base</b>
Aisthorpe	39.97
Bardney - Apley - Stainfield	732.91
Bigby	172.38
Bishop Norton	137.46
Blyborough	34.00
Blyton	388.24
Brampton	32.96
Brattleby	51.85
Broadholme	37.42
Brocklesby	35.32
Brookenby	167.60
Broxholme	30.01
Bullington	11.46
Burton	418.06
Buslingthorpe	22.72
Cabourne	27.13
Caenby	27.38
Caistor	1012.54
Cammeringham	50.39
Cherry Willingham	1390.59
Claxby	67.76
Corringham	173.81
Dunholme	806.48
East Ferry	42.19
East Stockwith	70.01
Faldingworth	183.72
Fenton	162.84
Fillingham	91.36
Fiskerton	375.89
Friesthorpe	9.50
Fulnetby	4.51
Gainsborough	4942.53
Glenthams	173.63
Glentworth	122.39
Golto	32.72
Grange de Lings	12.85
Grasby	190.04
Grayingham	60.91
Great Limber	80.85
Greetwell	377.29
Hackthorn - Cold Hanworth	84.92
Hardwick	17.49
Harpwell	23.37
Heapham	41.40
Hemswell	129.95

<b>Parish</b>	<b>2023/24 Tax Base</b>
Hemswell Cliff	179.28
Holton Beckering	46.52
Holton le Moor	64.01
Ingham	353.6
Keelby	691.65
Kettlethorpe	167.43
Kexby	117.51
Kirmond le Mire	15.93
Knaith	129.39
Langworth - Barlings - Newball	244.64
Laughton	151.7
Lea	389.56
Legsby	79.00
Linwood	38.62
Lissington	53.76
Market Rasen	1266.93
Marion - Gate Burton	245.05
Middle Rasen	739.69
Morton	432.02
Nettleham	1611.2
Nettleton	241.37
Newton-On-Trent	138.71
Normanby-By-Spital	142.06
Normanby le Wold	18.78
North Carlton	93.40
North Kelsey	363.71
North Willingham	51.20
Northorpe	50.86
Osgodby	222.73
Owersby	104.58
Owmy-By-Spital	118.18
Pilham	26.52
Rand	19.14
Reepham	341.56
Riby	44.94
Riseholme	122.90
Rothwell	68.26
Saxby	18.31
Saxilby - Ingleby	1619.20
Scampton	375.20
Scothern	389.57
Scotter	1170.89
Scotton	220.48
Searby cum Owmy	80.73
Sixhills	15.47



<b>Parish</b>	<b>2023/24 Tax Base</b>
Snarford	13.71
Snelland	30.36
Snitterby	88.77
Somerby	26.48
South Carlton	37.65
South Kelsey	217.87
Spidlington	93.88
Springthorpe	60.15
Stainton le Vale	32.47
Stow	135.66
Sturton-By-Stow	526.08
Sudbrooke	755.36
Swallow	92.16
Swinhope	55.61
Tealby	277.57
Thonock	9.79
Thoresway	41.96
Thorganby	12.10
Thorpe le Fallows	6.05
Toft Newton	130.90
Torksey	283.91
Upton	168.89
Waddingham	211.62
Walesby	107.31
Walkerith	26.46
Welton	1607.49
West Firsby	11.89
West Rasen	32.01
Wickenby	83.05
Wildsworth	29.48
Willingham	201.66
Willoughton	113.37
<b>Total</b>	<b>31,696.76</b>

## APPENDIX 10

### PARISH PRECEPTS

#### (DETERMINATION OF COUNCIL TAX WHERE SPECIAL ITEMS APPLY)

PARISH	PARISH PRECEPT	PARISH COUNCIL TAX	DISTRICT COUNCIL TAX	TOTAL
	£	£	£	£
Bardney - Apley - Stainfield	78,900.00	107.65	234.54	342.19
Bigby	6,400.00	37.13	234.54	271.67
Bishop Norton	6,650.00	48.38	234.54	282.92
Blyton	37,400.00	96.33	234.54	330.87
Brattleby	3,170.00	61.14	234.54	295.68
Broadholme	600.00	16.03	234.54	250.57
Brookenby	22,486.00	134.16	234.54	368.70
Burton	4,900.00	11.72	234.54	246.26
Caistor	109,786.00	108.43	234.54	342.97
Cammeringham	900.00	17.86	234.54	252.40
Cherry Willingham	93,900.00	67.53	234.54	302.07
Claxby	5,575.00	82.28	234.54	316.82
Corringham	12,990.00	74.74	234.54	309.28
Dunholme	51,977.00	64.45	234.54	298.99
East Stockwith	4,900.00	69.99	234.54	304.53
Faldingworth	9,453.00	51.45	234.54	285.99
Fenton	6,100.00	37.46	234.54	272.00
Fillingham	5,619.00	61.50	234.54	296.04
Fiskerton	24,587.00	65.41	234.54	299.95
Gainsborough	612,785.00	123.98	234.54	358.52
Glentham	9,800.00	56.44	234.54	290.98
Glentworth	10,500.00	85.79	234.54	320.33
Grasby	4,665.00	24.55	234.54	259.09
Great Limber	10,400.00	128.63	234.54	363.17
Greetwell	12,164.00	32.24	234.54	266.78
Hackthorn - Cold Hanworth	2,105.00	24.79	234.54	259.33
Heapham	200.00	4.83	234.54	239.37
Hemswell	7,400.00	56.94	234.54	291.48
Hemswell Cliff	15,950.00	88.97	234.54	323.51
Ingham	24,050.00	68.01	234.54	302.55
Keelby	25,387.00	36.70	234.54	271.24
Kettlethorpe	10,400.00	62.12	234.54	296.66

PARISH	PARISH PRECEPT	PARISH COUNCIL TAX	DISTRICT COUNCIL TAX	TOTAL
	£	£	£	£
Kexby	1,900.00	16.17	234.54	250.71
Knaith	3,834.00	29.63	234.54	264.17
Langworth - Barlings - Newball	31,690.00	129.54	234.54	364.08
Laughton	6,330.00	41.73	234.54	276.27
Lea	21,900.00	56.22	234.54	290.76
Legsby	1,650.00	20.89	234.54	255.43
Market Rasen	163,074.00	128.72	234.54	363.26
Marton - Gate Burton	11,900.00	48.56	234.54	283.10
Middle Rasen	18,900.00	25.55	234.54	260.09
Morton	15,363.00	35.56	234.54	270.10
Nettleham	195,923.00	121.60	234.54	356.14
Nettleton	13,900.00	57.59	234.54	292.13
Newton-On-Trent	16,900.00	121.84	234.54	356.38
Normanby-By-Spital	8,870.00	62.44	234.54	296.98
North Kelsey	19,315.00	53.11	234.54	287.65
Northorpe	2,900.00	57.02	234.54	291.56
Osgodby	8,818.00	39.59	234.54	274.13
Owersby	2,350.00	22.47	234.54	257.01
Owmbly-By-Spital	9,885.00	83.64	234.54	318.18
Reepham	9,120.00	26.70	234.54	261.24
Riby	1,050.00	23.36	234.54	257.90
Riseholme	1,900.00	15.46	234.54	250.00
Rothwell	4,156.00	60.88	234.54	295.42
Saxby	150.00	8.19	234.54	242.73
Saxilby - Ingleby	246,120.00	152.00	234.54	386.54
Scampton	24,900.00	66.36	234.54	300.90
Scothern	32,110.00	82.42	234.54	316.96
Scotter	73,100.00	62.43	234.54	296.97
Scotton	10,900.00	49.44	234.54	283.98
Snitterby	2,898.00	32.65	234.54	267.19
South Kelsey	12,039.00	55.26	234.54	289.80
Spridlington	3,400.00	36.22	234.54	270.76
Springthorpe	1,670.00	27.76	234.54	262.30
Stow	4,900.00	36.12	234.54	270.66
Sturton-By-Stow	30,337.00	57.67	234.54	292.21
Sudbrooke	32,380.00	42.87	234.54	277.41
Swallow	8,139.00	88.31	234.54	322.85
Tealby	16,350.00	58.90	234.54	293.44
Toft Newton	9,900.00	75.63	234.54	310.17

PARISH	PARISH PRECEPT	PARISH COUNCIL TAX	DISTRICT COUNCIL TAX	TOTAL
	£	£	£	£
Torksey	15,900.00	56.00	234.54	290.54
Upton	8,900.00	52.70	234.54	287.24
Waddingham	8,900.00	42.06	234.54	276.60
Walesby	2,500.00	23.30	234.54	257.84
Welton	202,150.00	125.76	234.54	360.30
Wickenby	3,903.00	47.00	234.54	281.54
Willingham	13,900.00	68.93	234.54	303.47
Willoughton	7,900.00	69.68	234.54	304.22
<b>TOTAL</b>	<b>2,577,073.00</b>	<b>4,703.56</b>		

## Appendix 11

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

Parish	A	B	C	D	E	F	G	H	Parish Band D
	£	£	£	£	£	£	£	£	£
Aisthorpe	156.36	182.42	208.48	234.54	286.66	338.78	390.90	469.08	0.00
Apley	228.13	266.15	304.17	342.19	418.23	494.27	570.32	684.38	107.65
Bardney	228.13	266.15	304.17	342.19	418.23	494.27	570.32	684.38	107.65
Barlings	242.72	283.17	323.63	364.08	444.99	525.89	606.80	728.16	129.54
Bigby	181.11	211.30	241.48	271.67	332.04	392.41	452.78	543.34	37.13
Bishop Norton	188.61	220.05	251.48	282.92	345.79	408.66	471.53	565.84	48.38
Blyborough	156.36	182.42	208.48	234.54	286.66	338.78	390.90	469.08	0.00
Blyton	220.58	257.34	294.11	330.87	404.40	477.92	551.45	661.74	96.33
Brampton	156.36	182.42	208.48	234.54	286.66	338.78	390.90	469.08	0.00
Brattleby	197.12	229.97	262.83	295.68	361.39	427.09	492.80	591.36	61.14
Broadholme	167.05	194.89	222.73	250.57	306.25	361.93	417.62	501.14	16.03
Brocklesby	156.36	182.42	208.48	234.54	286.66	338.78	390.90	469.08	0.00
Brookenby	245.80	286.77	327.73	368.70	450.63	532.57	614.50	737.40	134.16
Broxholme	156.36	182.42	208.48	234.54	286.66	338.78	390.90	469.08	0.00
Bullington	156.36	182.42	208.48	234.54	286.66	338.78	390.90	469.08	0.00
Burton	164.17	191.54	218.90	246.26	300.98	355.71	410.43	492.52	11.72
Buslingthorpe	156.36	182.42	208.48	234.54	286.66	338.78	390.90	469.08	0.00
Cabourne	156.36	182.42	208.48	234.54	286.66	338.78	390.90	469.08	0.00
Caenby	156.36	182.42	208.48	234.54	286.66	338.78	390.90	469.08	0.00
Caistor	228.65	266.75	304.86	342.97	419.19	495.40	571.62	685.94	108.43
Cammeringham	168.27	196.31	224.36	252.40	308.49	364.58	420.67	504.80	17.86

Parish	A	B	C	D	E	F	G	H	Parish Band D
	£	£	£	£	£	£	£	£	£
Cherry Willingham	201.38	234.94	268.51	302.07	369.20	436.32	503.45	604.14	67.53
Claxby	211.21	246.42	281.62	316.82	387.22	457.63	528.03	633.64	82.28
Cold Hanworth	172.89	201.70	230.52	259.33	316.96	374.59	432.22	518.66	24.79
Corringham	206.19	240.55	274.92	309.28	378.01	446.74	515.47	618.56	74.74
Dunholme	199.33	232.55	265.77	298.99	365.43	431.87	498.32	597.98	64.45
East Ferry	156.36	182.42	208.48	234.54	286.66	338.78	390.90	469.08	0.00
East Stockwith	203.02	236.86	270.69	304.53	372.20	439.88	507.55	609.06	69.99
Faldingworth	190.66	222.44	254.21	285.99	349.54	413.10	476.65	571.98	51.45
Fenton	181.33	211.56	241.78	272.00	332.44	392.89	453.33	544.00	37.46
Fillingham	197.36	230.25	263.15	296.04	361.83	427.61	493.40	592.08	61.50
Fiskerton	199.97	233.29	266.62	299.95	366.61	433.26	499.92	599.90	65.41
Friesthorpe	156.36	182.42	208.48	234.54	286.66	338.78	390.90	469.08	0.00
Fulnetby	156.36	182.42	208.48	234.54	286.66	338.78	390.90	469.08	0.00
Gainsborough	239.01	278.85	318.68	358.52	438.19	517.86	597.53	717.04	123.98
Gate Burton	188.73	220.19	251.64	283.10	346.01	408.92	471.83	566.20	48.56
Glentham	193.99	226.32	258.65	290.98	355.64	420.30	484.97	581.96	56.44
Glentworth	213.55	249.15	284.74	320.33	391.51	462.70	533.88	640.66	85.79
Goltho	156.36	182.42	208.48	234.54	286.66	338.78	390.90	469.08	0.00
Grange de Lings	156.36	182.42	208.48	234.54	286.66	338.78	390.90	469.08	0.00
Grasby	172.73	201.51	230.30	259.09	316.67	374.24	431.82	518.18	24.55
Grayingham	156.36	182.42	208.48	234.54	286.66	338.78	390.90	469.08	0.00
Great Limber	242.11	282.47	322.82	363.17	443.87	524.58	605.28	726.34	128.63
Greetwell	177.85	207.50	237.14	266.78	326.06	385.35	444.63	533.56	32.24
Hackthorn	172.89	201.70	230.52	259.33	316.96	374.59	432.22	518.66	24.79

Parish	A	B	C	D	E	F	G	H	Parish Band D
	£	£	£	£	£	£	£	£	£
Hardwick	156.36	182.42	208.48	234.54	286.66	338.78	390.90	469.08	0.00
Harpwell	156.36	182.42	208.48	234.54	286.66	338.78	390.90	469.08	0.00
Heapham	159.58	186.18	212.77	239.37	292.56	345.76	398.95	478.74	4.83
Hemswell	194.32	226.71	259.09	291.48	356.25	421.03	485.80	582.96	56.94
Hemswell Cliff	215.67	251.62	287.56	323.51	395.40	467.29	539.18	647.02	88.97
Holton Beckering	156.36	182.42	208.48	234.54	286.66	338.78	390.90	469.08	0.00
Holton Le Moor	156.36	182.42	208.48	234.54	286.66	338.78	390.90	469.08	0.00
Ingham	201.70	235.32	268.93	302.55	369.78	437.02	504.25	605.10	68.01
Keelby	180.83	210.96	241.10	271.24	331.52	391.79	452.07	542.48	36.70
Kettlethorpe	197.77	230.74	263.70	296.66	362.58	428.51	494.43	593.32	62.12
Kexby	167.14	195.00	222.85	250.71	306.42	362.14	417.85	501.42	16.17
Kirmond Le Mire	156.36	182.42	208.48	234.54	286.66	338.78	390.90	469.08	0.00
Knaith	176.11	205.47	234.82	264.17	322.87	381.58	440.28	528.34	29.63
Langworth	242.72	283.17	323.63	364.08	444.99	525.89	606.80	728.16	129.54
Laughton	184.18	214.88	245.57	276.27	337.66	399.06	460.45	552.54	41.73
Lea	193.84	226.15	258.45	290.76	355.37	419.99	484.60	581.52	56.22
Legsby	170.29	198.67	227.05	255.43	312.19	368.95	425.72	510.86	20.89
Linwood	156.36	182.42	208.48	234.54	286.66	338.78	390.90	469.08	0.00
Lissington	156.36	182.42	208.48	234.54	286.66	338.78	390.90	469.08	0.00
Market Rasen	242.17	282.54	322.90	363.26	443.98	524.71	605.43	726.52	128.72
Marton	188.73	220.19	251.64	283.10	346.01	408.92	471.83	566.20	48.56
Middle Rasen	173.39	202.29	231.19	260.09	317.89	375.69	433.48	520.18	25.55
Morton	180.07	210.08	240.09	270.10	330.12	390.14	450.17	540.20	35.56
Nettleham	237.43	277.00	316.57	356.14	435.28	514.42	593.57	712.28	121.60

Parish	A	B	C	D	E	F	G	H	Parish Band D
	£	£	£	£	£	£	£	£	£
Nettleton	194.75	227.21	259.67	292.13	357.05	421.97	486.88	584.26	57.59
Newball	242.72	283.17	323.63	364.08	444.99	525.89	606.80	728.16	129.54
Newton on Trent	237.59	277.18	316.78	356.38	435.58	514.77	593.97	712.76	121.84
Normanby by Spital	197.99	230.98	263.98	296.98	362.98	428.97	494.97	593.96	62.44
Normanby Le Wold	156.36	182.42	208.48	234.54	286.66	338.78	390.90	469.08	0.00
North Carlton	156.36	182.42	208.48	234.54	286.66	338.78	390.90	469.08	0.00
North Kelsey	191.77	223.73	255.69	287.65	351.57	415.49	479.42	575.30	53.11
North Willingham	156.36	182.42	208.48	234.54	286.66	338.78	390.90	469.08	0.00
Northorpe	194.37	226.77	259.16	291.56	356.35	421.14	485.93	583.12	57.02
Osgodby	182.75	213.21	243.67	274.13	335.05	395.97	456.88	548.26	39.59
Owersby	171.34	199.90	228.45	257.01	314.12	371.24	428.35	514.02	22.47
Owmbly by Spital	212.12	247.47	282.83	318.18	388.89	459.59	530.30	636.36	83.64
Pilham	156.36	182.42	208.48	234.54	286.66	338.78	390.90	469.08	0.00
Rand	156.36	182.42	208.48	234.54	286.66	338.78	390.90	469.08	0.00
Reepham	174.16	203.19	232.21	261.24	319.29	377.35	435.40	522.48	26.70
Riby	171.93	200.59	229.24	257.90	315.21	372.52	429.83	515.80	23.36
Riseholme	166.67	194.44	222.22	250.00	305.56	361.11	416.67	500.00	15.46
Rothwell	196.95	229.77	262.60	295.42	361.07	426.72	492.37	590.84	60.88
Saxby	161.82	188.79	215.76	242.73	296.67	350.61	404.55	485.46	8.19
Saxilby	257.69	300.64	343.59	386.54	472.44	558.34	644.23	773.08	152.00
Scampton	200.60	234.03	267.47	300.90	367.77	434.63	501.50	601.80	66.36
Scothern	211.31	246.52	281.74	316.96	387.40	457.83	528.27	633.92	82.42
Scotter	197.98	230.98	263.97	296.97	362.96	428.96	494.95	593.94	62.43
Scotton	189.32	220.87	252.43	283.98	347.09	410.19	473.30	567.96	49.44



Parish	A	B	C	D	E	F	G	H	Parish Band D
	£	£	£	£	£	£	£	£	£
Searby Cum Owmbly	156.36	182.42	208.48	234.54	286.66	338.78	390.90	469.08	0.00
Sixhills	156.36	182.42	208.48	234.54	286.66	338.78	390.90	469.08	0.00
Snarford	156.36	182.42	208.48	234.54	286.66	338.78	390.90	469.08	0.00
Snelland	156.36	182.42	208.48	234.54	286.66	338.78	390.90	469.08	0.00
Snitterby	178.13	207.81	237.50	267.19	326.57	385.94	445.32	534.38	32.65
Somerby	156.36	182.42	208.48	234.54	286.66	338.78	390.90	469.08	0.00
South Carlton	156.36	182.42	208.48	234.54	286.66	338.78	390.90	469.08	0.00
South Kelsey	193.20	225.40	257.60	289.80	354.20	418.60	483.00	579.60	55.26
Spridlington	180.51	210.59	240.68	270.76	330.93	391.10	451.27	541.52	36.22
Springthorpe	174.87	204.01	233.16	262.30	320.59	378.88	437.17	524.60	27.76
Stainfield	228.13	266.15	304.17	342.19	418.23	494.27	570.32	684.38	107.65
Stainton Le Vale	156.36	182.42	208.48	234.54	286.66	338.78	390.90	469.08	0.00
Stow	180.44	210.51	240.59	270.66	330.81	390.95	451.10	541.32	36.12
Sturton by Stow	194.81	227.27	259.74	292.21	357.15	422.08	487.02	584.42	57.67
Sudbrooke	184.94	215.76	246.59	277.41	339.06	400.70	462.35	554.82	42.87
Swallow	215.23	251.11	286.98	322.85	394.59	466.34	538.08	645.70	88.31
Swinhope	156.36	182.42	208.48	234.54	286.66	338.78	390.90	469.08	0.00
Tealby	195.63	228.23	260.84	293.44	358.65	423.86	489.07	586.88	58.90
Thonock	156.36	182.42	208.48	234.54	286.66	338.78	390.90	469.08	0.00
Thoresway	156.36	182.42	208.48	234.54	286.66	338.78	390.90	469.08	0.00
Thorganby	156.36	182.42	208.48	234.54	286.66	338.78	390.90	469.08	0.00
Thorpe Le Fallows	156.36	182.42	208.48	234.54	286.66	338.78	390.90	469.08	0.00
Toft Newton	206.78	241.24	275.71	310.17	379.10	448.02	516.95	620.34	75.63
Torksey	193.69	225.98	258.26	290.54	355.10	419.67	484.23	581.08	56.00

Parish	A	B	C	D	E	F	G	H	Parish Band D
	£	£	£	£	£	£	£	£	£
Upton	191.49	223.41	255.32	287.24	351.07	414.90	478.73	574.48	52.70
Waddingham	184.40	215.13	245.87	276.60	338.07	399.53	461.00	553.20	42.06
Walesby	171.89	200.54	229.19	257.84	315.14	372.44	429.73	515.68	23.30
Walkerith	156.36	182.42	208.48	234.54	286.66	338.78	390.90	469.08	0.00
Welton	240.20	280.23	320.27	360.30	440.37	520.43	600.50	720.60	125.76
West Firsby	156.36	182.42	208.48	234.54	286.66	338.78	390.90	469.08	0.00
West Rasen	156.36	182.42	208.48	234.54	286.66	338.78	390.90	469.08	0.00
Wickenby	187.69	218.98	250.26	281.54	344.10	406.67	469.23	563.08	47.00
Wildsworth	156.36	182.42	208.48	234.54	286.66	338.78	390.90	469.08	0.00
Willingham	202.31	236.03	269.75	303.47	370.91	438.35	505.78	606.94	68.93
Willoughton	202.81	236.62	270.42	304.22	371.82	439.43	507.03	608.44	69.68

## Appendix 12

### Overall Levels of Council Tax 2023-24

Parish	A	B	C	D	E	F	G	H	Parish Band D
	£	£	£	£	£	£	£	£	£
Aisthorpe	1,352.94	1,578.43	1,803.92	2,029.41	2,480.39	2,931.37	3,382.35	4,058.82	0.00
Apley	1,424.71	1,662.16	1,899.61	2,137.06	2,611.96	3,086.86	3,561.77	4,274.12	107.65
Bardney	1,424.71	1,662.16	1,899.61	2,137.06	2,611.96	3,086.86	3,561.77	4,274.12	107.65
Barlings	1,439.30	1,679.18	1,919.07	2,158.95	2,638.72	3,118.48	3,598.25	4,317.90	129.54
Bigby	1,377.69	1,607.31	1,836.92	2,066.54	2,525.77	2,985.00	3,444.23	4,133.08	37.13
Bishop Norton	1,385.19	1,616.06	1,846.92	2,077.79	2,539.52	3,001.25	3,462.98	4,155.58	48.38
Blyborough	1,352.94	1,578.43	1,803.92	2,029.41	2,480.39	2,931.37	3,382.35	4,058.82	0.00
Blyton	1,417.16	1,653.35	1,889.55	2,125.74	2,598.13	3,070.51	3,542.90	4,251.48	96.33
Brampton	1,352.94	1,578.43	1,803.92	2,029.41	2,480.39	2,931.37	3,382.35	4,058.82	0.00
Brattleby	1,393.70	1,625.98	1,858.27	2,090.55	2,555.12	3,019.68	3,484.25	4,181.10	61.14
Broadholme	1,363.63	1,590.90	1,818.17	2,045.44	2,499.98	2,954.52	3,409.07	4,090.88	16.03
Brocklesby	1,352.94	1,578.43	1,803.92	2,029.41	2,480.39	2,931.37	3,382.35	4,058.82	0.00
Brookenby	1,442.38	1,682.78	1,923.17	2,163.57	2,644.36	3,125.16	3,605.95	4,327.14	134.16
Broxholme	1,352.94	1,578.43	1,803.92	2,029.41	2,480.39	2,931.37	3,382.35	4,058.82	0.00
Bullington	1,352.94	1,578.43	1,803.92	2,029.41	2,480.39	2,931.37	3,382.35	4,058.82	0.00
Burton	1,360.75	1,587.55	1,814.34	2,041.13	2,494.71	2,948.30	3,401.88	4,082.26	11.72
Buslingthorpe	1,352.94	1,578.43	1,803.92	2,029.41	2,480.39	2,931.37	3,382.35	4,058.82	0.00
Cabourne	1,352.94	1,578.43	1,803.92	2,029.41	2,480.39	2,931.37	3,382.35	4,058.82	0.00
Caenby	1,352.94	1,578.43	1,803.92	2,029.41	2,480.39	2,931.37	3,382.35	4,058.82	0.00
Caistor	1,425.23	1,662.76	1,900.30	2,137.84	2,612.92	3,087.99	3,563.07	4,275.68	108.43
Cammeringham	1,364.85	1,592.32	1,819.80	2,047.27	2,502.22	2,957.17	3,412.12	4,094.54	17.86

Parish	A	B	C	D	E	F	G	H	Parish Band D
	£	£	£	£	£	£	£	£	£
Cherry Willingham	1,397.96	1,630.95	1,863.95	2,096.94	2,562.93	3,028.91	3,494.90	4,193.88	67.53
Claxby	1,407.79	1,642.43	1,877.06	2,111.69	2,580.95	3,050.22	3,519.48	4,223.38	82.28
Cold Hanworth	1,369.47	1,597.71	1,825.96	2,054.20	2,510.69	2,967.18	3,423.67	4,108.40	24.79
Corringham	1,402.77	1,636.56	1,870.36	2,104.15	2,571.74	3,039.33	3,506.92	4,208.30	74.74
Dunholme	1,395.91	1,628.56	1,861.21	2,093.86	2,559.16	3,024.46	3,489.77	4,187.72	64.45
East Ferry	1,352.94	1,578.43	1,803.92	2,029.41	2,480.39	2,931.37	3,382.35	4,058.82	0.00
East Stockwith	1,399.60	1,632.87	1,866.13	2,099.40	2,565.93	3,032.47	3,499.00	4,198.80	69.99
Faldingworth	1,387.24	1,618.45	1,849.65	2,080.86	2,543.27	3,005.69	3,468.10	4,161.72	51.45
Fenton	1,377.91	1,607.57	1,837.22	2,066.87	2,526.17	2,985.48	3,444.78	4,133.74	37.46
Fillingham	1,393.94	1,626.26	1,858.59	2,090.91	2,555.56	3,020.20	3,484.85	4,181.82	61.50
Fiskerton	1,396.55	1,629.30	1,862.06	2,094.82	2,560.34	3,025.85	3,491.37	4,189.64	65.41
Friesthorpe	1,352.94	1,578.43	1,803.92	2,029.41	2,480.39	2,931.37	3,382.35	4,058.82	0.00
Fulnetby	1,352.94	1,578.43	1,803.92	2,029.41	2,480.39	2,931.37	3,382.35	4,058.82	0.00
Gainsborough	1,435.59	1,674.86	1,914.12	2,153.39	2,631.92	3,110.45	3,588.98	4,306.78	123.98
Gate Burton	1,385.31	1,616.20	1,847.08	2,077.97	2,539.74	3,001.51	3,463.28	4,155.94	48.56
Glentham	1,390.57	1,622.33	1,854.09	2,085.85	2,549.37	3,012.89	3,476.42	4,171.70	56.44
Glentworth	1,410.13	1,645.16	1,880.18	2,115.20	2,585.24	3,055.29	3,525.33	4,230.40	85.79
Golto	1,352.94	1,578.43	1,803.92	2,029.41	2,480.39	2,931.37	3,382.35	4,058.82	0.00
Grange de Lings	1,352.94	1,578.43	1,803.92	2,029.41	2,480.39	2,931.37	3,382.35	4,058.82	0.00
Grasby	1,369.31	1,597.52	1,825.74	2,053.96	2,510.40	2,966.83	3,423.27	4,107.92	24.55
Grayingham	1,352.94	1,578.43	1,803.92	2,029.41	2,480.39	2,931.37	3,382.35	4,058.82	0.00
Great Limber	1,438.69	1,678.48	1,918.26	2,158.04	2,637.60	3,117.17	3,596.73	4,316.08	128.63
Greetwell	1,374.43	1,603.51	1,832.58	2,061.65	2,519.79	2,977.94	3,436.08	4,123.30	32.24
Hackthorn	1,369.47	1,597.71	1,825.96	2,054.20	2,510.69	2,967.18	3,423.67	4,108.40	24.79

Parish	A	B	C	D	E	F	G	H	Parish Band D
	£	£	£	£	£	£	£	£	£
Hardwick	1,352.94	1,578.43	1,803.92	2,029.41	2,480.39	2,931.37	3,382.35	4,058.82	0.00
Harpwell	1,352.94	1,578.43	1,803.92	2,029.41	2,480.39	2,931.37	3,382.35	4,058.82	0.00
Heapham	1,356.16	1,582.19	1,808.21	2,034.24	2,486.29	2,938.35	3,390.40	4,068.48	4.83
Hemswell	1,390.90	1,622.72	1,854.53	2,086.35	2,549.98	3,013.62	3,477.25	4,172.70	56.94
Hemswell Cliff	1,412.25	1,647.63	1,883.00	2,118.38	2,589.13	3,059.88	3,530.63	4,236.76	88.97
Holton Beckering	1,352.94	1,578.43	1,803.92	2,029.41	2,480.39	2,931.37	3,382.35	4,058.82	0.00
Holton Le Moor	1,352.94	1,578.43	1,803.92	2,029.41	2,480.39	2,931.37	3,382.35	4,058.82	0.00
Ingham	1,398.28	1,631.33	1,864.37	2,097.42	2,563.51	3,029.61	3,495.70	4,194.84	68.01
Keelby	1,377.41	1,606.97	1,836.54	2,066.11	2,525.25	2,984.38	3,443.52	4,132.22	36.70
Kettlethorpe	1,394.35	1,626.75	1,859.14	2,091.53	2,556.31	3,021.10	3,485.88	4,183.06	62.12
Kexby	1,363.72	1,591.01	1,818.29	2,045.58	2,500.15	2,954.73	3,409.30	4,091.16	16.17
Kirmond Le Mire	1,352.94	1,578.43	1,803.92	2,029.41	2,480.39	2,931.37	3,382.35	4,058.82	0.00
Knaith	1,372.69	1,601.48	1,830.26	2,059.04	2,516.60	2,974.17	3,431.73	4,118.08	29.63
Langworth	1,439.30	1,679.18	1,919.07	2,158.95	2,638.72	3,118.48	3,598.25	4,317.90	129.54
Laughton	1,380.76	1,610.89	1,841.01	2,071.14	2,531.39	2,991.65	3,451.90	4,142.28	41.73
Lea	1,390.42	1,622.16	1,853.89	2,085.63	2,549.10	3,012.58	3,476.05	4,171.26	56.22
Legsby	1,366.87	1,594.68	1,822.49	2,050.30	2,505.92	2,961.54	3,417.17	4,100.60	20.89
Linwood	1,352.94	1,578.43	1,803.92	2,029.41	2,480.39	2,931.37	3,382.35	4,058.82	0.00
Lissington	1,352.94	1,578.43	1,803.92	2,029.41	2,480.39	2,931.37	3,382.35	4,058.82	0.00
Market Rasen	1,438.75	1,678.55	1,918.34	2,158.13	2,637.71	3,117.30	3,596.88	4,316.26	128.72
Marton	1,385.31	1,616.20	1,847.08	2,077.97	2,539.74	3,001.51	3,463.28	4,155.94	48.56
Middle Rasen	1,369.97	1,598.30	1,826.63	2,054.96	2,511.62	2,968.28	3,424.93	4,109.92	25.55
Morton	1,376.65	1,606.09	1,835.53	2,064.97	2,523.85	2,982.73	3,441.62	4,129.94	35.56
Nettleham	1,434.01	1,673.01	1,912.01	2,151.01	2,629.01	3,107.01	3,585.02	4,302.02	121.60

Parish	A	B	C	D	E	F	G	H	Parish Band D
	£	£	£	£	£	£	£	£	£
Nettleton	1,391.33	1,623.22	1,855.11	2,087.00	2,550.78	3,014.56	3,478.33	4,174.00	57.59
Newball	1,439.30	1,679.18	1,919.07	2,158.95	2,638.72	3,118.48	3,598.25	4,317.90	129.54
Newton on Trent	1,434.17	1,673.19	1,912.22	2,151.25	2,629.31	3,107.36	3,585.42	4,302.50	121.84
Normanby by Spital	1,394.57	1,626.99	1,859.42	2,091.85	2,556.71	3,021.56	3,486.42	4,183.70	62.44
Normanby Le Wold	1,352.94	1,578.43	1,803.92	2,029.41	2,480.39	2,931.37	3,382.35	4,058.82	0.00
North Carlton	1,352.94	1,578.43	1,803.92	2,029.41	2,480.39	2,931.37	3,382.35	4,058.82	0.00
North Kelsey	1,388.35	1,619.74	1,851.13	2,082.52	2,545.30	3,008.08	3,470.87	4,165.04	53.11
North Willingham	1,352.94	1,578.43	1,803.92	2,029.41	2,480.39	2,931.37	3,382.35	4,058.82	0.00
Northorpe	1,390.95	1,622.78	1,854.60	2,086.43	2,550.08	3,013.73	3,477.38	4,172.86	57.02
Osgodby	1,379.33	1,609.22	1,839.11	2,069.00	2,528.78	2,988.56	3,448.33	4,138.00	39.59
Owersby	1,367.92	1,595.91	1,823.89	2,051.88	2,507.85	2,963.83	3,419.80	4,103.76	22.47
Owmbly by Spital	1,408.70	1,643.48	1,878.27	2,113.05	2,582.62	3,052.18	3,521.75	4,226.10	83.64
Pilham	1,352.94	1,578.43	1,803.92	2,029.41	2,480.39	2,931.37	3,382.35	4,058.82	0.00
Rand	1,352.94	1,578.43	1,803.92	2,029.41	2,480.39	2,931.37	3,382.35	4,058.82	0.00
Reepham	1,370.74	1,599.20	1,827.65	2,056.11	2,513.02	2,969.94	3,426.85	4,112.22	26.70
Riby	1,368.51	1,596.60	1,824.68	2,052.77	2,508.94	2,965.11	3,421.28	4,105.54	23.36
Riseholme	1,363.25	1,590.45	1,817.66	2,044.87	2,499.29	2,953.70	3,408.12	4,089.74	15.46
Rothwell	1,393.53	1,625.78	1,858.04	2,090.29	2,554.80	3,019.31	3,483.82	4,180.58	60.88
Saxby	1,358.40	1,584.80	1,811.20	2,037.60	2,490.40	2,943.20	3,396.00	4,075.20	8.19
Saxilby	1,454.27	1,696.65	1,939.03	2,181.41	2,666.17	3,150.93	3,635.68	4,362.82	152.00
Scampton	1,397.18	1,630.04	1,862.91	2,095.77	2,561.50	3,027.22	3,492.95	4,191.54	66.36
Scothern	1,407.89	1,642.53	1,877.18	2,111.83	2,581.13	3,050.42	3,519.72	4,223.66	82.42
Scotter	1,394.56	1,626.99	1,859.41	2,091.84	2,556.69	3,021.55	3,486.40	4,183.68	62.43
Scotton	1,385.90	1,616.88	1,847.87	2,078.85	2,540.82	3,002.78	3,464.75	4,157.70	49.44

Parish	A	B	C	D	E	F	G	H	Parish Band D
	£	£	£	£	£	£	£	£	£
Searby Cum Owmbly	1,352.94	1,578.43	1,803.92	2,029.41	2,480.39	2,931.37	3,382.35	4,058.82	0.00
Sixhills	1,352.94	1,578.43	1,803.92	2,029.41	2,480.39	2,931.37	3,382.35	4,058.82	0.00
Snarford	1,352.94	1,578.43	1,803.92	2,029.41	2,480.39	2,931.37	3,382.35	4,058.82	0.00
Snelland	1,352.94	1,578.43	1,803.92	2,029.41	2,480.39	2,931.37	3,382.35	4,058.82	0.00
Snitterby	1,374.71	1,603.82	1,832.94	2,062.06	2,520.30	2,978.53	3,436.77	4,124.12	32.65
Somerby	1,352.94	1,578.43	1,803.92	2,029.41	2,480.39	2,931.37	3,382.35	4,058.82	0.00
South Carlton	1,352.94	1,578.43	1,803.92	2,029.41	2,480.39	2,931.37	3,382.35	4,058.82	0.00
South Kelsey	1,389.78	1,621.41	1,853.04	2,084.67	2,547.93	3,011.19	3,474.45	4,169.34	55.26
Spridlington	1,377.09	1,606.60	1,836.12	2,065.63	2,524.66	2,983.69	3,442.72	4,131.26	36.22
Springthorpe	1,371.45	1,600.02	1,828.60	2,057.17	2,514.32	2,971.47	3,428.62	4,114.34	27.76
Stainfield	1,424.71	1,662.16	1,899.61	2,137.06	2,611.96	3,086.86	3,561.77	4,274.12	107.65
Stainton Le Vale	1,352.94	1,578.43	1,803.92	2,029.41	2,480.39	2,931.37	3,382.35	4,058.82	0.00
Stow	1,377.02	1,606.52	1,836.03	2,065.53	2,524.54	2,983.54	3,442.55	4,131.06	36.12
Sturton by Stow	1,391.39	1,623.28	1,855.18	2,087.08	2,550.88	3,014.67	3,478.47	4,174.16	57.67
Sudbrooke	1,381.52	1,611.77	1,842.03	2,072.28	2,532.79	2,993.29	3,453.80	4,144.56	42.87
Swallow	1,411.81	1,647.12	1,882.42	2,117.72	2,588.32	3,058.93	3,529.53	4,235.44	88.31
Swinhope	1,352.94	1,578.43	1,803.92	2,029.41	2,480.39	2,931.37	3,382.35	4,058.82	0.00
Tealby	1,392.21	1,624.24	1,856.28	2,088.31	2,552.38	3,016.45	3,480.52	4,176.62	58.90
Thonock	1,352.94	1,578.43	1,803.92	2,029.41	2,480.39	2,931.37	3,382.35	4,058.82	0.00
Thoresway	1,352.94	1,578.43	1,803.92	2,029.41	2,480.39	2,931.37	3,382.35	4,058.82	0.00
Thorganby	1,352.94	1,578.43	1,803.92	2,029.41	2,480.39	2,931.37	3,382.35	4,058.82	0.00
Thorpe Le Fallows	1,352.94	1,578.43	1,803.92	2,029.41	2,480.39	2,931.37	3,382.35	4,058.82	0.00
Toft Newton	1,403.36	1,637.25	1,871.15	2,105.04	2,572.83	3,040.61	3,508.40	4,210.08	75.63
Torksey	1,390.27	1,621.99	1,853.70	2,085.41	2,548.83	3,012.26	3,475.68	4,170.82	56.00

Parish	A	B	C	D	E	F	G	H	Parish Band D
	£	£	£	£	£	£	£	£	£
Upton	1,388.07	1,619.42	1,850.76	2,082.11	2,544.80	3,007.49	3,470.18	4,164.22	52.70
Waddingham	1,380.98	1,611.14	1,841.31	2,071.47	2,531.80	2,992.12	3,452.45	4,142.94	42.06
Walesby	1,368.47	1,596.55	1,824.63	2,052.71	2,508.87	2,965.03	3,421.18	4,105.42	23.30
Walkerith	1,352.94	1,578.43	1,803.92	2,029.41	2,480.39	2,931.37	3,382.35	4,058.82	0.00
Welton	1,436.78	1,676.24	1,915.71	2,155.17	2,634.10	3,113.02	3,591.95	4,310.34	125.76
West Firsby	1,352.94	1,578.43	1,803.92	2,029.41	2,480.39	2,931.37	3,382.35	4,058.82	0.00
West Rasen	1,352.94	1,578.43	1,803.92	2,029.41	2,480.39	2,931.37	3,382.35	4,058.82	0.00
Wickenby	1,384.27	1,614.99	1,845.70	2,076.41	2,537.83	2,999.26	3,460.68	4,152.82	47.00
Wildsworth	1,352.94	1,578.43	1,803.92	2,029.41	2,480.39	2,931.37	3,382.35	4,058.82	0.00
Willingham	1,398.89	1,632.04	1,865.19	2,098.34	2,564.64	3,030.94	3,497.23	4,196.68	68.93
Willoughton	1,399.39	1,632.63	1,865.86	2,099.09	2,565.55	3,032.02	3,498.48	4,198.18	69.68



# 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 provide 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
- 4 x Directors

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 of 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, flexitime, 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

## **Directors**

The salary for this post is between £78,050 - £88,200.

## **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

## Human Resources Statement 2023/24

Cluster	Business Units	Budgeted Full Time Equivalent
Corporate	Investment Properties	0.30
<b>Corporate</b>	<b>Total</b>	<b>0.3</b>
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 Ser	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
<b>Our Council</b>	<b>Total</b>	<b>125.54</b>
	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
<b>Our People</b>	<b>Total</b>	<b>47.66</b>

APPENDIX 14

Cluster	Business Units	Budgeted Full Time Equivalent
<b>Our People</b>	<b>Total</b>	<b>47.66</b>
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 Lew	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
<b>Our Place</b>	<b>Total</b>	<b>134.05</b>
	<b>Grand Total</b>	<b>307.55</b>

# Agenda Item 9c



**Full Council**

**Monday 6 March 2023**

**Subject: Appointment of Deputy Electoral Registration Officer (DERO)**

Report by:

Chief Executive

Contact Officer:

Katie Storr  
Democratic Services & Elections Team Manager

[katie.storr@west-lindsey.gov.uk](mailto:katie.storr@west-lindsey.gov.uk)

Purpose / Summary:

To appoint Deputy Election Registration Officers to facilitate the practicalities of issuing Temporary Voter Authority Cards (VACs) under the Elections Act 2022

## **RECOMMENDATION(S):**

That the following Officers be appointed Deputy Electoral Registration Officer (DERO) for the elections to be held on 4 May with immediate effect: -

- Mrs Chapman
- Mrs Rainsforth
- Mrs Lamb

## IMPLICATIONS

### Legal:

**The Council is required under Section 8 of the Representation of the Peoples Act 1983 to appoint an Electoral Registration Officer.**

**The Electoral Commission has recommended appointing deputies to facilitate the practicalities of issuing Temporary Voter Authority Cards (VACs) under the Elections Act 2022**

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

### Financial : FIN/162/23

**No financial implications . No separate remuneration payable to a Electoral Registration Officer or Deputy Electoral Registration Officer**

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

### Staffing :

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

### Equality and Diversity including Human Rights :

*NB: Please explain how you have considered the policy's impact on different groups (for example: young people, elderly, ethnic minorities, LGBT community, rural residents, disabled, others).*

### Data Protection Implications :

### Climate Related Risks and Opportunities :

### Section 17 Crime and Disorder Considerations :

### Health Implications:

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

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

**Risk Assessment :**

**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 Under the Representation of the Peoples Act 1983 each Council in England are required to appoint an officer to be the Electoral Registration Officer
- 1.2 Council will be aware that the role is currently assigned to Ian Knowles, Chief Executive, with Council making this appointment in March 2021.
- 1.3 It has not been operationally necessarily, previously, to appoint a Deputy Electoral Registration Officer (s) (DERO(s)) and the Constitution does not at present provide a mechanism to do so. Whilst this will be addressed in the pending Annual Constitution Review there is a requirement to seek approval now in advance of the May elections.
- 1.4 This report seeks to appoint three Deputy Electoral Registration Officers, to meet the new duties, placed upon the Electoral Registration Officer under the Elections Act 2022.

## **2. Summary of Statutory Duties and New Duty**

- 2.1 Statutory duties of the Electoral Registration Officer are:
  - To maintain a register of Parliamentary electors
  - To maintain a register of local government electors
  - To conduct an annual canvass
  - If ERO found guilty of any act or omission in breach of their official duties they shall be liable on summary conviction to a fine.
- 2.2 The Introduction of the Elections Act 2022 places an additional statutory duty on the Electoral Registration Officer to issue Temporary Voter Authority Certificates, when required.
- 2.3 Temporary Voter Authority Certificates, will require “wet signatures”, as a form of authentication, and from an operational perspective, appointing deputies will facilitate the practicalities of issuing Temporary Voter Authority Cards (VACs), in a timely manner.

## **3. Recommendation**

- 3.1 That the following Officers be appointed Deputy Electoral Registration Officer (DERO) for all Elections being held on 4 May 2023.
  - Mrs Chapman
  - Mrs Rainsforth
  - Mrs Lamb

# Agenda Item 11a

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

Document is Restricted