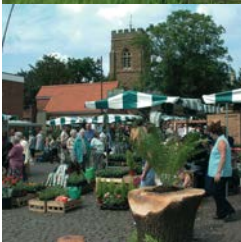


West Lindsey District Council

Budget Book 2019/20 to 2023/24

A financial outlook and Budgetary Forecast.



**THE FINANCIAL STRATEGY & MEDIUM TERM FINANCIAL PLAN 2019/20 TO
2023/24**

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Council

**Monday 4th March
2019**

**Executive Business Plan,
Medium Term Financial Plan 2019/20 – 2023/24
(incl. Financial Strategy, Financial Analysis, Fees and Charges,
Capital Programme, Treasury Management Strategy and Pay Policy
Statement)**

Report by:

Executive Director of Resources

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Purpose /
Summary:

The purpose of the Executive Business Plan is to set out the actions to be taken by the Executive to deliver the Corporate Plan over the next three years.

The purpose of the Medium Term Financial Plan (MTFP) is to set a robust overall framework for the Council's spending plans over the next five years in supporting the delivery of the Corporate Plan and underpinned by the delivery of the Financial Strategy. The report therefore outlines the Council's revised financial plans having taken into account in the Financial Analysis for changes in Government funding, the economic environment, local engagement and the priorities for the Council. The plan reflects the revisions to the previous estimates for the years 2018/19 to 2022/23.

It includes the proposed budget for 2019/20 and the inclusion of estimates for 2023/24.

RECOMMENDATION(S):

- 1) That Members recognise the external environment and the severity of the financial challenges being faced as detailed in the Financial Strategy.
- 2) That Members accept the Statement of the Chief Finance Officer on the Robustness of Estimates and Adequacy of Reserves.
- 3) That Members approve the Medium Term Financial Plan 2019/20 to 2023/24 (Appendix 2) and are aware of the associated Risks included at Appendix B
- 4) That Members receive a Mid-Year Review of the Medium Term Financial Plan during 2019/20.
- 5) That Members set the Revenue Budget 2019/20 (Appendix A)
- 6) That Members set the Fees and Charges 2019/20 (Appendix C)
- 7) That Members adopt the Capital Investment Strategy (Appendix D)
- 8) That Members approve the Capital Programme 2019/20 to 2023/24 and Financing (Appendix E).
- 9) That Members approve the Treasury Management Strategy 2019/20 and adopt the Treasury Investment Strategy, the detailed Counter Party criteria, the Treasury and Borrowing Prudential Indicators (Appendix F)
- 10) That Members approve the Minimum Revenue Provision (MRP) Policy as contained in the Treasury Management Strategy (Appendix F)
- 11) That Members approve a 2.99% increase in the Council Tax (Appendix G-K)
- 12) That Members approve the 2019/20 Pay Policy Statement (Appendix L) and Human Resources Statement 2019/20 (Appendix L)

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

IMPLICATIONS

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

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

The Local Government Act 2003 introduced the requirement to 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/199/19/TB

The report presents a balanced budget for 2019/20 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 2019/20.

The Final Settlement was announced on 29 February 2019 and has been incorporated into this report, the grants are in line with 4 year settlement.

An additional amount of £0.046m has been awarded as our share of the distribution of the surplus on the NNDR Levy account held by Government, this is receivable in 2018/19.

The 2019/20 Net Budget Requirement totals £14,782,600

The report proposes the following contributions to Earmarked Reserves;

- £0.400m to the Investment for Transformation Reserve to support delivery of the ICT strategy
- £0.680m to the Business Rates volatility Reserve
- £0.148m be returned to the General Fund balance, and £0.030 use of General Fund balance, previously approved as year 3 contribution to the Mayflower project. This results in a forecast balance as at 1.4.2019 as £2.788m (includes Q3 forecast surplus of £0.380m)

Staffing : None arising from this report

Equality and Diversity including Human Rights :

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

Risk Assessment :

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

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

Climate Related Risks and Opportunities: The MTFP includes provision for investment in schemes designed to contribute to a reduction in our carbon emissions.

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

The Corporate Plan
The Capital Investment Strategy
The Fees and Charges Policy
The Asset Management Plan
The Acquisitions and Disposal Policy
Investment Policy – Land and Buildings
All documents are held within Financial Services at the Guildhall, Marshalls Yard, Gainsborough and on the council's website www.west-lindsey.gov.uk

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 Presented below is the Executive Business Plan and Medium Term Financial Plan 2019/20 – 2023/24 (which includes the Financial Strategy and Medium Term Financial Analysis). An Executive Summary is contained therein.
- 1.2 The documents are central to our financial planning and play a key role in the budget setting process to ensure that resources are aligned to the Corporate Plan priorities through the setting of the Revenue Budget and Capital Programme. Their impact and risks are considered in the Treasury Management Strategy (recommended to Council by the Governance and Audit Committee)

The Executive Business Plan - The purpose of the Executive Business Plan is to set out the actions to be taken by the Executive to deliver the Corporate Plan over the next three years.

The Medium Term Financial Plan (Appendix 1) – Aims to deliver an annual balanced and sustainable budget whilst considering the context of the National and Local funding settlement and its impact over the 5 year plan. It ensures that our resources are directed towards delivery of the Council's corporate priorities, and provides the;

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

The Medium Term Financial Analysis details, in monetary term, the specific elements of the budget, our assumptions and estimates in developing a plan which covers a 5 year period. It is reviewed annually as part of the budget setting process, taking into consideration investment proposals, in year decisions impacting future years, forward planning, service and business planning and availability of resources, ensuring we can set a balanced budget for the current year and identifying any funding gaps for future years. A 10 year estimate has also been undertaken, which incorporates the impact of those projects with longer term financial benefits.

1.3 The General Fund Revenue Budget 2019/20

The General Fund Revenue budget 2019/20 reflects a net Budget Requirement of £14,782,600 as detailed in the table below.

Future estimates are included at Appendix A of the Medium Term Financial Analysis (which covers a period of five financial years).

Members should be aware;

- The budget is based on the financial settlement announced in February by the Minister for Local Government, Rishi Sunak, and is in line with the 4 year settlement (2016/17 – 2019/20) expectations.
- That the Council will benefit from being in the Lincolnshire Business Rates Pool. (It's bid for Pilot status for 75% Business Rates retention was unsuccessful.)

- The proposal to increase Council Tax by 2.99% in 2019/20 is within the Government's referendum limit of upto 3% or £5 (whichever is the greater). The Medium Term Financial Analysis assumes a 3% increase annually.

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

Our People – Front facing customer services - Benefits, Council Tax, Operational Services, Homelessness and Housing, Licensing, Customer Services, Food Safety

Our Place – Area based services, i.e. Development Management, Economic Development, Car Parking, Asset Management, Leisure

Our Council – Corporate services, i.e. Finance, Human Resources, Committee Administration, ICT, Business Improvement, Elections, Corporate Fraud

Other elements of operating expenditure are detailed within the table below along with the movement on reserves.

Service Clusters	Proposed Budget 2019/20 £
Our People	4,576,600
Our Place	(278,400)
Our Council	5,477,900
Grand Total	9,776,100
Drainage Board Levies	360,200
Parish Precepts	2,019,000
Interest and Investment Income	(242,100)
Interest Payable	773,900
Statutory repayment of borrowing (MRP)	10,000
Capital Expenditure funded from revenue resources	3,463,800
Net Operating Expenditure	16,160,900
Transfer to / (from) General Fund	118,900
Transfer to / (from) Earmarked Reserves	1,966,600
Use of Reserves for Capital Investment	(3,463,800)
Amount to be met from Government Grant or Council Tax	14,782,600
Funding	
Revenue Support Grant	0
Business Rate Retention Scheme	4,659,000
Collection Fund Surplus - Council Tax	220,000
Parish Councils Tax Requirement	2,019,000
New Homes Bonus	923,800
Other Government Grants	656,400
Council Tax Requirement	6,304,400
TOTAL FUNDING	14,782,600
Balanced Budget/Cumulative Savings Target	0

1.4 Contributions to Reserves 2019/20

It is proposed that the following amounts are transferred to reserves.

- **£0.400m** Contribution to the Project Investment Reserve, to support investment in Technology
- **£0.680m** Contribution to Business Rates Volatility Reserve, to mitigate any negative impact of the new Business Rates Retention scheme from 2020/21 onwards. These funds have been generated from business rates growth and the impact on the movement on provision for appeals.
- **£0.148m** to be returned to the General Fund Balance in setting a £0 budget.

1.5 The 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. 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.

1.6 The Capital Investment Programme

The Capital Programme 2019/20 to 2023/24 provides a plan of future capital investments, this is reviewed annually and may result in significant changes as business cases for schemes are developed or schemes re-profiled over financial years due to external factors.

Service Cluster	Estimate 2019/2020	Estimate 2020/21	Estimate 2021/22	Estimate 2022/23	Estimate 2023/24	Total Capital Programme
Our People	1,884,600	890,300	1,722,400	1,634,500	825,500	6,957,300
Our Place	19,532,518	5,830,835	3,640,029	406,245	100,000	29,509,627
Our Council	280,000	97,000	0	275,000	229,000	881,000
Grand Total	21,697,118	6,818,135	5,362,429	2,315,745	1,154,500	37,347,927

The overall Capital Investment Programme totals £37.348m however, £20.187m relates to the approved Capital Budgets (Stage 3 and Business as usual) with the remainder of £17.161m being pipeline projects. The 4 levels of the Programme are detailed below;

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

Stage	2019/20	2020/21	2021/22	2022/23	2023/24	Total
BAU	1,126,600	780,300	1,207,500	1,544,500	954,500	5,613,400
Pre-Stage 1	4,947,560	1,391,590	0	225,000		6,564,150
Total in Delivery	6,074,160	2,171,890	1,207,500	1,769,500	954,500	12,177,550
Stage 1	493,700	0	0	0		493,700
Stage 2	2,508,600	4,000,000	3,193,784	200,000	200,000	10,102,384
Stage 3	12,620,658	646,245	961,145	346,245	0	14,574,293
Grand Total	21,697,118	6,818,135	5,362,429	2,315,745	1,154,500	37,347,927

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%.

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

1.8 Robustness of Estimates and Adequacy of Reserves

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

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 estimates are robust, the adequacy of reserves is satisfactory and the capital programme is affordable; further detail is included within the Medium Term Financial Analysis (paragraph 4)

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

EXECUTIVE BUSINESS PLAN

1. Introduction

This is WLDC's second Executive Business Plan, the purpose of which is to outline the national, regional and local operating environment and to set out the response and proposed activity for the next three years. The supporting financial strategy will be set out in Appendix 2 - the Medium Term Financial Plan (MTFP) - and this will look at the medium term and also attempt to consider those actions that will have an impact beyond that time horizon.

The Corporate Plan is WLDC's primary strategic document and sets out the Council's strategic objectives and desired outcomes for the next four years. The Executive Business Plan complements the Corporate Plan and sets out, annually, WLDC's three year plan and deliverables to achieve those strategic outcomes.

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

2. National Context

The current government is developing its approach to a UK that is no longer in the European Union. At this time there is significant uncertainty over what this will mean both economically and politically. There has been much speculation over the potential for a no deal outcome however we await developments and will reflect the implications when known.

A series of briefings have been published by Central Government which are intended to provide some insight into the position should no deal be achieved.

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

Industrial Strategy

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

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

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

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

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

Civil Society

In August 2018 the Government published the Civil Society Strategy – Building a Future that Works for Everyone. This Strategy sets out how government will work with and for civil society in the long-term to create a country that works for everyone.

It identifies five areas in which the strategy will be applied:

People – Enabling a lifetime contribution

Places – Empowerment and investment for local communities

The Social Sector – Supporting charities and social enterprises

The Private Sector – Promoting business, finance and technology for good

The Public Sector – Ensuring collaborative commissioning

Under these five headings the strategy sets out 15 mission statements which the government is committed to working across all sectors in a collaborative approach to deliver on this strategy.

The Ministers’ forward states that “The Civil Society Strategy is intended to set a direction for government policy” and “This Strategy is designed to complement the work of the Inquiry into the Future of Civil Society led by Dame Julia Unwin”.

The ‘Civil Society Futures’ is an independent enquiry led by Dame Julia Unwin established in early 2017, the report was published In November 2018.

In addition the Civil Society Strategy will be complemented by the Government’s strategy for tackling loneliness ‘which will set out how we will support strong connections between people’. The call for evidence to support this strategy closed on 20th July 2018 and the outcome is still awaited.

Within the Civil Society Strategy ministers set out the financial commitments:

- £135m towards Big Society Capital to invest in providing homes for vulnerable people and to support local charities and social enterprises, and
- £145m to tackle some of the most serious social injustices: youth unemployment and financial exclusion.

Both schemes are to be funded from the resources created from Dormant Accounts which exceeds £1.1bn and the latter will be delivered through two new organisations to be established in collaboration with the Big Lottery Fund and will be independent of government.

Homes England Strategic Plan – 2018/19 to 2022/23

The Homes England Strategy has a five year horizon and will help more people in England to access better homes in the right places by:

Supporting the affordable housing market;

Providing investment products, including for major infrastructure;

Unlocking and enabling land;

Delivering home ownership products, such as Help to Buy;

Supporting Modern Methods of Construction (MMC);

Addressing the barriers facing smaller builders and

Providing expert support to priority locations.

Business Rates Retention

During 2018/19 the Ministry of Housing, Communities and Local Government (MHCLG) approved 10 joint business rate pools, made up of a number of local authorities, to expand the pilot scheme for 100% Business Rates Retention, these were predominantly in rural areas and included Greater Lincolnshire. In 2019-20 they proposed a further ten schemes to pilot 75% retention. (Greater Lincolnshire's bid was unsuccessful). In February 2019 it was announced that 16 pilot pools had been successful, 3 of which had received pilot status for 2018/19.

Government's plans for 100% retention of Business Rates by the Local Government Sector have now been amended to 75% retention as this will not require primary legislation.

It is still expected that Local Government as a sector will become predominantly self-financing through Council Tax and Business Rates. However Treasury will continue to have overall control of spending levels through the determination of a local authority's settlement funding assessment and the top up and tariff system.

The Settlement Funding Assessment (SFA) determines the amount of funding a local authority should receive and how much of locally generated tax should be redistributed.

Fair Funding review

The Fair Funding review has been running for over a year and the technical consultation for the 2018-19 settlement included questions around the nature of the needs elements of the formula and the major elements that may or may not be included.

In addition the resourcing assessment is currently being reviewed by a series of working groups and is likely to report in spring of 2019. A consultation document on this element was released with the 2019/20 provisional settlement.

This fundamental review could have a significant impact on the resources available to individual local authorities.

Financial Settlement 2019/20

In the Financial Settlement published on 29th January 2019, the MHCLG, in making its announcement, have maintained the four year agreement, previously agreed by 97% of Local Authorities (there has been no obvious detriment to those who did not agree) and

in fact has improved the position for some Authorities through increasing the referendum threshold to 3% (or £5 for Shire Districts – whichever is the greater) (as per 2018/19), increasing the level of Rural Services Delivery Grant and leaving the New Homes Bonus arrangements unaltered. The position for West Lindsey reflects a 3.2% reduction in Core Spending Power, however this excludes an additional distribution of Business Rates Levy. As expected MHCLG have removed the issue of negative Revenue Support Grant (RSG), by providing additional funding to those authorities affected and have maintained the New Home Bonus deadweight threshold at .04%.

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

3. Regional and Local Context

LEP Review

Central Government has announced a review of the geographic areas of the Local Enterprise Partnerships. Whilst the review has not completed, the Greater Lincolnshire LEP (GLEPP) has proposed to retain North and North East Lincolnshire within its geography, however there is also a proposal for North and North East Lincolnshire to be wholly within the Humber LEP. The GLLEP have made submissions proposing the geographic area remains the same and the final outcome is expected in the New Year. It is expected that whatever the outcome with the two unitaries to the north, the Rutland LEP will merge with Greater Lincolnshire.

The Midlands Engine

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

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

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

- I – A shortage of skilled workers
- li – a regional economy that is fragmented in to small poorly connected areas
- lii – a lack of entrepreneurship and economic dynamism.

The GLLEP has produced its own sub regional view of the Industrial Strategy and highlighted the following themes:

- Future proofing the agri-food industry
- Becoming a rural test-bed for energy and water
- Developing new solutions supporting people to live well for longer in rural areas

- A high-quality, inclusive visitor economy
- An efficient and highly skilled ports and logistics industry

Lincolnshire Waste Partnership Strategy

In 2018, the seven districts and the County Council agreed a Partnership Waste Strategy that set a range of objectives for the future of waste collections and disposal across Lincolnshire. These objectives include: Increasing the quality and value of recycled waste, the potential introduction of separate food waste collections and increasing the proportion of waste recycled. The implications of the strategy will evolve over the next four years and will be built into future business plans.

BREXIT

WLDC does not have significant numbers of European employees which means we do not anticipate issues in this respect arising from exiting the European Union (EU). However, we recognise that there will be a significant shift in the general recruitment pool which is likely to create difficulties as vacancies become available.

The GLLEP are offering support to local business to ensure they are able to prepare for no longer being part of the EU.

We are working with the Lincolnshire Resilience Forum to ensure that preparations are in place for a range of emergency scenarios that may arise following the 29th March 2019.

4. WLDC Corporate Plan

A new Corporate Plan has been agreed which will cover the period 2019 – 2023 to coincide with the new administration from May 2019.

The Vision and Values for the new Corporate plan have been established as:

“West Lindsey is a great place to live, where people, businesses and communities can thrive and realise their potential”

The vision is complemented by a set of values that cut across the whole organisation.

WLDC makes its values real by demonstrating them in how they behave every day.

The values are:

- Customers First
- One Council
- Business Smart
- Communicating Effectively
- Integrity in Everything

Customers First – to put the customer at the centre of everything we do

What this means:

We believe that putting our customer first should be at the centre of everything we do. By doing so, we can ensure that we provide excellent levels of service, are seen as an employer of choice and a place people want to work. We want to be recognised and valued for excellent services and to be confident that our services are good value for money.

One Council – to act as one council

What this means:

Working together is crucial to being able to achieve the aims of the council and deliver excellent council services. We recognise we are one council and one team and we treat each other with respect. We will work flexibly and cooperatively with each other and our partners, to get the best possible results.

Business Smart – to be business smart, to act on evidence and take advantage of opportunities, thinking creatively and getting things done

What this means:

To be business smart and get things done a WLDC employee is constantly looking to deliver to the highest standards. When dealing with any situation they focus their energy and attention on the solution, leaving people positive and satisfied; getting things right first time, on time. Working collectively to achieve the best results, they are respected by others for their attitude and their ability to get things done.

Communicating Effectively – Communicate effectively with all stakeholders

What this means:

We communicate simply, clearly and concisely ensuring that the message is understood by all. We listen carefully and actively.

Integrity in Everything – to have integrity in everything we do

What this means:

We are accountable for all our decisions and actions. We are honest, open, fair, and trustworthy, and we strive to do the right thing in every instance.

The key priorities are:

- Ensuring that economic regeneration in West Lindsey is sustainable and benefits all of our communities.
- Facilitating quality, choice and diversity in the housing market, assist in meeting housing need and demand and deliver high quality housing related services to support growth.
- Creating a safer, cleaner District in which to live, work and socialise.
- Reducing health inequalities and promote wellbeing across the District through the promotion of healthy lifestyles.
- Creating strong and self-reliant communities and promote positive life choices for disadvantaged residents.

- Facilitating the creation of a highly educated and skilled workforce that meets the present and future needs of the local and wider economy both now and in the future.
- Ensuring the Council is well-managed and governed and delivers high quality services that demonstrate value for money, improvement and meet public aspirations.

4.1 Development of the Corporate Plan

The priorities for the Corporate Plan have been developed through reference to the annual State of the District report which gives a statistical view of the District. These details have been considered by members and officers of the Council at a series of workshops which commenced in August of 2018 and culminated in a draft Corporate plan to be considered and approved by members.

5. Business Deliverables 2019-2020

Over the next 3 years the Executive will focus on delivering the following:

Our People

Customer First Programme (affects all teams)

- Access to services through different modes as required by the customer
- Access to services at times convenient to the customer
- Timely and accurate responses that meet the customer's needs
- Increased productivity
- Reduced cost/cost base maintained
- Improved customer experience at the Guildhall

Waste Services – New Depot (by December 2020)

- Main standard of service to the customer across the District
- Costs of delivering an excellent waste collection service controlled
- Health and safety risks to staff mitigated

Food waste and fibre collections

- Increased recycling rates

Charging for food safety re-inspections

- Safer food premises for the customer

Introduction of new technology to ASB/Enforcement and CCTV

- Safer communities
- Higher detection rates
- Bigger deterrent

Our Place

Housing and Social Regeneration

- Enabling supported housing solutions to meet needs of diverse and vulnerable communities (emphasis on rural affordability and over 55's)
- Housing regeneration – delivery of the SUE's, Japan Road, Housing zone – Place Based conversation with Homes England
- Address private sector property standards – improve energy efficiency and reduce fuel poverty
- Housing company and/or Social Lettings agency
- Gainsborough Gateway Programme (emphasis on addressing deprivation issues)

Growth Agenda

- Local Plan review – housing land supply and focus on Lincoln fringe
- Support for Scampton
- Strategic employment sites – NNDR policy and FEZ delivery
- Develop a strategic visitor economy programme
- Complete action plans for Market Rasen and Caistor
- Employment and Skills – Made in Gainsborough
- Gainsborough town centre regeneration – former Guildhall/ viable commercial leisure delivery plan and secure full Townscape Heritage Initiative award
- Housing delivery – Phase 2 development agreement with Muse
- Delivery plan for implementation of Gainsborough Transport model

Commercial Projects

- Complete build of Crematorium and bring service on stream spring 2020
- Deliver Market Rasen Leisure facility June 2020
- Additional sales income TAC
- Scope at least 1 other – i.e. Riseholme, Phase 2 with Muse

Our Council

- **Finance**
- Improved, modernised and customer focused finance team, delivering better value adding services to managers and continued excellence in financial and management accounting and reporting.
- Improved support and robust project and commercial accounting,
- Improved efficiency

Performance and Programme Management

- Performance Management is embedded within the organisation across all service teams
- Programme Management is part of the culture across the organisation
- The wider delivery of performance and programme management drives efficiencies.

Governance and Policy

- Improved facilities in the Council Chamber and provided to Elected Members
- Increased efficiency across the service
- Improved support to services to deliver procurement savings.

People and Organisational Development

- Improved Customer focus culture aligned with the vision and values
- Communication strategy
- Deliver a 'fit for purpose' workforce for the 21st Century

Information and communication Technology

- Deliver an ICT infrastructure and estate to support a customer centric service driven workforce
- Implement and support an Enterprise Wide system platform to support customer focused services

6. Summary Financial and Commercial Strategy

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

- 1 – Maximise the income from all services and be opportunistic (but not at the cost to our own service delivery).
- 2 – Minimise the cost of services where ever possible, whilst maintaining the quality of services and improving performance levels.
- 3 – Secure value for money through a range of applied techniques as set out in the table contained at 2.6 of the Medium Term Financial Plan.

Commercial Integration

There will not be a separate commercial strategy and commercial activity will be delivered and managed within the primary business plan. Commercial activity will be integrated in the following ways:

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

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

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

This document will also meet a number of regulatory requirements:

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

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

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

Over the last four years West Lindsey has achieved reductions in excess of £4m through the Financial Strategy and initiatives to meet the impact of a reduction in RSG funding. This has been achieved by increasing income, generating new income streams and making efficiencies. Pressures over the same period have totalled circa £1m. The Council has still provided award winning services to our residents during this period.

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 major projects will contribute in the years beyond the five year time horizon.

8. Financial Strategy

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

The Corporate Plan details the priorities which guide WLDC's working:

- Ensuring that economic regeneration in West Lindsey is sustainable and benefits all of its communities.
- Facilitating quality, choice and diversity in the housing market, assist in meeting housing need and demand and deliver high quality housing related services to support growth.
- Creating a safer, cleaner District in which to live, work and socialise.
- Reducing health inequalities and promote wellbeing across the District through the promotion of healthy lifestyles.
- Creating strong and self-reliant communities and promote positive life choices for disadvantaged residents.
- Facilitating the creation of a highly educated and skilled workforce that meets the present and future needs of the local and wider economy both now and in the future.
- Ensuring the Council is well-managed and governed and delivers high quality services that demonstrate value for money, improvement and meet public aspirations.

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

- to drive a robust and sustainable financial position
- to support growth and service delivery, utilising the Council's resources

- to ensure financial decision making is based on robust business cases that clearly match our ambitions

The MTFP will deliver against these objectives and principles by:

- Explaining the financial context, over the medium term, and within an uncertain economic and funding environment in which the Council is set to operate.
- Helping to ensure that the Council's financial resources are directed to support delivery of the Corporate Plan priorities and value for money.
- Providing a medium term forecast of resources and expenditure and to illustrate the financial effects of existing financial commitments, both revenue and capital, over the medium term, and to inform transformational and commercial strategies necessary to achieve a balanced budget.
- Maximising the Council's financial resilience and management of risk and volatility, including maintaining adequate risk reserves.
- Managing effectively the Council's land and property assets by undertaking a prudent level of capital investment in addition to maximising returns on new investments
- Establishing a robust, stable and sustainable budget capable of withstanding future financial pressures.

9. Financial Analysis

9.1 Financial Settlement 2019/20

In 2016/17 the Government agreed a 4 year financial settlement to 2019/20, providing authorities with some certainty of funding levels over the medium term. West Lindsey District Council saw a reduction of Revenue Support Grant funding during this period from £1.287m to -£0.065m (being a negative RSG position, in effect a payment to government).

The Government committed to consult on how negative RSG will be dealt with in 2018 and has as part of the final settlement provided additional resources of £151m (£65k for WLDC) to remove negative RSG from the settlement. Despite lobbying from Local Authorities the MHCLG have maintained their position with regards to New Homes Bonus Grant (NHB), although the threatened increase to the expected growth level, before payment is made, has not occurred and remains at 0.4%

The expected level of Rural Services Delivery Grant (RSDG) for 2019/20 was £0.381m. However, the Government have confirmed that it will provide an additional funding of £20m, as it did in 2018/19, for rural authorities, the WLDC share resulting in an additional £0.093k, This provides an overall RSDG allocation of £0.474m.

The final settlement confirmed the Council Tax increase that would trigger a referendum. This continues to be upto 3% or £5 whichever is the higher for Shire Districts.

In 2018/19 WLDC was a partner in the successful Business Rates Retention Pilot bid for 100% retention, along with the Greater Lincolnshire (excluding NE Lincolnshire). This approval was for one year only. A similar bidding exercise has been undertaken

for 2019/20 Pilot status for 75% retention, however the bid was unsuccessful, with the Government preferring to support bids from authorities who had not previously benefited from the Pilot process (excluding London Authorities). WLDC will therefore remain part of the Lincolnshire Business Rates Pool, which will provide a benefit £0.442m, being 60% of the levy rate payable.

The Government will share £180m balance on their Business Rates Levy Account distributed on a needs basis. WLDC share is £0.046m and will be received in 2018/19. This was an unexpected distribution.

The profile of actual grant reductions to 2019/20 and those forecast based on current assumptions for the impact of the Fairer Funding and Business Rates Retention Reviews from 2020/21 onwards, are shown in the table below.

SETTLEMENT FUNDING	4 Year settlement period				Fairer Funding Review and Business Rates Retention Scheme Review			
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2022/24
RSG	1.387	0.761	0.371	-0.065	0.000	0.000	0.000	0.000
NNDR - Baseline funding	2.766	2.823	3.407	2.974	3.047	3.126	3.204	3.283
RSDG	0.471	0.381	0.475	0.474	0.474	0.474	0.474	0.474
TOTAL SFA	4.624	3.965	4.253	3.383	3.521	3.600	3.678	3.757
% Annual Change	-14.74	-14.26	7.26	-20.45	4.07	2.24	2.19	2.14
NHB	2.487	1.896	1.278	0.924	0.450	0.234	0.083	0.000
TOTAL SFA incl NHB	7.111	5.861	5.531	4.307	3.971	3.834	3.761	3.757
% Annual Change	-4.03%	17.58%	-5.63%	22.12%	-7.81%	-3.46%	-1.88%	-0.11%

KEY: RSG – Revenue Support Grant, NNDR – National Non Domestic Rates (Business Rates), RSDG – Rural Services Delivery Grant, NHB – New Homes Bonus

9.2 Budget Assumptions

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

- Employee Pay Award 2% per annum
- Council Tax increase of 2.99% (Band D = £213.47 [2018-19 £207.27])
- Commercial Property Investment of £22m to generate £0.728m net contribution (an increase from original target of £0.6m for £20m investment)
- NNDR 2019/20 is based on actual data as at 30.12.2018, future years assumes a baseline reset to 2013/14 levels.
- Contractual inflation only applied to service expenditure budgets
- Funding settlement in line with figures issued by Government
- Electricity 7%, Gas 6%

Based on the above assumptions the 2019/20 budget requirement is £14,782,600.

Estimates for future years are detailed within the Medium Term Financial Analysis and is attached at Appendix A below.

THE MEDIUM TERM FINANCIAL PLAN 2019/20 TO 2023/24

1 INTRODUCTION

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

This document will also meet a number of regulatory requirements:

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

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

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

Over the 4 year funding settlement period West Lindsey District Council, have managed funding reductions of £1.655m, through its Financial Strategy and initiatives to reduce expenditure, increase income and generating new income streams. The Council has exceeded its Commercial Plan 2015-2020 target of £1m and has actually achieved an ongoing contribution of £1.356m. The Council has effectively managed these financial challenges and continues to provide award winning services to our residents.

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

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

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

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

The MTFP will deliver against these objectives and principles by:

- Explaining the financial context, over the medium term, and within an uncertain economic and funding environment in which the Council is set to operate.

- Helping to ensure that the Council's financial resources are directed to support delivery of the Corporate Plan priorities and value for money.
- Providing a medium term forecast of resources and expenditure and to illustrate the financial effects of existing financial commitments, both revenue and capital, over the medium term, and to inform transformational and commercial strategies necessary to achieve a balanced budget.
- Maximising the Council's financial resilience and management of risk and volatility, including maintaining adequate risk reserves.
- Managing effectively the Council's land and property assets by undertaking a prudent level of capital investment in addition to maximising returns on new investments
- Establishing a robust, stable and sustainable budget capable of withstanding future financial pressures.

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

2. THE FINANCIAL STRATEGY

The Financial Strategy is designed to complement the values set out in the Corporate Plan and deliver financial sustainability through being self-sufficient (non-reliant on revenue support grant), whilst ensuring resources are directed to support delivery of the Corporate Priorities.

The Corporate Plan details the values which guide our working:

- To put the customer at the centre of everything we do
- To act as One Council
- To be business smart, to act on evidence and take advantage of opportunities, thinking creatively and getting things done
- To communicate effectively with all stakeholders

The Corporate Plan priorities

2.1 Financial Strategy approach

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

- to provide a strategic framework for decision making
- to drive a robust annual balanced budget and sustainable financial position, whilst understanding risks.
- to ensure financial decision making is based on robust business cases that clearly match our ambitions
- to maximise the Council's resources to achieve the best outcomes

- to support investment in regeneration and growth activity through innovative approaches to funding and which benefits the local economy and its residents

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

- Maximising the income from all services and be opportunistic but not at the cost to our own service delivery.
- Minimise the cost of services where ever possible whilst maintaining the quality of services and improving performance levels
- Securing value for money
- Ensuring sound and appropriate mechanism to support robust decision making
- Ensuring the cost of borrowing can be met from either commercial returns and/or cost savings
- Being proactive in bidding for external funding and partnership working
- transforming customer service delivery through investment in digital technologies to achieve efficiencies

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

2.2 National Context

On 29th February 2019 the Secretary of State for the Department of Communities and Local Government, The Rt Hon James Brokenshire MP, made a statement to Parliament on the Local Government Finance Settlement 2019/20. The impact of which is detailed below.

The main points were;

- No change to Council Tax referendum limit – up to 3% or £5 whichever highest
- There are no changes to New Homes Bonus. New Homes Bonus grant in 2019/20 will be paid on the basis of 4 years award with growth above 0.4% rewarded;
- Rural Service Delivery Grant in 2019/20 will remain at a national level of £81m
- Negative RSG will be directly eliminated from foregone business rates.
- The Lincolnshire bid for 75% Business Rates Pilot in 2019/20 was unsuccessful, with the government supporting 15 bids from new areas, in addition to London;
- £180m of Business Rates Levy surplus will be distributed on a needs basis
- Continued support for the high street through Business Rates reliefs £1.5bn, and a £675m High Street Fund, as well as £420m to improve roads.

2.3 Core Spending Power within Local Government

Based on the Government's announcement the Core Spending Power will see a small impact of 3.8% nationally, however in allocating Core Spending Power to individual authorities which is based on the services they provide, WLDC has had a comparative 13.2% reduction over the 4 year period. The tables below detail the impact of individual national Government funding streams.

CORE SPENDING POWER					
<i>Please select authority</i>					
England					
Illustrative Core Spending Power of Local Government;					
	2015-16	2016-17	2017-18	2018-19	2019-20
	£ millions	£ millions	£ millions	£ millions	£ millions
Settlement Funding Assessment	21,250	18,602	16,633	15,574	14,560
Compensation for under-indexing the business rates multiplier	165	165	175	275	400
Council Tax of which;	22,036	23,247	24,666	26,332	27,933
<i>Council Tax Requirement excluding parish precepts (including base and levels growth)</i>	22,036	22,858	23,702	24,767	26,031
<i>additional revenue from referendum principle for social care</i>	0	382	948	1,529	1,810
<i>Potential additional Council Tax from £5 referendum principle for all Districts</i>	0	7	16	36	92
Improved Better Care Fund	0	0	1,115	1,499	1,837
New Homes Bonus	1,168	1,462	1,227	947	918
New Homes Bonus returned funding	32	23	25	0	0
Rural Services Delivery Grant	16	81	65	81	81
Transition Grant	0	150	150	0	0
The Adult Social Care Support Grant	0	0	241	150	0
Winter pressures Grant	0	0	0	240	240
Social Care Support Grant	0	0	0	0	410
Core Spending Power	44,666	43,730	44,296	45,098	46,378
Change over the Spending Review period (£ millions)					1,712
Change over the Spending Review period (% change)					3.8

2.4 Local Settlement Funding and Core Spending Power

The Financial Settlement was issued by Government in February 2019. In relation to West Lindsey we will see further reductions in government grant funding as RSG diminishes to £0. Our Core Spending Power includes not only government grant funding but also their assessment of our Council Tax levels for 2019/20, as illustrated in the table below our overall core spending power has reduced by 13.2%

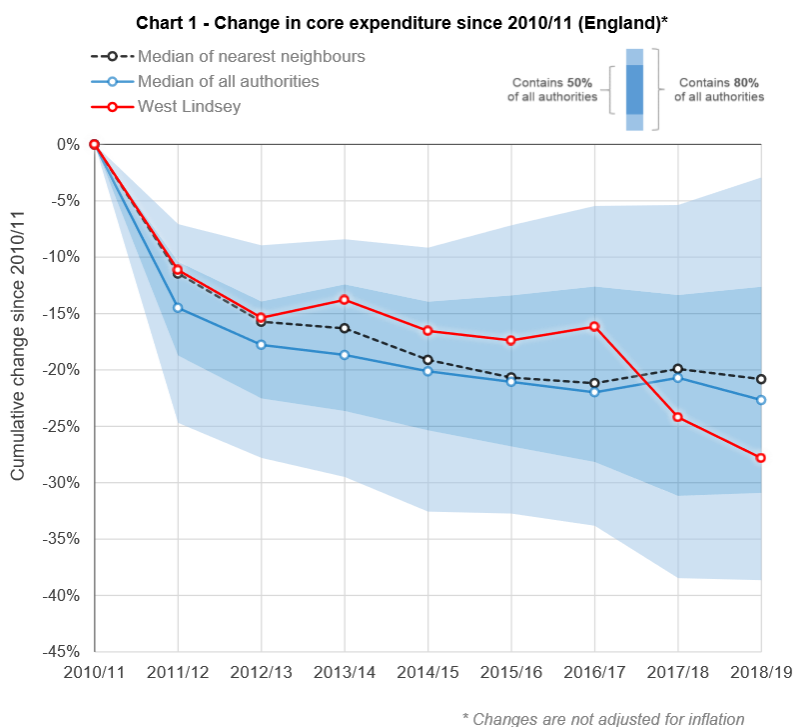
CORE SPENDING POWER					
<i>Please select authority</i>					
West Lindsey					
Illustrative Core Spending Power of Local Government;					
	2015-16	2016-17	2017-18	2018-19	2019-20
	£ millions	£ millions	£ millions	£ millions	£ millions
Settlement Funding Assessment	4.912	4.154	3.584	3.278	2.974
Compensation for under-indexing the business rates multiplier	0.040	0.040	0.042	0.067	0.097
Council Tax of which;	5.400	5.669	5.828	6.057	6.328
<i>Council Tax Requirement excluding parish precepts (including base and levels growth)</i>	5.400	5.636	5.765	5.992	6.260
<i>additional revenue from referendum principle for social care</i>	0.000	0.000	0.000	0.000	0.000
<i>Potential additional Council Tax from £5 referendum principle for all Districts</i>	0.000	0.032	0.063	0.065	0.068
Improved Better Care Fund	0.000	0.000	0.000	0.000	0.000
New Homes Bonus	1.986	2.481	1.889	1.278	0.924
New Homes Bonus returned funding	0.009	0.006	0.007	0.000	0.000
Rural Services Delivery Grant	0.091	0.471	0.381	0.474	0.474
Transition Grant	0.000	0.000	0.000	0.000	0.000
The Adult Social Care Support Grant	0.000	0.000	0.000	0.000	0.000
Winter pressures Grant	0.000	0.000	0.000	0.000	0.000
Social Care Support Grant	0.000	0.000	0.000	0.000	0.000
Core Spending Power	12.439	12.821	11.730	11.155	10.798
Change over the Spending Review period (£ millions)					-2
Change over the Spending Review period (% change)					-13.2

2.4.1 Change in Core Expenditure

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

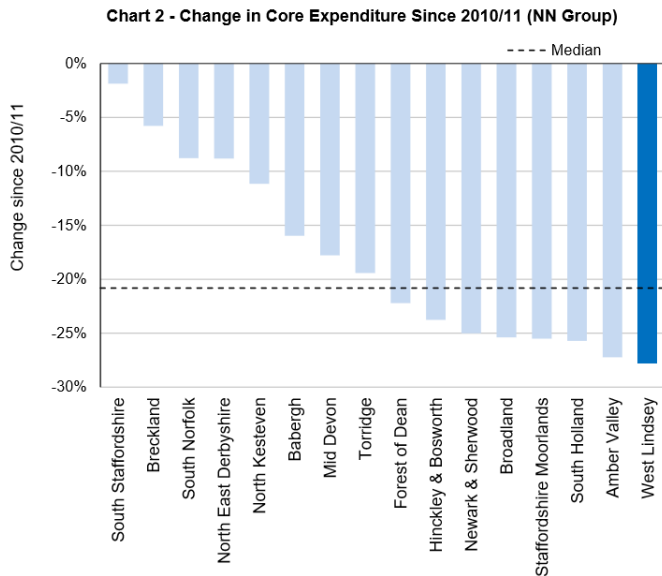
The analysis focuses on 'core expenditure', which excludes schools, emergency services and public health spending. Other than excluding public health - a responsibility that was partially assumed by local councils in 2013/14 - the analysis does not attempt to adjust for other changes in functions and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

Between 2010/11 and 2018/19, West Lindsey's budgeted expenditure decreased by 27.8% (24.2% 2017/18). This was below the median for all comparable authorities in England, with a change of -22.7% (-20.7% 2017/18) The graph below illustrates our comparative position.



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

The graph below compares WLDC to our nearest neighbours;



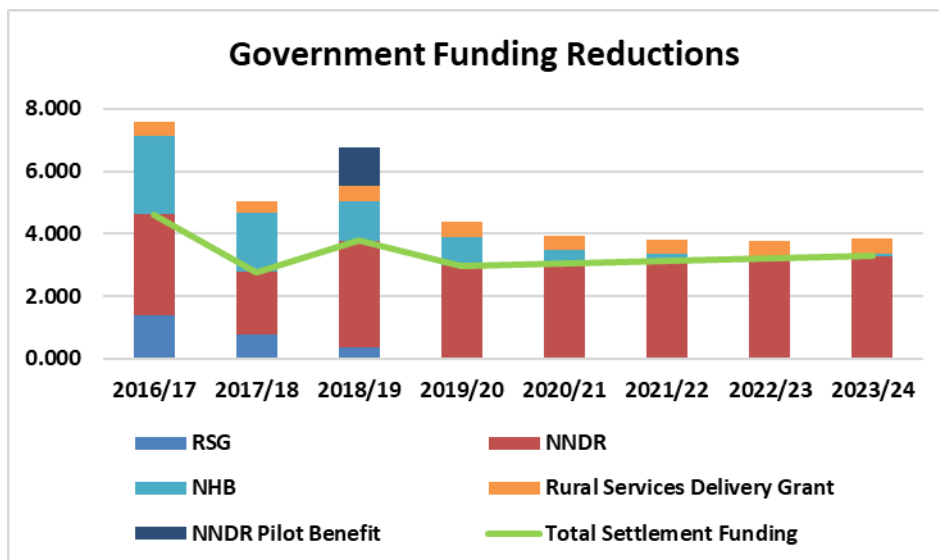
This Council had prudently prepared for funding reductions having signed up for the 4 year settlement offer in 2016/17 which saw a reduction in RSG from £1.387m to £0 (actually -£0.065m (negative RSG)) in 2019/20.

The graph below illustrates the change in the main sources of Government Funding for West Lindsey District Council since 2016/17 including Revenue Support Grant (RSG) and Business Rates (NNDR) baseline (elements of the Settlement Funding), New Homes Bonus (NHB) and the Rural Services Delivery Grant.

The graph highlights the additional funding received in 2018/19 in relation to the benefit of being part of the Greater Lincolnshire 100% business rate retention Pilot.

The Fairer Funding Review of settlement funding for Local Authorities is currently being undertaken and therefore estimates from 2020/21 have been projected on the following assumptions;

- that there will be no RSG,
- Business Rates will revert to the 2013/14 baseline
- NHB will be phased out from 2019/20
- RSDG will continue in some element of any new funding streams



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

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

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

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

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

Indicators of note are:

Strategic Indicators

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

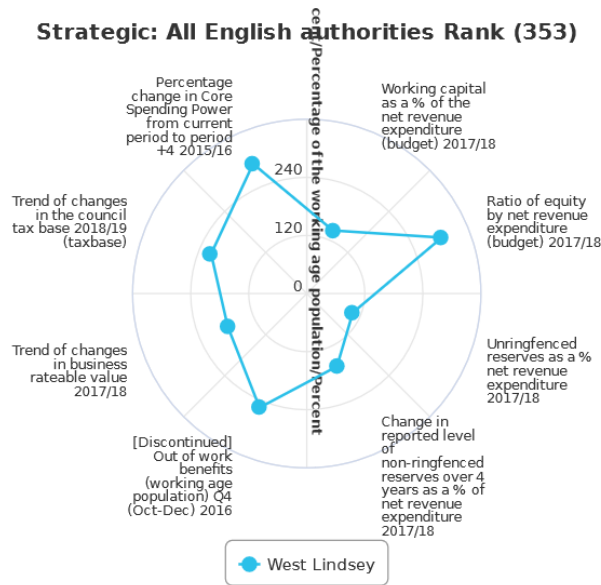
Risk Indicators

- Pension Fund Liability as a % of net revenue expenditure With a ranking of 60 out of 353 we again rank highly compared with other Districts, this, in part, is as a consequence of making additional payments to reduce this liability.

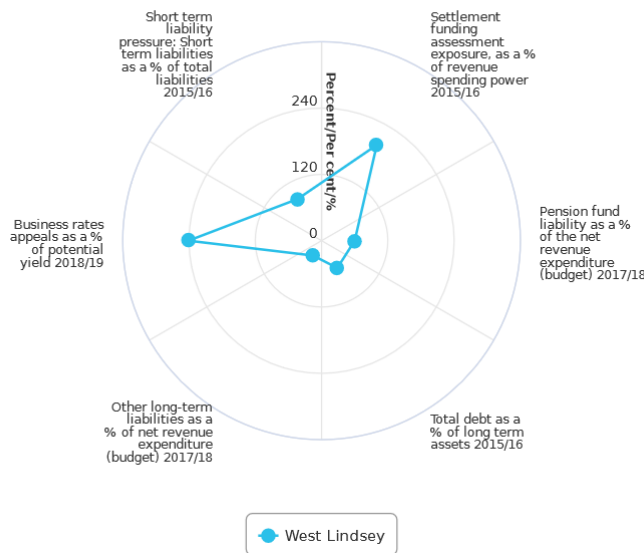
Opportunity Indicators

- Council Tax Collection rates remain some of the highest in the country.
- The opportunity to generate revenue income from Capital Investments is part of our commercial aspirations and will improve for 2018/19 due to the investments made in investment properties.

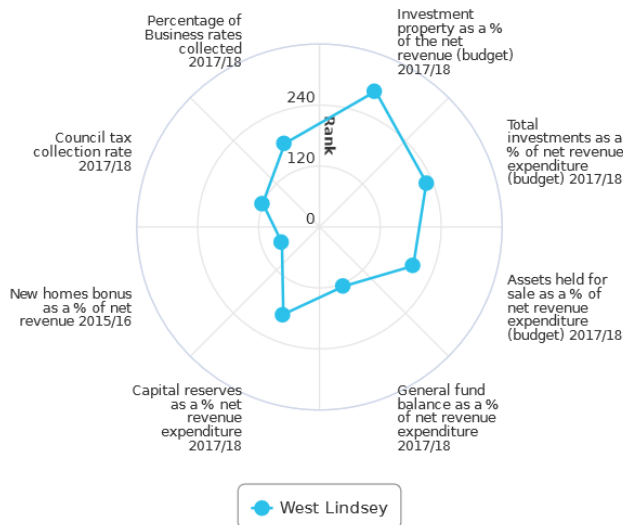
Strategic: All English authorities Rank (353)



Risk: All English authorities Rank (353)



Opportunity: All English authorities Rank (353)



2.6 Value for Money

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

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

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

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

- Investing in communities (to help themselves and others)
- Being a commercial council – to generate additional income and identifying opportunities that contribute and align with meeting resident’s needs.
- Modern, innovative and collaborative – utilising the best technology and commissioning delivery to achieve outcomes.

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

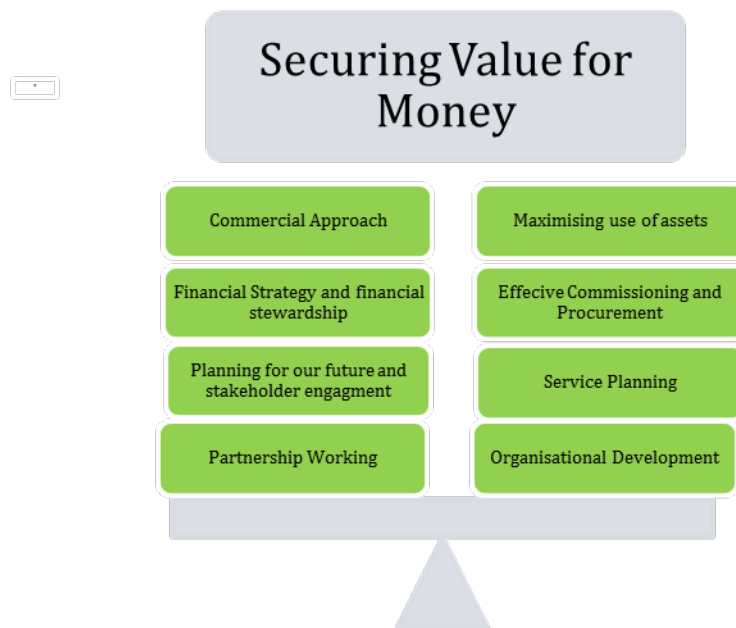
In addition the Council procured CFO Infosights for assistance in benchmarking. It is a tool developed by Grant Thornton in conjunction with CIPFA which uses national data sets such as Budget and Actual Expenditure of all authorities across a standardised service classifications (Revenue Estimates and Revenue Actual Government returns) which are submitted to the MHCLG. West Lindsey have been developing the use of the tool as a means of delivering VFM through a selection of services in the following ways:

- Helping performance improvement and transformation planning
- Locating potential income generating opportunities
- Supporting budgeting and spending decision making
- Provide transparency in relation to scrutiny questions

The diagram below illustrates the framework West Lindsey has in place to ensure the delivery of Value for Money, which is underpinned by a robust approach to decision making;

- To understand the financial returns on investments

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



2.7 Commercial Approach

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

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

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

2.8 Partnership Working

West Lindsey District Council aspires to be a good partner for service delivery and has a successful enabling role in encouraging collective responsibility in our Communities. By working in partnership with other agencies, Councils, Parish

Councils, other public sector organisation, voluntary groups and community groups in addition to the private sector has secured better outcomes in the form of inward investment, pooled resources, cohesion and engagement with residents and built effective relationships.

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

2.9 Capital and Asset Review

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

2.10 Organisational Development

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

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

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

2.11 Planning for our Future and 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.

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

2.12 Commissioning & Procurement

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

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

2.13 Financial Sustainability

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

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

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

The key assumptions are:

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

2.14 Resilience

There has been much publicity around the resilience of Local Government after the S114 noticed issued by Northamptonshire County Council, which highlighted that they were likely to exceed resources available to meet its funding need.

The Chartered Institute of Public Finance and Accountants (CIPFA) has undertaken to prepare a national resilience index. This tool is currently subject to further development, and will be issued later in the year, however early indications from this model suggest that we have an average risk profile in comparative terms.

Our own resilience indicators are provided below;

RESILIENCE INDICATORS	2019/20	2023/24
Useable Reserves as % of Net Revenue Expenditure	119.50%	82.69%
Council Tax as a % of Net Revenue Expenditure	42.86%	52.66%
Business Rates as a % of Net Revenue Expenditure	31.67%	24.81%
Borrowing as a % of Fixed Assets	56.37%	55.16%
Investments as a % of Useable Reserves	54.02%	49.10%

The indicators suggest that we are in a strong position in relation to the ability to manage financial risk and future sustainability.

Our useable reserves exceeds our net revenue expenditure and therefore adequate to fund over a years worth of net expenditure should the need arise.

In addition Risk/Insurance reserves total some £1.69m and our General fund working balance of £2.7m supports our view that we are well placed to deal with any in year financial risks and the balancing of the budget in future years if necessary.

Taxation is likely to be our main funding stream of the future and whilst Council Tax is expected to increase, the impact of the new Business Rates Retention scheme is currently assumed to result in less income from 2020/21. As detailed within the Executive Business Plan there are a number of activities being undertaken which will drive growth in these income streams.

Our projected borrowing level is around half of our asset values, should we consider selling at some point in the future, the costs of borrowing could be met.

Whilst cash investments are likely to diminish as earmarked reserves are utilised for capital investment projects, this will be managed through the Treasury Management function along with the levels of internal borrowing. This will be informed by cashflow need and prevailing/forecast market rates.

The metrics within the indicators above are as reported within the Medium Term Financial Analysis.

METRIC	2019/20	2023/24	% CHANGE
FUNDING TARGET	£0	£439,000	
NET REVENUE EXPENDITURE	£14,782,600	£13,746,100	-7%
COUNCIL TAX REQUIREMENT	£6,304,400	£7,238,100	15%
BUSINESS RATES RETENTION	£4,659,000	£3,410,000	-27%
USEABLE RESERVES	£17,577,617	£11,367,234	-35%

CAPITAL EXPENDITURE	£21,697,118	£1,154,400	-95%
FIXED ASSETS	£60,248,702	£61,391,152	2%
BORROWING - EXTERNAL	£25,376,562	£25,042,122	-1%
BORROWING - INTERNAL	£8,585,983	£8,820,423	3%
INVESTMENTS	£9,495,984	£5,581,292	-41%

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

Where borrowing is to fund a commercial project the return on investment will also be taken into account when drawing down funds.

Any external borrowing will be undertaken to maturity.

2.16 Reserves

The level of the General Fund Working Balance will be set, as a minimum at 10% of Net Operating Expenditure, in addition for the 2019/20 financial year a monetary minimum balance will be applied of £2m (circa 13.6%). 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. In addition such risks may also include changes in Government policy, further funding reductions post 2019/20 and market factors.

The level of general reserves will continue to be closely monitored during the period of this MTFP in the context of protecting the Council from existing and future liabilities. This is extremely important given the announcements by the Government regarding expected further funding reductions. However, reserves will continue to be maintained at a prudent level.

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

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

2.17 Capital Investment Strategy (Appendix D)

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

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

The level of borrowing to fund capital investment is only agreed if the borrowing is affordable and sustainable as our capital decisions can have significant revenue implications. For every £10m of prudential borrowing there are revenue costs approximately £0.25m per annum (over 40 yrs) to effectively repay the debt, in addition to either the cost of interest if actual borrowing is undertaken or loss of investment interest if internal funds are utilised for any period. This is in addition to the ongoing maintenance and running costs associated with the investment.

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

2.18 Working Capital

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

2.19 Community Engagement

The Council hold annual Budget engagement events to get the views of residents, businesses and Parish Councils.

With the challenges the Council faces the Council has a variety of options on how to meet our funding gap, these can include changes to; Fees and Charges, Council Tax charge, commercial initiatives and the way services are delivered i.e. through technology or partnerships. It is therefore essential that our citizens are able to have a voice in the budget process. The full Consultation Report 2018 is available on our website: <https://www.west-lindsey.gov.uk/my-council/have-your-say/consultations/previous-consultation-results/>

2.20 Treasury Management Strategy (Appendix F)

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

The Treasury Management Strategy will ensure that the primary principles governing the Council's investment criteria are the security of its investments and the availability of cash when required (liquidity). The yield or return on the investment is the final

principle for consideration. The Council will ensure it has sufficient liquidity in its investments and that it maintains a policy covering categories of investment types it will invest in, criteria for choosing investment counterparties with adequate security, and monitoring of their security.

The Council invests money in a wide range of financial institutions and the investment interest earned is used to support the budget. The major issue for treasury management over the MTFP will be the significant difference between investment rates and borrowing rates, where the cost of carry of borrowing will exceed investment interest. Therefore cash flow management and monitoring of interest rate forecasts will be a key focus.

Emphasis continues to be placed, in line with the Treasury Management Strategy, on mitigating counterparty risk by giving preference to security and liquidity. This has resulted in greater use of investments with higher security and increased liquidity. The Strategy supports a policy of limiting the need for external borrowing by the utilisation of internal funds.

The Minimum Revenue Provision (MRP) Policy now provides options on what is considered prudent provision for the repayment of debt.

2.21 Risk Considerations (Appendix B)

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

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

2.22 Risk Management

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

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

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

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

In terms of Budget risks these include;

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

3 Medium Term Financial Analysis

The medium term analysis remains difficult to predict beyond 2019/20. This is due to the changes in the Local Government finance system and which includes the move towards 75% business rates retention and the Fairer Funding Review. In addition there remains the uncertainty about the impact of Brexit. These unknown impacts and the level of financial risk contained within the MTFP will require closely monitoring, with at least an annual mid-year update to monitor forecasts as the consequences of these unknowns become clearer.

The Council holds a number of reserves to mitigate these impacts in addition to setting aside a minimum General Fund Working Balance of £2m (13.6%) for 2019/20, which will ensure we are resilient to any impacts in the short term.

The Council has managed the £4m reduction in Revenue Support Grant effectively since 2013/14. For 2019/20 there will be no RSG grant. This has mainly been achieved through commercial and traded income £1.4m, £1m from charges for services, efficiency and cost savings £1.3m and other grant funding, whilst costs have increased annually due to the impact of pay and price increases.

3.1 The Medium Term Financial Analysis below details the current MTFP Funding gap and details the movements from the 2018/19 -2023/24 position, further analysis is detailed at Appendix A;

	2019/20	2020/21	2021/22	2022/23	2023/24
	£'000	£'000	£'000	£'000	£'000
MTFP - FUNDING GAP B/FWD	(134)	351	599	674	674
Total Pressures	762	766	758	768	1,137
Total Savings	(51)	(130)	(150)	(196)	(203)

Total Additional Income	(1,783)	(653)	(732)	(824)	(1,201)
Total Capital Financing Costs	(23)	33	33	33	78
Contribution to Reserves	1,229	0	0	0	0
MTFP - FUNDING GAP	0	367	508	455	485

The movement on the medium term forecasts are detailed below;

- **Pressures** – the costs of new service pressures, mainly related to the increase of an assumed 2% in the national pay award offer and annual increments of pay and includes the increased cost of pension contributions. Pressures on planning fee, car park and property related income reflecting current levels of demand.
- **Savings** – savings on expenditure budgets as a result of the annual base budget review and a review of the grant scheme.
- **Additional Income** – Garden Waste income has been realised beyond prudent expectations. Council Tax is forecast to grow by 0.5% per annum and the charge to increase by 3% per annum.
- **Capital Financing Costs** – The net costs of capital investment which is met from additional income or cost savings through project delivery
- **Contributions to Reserves** –
 - Contribution to the Project Investment Reserve £0.400m to support investment in technology
 - Contribution to Business Rates Volatility Reserve £0.680m
 - £0.148m to be returned to the General Fund Balance in setting a £0 budget.

The Financial Analysis reflects a balanced budget for 2019/20 in accordance with Statutory Requirements.

Over the medium term there remains a £0.485m funding gap which, is expected to be balanced by investment in technology gained from the Customer First Programme, intended to deliver a customer and commercial centric delivery environment, in addition to commercial opportunities through Growth Programme. Plans in these two areas continue to be progressed but are insufficiently advanced to be included at this stage.

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

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

3.2 Longer Term Financial Outlook

The importance of understanding what the likely longer term financial position of the Council might be. The table below provides the significant assumptions on pay

awards and Council Tax increases in addition to the future impacts of current business plans and capital investment projects which are forecast to generate additional returns beyond the 5 year MTFP. This provides an indication that the funding gap would be reducing to £0.294m if all assumptions were realised. Of course this an indication and amounts could vary significantly over time. However we will continue to provide forecasts over the longer term to enable future strategies to be developed.

	2024/25	2025/26	2026/27	2027/28	2028/29
	£'000	£'000	£'000	£'000	£'000
FUNDING GAP B/FWD	485	485	485	485	485
Annual Pay Award @ 2%	183	371	561	756	955
Council Tax @ 3%	(254)	(517)	(789)	(1,071)	(1,363)
NNDR @ 2.5%	(85)	(173)	(262)	(354)	(448)
Pension Deficit Payment	135	284	449	631	832
Crematorium	(48)	(77)	(91)	(112)	(130)
Impact of Cyclical Budgets	34	(11)	12	(1)	9
MTFP - FUNDING GAP	450	362	365	334	340

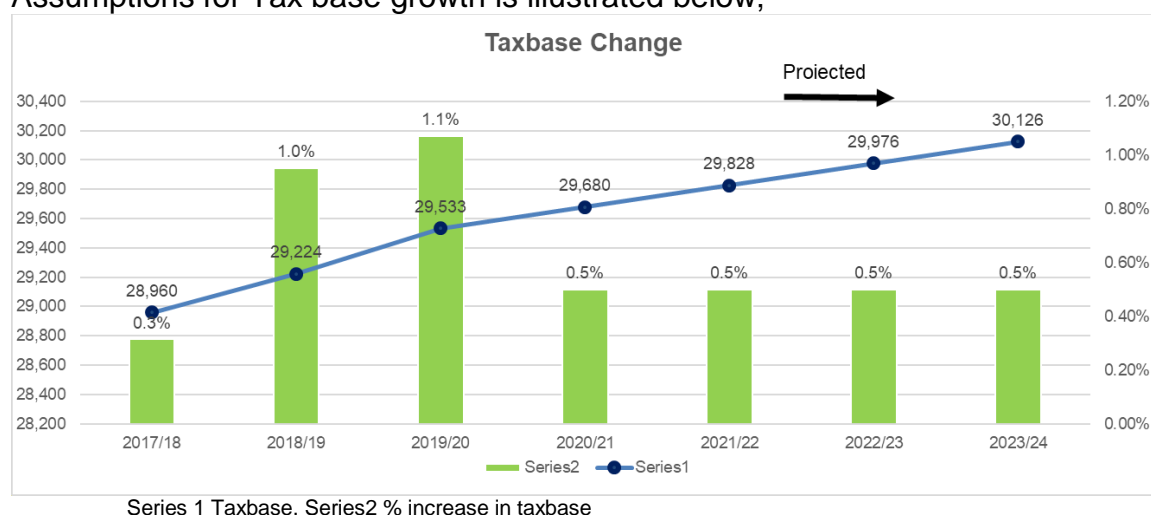
Specific elements of the Medium Term Financial Analysis include;

3.3 Council Tax Setting

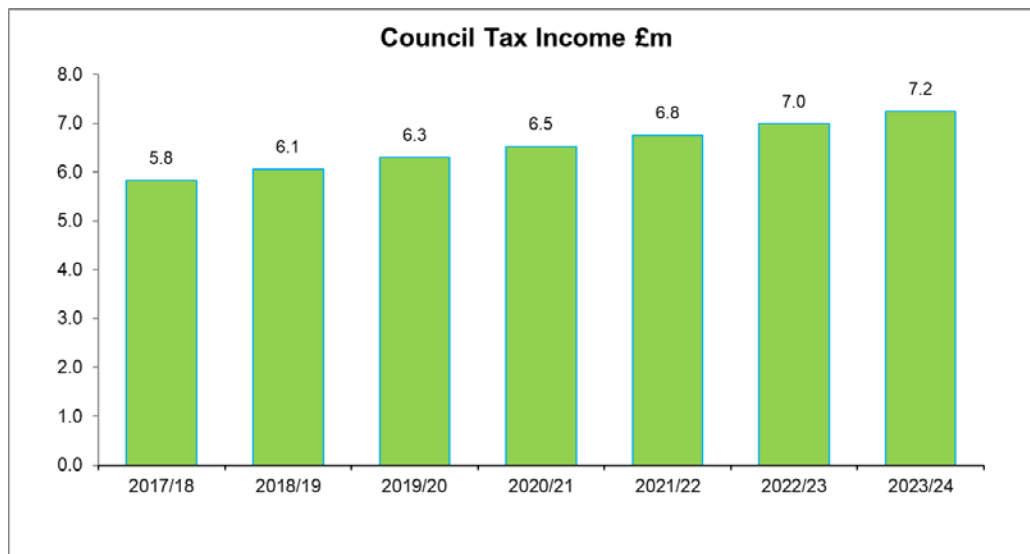
Council Tax projections are based on 2 factors;

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

Assumptions for Tax base growth is illustrated below;



The Financial Strategy aims to raise Council Tax by the maximum amount permitted without the need for a referendum. This limit is currently up to 3% or £5 whichever is the higher. The Medium Term Financial Analysis therefore assumes an annual 3% uplift with Council Tax income projections provided in the graph below;



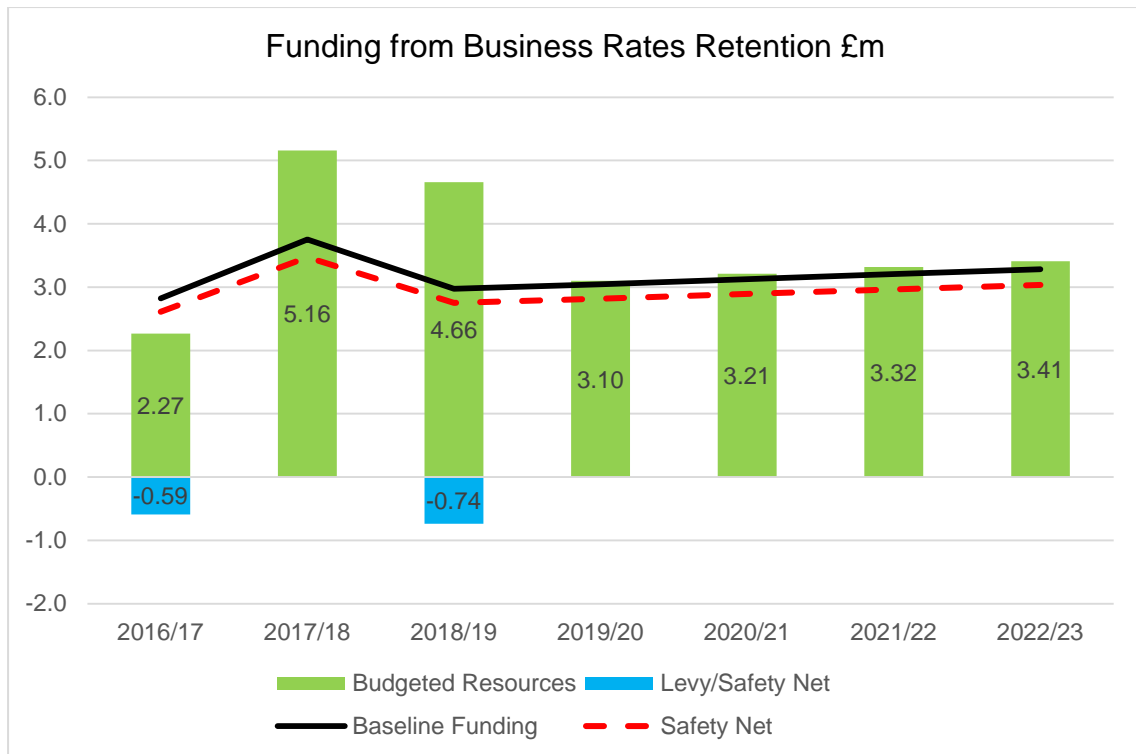
3.4 Business Rates (NNDR)

For 2019/20 Business Rates are based on 50% retention and West Lindsey being part of the Lincolnshire Pool, which brings a benefit of £0.442m (being 60% of the £0.738m levy). The overall income relevant to business rates is a budget of £4.659m.

It is difficult to predict with any accuracy the level of future Business rates beyond 2019/20 due to the current review of the Business Rates Retention Scheme. The government have indicated that this will be a 75% retention with a view to this increasing to 100% in the future once legislation is approved. However, it is expected that the new scheme will remove any growth and since 2013/14 and which will be the baseline funding level for the new scheme. The forecasts provided the best estimates at this time and as can be seen are a significant reduction on current levels.

It should be noted for comparative purposes in 2018/19 West Lindsey was a partner in the successful in a Lincolnshire Bid for 100% Business Rates Retention. This resulted in a significant one off gain in Business Rates Income, which was earmarked for future investment in regeneration and growth.

The objective to grow business rates is embedded throughout the Corporate Plan through regeneration and growth schemes. Any actual growth being a benefit for future estimates. However the reductions in income as a subsequence of settlement of valuation on appeals has been offsetting this benefit. In addition the review of the Business Rates Retention Scheme will mean a reset of the baseline with the 2013/14 level being the current assumption (removing all growth since that period), therefore no growth is assumed within the Medium Term Financial Analysis.



The strategy to mitigate against volatility in the tax base due to appeals and the unknown impacts of any new scheme will be achieved by setting a base budget based on our annual NNDR1 return to Government and setting aside resources achieved from the scheme, to the Business Rates Volatility Earmarked Reserve, for 2019/20 this will be £0.680m and is a consequence of a review of the provision for appeals.

3.5 Fees and Charges (Appendix C)

The fees and charges are set in accordance with the Fees and Charges Policy, the main principles are;

- that charges are in line with cost recovery
- that charges are introduced where no charge is currently being made
- that benchmarking will be undertaken

3.6 Commercial Investments in Property

The Local Authority has approved to invest up to £30m in commercial properties (£16m has been invested to date) to support service delivery by generating a contribution, after the cost of borrowing of £0.758m to overall costs. (The MTFP assumes £22m is expended by the end of March 2019). A Commercial Portfolio Strategy has been approved to establish criteria for investment ensuring a risk based approach to acquisition is undertaken. These capital investments may be outside the District where they are designed to deliver purely financial returns to the Council.

3.7 Service Efficiencies and Pay awards

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

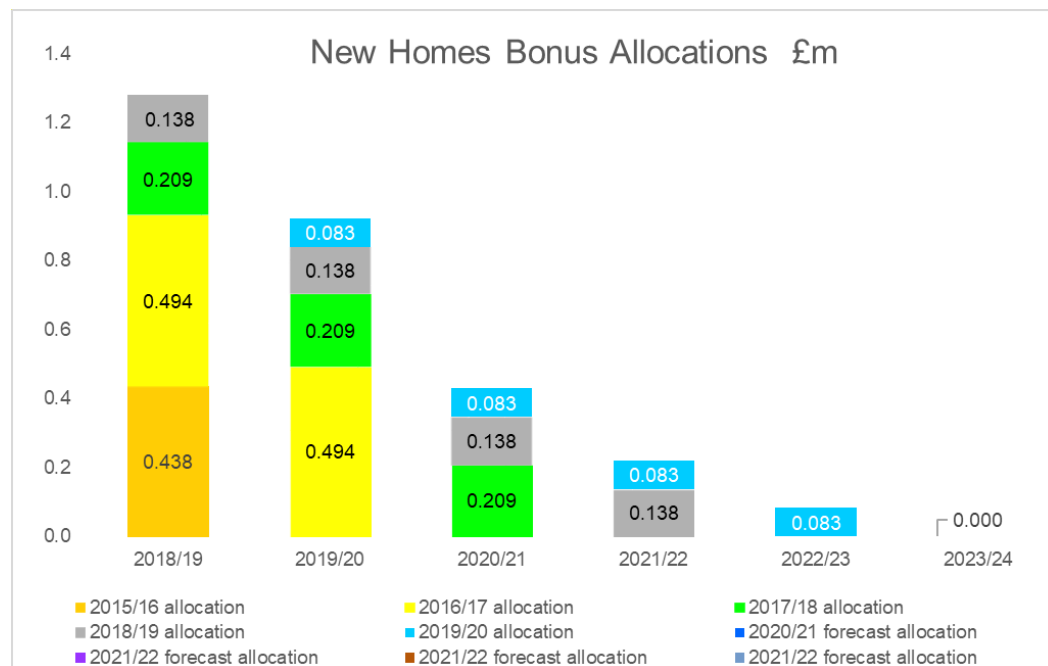
The pay award assumption will be aligned with the Employers recent offer of a 2% pay award. To be prudent 2% has been applied throughout.

3.8 New Homes Bonus

The Council receives New Homes Bonus as a reward for housing growth. The scheme currently provides a grant award for 4 years based on growth data submitted annually in October.

The Council’s current policy is to utilise this funding for the purpose of supporting housing and regeneration and it is therefore set aside in the Investment for Growth Reserve to fund this objective.

The graph below shows how New Homes Bonus has been awarded each year and the overall total funding receivable based on current awards. It is assumed at this stage that this scheme will no longer exist for new grant awards beyond 2019/20 due to the Fairer Funding Review.



3.9 Budget Assumptions

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

- Employees - Pay Award 2% per annum and Pensions based on Actuaries assessment.
- Council Tax increase at 3% and annual tax base growth of 0.5%

- Commercial Property Investment of £22m (from 2017/18-2018/19) to generate £0.758m of ongoing net contribution by 2020/2021
- No growth in NNDR and reversion to Baseline from 2020/21 onwards.
- Contractual inflation applied only to service expenditure budgets
- New Homes Bonus no new allocations from 2020/21 onwards.
- Utilities - Electricity 7%, Gas 6%, Water 4%
- Capital Programme – total investment; total borrowing; use of reserves; balances at end of five years

3.10 Capital Investment Programme and Funding (Appendices E)

In relation to Capital Investment the MTFP assumes that over its lifetime the organisation will deliver a capital programme of £37.347m which will be designed to support the Council's Corporate objectives and Executive Business Plan activity. This will use a mix of self-financing, grant funding and borrowing to finance the programme. It should be noted that the organisation has a high level of earmarked revenues reserves set aside for the purpose of investment and once committed to the capital programme will no longer be available to support revenue expenditure. It is therefore paramount that as we work towards future sustainability, we identify ongoing contributions to earmarked reserves to support future investment needs.

Whilst the overall Capital Investment Programme totals £37.347m ; however, those capital budgets approved to spend i.e. Stage 3 and Business as usual schemes total £20.188m with the remainder being pipeline projects requiring full business cases prior to request for approval. The 4 levels of the Programme are detailed below;

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

Stage	2019/20	2020/21	2021/22	2022/23	2023/24	Total
BAU	1,126,600	780,300	1,207,500	1,544,500	954,500	5,613,400
Pre-Stage 1	4,947,560	1,391,590	0	225,000		6,564,150
Total in Delivery	6,074,160	2,171,890	1,207,500	1,769,500	954,500	12,177,550
Stage 1	493,700	0	0	0		493,700
Stage 2	2,508,600	4,000,000	3,193,784	200,000	200,000	10,102,384
Stage 3	12,620,658	646,245	961,145	346,245	0	14,574,293
Grand Total	21,697,118	6,818,135	5,362,429	2,315,745	1,154,500	37,347,927

The detailed Capital Investment Programme 2019/20 – 2023/24 is attached at Appendix E and includes how the programme will be funded over the MTFP.

The chart below illustrates Capital Investment by Cluster how this expenditure is to be funded;



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

The table below shows the impact of Capital Investment decisions on our need to borrow to fund relation to Prudential Borrowing. It is anticipated that by the end of 2019/20 the authority will have a funded £42.119m of capital investment by borrowing. As part of the Treasury Management function the authority will consider whether to utilise internal funds or seek external borrowing to meet this financing need; this will take into consideration future interest rates and cash balances.

£m	2019/20	2020/21	2021/22	2022/23	2023/24
	Estimate	Estimate	Estimate	Estimate	Estimate
Capital Financing Requirement					
Accounting Adj	1.065	1.065	1.065	1.065	1.065
Finance Leases	0.000	0.000	0.000	0.000	0.000
Prudential Borrowing	42.119	42.117	41.548	40.579	39.815
Total CFR	43.184	43.182	42.613	41.644	40.880
<i>OF which relates to investment properties</i>	<i>22.999</i>	<i>20.509</i>	<i>20.509</i>	<i>20.509</i>	<i>20.509</i>
Movement in CFR	13.672	-0.002	-0.569	-0.969	-0.764
Movement in CFR represented by					
Net financing need for the year (above)	13.696	0.334	0.000	0.000	0.000
Less Unwinding of Capital Expenditure	0.000	0.000	0.000	0.000	0.000
Less MRP/VRP and other financing movements	0.024	0.337	0.569	0.969	0.764
Movement in CFR	13.672	-0.002	-0.569	-0.969	-0.764

3.12 Revenue Implications of Capital Investment

Contained within the Capital Programme Financing (Appendix E) is a forecast that the authority will undertake Prudential borrowing (as detailed in the table above) and the use of reserves to finance the capital programme. In line with the Financial Strategy, the costs associated with borrowing and the loss of interest from the use of reserves, must be met by the returns generated from the investments in accordance with the Capital Investment Strategy.

The total borrowing required over the MTFP is £14.030m; this borrowing will cost the General Fund £1.083m per annum and the authority will lose investment interest of £0.102m, from the use of reserves, by 2023/24.

From the budget perspective, when taking into account borrowing already undertaken and the additional borrowing expected from the MTFP the cost of borrowing is £1.838m, funded from schemes as detailed below;

Detail	2019/20	2020/21	2021/22	2022/23	2023/24
	£	£	£	£	£
Cost of Borrowing:					
Minimum Revenue Provision	10,000	325,200	552,300	552,300	552,300
Interest Payable	773,900	1,184,300	1,184,300	1,184,300	1,184,300
Investment interest	16,798	50,667	78,281	92,249	101,742
Total Cost of Borrowing	800,698	1,560,167	1,814,881	1,828,849	1,838,342
Funded from:					
<i>Commercial investment properties</i>	(503,700)	(631,300)	(631,300)	(631,300)	(631,300)
<i>Crematorium Income</i>	(38,100)	(158,900)	(186,800)	(226,800)	(271,700)
<i>Leisure Centre Contract</i>	(162,159)	(290,919)	(293,734)	(296,606)	(296,606)
<i>Other Schemes (Pre Stage 1 - Stage 2)</i>	(13,105)	(327,186)	(573,085)	(584,182)	(593,675)
Total Funding from Schemes	(717,064)	(1,408,305)	(1,684,919)	(1,738,888)	(1,793,281)
Use of in year New Homes Bonus	(83,634)	(151,862)	(129,962)	(89,962)	(45,062)
TOTAL REVENUE IMPACT	0	0	0	0	0

Note: The use of in year New Homes Bonus to support regeneration 2 specific regeneration schemes whereby income levels are expected to meet these costs in future years prior to business growth (Crematorium and Leisure facility).

However, whilst the cost of external borrowing is included within all business cases and budgeted for accordingly. External borrowing will only be undertaken when considered appropriate for Treasury Management purposes. This approach ensures that there is a reflection of sustainability within financial planning, albeit savings against this budget will be achieved where internal borrowing is undertaken through the use of our cash balances.

3.13 Impact on Reserves

The level of the General Fund Balance will be set, as a minimum at 10% with a monetary minimum of £2m for 2019/20 being considered an appropriate level in view of the uncertainties of future level of funding (£1.4m for 2018/19)

This minimum balance will represent funds available to mitigate risks the Council is facing in any one year and which will depend upon the robustness of the estimates within the budgets, the adequacy of budgetary control and external factors such as inflation and interest rates. Such risks may also include changes in Government policy, further funding reductions and market factors.

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

RESERVE	YEAR END	MTFP				
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
General Fund Working Balance	2,917,001	2,788,301	2,781,301	2,774,301	2,767,301	2,767,301
Earmarked Reserves	13,135,222	11,638,017	8,240,822	7,097,822	6,306,622	6,243,022
Capital Receipts	3,312,987	3,151,299	2,791,811	2,236,911	2,296,911	2,356,911
TOTAL	19,365,210	17,577,617	13,813,934	12,109,034	11,370,834	11,367,234

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

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

EARMARKED RESERVES	YEAR END	MTFP				
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Budget Smoothing	1,239,623	2,163,823	2,220,223	2,383,623	2,462,023	2,469,423
Capital Funding Total	501,115	404,915	743,715	623,515	126,315	288,115
Risk/Insurance Reserves	1,269,123	1,263,123	1,257,123	1,251,123	1,245,123	1,241,723
Economic Regeneration	7,803,796	6,280,291	2,581,196	1,481,196	1,381,196	1,381,196
Invest to Save	1,459,949	843,849	759,749	657,949	369,949	118,949
Service Investment Total	861,616	682,016	678,816	700,416	722,016	743,616
Grand Total	13,135,222	11,638,017	8,240,822	7,097,822	6,306,622	6,243,022

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

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

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

Budget changes have been built on 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 2019.

Budget monitoring will be presented to management on a monthly basis and to Corporate Policy and Resources Committee quarterly throughout the financial year (or by exception).

The balance of General Reserves are considered to be adequate to cover risks, peaks and troughs and the investments proposed. A minimum General Fund Balance has been set at £2m of Net Operating Expenditure and is forecast to exceed this target over the MTFP.

This represents;

- 100% of MTFP total 5 year deficit (£1.642m)
- 100% 2 year MTFP risk profile (£1.731m)
- 25% of MTFP total risks (£7.951m)
- 13.2% (10% 2018/19) of budget requirement
- 10 days of average gross expenditure cover (£1.9m per day)

The earmarked reserves as set aside by the Council at the year-end 2018/19 have been independently verified by the external auditor.

A review of reserves was undertaken and approved by the Corporate Policy and Resources Committee at its January meeting.

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

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

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

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

5. Current Financial Position 2018/19

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

An audit of the budget monitoring (2018) has resulted in High Assurance being given to the process.

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

Initial indications at Quarter 3 are that the Council is forecast to outturn a surplus in the region of £0.380m.

The actual surplus at the year-end will be transferred to General Fund Balances or may be Earmarked for future investment projects, subject to approval.

The capital forecast out-turn position for 2018/19 is £29.967m against an approved budget of £30.108m.

6. Revenue Budget 2019/20

The Council presents a balanced budget for 2019/20 for approval, with the amount to be met from Government Grant or Council Tax being £14.783m

Service Clusters	Proposed Budget 2019/20 £
Our People	4,576,600
Our Place	(278,400)
Our Council	5,477,900
Grand Total	9,776,100
Drainage Board Levies	360,200
Parish Precepts	2,019,000
Interest and Investment Income	(242,100)
Interest Payable	773,900
Statutory repayment of borrowing (MRP)	10,000
Capital Expenditure funded from revenue resources	3,463,800
Net Operating Expenditure	16,160,900
Transfer to / (from) General Fund	118,900
Transfer to / (from) Earmarked Reserves	1,966,600
Use of Reserves for Capital Investment	(3,463,800)
Amount to be met from Government Grant or Council Tax	14,782,600
Funding	
Revenue Support Grant	0
Business Rate Retention Scheme	4,659,000
Collection Fund Surplus - Council Tax	220,000
Parish Councils Tax Requirement	2,019,000
New Homes Bonus	923,800
Other Government Grants	656,400
Council Tax Requirement	6,304,400
TOTAL FUNDING	14,782,600
Balanced Budget/Cumulative Savings Target	0

6.1 Service Budgets (Clusters)

The MTFP 2018/19 projected a funding surplus of £0.134m for the 2019/20 financial year.

During the year a number of initiatives, projects and reviews were undertaken with the aim of achieving meeting the longer term funding gap.

The significant budget movements are detailed below;

Additional/increased income and reduction in costs is forecast from;

- The Green Waste Service – take up above forecast - £205k
- Business Rates – Surplus share £0.344m
- Council Tax – Surplus £0.170m and growth £0.035m
- Business Plan Initiatives - £0.033m
- Grant Funding review - £0.017m
- New Contract to support external organisation £0.015m
- Government Grants £0.127m

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

- Employee cost £0.113m
- Reduction in Planning Fees due to forecast level of demand £0.185m
- Car Park income pressures - £0.079m
- ICT and shared service contract - £.047m
- Transport – Fuel Price increases - £0.039
- Property Assets – Capital Scheme with returns not progressing - £0.157m
- Approvals 2018/19 0 £0.040m

6.2 Funding

The overall amount to be funded from Government Grant or Taxation is £14.709m as detailed below;

Funding	Proposed Budget 2019/20 £
Revenue Support Grant	0
Business Rate Retention Scheme	4,659,000
Collection Fund Surplus - Council Tax	220,000

Parish Councils Tax Requirement	2,019,000
New Homes Bonus	923,800
Other Government Grants	656,400
Council Tax Requirement	6,304,400
TOTAL FUNDING	14,782,600

The Business Rates Retention Scheme was introduced in April 2013, calculation models have been developed to more accurately monitor and estimate any impacts of changes to grant funding from a number of local variables. It is expected that £4.659m will be generated from the scheme included rates retained, mandatory relief grant funding, WLDC share of 2018/19 surplus and the benefit levy gain of being in a pool.

It is considered prudent to assume no growth for 2019/20 as the impact of outstanding appeals against the 2010 list will offset any growth income.

The Government are currently consulting on the new Business Rates Retention Scheme 2020/21 and it is likely that any growth since 2013/14 will be discounted.

2019/20 budget gains of £0.680 will be transferred to the Business Rates Volatility Reserve; this will provide some mitigation for any negative impacts in the new scheme.

In addition to the above the continued focus on maximising New Homes Bonus through capital investment and identification and intervention measures relating to empty homes has resulted in a further £0.083m per annum, of additional grant having been generated. It is expected that this will be received for a period of 4 years. The total allocation for 2019/20 is £0.924m (2018/19 £1.278m).

The proposed 2019/20 budget has been balanced with no requirement for a contribution from General Fund reserves and an actual contribution to the reserve of £0.149m has been possible.

6.3 Council Tax 2019/20 (Appendix G-K)

The level of Council Tax is considered in line with the impact on council tax payers, economic instability, settlement figures, potential capping, the impact on the Council's balances and the wish to invest in priorities.

In setting the Council Tax the Council has been mindful of the factors highlighted above; considering the financial pressures faced moving forward Council will need to be increasingly mindful of the financial implications of its Council Tax decisions.

The Secretary of State has powers to impose limits on the rate of Council tax increases imposed by Local Authorities, for 2019/20 this limit is set at up to 3% or £5 whichever is the greater. If the Council wished to increase

Council Tax above this level there would be a requirement to hold a referendum. The cost of such a referendum would be broadly equivalent to a 3.5% increase in Council Tax. At this time it would be advised that any increase be below the level at which a referendum would be triggered.

The proposal for 2019/20 is therefore to increase Council Tax by 2.99% to £213.47 reflecting an increase of £6.20 (12p per week) raising £6.304m.

The composition of the proposed Council Tax charge by property valuation band, with Band D being the comparator, is set out in the table below for information (excluding Parish Precepts)

Table 4 Council Tax Charges by Band 2019/20 (excludes parish precepts)

Band	West Lindsey DC	Lincolnshire CC	Police & Crime Commissioner Lincolnshire	Aggregate Council Tax
A	142.31	861.60	160.92	1,164.83
B	166.03	1,005.20	187.74	1,358.97
C	189.75	1,148.80	214.56	1,553.11
D	213.47	1,292.40	241.38	1,747.25
E	260.91	1,579.60	295.02	2,135.53
F	308.35	1,866.80	348.66	2,523.81
G	355.78	2,154.00	402.30	2,912.08
H	426.94	2,584.80	482.76	3,495.50

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

Parish Precepts are in addition to the amounts reflected above, the average Parish Precept is £68.37 (£65.33 2018/19) reflecting an increase of 4.65% increase.

6.4 Business Rates (NNDR)

For 2019/20 West Lindsey District Council is expecting £4.589m from all elements of Business Rates. The authority will revert to being a partner in the Lincolnshire Business Rates Pool after having benefitted from being a 100% retention pilot for 2018/19.

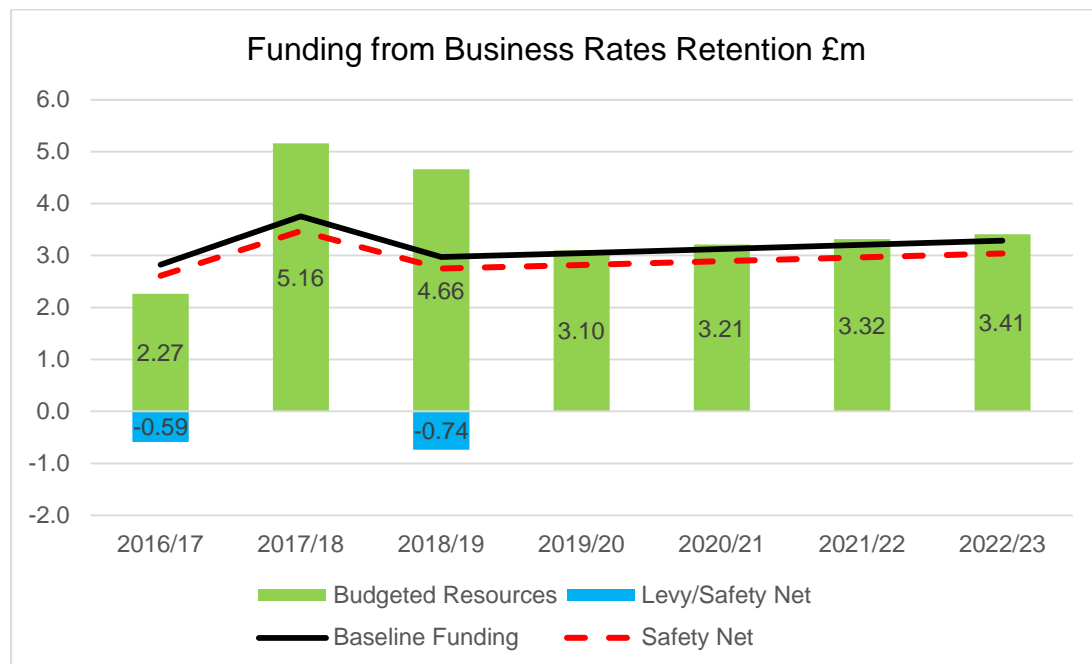
The benefit of being in the County Pool will result in a 50% reduction in the amount of levy payable (levy charged on growth above 7.5%) estimated to be worth £0.443m.

This means that the Council is the billing authority for NNDR and will collect 50% for the Government, 40% for West Lindsey purposes and 10% for Lincolnshire County Council.

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

The Council is required to submit an estimate for the year to Government, this return is called the NNDR1. At the year-end a NNDR3 is then submitted to confirm the actual resources received from the scheme. Any variance between these two amounts results in a surplus or deficit on the Collection Fund, to which the authority will have a 40% share.

The table below shows the authority's Funding from Business Rates Retention (excluding the Pooling gains)



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

The Budget therefore is made up of the following elements:

	50% Pool	100% Pilot	50% Pool
Budgeted Resources	2017/18	2018/19	2019/20

	£m	£m	£m
NDR income from collection fund	(6.042)	(10.431)	(6.966)
Tariff (adj for RSG/RSDG)	3.389	6.521	3.525
Distribution of Surplus	0.000	0.000	(0.344)
S31 grants	(0.683)	(1.301)	(1.120)
Levy safety net payments	(0.394)	1.241	0.738
Renewable Energy	(0.024)	(0.052)	(0.049)
Pooling gains / losses	0.246	0.000	(0.443)
Pilot Gains	0.000	(1.241)	0.000
Total Business Rates Related	(3.508)	(5.263)	(4.659)

The Distribution of Surplus is based on the forecast of the 2018/19 year end position. This surplus recognises the impact of a review of the level of the provision for appeals, resulting in £0.680m gain which will be transferred to the NNDR Volatility Reserve to support any future detrimental impact of the new retention scheme 2020/21.

The remaining MTFP provides resources budget of circa £3.1m which assumes that under the new Business Rates Retention Scheme the authority will revert to its 2013/14 Baseline position (+inflation). There is currently a consultation on the proposals relating to the new scheme for 2020/21 and as such has yet to be determined.

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

Under section 40 of the Localism Act, Council must approve and publish a Pay Policy Statement for each financial year. Pay policies can be amended during the financial year and full Council or a meeting of Members must be offered the opportunity to vote before large (£100k or above) salary packages are offered. Following the Hutton Review of Fair Pay in Local Authorities on Data Transparency, authorities are now disclosing their pay multiple i.e. the ratio between the highest paid employee and the median earnings level with the organisation. This data will inform the annual review of the Pay Policy Statement in future years.

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

From April 2019 all workers aged over 25 are legally entitled to a living wage of £8.21 per hour. This amount is below our current lowest level of pay, however the impacts will be reviewed annually.

The Pay Policy Statement for 2019/20 and is set out at Appendix L for approval. The level of Council Tax is considered in line with the impact on council tax payers, economic instability, settlement figures, potential capping, the impact on the Council's balances and the wish to invest in priorities.

The Human Resources Statement details the budgeted full time equivalents for 2019/20 of 282.14. (Appendix L)

Revenue Budget Summary 2019/20 - 2023/24

Cluster	Proposed Budget 2019/20 £	Forecast Budget 2020/21 £	Forecast Budget 2021/22 £	Forecast Budget 2022/23 £	Forecast Budget 2023/24 £
People	5,290,700	4,891,500	4,921,100	4,998,300	5,041,100
Places	48,000	(252,400)	(258,500)	(248,300)	(237,700)
Policy and Resources	5,575,100	5,661,200	5,728,600	5,864,100	6,167,000
Grand Total	10,913,800	10,300,300	10,391,200	10,614,100	10,970,400
Capital Accounting Adjustment	(1,137,700)	(1,286,400)	(1,261,100)	(1,273,700)	(1,273,700)
Committee Totals	9,776,100	9,013,900	9,130,100	9,340,400	9,696,700
Drainage Board Levies	360,200	369,200	380,900	395,100	407,900
Parish Precepts	2,019,000	2,025,100	2,025,100	2,025,100	2,025,100
Draft Capital Implications	0	(21,500)	(29,800)	(29,800)	(29,800)
Interest and Investment Income	(242,100)	(241,800)	(263,700)	(267,000)	(277,300)
Interest Payable	773,900	1,184,300	1,184,300	1,184,300	1,184,300
Statutory MRP	10,000	325,200	552,300	552,300	552,300
Capital Expenditure Charged Against General Fund	3,463,800	3,891,900	1,559,000	1,121,000	306,000
Net Operating Expenditure	16,160,900	16,546,300	14,538,200	14,321,400	13,865,200
Transfer to / (from) General Fund	118,900	(7,000)	(7,000)	(7,000)	0
Transfer to / (from) Earmarked Reserves	1,966,600	494,700	416,000	329,800	242,400
Use of Reserves for Capital Investment	(3,463,800)	(3,891,900)	(1,559,000)	(1,121,000)	(306,000)
Amount to be met from Government Grant or Council Tax	14,782,600	13,142,100	13,388,200	13,523,200	13,801,600
Funding Income					
Revenue Support Grant	0	(65,000)	(65,000)	(65,000)	(65,000)
Business Rate Retention Scheme	4,659,000	3,100,000	3,210,000	3,320,000	3,410,000
Collection Fund Surplus - Council Tax	220,000	100,000	100,000	100,000	100,000
Parish Councils Tax Requirement	2,019,000	2,025,100	2,025,100	2,025,100	2,025,100
New Homes Bonus	923,800	449,700	234,200	83,000	0
Other Government Grants	656,400	639,000	621,000	612,400	608,400
Council Tax Requirement	6,304,400	6,525,800	6,755,100	6,992,400	7,238,100
TOTAL FUNDING	14,782,600	12,774,600	12,880,400	13,067,900	13,316,600
Balanced Budget/Funding Target	0	367,500	507,800	455,300	485,000

Summary of WLDC Medium Term Financial Plan 2019/20 - 2023/24

Net Revenue Operating Expenditure

	Proposed Budget 2019/20 £	Forecast Budget 2020/21 £	Forecast Budget 2021/22 £	Forecast Budget 2022/23 £	Forecast Budget 2023/24 £
Expenditure	43,472,100	44,187,900	41,891,900	41,717,100	40,907,200
Capital Expenditure	3,463,800	3,870,400	1,529,200	1,091,200	276,200
Employees	11,272,300	11,339,800	11,466,400	11,695,600	11,646,800
Interest Payable	773,900	1,184,300	1,184,300	1,184,300	1,184,300
Other Operating Expenditure-Parish Precepts	2,019,000	2,025,100	2,025,100	2,025,100	2,025,100
Other Operating Expenditure-Drainage Board Levies	360,200	369,200	380,900	395,100	407,900
Premises	847,700	912,900	915,100	909,300	946,200
Supplies and Services	2,399,300	2,238,300	2,143,300	2,161,100	2,175,800
Third Party Payments	1,526,100	1,466,300	1,464,200	1,470,300	1,470,000
Transfer Payments	19,928,200	19,901,200	19,901,200	19,901,200	19,901,200
Transport	881,600	880,400	882,200	883,900	873,700
Income	(27,912,800)	(28,557,100)	(28,554,500)	(28,596,500)	(28,242,800)
Customer and Client Receipts	(6,058,600)	(6,617,600)	(6,648,400)	(6,701,800)	(6,320,900)
Government Grants	(20,795,700)	(20,769,400)	(20,716,000)	(20,700,500)	(20,691,200)
Interest Receivable	(242,100)	(241,800)	(263,700)	(267,000)	(277,300)
Other Grants and Contributions	(816,400)	(928,300)	(926,400)	(927,200)	(953,400)
Transfers To / (From) Reserves	(776,700)	(2,488,700)	50,800	402,600	1,137,200
Transfers To / (From) Reserves	(776,700)	(2,488,700)	50,800	402,600	1,137,200
Grand Total	14,782,600	13,142,100	13,388,200	13,523,200	13,801,600
FUNDED BY:					
Revenue Support Grant	0	(65,000)	(65,000)	(65,000)	(65,000)
Business Rate Retention Scheme	4,659,000	3,100,000	3,210,000	3,320,000	3,410,000
Collection Fund Surplus - Council Tax	220,000	100,000	100,000	100,000	100,000
Parish Council Tax Requirement	2,019,000	2,025,100	2,025,100	2,025,100	2,025,100
New Homes Bonus	923,800	449,700	234,200	83,000	0
Other Government Grants	656,400	639,000	621,000	612,400	608,400
Council Tax Requirement	6,304,400	6,525,800	6,755,100	6,992,400	7,238,100
Grand Total	14,782,600	12,774,600	12,880,400	13,067,900	13,316,600

Forecast Budget Cluster Analysis

Cluster and Business Unit	Proposed Budget 2019/20 £	Forecast Budget 2020/21 £	Forecast Budget 2021/22 £	Forecast Budget 2022/23 £	Forecast Budget 2023/24 £
Our People	5,290,700	4,891,500	4,921,100	4,998,300	5,041,100
Building Control	56,600	49,400	59,700	65,900	71,200
Cemeteries and Churchyards	76,100	62,100	52,000	52,000	52,000
Community Action & Community Safety	312,100	289,800	286,000	280,100	285,000
Crematorium	179,200	60,500	34,900	(2,600)	(44,800)
Customer Services	641,700	671,600	628,500	645,700	636,400
Development Management	85,100	86,700	88,400	90,200	91,800
Emergency Planning	16,000	16,300	16,600	16,900	17,200
Environmental Initiatives	60,600	60,600	60,600	60,600	60,600
Food Safety	148,200	152,200	156,100	160,300	163,400
General Grants etc.	501,400	297,700	298,700	298,700	198,700
Homelessness/ Housing Advice	339,200	324,800	318,800	326,200	331,900
Housing Benefits Admin	340,900	297,800	308,600	330,100	349,700
Housing Benefits Payments	(198,700)	(198,700)	(198,700)	(198,700)	(198,700)
Housing Strategy	133,500	116,200	127,000	129,700	132,500
Land Charges	36,400	37,300	38,200	38,900	38,700
Licences - Community	9,100	17,500	6,900	7,600	8,400
Local Tax Collection	266,700	276,800	289,900	300,900	309,000
Parish Lighting	55,700	51,800	54,000	56,400	58,900
Pest and Dog Control	24,300	24,400	24,400	24,400	24,400
Pollution Control	170,900	173,500	176,200	178,800	181,600
Private Sector Housing Renewal	63,800	75,300	105,300	107,000	106,000
Street Cleansing	531,400	541,100	550,100	558,000	566,700
Town Centre Markets	34,400	35,600	36,600	36,700	37,900
Trade Waste	(174,300)	(230,100)	(220,800)	(219,500)	(214,300)
Waste Management	1,668,500	1,690,500	1,704,500	1,745,700	1,776,900
Wellbeing	(88,100)	(89,200)	(81,400)	(91,700)	0
Our Place	48,000	(252,400)	(258,500)	(248,300)	(237,700)
Admin Buildings	399,100	405,700	413,200	395,400	402,900
Business Improvement & Commercial Development	70,400	55,100	56,300	57,500	58,500
Car Parks	(136,600)	(152,900)	(170,200)	(168,800)	(167,100)
Commercial Properties	(434,500)	(371,900)	(379,100)	(386,900)	(395,600)
Culture, Heritage & Leisure	260,500	230,700	234,400	238,100	217,000
Development Management	22,100	11,100	26,300	43,200	58,000
Economic Development	346,400	333,700	310,300	316,400	322,500
Neighbourhood Planning & Local Plans	62,300	64,100	51,300	47,800	48,800
Other Council Properties	(5,900)	(5,800)	(5,700)	(5,700)	(5,700)
Parks & Open Spaces	49,900	49,900	49,900	49,900	49,900
Planning Policy - Forward Planning	64,500	66,900	68,100	69,500	70,800
Property Services	(768,000)	(1,058,000)	(1,023,300)	(1,016,000)	(1,010,300)
Public Conveniences	59,400	60,000	60,600	61,200	61,800
Strategic Manager-Services	25,800	34,600	35,300	36,000	36,700
Visitor Economy	32,600	24,400	14,100	14,100	14,100
Our Council	5,575,100	5,661,200	5,728,600	5,864,100	6,167,000
Business Improvement & Commercial Development	341,600	302,400	297,300	302,900	308,500
Chief Operating Officer	130,100	130,100	130,100	130,100	130,100
Commercial Director	126,700	126,700	126,700	126,700	126,700
Communications	146,300	150,300	153,700	156,800	159,900
Corporate Management - Apprentices	122,800	125,200	127,600	130,100	136,800
Corporate Management - Finance	1,461,300	1,615,500	1,727,100	1,842,400	1,968,200
Corporate Systems	69,500	118,600	42,200	42,200	42,200
Debtors	33,300	34,700	36,200	36,800	37,400
Democratic Representation	639,700	642,700	648,600	659,300	677,200
Director of Resources	129,000	129,000	129,000	129,000	129,000
Elections	99,000	0	0	0	112,000
Financial Services	725,400	747,100	758,900	734,300	742,800
Fraud	8,500	8,500	8,500	8,500	8,500
Health and Safety	65,900	67,200	68,400	69,600	70,800
Human Resources	276,800	280,100	283,500	286,900	290,400
ICT Services	378,100	372,200	377,500	380,700	383,800
Legal Services	(18,000)	(18,000)	(18,000)	(18,000)	(18,000)
Precepts	8,000	8,000	8,000	8,000	8,000
Register of Electors	149,700	151,300	153,000	154,800	156,600
Support Services - Admin	0	0	0	0	0
Support Services - Corporate	167,900	173,400	178,000	182,200	185,900
Systems Development	513,500	496,200	492,300	500,800	510,200
Grand Total	10,913,800	10,300,300	10,391,200	10,614,100	10,970,400



**Fees, Charges and Concessions
Policy Framework**

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1.0 Purpose of Fees, Charges and Concessions

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

2. Core principles

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

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

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

2.3 Generating income

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

2.4 Managing demand for services

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

2.5 Council's Reputation

- 2.5.1 The third principle to be applied is that the reputation of the Council must not be damaged by the use of fees, charges and concessions, and that where possible these should be used to enhance the Council's reputation. Fees, charges and concessions can have a significant impact on the Council's reputation. When considering new or existing fees, charges or concessions Service Managers must ensure that appropriate consultation and communication has been carried out with service users and other relevant stakeholders.

3. Delivering objectives

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

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

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

3.2 Delivering corporate priorities

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

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

4. Pricing strategy.

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

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

4.3 Full cost recovery

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

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

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

4.4 Different levels of charges

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

4.4.2 Standard charge

- 4.4.2.1 The price for a service, based on:

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

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

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

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

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

4.4.3 Commercial charge

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

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

4.4.4 Concessions

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

- Financial hardship
- Age (below 18)
- Students

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

Financial hardship:

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

Age (below 18):

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

4.4.4.3 Services to which concessions apply:

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

4.4.5 Promotional and Premium Charges

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

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

4.4.6 Discounts

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

Current discounted services are:

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

4.5 Compliance

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

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

4.6 Consistency

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

5.0 Procedures

5.1 Frequency of review of fees and charges

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

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

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

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

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

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

5.2 Identifying new opportunities for fees and charges

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

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

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

5.3 Budgeting and price setting

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

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

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

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

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

5.3.5 Services may be subsidised for a number of reasons:

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

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

5.4 Financial management and monitoring of income

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

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

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

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

5.5 Gathering market intelligence

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

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

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

Note: VAT rates	
S	Standard Rate 20%
Z	Zero rated 0%
OS	Outside Scope
X	Exempt

Policy and Resources Committee		Central & Democratic Services							
Statutory fees are set by section 110 of the Representation of the People Regulations 2001.		2018/19		Proposed Increase/decrease		2019/20	VAT Amount	2019/20 Charge Inc. VAT	VAT Rate
		£	%	£	£	£	£	£	
Electoral Services (Statutory):									
Sales of Electoral Registers/ Postal Vote Return report following Election		£10.00			£10.00	£0.00	£10.00		OS
- Per thousand names or part		£2.00			£2.00	£0.00	£2.00		OS
Sales of full or edited (Open) Register/ Notice of alteration/ Supply of Overseas Register		£10.00			£10.00	£0.00	£10.00		OS
- Per thousand names or part		£5.00			£5.00	£0.00	£5.00		OS
Supply of Computer Data: Electoral Registers/ Postal Vote Return report following Election		£20.00			£20.00	£0.00	£20.00		OS
- Per thousand names of part		£1.00			£1.00	£0.00	£1.00		OS
Supply of Computer Data: Full or edited (Open) Register/ Notice of alteration/ Supply of Overseas Register		£20.00			£20.00	£0.00	£20.00		OS
- Per thousand names of part		£1.50			£1.50	£0.00	£1.50		OS
Inspection of Return of Declaration of Election Expenses		£1.50			£1.50	£0.00	£1.50		OS
Copy of a Return of Declaration of Election Expenses - Per side		£0.20			£0.20	£0.00	£0.20		OS

Policy and Resources Committee		Central & Democratic Services							
		2018/19		Proposed Increase/decrease		2019/20	VAT Amount	2019/20 Charge Inc. VAT	VAT Rate
		£	%	£	£	£	£	£	
Property Name Changes:									
Naming or renaming of a registered property		£68.00	3.4%	£2.00	£70.00	£0.00	£70.00		OS

Policy and Resources Committee		Revenue Services							
		2018/19		Proposed Increase/decrease		2019/20	VAT Amount	2019/20 Charge Inc. VAT	VAT Rate
		£	%	£	£	£	£	£	
Revenues *									
Court costs added to Council Tax accounts.		£70.00			£70.00	£0.00	£70.00		OS
Court costs added to NNDR accounts.		£82.50			£82.50	£0.00	£82.50		OS
* Charges agreed with Magistrates									

2018/19	Proposed Increase/decrease		2019/20	VAT Amount	2019/20 Charge Inc. VAT	VAT Rate
	£	%				

Car Parks								
Gainsborough not including Roseway								
	0-1 hours	£0.00		£0.00	£0.00	£0.00	S	
	1-2 hours	£0.92		£0.92	£0.18	£1.10	S	
	2-3 hours	£1.33		£1.33	£0.27	£1.60	S	
	3-4 hours	£1.67		£1.67	£0.33	£2.00	S	
	4-6 hours	£2.75		£2.75	£0.55	£3.30	S	
	6+ hours	£3.25		£3.25	£0.65	£3.90	S	
Roseway only								
	0-1 hours	£0.00		£0.00	£0.00	£0.00	S	
	1-2 hours	£1.15		£1.15	£0.23	£1.40	S	
	2-3 hours	£1.66		£1.66	£0.33	£2.00	S	
	3-4 hours	£2.09		£2.09	£0.42	£2.50	S	
Market Rasen								
	0-1 hours	£0.00		£0.00	£0.00	£0.00	S	
	1-2 hours	£0.00		£0.00	£0.00	£0.00	S	
	2-3 hours	£0.67		£0.67	£0.13	£0.80	S	
	3-4 hours	£0.83		£0.83	£0.17	£1.00	S	
	4-6 hours	£1.42		£1.42	£0.28	£1.70	S	
	6+ hours	£1.67		£1.67	£0.33	£2.00	S	
Annual Season Tickets								
Gainsborough only								
	Mon-Sat	£360.00	41.7%	£150.00	£510.00	£102.00	£612.00	S
	Mon-Sat (If paid by monthly DD)	£300.00	46.7%	£140.00	£440.00	£88.00	£528.00	S
	Mon-Fri	£290.00	48.3%	£140.00	£430.00	£86.00	£516.00	S
	Mon-Fri (If paid by monthly DD)	£240.00	45.8%	£110.00	£350.00	£70.00	£420.00	S
Market Rasen Only								
	Mon-Sat	£88.68	103.0%	£91.32	£180.00	£36.00	£216.00	S
	Mon-Sat (If paid by monthly DD)	£76.68	95.6%	£73.32	£150.00	£30.00	£180.00	S
	Mon-Fri	£75.43	92.2%	£69.57	£145.00	£29.00	£174.00	S
	Mon-Fri (If paid by monthly DD)	£62.18	93.0%	£57.82	£120.00	£24.00	£144.00	S

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

Penalty Charge Notices have replaced the Excess Charge Notice.
The Traffic Management Act 2004 has introduced differential Penalty Charge Notices.
Notices are categorised as 'Higher' or 'Lower' dependent on the severity of the parking infringement.
Higher penalties are payable at £70 and lower penalties at £50. These categories are as determined in National Guidance.

Electric Vehicle Charging								
Roseway car park (2 charging bays)	Charge per kWh	£0.25			£0.25	£0.05	£0.30	S

Bus Station								
Allocated stand	Per quarter for first stand	£288.65	3.4%	£9.85	£298.50	£0.00	£298.50	X
	Per quarter for second stand	£177.10	3.4%	£6.40	£183.50	£0.00	£183.50	X
Registered Casual Users Per Quarter		£54.05	3.4%	£1.95	£56.00	£0.00	£56.00	X

2018/19	Proposed Increase/decrease		2019/20	VAT Amount	2019/20 Charge Inc. VAT	VAT Rate
	£	%				

Gainsborough Market

Tuesday Market

Registered Trader

1 stall	£16.00		£16.00	£0.00	£16.00	X
2 stalls	£27.00		£27.00	£0.00	£27.00	X
3 stalls	£35.00		£35.00	£0.00	£35.00	X
4 stalls	£43.00		£43.00	£0.00	£43.00	X
5 stalls	£51.00		£51.00	£0.00	£51.00	X

Casual Trader

1 stall	£17.50		£17.50	£0.00	£17.50	X
2 stalls	£35.00		£35.00	£0.00	£35.00	X
3 stalls	£52.50		£52.50	£0.00	£52.50	X
4 stalls	£70.00		£70.00	£0.00	£70.00	X
5 stalls	£87.50		£87.50	£0.00	£87.50	X

Saturday Market

Registered Trader

1 stall	£10.00		£10.00	£0.00	£10.00	X
2 stalls	£20.00		£20.00	£0.00	£20.00	X
3 stalls	£25.00		£25.00	£0.00	£25.00	X
4 stalls	£30.00		£30.00	£0.00	£30.00	X
5 stalls	£35.00		£35.00	£0.00	£35.00	X

Casual Trader

1 stall	£16.50		£16.50	£0.00	£16.50	X
2 stalls	£33.00		£33.00	£0.00	£33.00	X
3 stalls	£49.50		£49.50	£0.00	£49.50	X
4 stalls	£66.00		£66.00	£0.00	£66.00	X
5 stalls	£82.50		£82.50	£0.00	£82.50	X

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

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

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

Other Units (Vending Vans, Trailers etc.)

Tuesday Market

Registered Trader	£23.50		£23.50	£0.00	£23.50	X
Casual Trader	£25.50		£25.50	£0.00	£25.50	X

Saturday Market

Registered Trader	£15.00		£15.00	£0.00	£15.00	X
Casual Trader	£20.00		£20.00	£0.00	£20.00	X

Prosperous Communities Committee		Pre Application Advice							
		2018/19		Proposed Increase/decrease		2019/20	VAT Amount	2019/20 Charge Inc. VAT	VAT Rate
		£	%	£	£	£	£	£	
Development									
Householder development including alterations, extensions and outbuildings (this fee would also include establishing whether an application is required and any listed building consent enquiry if applicable)		£75.00	3.4%	£3.00	£78.00	£15.60	£93.60	S	
Non-residential changes of use including siting of caravans for sites under 1 ha or buildings under 1,000 m ² (gross)		£161.00	3.4%	£5.00	£166.00	£33.20	£199.20	S	
Non-residential changes of use including siting of caravans for sites of 1 ha or above or buildings of 1,000 m ² or above (gross)		£281.00	3.4%	£10.00	£291.00	£58.20	£349.20	S	
Development of 1-9 dwellings including changes of use to residential									
	1st dwelling	£193.00	3.4%	£7.00	£200.00	£40.00	£240.00	S	
	Additional dwellings	£107.00	3.4%	£4.00	£111.00	£22.20	£133.20	S	
Development of 10-49 dwellings including changes of use to residential									
	10th dwelling	£1,165.00	3.4%	£40.00	£1,205.00	£241.00	£1,446.00	S	
	Additional dwellings	£57.00	3.4%	£2.00	£59.00	£11.80	£70.80	S	
Development of 50 or more dwellings									
	minimum fee	£3,492.00	3.4%	£119.00	£3,611.00	£722.20	£4,333.20	S	
With additional fee subject to negotiation dependant on complexity of proposal.									
Encouragement to adopt a Planning Performance Agreement.									
Non-residential development where no floor space is created.		£103.00	3.4%	£4.00	£107.00	£21.40	£128.40	S	
Non-residential development up to 499 m ² floor area, or 0.5 ha site area		£141.00	3.4%	£5.00	£146.00	£29.20	£175.20	S	
Non-residential development between 500 and 999 m ² floor area, or between 0.51ha and 1.0 ha.									
	For 500 m ² or 0.51ha	£213.00	3.4%	£7.00	£220.00	£44.00	£264.00	S	
	Each additional 100 m ² or 0.1 ha	£107.00	3.4%	£4.00	£111.00	£22.20	£133.20	S	
Non-residential development between 1,000 and 4,999 m ² floor area, or between 1.1ha and 2.0ha.									
	For 1,000 m ² or 1.1ha	£730.00	3.4%	£25.00	£755.00	£151.00	£906.00	S	
	Each additional 100 m ² or 0.1 ha	£54.00	3.4%	£2.00	£56.00	£11.20	£67.20	S	
Non-residential development of 5,000 m ² or more or 2.1ha or more.									
	Minimum fee	£2,972.00	3.4%	£101.00	£3,073.00	£614.60	£3,687.60	S	
With additional fee subject to negotiation dependant on complexity of proposal.									
Encouragement to adopt a Planning Performance Agreement.									
Variation or removal of condition.		£75.00	3.4%	£3.00	£78.00	£15.60	£93.60	S	
Advertisements		£75.00	3.4%	£3.00	£78.00	£15.60	£93.60	S	
Non-householder listed building consent		£146.00	3.4%	£5.00	£151.00	£30.20	£181.20	S	
Additional site visit		£128.00	3.4%	£4.00	£132.00	£26.40	£158.40	S	
Hazardous Substances		£ negotiable			£ negotiable			S	

N.B.

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

Prosperous Communities Committee		Planning							
		2018/19		Proposed Increase/decrease		2019/20	VAT Amount	2019/20 Charge Inc. VAT	VAT Rate
		£	%	£	£	£	£	£	
Decision Notices, Consents, Determinations, Tree Preservation Orders, Enforcement Notices, S106 Agreements.	Per Item (black/white)	£25.00	3.4%	£0.90	£25.90	£0.00	£25.90	OS	
		Plus officer time at cost recovery			Total Cost				
Other copies									
Copy plans - A4	Per side of A4 (black/white)	£0.21	3.4%	-£0.01	£0.20	£0.00	£0.20	OS	
Copy plans - A3	Per copy	£0.48	3.4%	£0.02	£0.50	£0.00	£0.50	OS	
Copy plans - A2, A1, A0	Per copy	£5.86	3.4%	£0.24	£6.10	£0.00	£6.10	OS	
Information on planning records	Planning Control	£0.21	3.4%	-£0.01	£0.20	£0.00	£0.20	OS	
Requests for Planning Information	Planning - as per above plus officer time per hour	£55.95	3.4%	£1.95	£57.90	£0.00	£57.90	OS	
		Plus officer time at cost recovery							
Information on Building Control Records	Building Control - as per above plus officer time	£52.79	6.1%	£3.21	£56.00	£0.00	£56.00	OS	
		Plus officer time per hour at cost recovery							
Public Path Orders, i.e. Diversion Orders	Minimum charge	£525.31			£525.31	£0.00	£525.31	OS	
	Maximum charge	£1,574.91			£1,574.91	£0.00	£1,574.91	OS	
Plus actual advertisement costs									

2018/19	Proposed Increase/decrease		2019/20	VAT Amount	2019/20 Charge Inc. VAT	VAT Rate
£	%	£	£	£	£	

Outline Applications

All types of building per 0.1 ha	Every 0.1 ha where the site does not exceed 2.5 ha	£462.00		£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		£138.00	£0.00	£138.00	OS

Full Applications and Applications for Approval of Reserved Matters following an Outline Permission

Alterations/extensions to existing dwellings	where the application relates to a single dwelling	£206.00		£206.00	£0.00	£206.00	OS
	where the application relates to 2 or more dwellings	£407.00		£407.00	£0.00	£407.00	OS
Erection of dwelling	where number of dwellings is less than 50. Where the number of dwellings exceeds 50, £22,859 and an additional £138 for each dwelling in excess of 50 subject to a maximum in total of £300,000	£462.00		£462.00	£0.00	£462.00	OS
	Other buildings						
Other buildings	Less than 40 m ² floor space created	£234.00		£234.00	£0.00	£234.00	OS
	Between 40 and 75 m ² floor space created	£462.00		£462.00	£0.00	£462.00	OS
	Every additional 75 m ² up to 3750 m ²	£462.00		£462.00	£0.00	£462.00	OS
	Over 3750 m ² , £22,859 and an additional £138 for each 75 m ² in excess of 3750 m ² subject to a maximum in total of £300,000	£138.00		£138.00	£0.00	£138.00	OS
Plant or machinery	Where site does not exceed 5 ha; per 0.1 ha	£462.00		£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 subject to a maximum in total of £300,000	£138.00		£138.00	£0.00	£138.00	OS
Agricultural Buildings	Less than 465 m ² floor space created	£96.00		£96.00	£0.00	£96.00	OS
	Between 465 > 540 m ²	£462.00		£462.00	£0.00	£462.00	OS
Between 540 > 4215 m ² , £462 for the first 540 m ² then £462 per additional 75 m ²	Between 540 > 4215 m ² , £462 for the first 540 m ² then £462 per additional 75 m ²	£462.00		£462.00	£0.00	£462.00	OS
	Over 4215 m ² , £22,859 and an additional £138 for each 75 m ² in excess of 4215 m ² subject to a maximum in total of £300,000	£138.00		£138.00	£0.00	£138.00	OS
Glasshouses	No more than 465 m ² floor space created	£96.00		£96.00	£0.00	£96.00	OS
	More than 465 m ² floor space created	£2,580.00		£2,580.00	£0.00	£2,580.00	OS

2018/19	Proposed Increase/decrease		2019/20	VAT Amount	2019/20 Charge Inc. VAT	VAT Rate
	£	%				

Changes of Use							
A building to more than one dwelling	no. of dwellings 50 or less	£462.00		£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 subject to maximum in total of £300,000	£138.00		£138.00	£0.00	£138.00	OS
Use of land for deposit of refuse or waste materials or deposit of material remaining after mineral extraction. Use of land for storage of minerals in the open	Each 0.1 ha of the site area, where the site does not exceed 15 ha	£234.00		£234.00	£0.00	£234.00	OS
	Where the site exceeds 15 ha £34,934 and an additional £138 for each 0.1 ha in excess of 15ha subject to a maximum in total of £78,000	£138.00		£138.00	£0.00	£138.00	OS
Other material change of use of building or land		£462.00		£462.00	£0.00	£462.00	OS
No Buildings Created							
Ancillary to a dwelling		£206.00		£206.00	£0.00	£206.00	OS
Car parks, service roads, accesses at existing developments		£234.00		£234.00	£0.00	£234.00	OS
Exploratory drilling for oil/gas	Site area not exceeding 7.5 ha (per 0.1 ha)	£508.00		£508.00	£0.00	£508.00	OS
	Where the site exceeds 7.5 ha £38,070 and an additional £151 for each 0.1 ha in excess of 7.5 ha subject to a maximum in total of £300,000	£151.00		£151.00	£0.00	£151.00	OS
Other Operations - Minerals Working	Site area not exceeding 15 ha (per 0.1 ha)	£234.00		£234.00	£0.00	£234.00	OS
	Where the site exceeds 15 ha £34,934 and an additional £138 for each 0.1 ha in excess of 15 ha subject to a maximum in total of £78,000	£138.00		£138.00	£0.00	£138.00	OS
	In any other case £234 for each 0.1 ha of the site, subject to a maximum of £2,028	£234.00		£234.00	£0.00	£234.00	OS
Advertisements							
Relating to the business on the premises		£132.00		£132.00	£0.00	£132.00	OS
Advance direction signs to a business		£132.00		£132.00	£0.00	£132.00	OS
Other advertisements		£462.00		£462.00	£0.00	£462.00	OS
Prior Notifications and Approvals							
Agriculture, forestry or demolition proposals		£96.00		£96.00	£0.00	£96.00	OS
Telecommunications		£462.00		£462.00	£0.00	£462.00	OS
Proposed change of use to state funded school or registered nursery		£96.00		£96.00	£0.00	£96.00	OS
Proposed change of use of agricultural building to a flexible use within shops, financial and professional services, restaurants and cafes, business, storage or distribution, hotels or assembly or leisure		£96.00		£96.00	£0.00	£96.00	OS
Proposed change of use of a building from office use to a dwelling house		£96.00		£96.00	£0.00	£96.00	OS
Proposed change of use of agricultural building to a dwelling house where there are no associated building operations		£96.00		£96.00	£0.00	£96.00	OS
Proposed change of use of agricultural building to a dwelling house and associated building operations		£206.00		£206.00	£0.00	£206.00	OS
Proposed change of use of a building from retail or mixed use retail and residential use to a dwelling house where there are no associated building operations		£206.00		£206.00	£0.00	£206.00	OS
Proposed change of use of a building from retail or mixed use retail and residential use to a dwelling house and associated building operations		£206.00		£206.00	£0.00	£206.00	OS
Permitted development rights removed (Article 4)		£96.00		£96.00	£0.00	£96.00	OS
Other Applications							
Renewal of temporary permission		£0.00	planning application fee				OS
Variation or removal of a condition		£234.00		£234.00	£0.00	£234.00	OS
Non-Profit making club, society, organisation or trust, providing sports or recreational facilities		£462.00		£462.00	£0.00	£462.00	OS
Lawful Development Certificates - Existing Development	For 50 or fewer dwellings	£462.00		£462.00	£0.00	£462.00	OS
	For more than 50 dwellings, £22,859 and £138 for each dwelling over 50 up to a total maximum of £300,000	£138.00		£138.00	£0.00	£138.00	OS
Lawful Development Certificates - Proposed Development	Half the equivalent application fee						OS
Request for written confirmation of compliance with conditions	alterations or extensions to existing dwellings	£34.00		£34.00	£0.00	£34.00	OS
Request for written confirmation of compliance with conditions	In all other areas	£116.00		£116.00	£0.00	£116.00	OS
Non-material amendment	Householder application	£34.00		£34.00	£0.00	£34.00	OS
Non-material amendment	In all other areas	£234.00		£234.00	£0.00	£234.00	OS
Permission in Principle	per 0.1 ha	£402.00		£402.00	£0.00	£402.00	OS

Prosperous Communities Committee		Fixed Penalty Notices					
		2018/19			2019/20		VAT Rate
		£	Proposed Increase/decrease %	£	£	VAT Amount £	
Depositing Litter	Fee set by Government - payable within 14 days of issue	£75.00			£75.00	£0.00	£75.00 OS
	Fee set by Government - discounted if paid within 10 days	£50.00			£50.00	£0.00	£50.00 OS
Failure to produce Waste Documents	Fee set by Government - payable within 14 days of issue	£300.00			£300.00	£0.00	£300.00 OS
Failure to produce Authority to Transport Waste	Fee set by Government - payable within 14 days of issue	£300.00			£300.00	£0.00	£300.00 OS
Unauthorised Distribution of Free Printed Matter	Fee set by Government - payable within 14 days of issue	£75.00			£75.00	£0.00	£75.00 OS
Failure to comply with a Domestic Waste Receptacles Notice	Fee set by Government - payable within 14 days of issue	£75.00	33.3%	£25.00	£100.00	£0.00	£100.00 OS
	Fee set by Government - discounted if paid within 10 days	£60.00	25.0%	£15.00	£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			£100.00	£0.00	£100.00 OS
	Fee set by Government - discounted if paid within 10 days	£75.00			£75.00	£0.00	£75.00 OS
Abandoning a Vehicle	Fee set by Government - payable within 14 days of issue	£200.00			£200.00	£0.00	£200.00 OS
Nuisance Parking	Fee set by Government - payable within 14 days of issue	£100.00			£100.00	£0.00	£100.00 OS
Anti Social Behaviour Crime and Policing Act 2014 - Community Protection Notice	Fee set by Government - payable within 14 days of issue	£100.00			£100.00	£0.00	£100.00 OS
	Fee set by Government - discounted if paid within 10 days	£75.00			£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			£100.00	£0.00	£100.00 OS
	Fee set by Government - discounted if paid within 10 days	£75.00			£75.00	£0.00	£75.00 OS
Fly tipping	Fee set by Government - payable within 14 days of issue	£400.00			£400.00	£0.00	£400.00 OS
High Hedge Fee	Fee set locally	£307.20			£307.20	£0.00	£307.20 OS
Fee for abandoned shopping trolleys	Fee set locally (maximum charge)	£100.00			£100.00	£0.00	£100.00 OS

Prosperous Communities Committee		Pest Control and Stray Dogs					
		2018/19			2019/20		VAT Rate
		£	Proposed Increase/decrease %	£	£	VAT Amount £	
Concessionary rates apply to residents in receipt of benefit or whose only source of income is the State Retirement Pension. A re-imbursment will be given to those residents qualifying for the concession.							
Reclaim of Stray Dogs	Prescribed fee	£25.00			£25.00	£0.00	£25.00 OS
	Collection fee	£42.00			£42.00	£0.00	£42.00 OS
	Plus kennel and vet fees as incurred by the authority.						

Prosperous Communities Committee		Strategic Housing							
		2018/19		Proposed Increase/decrease		2019/20	VAT Amount	2019/20 Charge Inc. VAT	VAT Rate
		£	%	£	£	£	£	£	
Housing Enforcement Charges									
Mandatory HMO Licence Application	Up to 5 units / bedrooms	£450.00	77.8%	£350.00	£800.00	£0.00	£800.00	OS	
	Per additional unit	£10.00	400.0%	£40.00	£50.00	£0.00	£50.00	OS	
	Maximum charge - n/a								
Mandatory HMO Licence Renewal	Up to 5 units / bedrooms	£450.00	55.6%	£250.00	£700.00	£0.00	£700.00	OS	
	Per additional unit	£10.00	400.0%	£40.00	£50.00	£0.00	£50.00	OS	
	Maximum charge - n/a								
Hazard Awareness Notice	None					£0.00	£0.00	OS	
Improvement Notice	For one hazard	£300.00	-16.7%	£50.00	£250.00	£0.00	£250.00	OS	
	Per additional hazard	£50.00	-50.0%	£25.00	£25.00	£0.00	£25.00	OS	
	Maximum Charge		100.0%	£450.00	£0.00				
Emergency Remedial Action Notice (plus work - see below)	Cost of works plus hourly rate of officer time	£300.00			Cost of works plus officer time to execute and arrange	£0.00	£0.00	OS	
	Officer time charged at £30 per hour								
Prohibition Order	For one hazard	£300.00	-16.7%	£50.00	£250.00	£0.00	£250.00	OS	
	Per additional hazard	£50.00	-50.0%	£25.00	£25.00	£0.00	£25.00	OS	
	Maximum Charge		100.0%	£450.00	£450.00	£0.00	£450.00	OS	
Emergency Prohibition Order	For one hazard	£300.00			£300.00	£0.00	£300.00	OS	
	Per additional hazard	£50.00			£50.00	£0.00	£50.00	OS	
	Maximum Charge		100.0%	£450.00	£450.00	£0.00	£450.00	OS	
Demolition Order	For one hazard	£300.00			£300.00	£0.00	£300.00	OS	
	Per additional hazard	£50.00			£50.00	£0.00	£50.00	OS	
	Maximum Charge		100.0%	£600.00	£600.00	£0.00	£600.00	OS	
Immigration Procedure Inspection	Per inspection	£100.00	-35.0%	£35.00	£65.00	£0.00	£65.00	OS	
Mobile Homes Act 2013 – Compliance Notice	Hourly rate of relevant officers with on costs plus work in default costs of works							OS	
Mobile Homes Act 2014 – Emergency Remedial Action Notice	Hourly rate of relevant officers with on costs plus work in default cost of works							OS	
Penalty Charge Notice (Smoke and Carbon Monoxide Alarm (England) Regulations 2015)	Up to £5,000							OS	
Notice of Intent (Redress Schemes for Lettings Agency Work and Property Management Work (Requirement to Belong to a Scheme etc.) (England) Order 2014)	Up to £5,000							OS	
Works In Default of any Legislation or Emergency Remedial Action	Base charge			Cost of work plus hourly rate of officer with on costs				OS	
Selective Licensing	WLDC Scheme Fee	£375.00			£375.00	£0.00	£375.00	OS	
	Co-Regulated Scheme (WLDC Fee)	£120.00			£120.00	£0.00	£120.00	OS	
Housing and Planning Act - Civil Penalties	up to £30,000								

Prosperous Communities Committee		Mobile Homes							
		2018/19		Proposed Increase/decrease		2019/20	VAT Amount	2019/20 Charge Inc. VAT	VAT Rate
		£	%	£	£	£	£	£	
Mobile Homes Act 2013									
Issue of a New Licence		£300.00			£300.00	£0.00	£300.00	OS	
Deposit of Site Rules		£30.00			£30.00	£0.00	£30.00	OS	
Transfer and Alteration of a Licence		£100.00			£100.00	£0.00	£100.00	OS	

Prosperous Communities Committee		Environment Services Local Air Pollution						
All charges are set by DEFRA		2018/19	Proposed Increase/decrease		2019/20	VAT Amount	2019/20 Charge Inc. VAT	VAT Rate
		£	%	£	£	£	£	
Application Fee								
- Standard Process		£1,650.00			£1,650.00	£0.00	£1,650.00	OS
- Additional fee for operating without a permit		£1,137.00			£1,137.00	£0.00	£1,137.00	OS
- Reduced fee activities		£155.00			£155.00	£0.00	£155.00	OS
- Reduced fee activities: Additional Fee for operating without a permit		£68.00			£68.00	£0.00	£68.00	OS
- Mobile Screening and crushing plant		£1,579.00			£1,579.00	£0.00	£1,579.00	OS
- For the third to seventh applications		£943.00			£943.00	£0.00	£943.00	OS
- For the eighth and subsequent applications		£477.00			£477.00	£0.00	£477.00	OS
An additional charge of £297 applies to the above where the permit is for a combined part B and waste installation.								
Annual Subsistence Fee -Standard Process								
	Low	£772.00			£772.00	£0.00	£772.00	OS
	Medium	£1,161.00			£1,161.00	£0.00	£1,161.00	OS
	High	£1,747.00			£1,747.00	£0.00	£1,747.00	OS
An additional charge of £99 for Low, £149 for Medium and £196 for High applies to the above where the permit is for a combined part B and waste installation.								
- Reduced fee activities								
	Low	£79.00			£79.00	£0.00	£79.00	OS
	Medium	£158.00			£158.00	£0.00	£158.00	OS
	High	£237.00			£237.00	£0.00	£237.00	OS
- PVR I & II Combined								
	Low	£113.00			£113.00	£0.00	£113.00	OS
	Medium	£226.00			£226.00	£0.00	£226.00	OS
	High	£341.00			£341.00	£0.00	£341.00	OS
- Vehicle refinishers								
	Low	£228.00			£228.00	£0.00	£228.00	OS
	Medium	£365.00			£365.00	£0.00	£365.00	OS
	High	£548.00			£548.00	£0.00	£548.00	OS
- Odourisation of natural gas								
	Low	£76.00			£76.00	£0.00	£76.00	OS
	Medium	£151.00			£151.00	£0.00	£151.00	OS
	High	£227.00			£227.00	£0.00	£227.00	OS
- Mobile Screening and crushing plant 1st to 2nd Permits								
	Low	£626.00			£626.00	£0.00	£626.00	OS
	Medium	£1,034.00			£1,034.00	£0.00	£1,034.00	OS
	High	£1,551.00			£1,551.00	£0.00	£1,551.00	OS
- Mobile Screening and crushing plant 3rd to 7th Permits								
	Low	£385.00			£385.00	£0.00	£385.00	OS
	Medium	£617.00			£617.00	£0.00	£617.00	OS
	High	£924.00			£924.00	£0.00	£924.00	OS
- Mobile Screening and crushing plant 8th and Subsequent permits								
	Low	£198.00			£198.00	£0.00	£198.00	OS
	Medium	£314.00			£314.00	£0.00	£314.00	OS
	High	£473.00			£473.00	£0.00	£473.00	OS
Where a part B installation is subject to reporting under the E-PRTR regulation an additional charge of £99 applies.								
Transfer and Surrender								
- Transfer		£162.00			£162.00	£0.00	£162.00	OS
- Partial transfer		£476.00			£476.00	£0.00	£476.00	OS
- New operator at low risk reduced fee		£75.00			£75.00	£0.00	£75.00	OS
- Reduced fee activities: Partial transfer		£45.00			£45.00	£0.00	£45.00	OS
Substantial Change								
- Standard Process		£1,005.00			£1,005.00	£0.00	£1,005.00	OS
- Standard process where the substantial change results in a new PPC activity		£1,579.00			£1,579.00	£0.00	£1,579.00	OS
- Reduced fee activities		£98.00			£98.00	£0.00	£98.00	OS
Subsistence charges can be paid in four equal instalments at an additional cost of £38 p.a.								

Prosperous Communities Committee		Environment Services Local Air Pollution continued						
All charges are set by DEFRA		2018/19	Proposed Increase/decrease		2019/20	VAT Amount	2019/20 Charge Inc. VAT	VAT Rate
		£	%	£	£	£	£	
Request for Information / Document Disclosure where Charging is Permitted								
	Minimum per request plus cost of materials	£72.00			£72.00	£0.00	£72.00	OS
	Thereafter per hour	£42.00			£42.00	£0.00	£42.00	OS
Health Certificates		£52.00			£52.00	£0.00	£52.00	OS
Food Premises Register	Per page	£3.00			£3.00	£0.00	£3.00	OS
SFBB Pack	(including diary)	£10.00			£10.00	£0.00	£10.00	OS
Diary Refill		£15.00			£6.00	£0.00	£6.00	OS
- Private Water Supply Work								
	Cost Recovery - Mileage (Per Mile)		100.0%	£0.40	£0.40	£0.00	£0.40	OS
	*Risk assessment - Maximum Hourly Charge	£500.00	-91.7%	£458.53	£41.47	£0.00	£41.47	OS
	*Sampling (each visit) - Maximum Hourly Charge	£100.00	-58.5%	£58.53	£41.47	£0.00	£41.47	OS
	*Investigation - Maximum Hourly Charge	£100.00	-58.5%	£58.53	£41.47	£0.00	£41.47	OS
	*Granting an authorisation (each authorisation) - Maximum Hourly Charge	£100.00	-62.7%	£62.73	£37.27	£0.00	£37.27	OS
	Analysing a sample:-							
	Full Laboratory Costs	£25.00			as per laboratory costs	£0.00	£0.00	OS
	Full Courier Charges	£100.00			as per laboratory costs	£0.00	£0.00	OS
Food Advisory								
	Charge for a visit (up to a maximum 2 hours contact time)	£130.00			£130.00	£0.00	£130.00	OS
	Charge for additional hours	£42.00			£42.00	£0.00	£42.00	OS
Food Hygiene Rating Scheme	Re-inspections	£160.00			£160.00	£0.00	£160.00	OS
Health Act 2006								
	Smoking in a smoke free place	£50.00			£50.00	£0.00	£50.00	OS
	Failure to display no smoking sign	£200.00			£200.00	£0.00	£200.00	OS
* Private Water Supply Work 19/20 moved from a flat fee to a maximum hourly rate.								

Prosperous Communities Committee		Licensing - Gambling Act						
	2018/19	Proposed Increase/decrease		2019/20	VAT Amount	2019/20 Charge Inc. VAT	VAT Rate	
	£	%	£	£	£	£		
Bingo Premises Licence								
Application Fee for Provisional Statement	£953.70	3.4%	£32.40	£986.10	£0.00	£986.10	OS	
Licence for Provisional Statement Premises	£859.10	3.4%	£29.20	£888.30	£0.00	£888.30	OS	
Application Fee New Premises	£953.70	3.4%	£32.40	£986.10	£0.00	£986.10	OS	
Annual Fee	£796.06	3.4%	£27.04	£823.10	£0.00	£823.10	OS	
Variation of Licence	£953.70	3.4%	£32.40	£986.10	£0.00	£986.10	OS	
Transfer Fee	£826.10	3.4%	£28.10	£854.20	£0.00	£854.20	OS	
Application for Reinstatement	£826.10	3.4%	£28.10	£854.20	£0.00	£854.20	OS	
Adult Gaming Centre								
Application Fee for Provisional Statement	£953.70	3.4%	£32.40	£986.10	£0.00	£986.10	OS	
Licence for Provisional Statement Premises	£859.10	3.4%	£29.20	£888.30	£0.00	£888.30	OS	
Application Fee New Premises	£953.70	3.4%	£32.40	£986.10	£0.00	£986.10	OS	
Annual Fee	£826.10	3.4%	£28.10	£854.20	£0.00	£854.20	OS	
Variation of Licence	£867.00	3.4%	£29.50	£896.50	£0.00	£896.50	OS	
Transfer Fee	£826.10	3.4%	£28.10	£854.20	£0.00	£854.20	OS	
Application for Reinstatement	£826.10	3.4%	£28.10	£854.20	£0.00	£854.20	OS	
Family Entertainment Centre								
Application Fee for Provisional Statement	£953.70	3.4%	£32.40	£986.10	£0.00	£986.10	OS	
Licence for Provisional Statement Premises	£858.00	3.4%	£29.20	£887.20	£0.00	£887.20	OS	
Application Fee New Premises	£953.70	3.4%	£32.40	£986.10	£0.00	£986.10	OS	
Annual Fee	£750.00			£750.00	£0.00	£750.00	OS	
Variation of Licence	£867.00	3.4%	£29.50	£896.50	£0.00	£896.50	OS	
Transfer Fee	£796.06	3.4%	£27.04	£823.10	£0.00	£823.10	OS	
Application for Reinstatement	£796.06	3.4%	£27.04	£823.10	£0.00	£823.10	OS	
Betting Premises (Other)								
Application Fee for Provisional Statement	£953.70	3.4%	£32.40	£986.10	£0.00	£986.10	OS	
Licence for Provisional Statement Premises	£858.00	3.4%	£29.20	£887.20	£0.00	£887.20	OS	
Application Fee New Premises	£953.70	3.4%	£32.40	£986.10	£0.00	£986.10	OS	
Annual Fee	£600.00			£600.00	£0.00	£600.00	OS	
Variation of Licence	£953.70	3.4%	£32.40	£986.10	£0.00	£986.10	OS	
Transfer Fee	£826.10	3.4%	£28.10	£854.20	£0.00	£854.20	OS	
Application for Reinstatement	£826.10	3.4%	£28.10	£854.20	£0.00	£854.20	OS	
Betting Premises (Tracks)								
Application Fee for Provisional Statement	£953.70	3.4%	£32.40	£986.10	£0.00	£986.10	OS	
Licence for Provisional Statement Premises	£858.00	3.4%	£29.20	£887.20	£0.00	£887.20	OS	
Application Fee New Premises	£953.70	3.4%	£32.40	£986.10	£0.00	£986.10	OS	
Annual Fee	£750.00	3.4%	£25.50	£775.50	£0.00	£775.50	OS	
Variation of Licence	£953.70	3.4%	£32.40	£986.10	£0.00	£986.10	OS	
Transfer Fee	£796.06	3.4%	£27.04	£823.10	£0.00	£823.10	OS	
Application for Reinstatement	£796.06	3.4%	£27.04	£823.10	£0.00	£796.06	OS	

Prosperous Communities Committee		Licensing - Gambling Act						
	2018/19	Proposed Increase/decrease		2019/20	VAT Amount	2019/20 Charge Inc. VAT	VAT Rate	
	£	%	£	£	£	£		
Miscellaneous								
Change of Circumstances	£49.82	0.4%	£0.18	£50.00	£0.00	£50.00	OS	
Fee for Copy of a Licence Under the Gambling Act 2005	£24.00	3.4%	£0.80	£24.80	£0.00	£24.80	OS	
Temporary Usage License	£377.30	3.4%	£12.80	£390.10	£0.00	£390.10	OS	
Unlicensed FEC's & Prize gaming Permits (10 year duration)								
New Gaming Machine Permit (no annual fee)	£300.00			£300.00	£0.00	£300.00	OS	
Renewal	£300.00			£300.00	£0.00	£300.00	OS	
Change of name on permit	£25.00			£25.00	£0.00	£25.00	OS	
Copy of permit	£15.00			£15.00	£0.00	£15.00	OS	
New Prize Gaming Permit (no annual fee)	£300.00			£300.00	£0.00	£300.00	OS	
Renewal	£300.00			£300.00	£0.00	£300.00	OS	
Change of name on permit	£25.00			£25.00	£0.00	£25.00	OS	
Copy of permit	£15.00			£15.00	£0.00	£15.00	OS	
Club Gaming Permit & Club Machine Permit (10 year duration)								
New grant Club Gaming Permit	£200.00			£200.00	£0.00	£200.00	OS	
New grant Club Gaming Permit with Club Premises Certificate (fast track)	£100.00			£100.00	£0.00	£100.00	OS	
Renewal	£200.00			£200.00	£0.00	£200.00	OS	
Renewal of Club Gaming Permit with Club Premises Certificate (fast track)	£100.00			£100.00	£0.00	£100.00	OS	
Annual Fee	£20.00	150.0%	£30.00	£50.00	£0.00	£50.00	OS	
Variation	£100.00			£100.00	£0.00	£100.00	OS	
Copy of permit	£15.00			£15.00	£0.00	£15.00	OS	
Lotteries								
Society Lottery - New	£40.00			£40.00	£0.00	£40.00	OS	
Society Lottery - Renewal	£20.00			£20.00	£0.00	£20.00	OS	
Machines in Alcohol Licensed premises - 3 or more machines								
New	£150.00			£150.00	£0.00	£150.00	OS	
Annual Fee	£50.00			£50.00	£0.00	£50.00	OS	
Transfer	£25.00			£25.00	£0.00	£25.00	OS	
Variation	£100.00			£100.00	£0.00	£100.00	OS	
Change of name on permit	£25.00			£25.00	£0.00	£25.00	OS	
Copy of gaming machine permit	£15.00			£15.00	£0.00	£15.00	OS	
Gambling Machine Permit - Up to 2 Machines	£50.00		One-off fee	£50.00	£0.00	£50.00	OS	

2018/19	Proposed Increase/decrease		2019/20	VAT Amount	2019/20 Charge Inc. VAT	VAT Rate
	£	%				

2018/19		Proposed Increase/decrease		2019/20		VAT Amount		2019/20 Charge Inc. VAT		VAT Rate			
£	%	£	%	£	%	£	%	£	%	£	%		
Taxi Licensing (Including Horse Drawn Omnibus)													
Driver's License Application (3Yr)		New/Renewal		£156.00	3.4%	£5.00		£161.00		£0.00		£161.00	OS
Knowledge Test Fee		New or Lapsed Driver Licenses		£28.00	17.9%	£5.00		£33.00		£0.00		£33.00	OS
Knowledge Test Fee		Retest		£28.00	17.9%	£5.00		£33.00		£0.00		£33.00	OS
DBS Check		On New or Renewal		£44.00				£44.00		£0.00		£44.00	OS
DBS Admin Fee		On New or Renewal		£10.00				£10.00		£2.00		£12.00	S
		<i>*This fee is controlled by LCC and subject to change</i>											
Vehicle License		New		£249.00				£249.00		£0.00		£249.00	OS
Vehicle License		Renewal		£249.00				£249.00		£0.00		£249.00	OS
Replacement Plate		Plate Only		£27.00	3.4%	£1.00		£28.00		£0.00		£28.00	OS
Replacement Plate		Plate and Bracket		£36.00	3.4%	£1.00		£37.00		£0.00		£37.00	OS
Private Hire Operators Licence (5Yr)				£210.00				£210.00		£0.00		£210.00	OS
Transfer of Ownership of Taxi/Private Hire Vehicle License				£25.00	3.4%	£1.00		£26.00		£0.00		£26.00	OS
Charges set by Licensing Act 2003													
Alcohol and Entertainment Licenses													
New Premise Licence													
Category A				£100.00				£100.00		£0.00		£100.00	OS
Category B				£190.00				£190.00		£0.00		£190.00	OS
Category C				£315.00				£315.00		£0.00		£315.00	OS
Category D				£450.00				£450.00		£0.00		£450.00	OS
Category E				£635.00				£635.00		£0.00		£635.00	OS
Large scale application >4999 (minimum fee applies)				£1,000.00				£1,000.00		£0.00		£1,000.00	OS
Variation of Premises Licence				£100 - £635				£100 - £635		£0.00		£100 - £635	OS
Change of DPS or Disapplication of DPS				£23.00				£23.00		£0.00		£23.00	OS
Annual fee demand													
Category A				£70.00				£70.00		£0.00		£70.00	OS
Category B				£180.00				£180.00		£0.00		£180.00	OS
Category C				£295.00				£295.00		£0.00		£295.00	OS
Category D				£320.00				£320.00		£0.00		£320.00	OS
Category E				£350.00				£350.00		£0.00		£350.00	OS
Large scale annual fee >4999 (minimum fee applies)				£500.00				£500.00		£0.00		£500.00	OS
Minor Variation				£89.00				£89.00		£0.00		£89.00	OS
Provisional Statement				£195.00				£195.00		£0.00		£195.00	OS
Register of Interest				£21.00				£21.00		£0.00		£21.00	OS
Copy of Licence				£10.50				£10.50		£0.00		£10.50	OS
Club Premises Certificate - New				£100 - £635				£100 - £635		£0.00		£100 - £635	OS
Club Premises Certificate - Variation				£100 - £635				£100 - £635		£0.00		£100 - £635	OS
Club Premises Certificate - Minor Variation				£89.00				£89.00		£0.00		£89.00	OS
Personal Licence - New				£37.00				£37.00		£0.00		£37.00	OS
Personal Licence - Change of name /address				£10.50				£10.50		£0.00		£10.50	OS
Personal Licence - Copy of Licence (card part, paper part or both)				£10.50				£10.50		£0.00		£10.50	OS
Transfer of Premises Licence				£23.00				£23.00		£0.00		£23.00	OS
Temporary Event Notice				£21.00				£21.00		£0.00		£21.00	OS
Skin Piercing		Premises registration		£174.00	3.4%	£6.00		£180.00		£0.00		£180.00	OS
		Personal registration		£45.00	3.4%	£2.00		£47.00		£0.00		£47.00	OS
Street Trading Consents				£170.00	3.4%	£6.00		£176.00		£0.00		£176.00	OS
Copy of Any License Not Covered by the Licensing Act 2003 or Gambling Act 2005				£25.00	3.4%	£1.00		£26.00		£0.00		£26.00	OS

Prosperous Communities Committee		Licensing							
		2018/19		Proposed Increase/decrease		2019/20	VAT Amount	2019/20 Charge Inc. VAT	VAT Rate
		£	%	£	£	£	£	£	
Sale of Animals	New (Part A)	£182.00			£182.00	£182.00	£0.00	£182.00	OS
	New (Part B)	£0.00	100.0%	£102.00	£102.00	£102.00	£0.00	£102.00	OS
	Renewal (Part A)	£182.00			£182.00	£182.00	£0.00	£182.00	OS
	Renewal (Part B)	£0.00	100.0%	£102.00	£102.00	£102.00	£0.00	£102.00	OS
Animal Boarding Establishments (Excludes vet fees payable direct to vet)	Cats or Dogs - New (Part A)	£82.00	178.0%	£146.00	£228.00	£228.00	£0.00	£228.00	OS
	Cats or Dogs - New (Part B)	£0.00	100.0%	£102.00	£102.00	£102.00	£0.00	£102.00	OS
	Cats or Dogs - Renewal (Part A)	£228.00			£228.00	£228.00	£0.00	£228.00	OS
	Cats or Dogs - Renewal (Part B)	£0.00	100.0%	£102.00	£102.00	£102.00	£0.00	£102.00	OS
	Cats and Dogs (Dual) - New (Part A)	£82.00	228.0%	£187.00	£269.00	£269.00	£0.00	£269.00	OS
	Cats and Dogs (Dual) - New (Part B)	£0.00	100.0%	£102.00	£102.00	£102.00	£0.00	£102.00	OS
	Cats and Dogs (Dual) - Renewal (Part A)	£269.00			£269.00	£269.00	£0.00	£269.00	OS
	Cats and Dogs (Dual) - Renewal (Part B)	£0.00	100.0%	£102.00	£102.00	£102.00	£0.00	£102.00	OS
	Home Boarding - New (Part A)	£151.00			£151.00	£151.00	£0.00	£151.00	OS
	Home Boarding - New (Part B)	£0.00	100.0%	£102.00	£102.00	£102.00	£0.00	£102.00	OS
	Home Boarding - Renewal (Part A)	£151.00			£151.00	£151.00	£0.00	£151.00	OS
	Home Boarding - Renewal (Part B)	£0.00	100.0%	£102.00	£102.00	£102.00	£0.00	£102.00	OS
	Hiring of Horses	New or Renewal (Part A) + vet fee	£82.00	178.0%	£146.00	£228.00	£228.00	£0.00	£228.00
New or Renewal (Part B) + vet fee		£0.00	100.0%	£102.00	£102.00	£102.00	£0.00	£102.00	OS
Dog Breeding	New (part A) + vet fee	£82.00	178.0%	£146.00	£228.00	£228.00	£0.00	£228.00	OS
	New (part B)	£0.00	100.0%	£102.00	£102.00	£102.00	£0.00	£102.00	OS
	Renewal (Part A)	£228.00			£228.00	£228.00	£0.00	£228.00	OS
	Renewal (Part B)	£0.00	100.0%	£102.00	£102.00	£102.00	£0.00	£102.00	OS
Dog Day Care	New or Renewal (Part A)	£0.00	100.0%	£151.00	£151.00	£151.00	£0.00	£151.00	OS
	New or Renewal (Part B)	£0.00	100.0%	£102.00	£102.00	£102.00	£0.00	£102.00	OS
Exhibition Of Animals	New or Renewal (Part A)	£0.00	100.0%	£151.00	£151.00	£151.00	£0.00	£151.00	OS
	New or Renewal (Part B)	£0.00	100.0%	£102.00	£102.00	£102.00	£0.00	£102.00	OS
Appeals to be re-rated	per hour or part of	£0.00	100.0%	£63.00	£63.00	£63.00	£0.00	£63.00	OS
Variation to the licence	per hour or part of	£0.00	100.0%	£63.00	£63.00	£63.00	£0.00	£63.00	OS
Dangerous Wild Animals (Excluding vet fees)	Vets fees plus admin costs of	£145.00	3.4%	£5.00	£150.00	£150.00	£0.00	£150.00	OS
Zoos (Excluding vet fees) - payable at 4 yr initial application	Vets fees plus admin costs of	£363.00	3.4%	£12.00	£375.00	£375.00	£0.00	£375.00	OS
Zoos (Excluding vet fees) - payable at 6 yr intervals	Vets fees plus admin costs of	£517.00	3.4%	£18.00	£535.00	£535.00	£0.00	£535.00	OS
Zoos Annual Inspection	Officer hourly rate	£61.00	3.4%	£2.00	£63.00	£63.00	£0.00	£63.00	OS
Scrap Metal									
New/Renewal Collectors fee - 3 yr	Admin/processing of application (part A)	£98.00	3.4%	£3.00	£101.00	£101.00	£0.00	£101.00	OS
	Document inspection - year 1 (part B)	£35.00	3.4%	£1.00	£36.00	£36.00	£0.00	£36.00	OS
	Document inspection - year 2 (part B)	£37.00	3.4%	£1.00	£38.00	£38.00	£0.00	£38.00	OS
	Document inspection - year 3 (part B)	£37.00	3.4%	£1.00	£38.00	£38.00	£0.00	£38.00	OS
Change of details, name / address		£104.00	3.4%	£4.00	£108.00	£108.00	£0.00	£108.00	OS
New/Renewal Site fee - 3 yr	Admin/processing of application + initial inspection	£383.00	3.4%	£13.00	£396.00	£396.00	£0.00	£396.00	OS
	Follow up inspection - year 1	£241.00	3.4%	£8.00	£249.00	£249.00	£0.00	£249.00	OS
	Annual inspection - year 2	£481.00	-46.6%	-£224.00	£257.00	£257.00	£0.00	£257.00	OS
	Annual inspection - year 3	£241.00	3.4%	£8.00	£249.00	£249.00	£0.00	£249.00	OS
Change of site manager		£73.00	3.4%	£2.00	£75.00	£75.00	£0.00	£75.00	OS
Sex Shop Licences and Sexual Entertainment Venues	Initial application (part A)	£1,825.00	3.4%	£62.00	£1,887.00	£1,887.00	£0.00	£1,887.00	OS
	compliance check (part B)	£125.00	3.4%	£4.00	£129.00	£129.00	£0.00	£129.00	OS
	Renewal (part A)	£298.00	3.4%	£10.00	£308.00	£308.00	£0.00	£308.00	OS
	compliance check (part B)	£125.00	3.4%	£4.00	£129.00	£129.00	£0.00	£129.00	OS
	Transfer fee	£395.00	3.4%	£13.00	£408.00	£408.00	£0.00	£408.00	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		Land Charges							
		2018/19		Proposed Increase/decrease		2019/20	VAT Amount	2019/20 Charge Inc. VAT	VAT Rate
		£	%	£	£	£	£	£	
Access to data	Access to information not held on public registers (includes £5 admin fee)	£20.20	3.4%	£0.80	£21.00	£21.00	£0.00	£21.00	OS
	Cancellation Fee	£5.40	3.4%	£0.10	£5.50	£5.50	£0.00	£5.50	OS
LLC1:	Any one part of the register	£6.60	3.4%	£0.40	£7.00	£7.00	£0.00	£7.00	OS
	Whole of the register	£20.20	3.4%	£0.80	£21.00	£21.00	£0.00	£21.00	OS
	Per additional parcel (maximum of £16)	£1.20	3.4%	-£0.20	£1.00	£1.00	£0.00	£1.00	OS
CON 29R	One parcel	£64.60	3.4%	£2.40	£67.00	£67.00	£13.40	£80.40	S
	Each additional parcel	£14.30	3.4%	£0.70	£15.00	£15.00	£3.00	£18.00	S
	Lincolnshire County Council Fee *	£21.00	3.4%	£0.50	£21.50	£21.50	£4.30	£25.80	S
CON 290									
submitted with CON29R or LLC1	Each printed enquiry	£16.00	3.4%	£0.50	£16.50	£16.50	£3.30	£19.80	S
submitted on its own	Each printed enquiry	£16.00	3.4%	£0.50	£16.50	£16.50	£3.30	£19.80	S
Administration Fee		£11.40	3.4%	£0.60	£12.00	£12.00	£2.40	£14.40	S
Additional Enquiries	Per additional enquiry	£27.60	3.4%	£0.90	£28.50	£28.50	£5.70	£34.20	S
Filing a definitive certificate of the Lands Tribunal		£2.70	3.4%	£0.30	£3.00	£3.00	£0.00	£3.00	OS
Office copy of any entry in the register (not including a copy or extract of any plan or document filed pursuant to these rules)	Fee set according to time and work involved								OS

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

Prosperous Communities Committee		Cemeteries						
		2018/19	Proposed Increase/decrease	2019/20	VAT Amount	2019/20 Charge Inc. VAT	VAT Rate	
		£	%	£	£	£	£	
Exclusive Rights of Burial in Earthen Graves								
Single Grave not exceeding 9' x 4'		£575.00	3.4%	£19.50	£594.50	£0.00	£594.50	OS
Grave not exceeding 9' x 4' for double/triple interments		£805.00	3.4%	£27.50	£832.50	£0.00	£832.50	OS
Cremated remains only grave not exceeding 4' 6" x 4'		£345.00	3.4%	£11.50	£356.50	£0.00	£356.50	OS
Exclusive Right of Burial single (50 years)		£287.50	3.4%	£10.00	£297.50	£0.00	£297.50	OS
Exclusive Right of Burial double (50 years)		£402.50	3.4%	£13.50	£416.00	£0.00	£416.00	OS
Exclusive Right of Burial triple (50 years)		£450.00	3.4%	£15.50	£465.50	£0.00	£465.50	OS
Exclusive Right of Burial double (99 years)		£805.00	3.4%	£27.50	£832.50	£0.00	£832.50	OS
Exclusive Right of Burial triple (99 years)		£900.00	3.4%	£30.50	£930.50	£0.00	£930.50	OS
Cremated remains only - Exclusive Right of Burial child up to 12 years		£100.00			£100.00	£0.00	£100.00	OS
Exhumation								
Body		£500.00	3.4%	£17.00	£517.00	£0.00	£517.00	OS
Cremated remains		£250.00	3.4%	£8.50	£258.50	£0.00	£258.50	OS
Monuments, Gravestones, Tablets & Monumental Inscriptions (Permission to erect)								
The right to erect or place on a grave or vault	For each inscription after the first	£41.00	3.4%	£1.50	£42.50	£0.00	£42.50	OS
	Headstone over 3ft but under 4ft	£250.00	3.4%	£8.50	£258.50	£0.00	£258.50	OS
	Flat stone (not exceeding 12" x 18")	£102.00	3.4%	£3.50	£105.50	£0.00	£105.50	OS
	Vase (up to 12" in height) (fixed)	£92.00	3.4%	£3.00	£95.00	£0.00	£95.00	OS
	Plaque (not exceeding 12" x 6") (fixed)	£92.00	3.4%	£3.00	£95.00	£0.00	£95.00	OS
	Memorial figurine (over 12" but under 24" fixed)	£110.00	3.4%	£3.50	£113.50	£0.00	£113.50	OS
Cremation	Headstone up to 18 inches	£115.00	3.4%	£4.00	£119.00	£0.00	£119.00	OS
	Headstone 18 inches to 3ft	£138.00	3.4%	£4.50	£142.50	£0.00	£142.50	OS
	Flat stone (not exceeding 12" x 12")	£92.00	3.4%	£3.00	£95.00	£0.00	£95.00	OS
	Small vase (up to 6" in height) (fixed)	£50.00	3.4%	£1.50	£51.50	£0.00	£51.50	OS
	Plaque (not exceeding 8" x 4") (fixed)	£50.00	3.4%	£1.50	£51.50	£0.00	£51.50	OS
	Memorial figurine (not exceeding 12" fixed)	£92.00	3.4%	£3.00	£95.00	£0.00	£95.00	OS
Registration Fees								
Per certified copy of a certificate of grant of exclusive right of burial		£66.00	3.4%	£2.00	£68.00	£0.00	£68.00	OS
Per certified copy of entry in Register of Burials		£66.00	3.4%	£2.00	£68.00	£0.00	£68.00	OS
Copies of Certificates								
Permission to plant memorial tree		£75.00	3.4%	£2.50	£77.50	£0.00	£77.50	OS
Permission to install memorial seat		£75.00	3.4%	£2.50	£77.50	£0.00	£77.50	OS
Burial grounds at Market Rasen & Springthorpe								

Prosperous Communities Committee		Operational Services						
		2018/19	Proposed Increase/decrease	2019/20	VAT Amount	2019/20 Charge Inc. VAT	VAT Rate	
		£	%	£	£	£	£	
Garden Waste and Additional Blue Sacks	Per 5 sacks or stickers	£8.25	3.4%	£0.30	£8.55	£0.00	£8.55	OS
	Postage & packaging of 5 sacks	£2.05	3.4%	£0.10	£2.15	£0.00	£2.15	OS
	Per 20 Stickers	£0.60	3.4%	£0.05	£0.65	£0.00	£0.65	OS
Garden Waste Wheeled Bin (Annual charge)	Collection of 1st bin	£35.00			£35.00	£0.00	£35.00	OS
Garden Waste Wheeled Bin (Annual charge)	Collection of 2nd and subsequent bins	£35.00			£35.00	£0.00	£35.00	OS
	Residual	£33.00			£33.00	£0.00	£33.00	OS
Wheeled Bin Replacement (supply & delivery)	Garden Waste 2nd and subsequent bins	£15.00			£15.00	£0.00	£15.00	OS
	Blue recycling	£33.00			£33.00	£0.00	£33.00	OS
	Residual	£33.00			£33.00	£0.00	£33.00	OS
Wheeled Bins for New Properties (supply & delivery)	Garden Waste 2nd and subsequent bins	£15.00			£15.00	£0.00	£15.00	OS
	Blue recycling	£33.00			£33.00	£0.00	£33.00	OS
Bulky Household Waste Collections	Collection articles worth up to 6 points	£30.00	3.4%	£1.00	£31.00	£0.00	£31.00	OS
	Additional articles worth 1 point collected at the same time	£4.00	3.4%	£0.00	£4.00	£0.00	£4.00	OS
Collection and Disposal of Fridges and Freezers from Commercial Premises		£86.00			£86.00	£0.00	£86.00	OS
Collection of Clinical Waste		£0.00			£0.00	£0.00	£0.00	OS

CAPITAL INVESTMENT STRATEGY 2019/20 – 2023/24

1. Introduction

The Capital Investment Strategy forms a key part of the Council's overall Corporate Planning Framework. It provides a mechanism by which the Council's capital investment and financing decisions can be aligned with the Council's over-arching corporate priorities and objectives over a medium term (five year) planning horizon.

The Capital Investment Strategy provides a framework to enable both revenue and capital investment decisions which contribute to the achievement of the Council's priorities and objectives as set out in the Corporate Plan.

The strategy defines how the capital programme is to be formulated, and it identifies issues and options that influence revenue and capital spending, and sets out how the resources will be managed.

Key elements of the strategy;

- Ensures investments meet our Corporate Plan objectives
- Incorporates the requirements of the Asset Management Plan
- Enables the development of an Capital Investment Programme over the medium term (5 years)
- A framework which will identify priorities for the use of resources for investment.
- Decisions are based on sound business cases.
- Risks are identified and mitigated where possible
- Directly links to the Treasury Management Strategy ensuring an affordable and sustainable Capital Investment Programme and within the limitations of the Prudential Indicators.
- Informs the Medium Term Financial Plan by identifying the revenue impacts of investment decisions.
- Incorporates an annual review to ensure the programme still meets our priorities.
- Considers innovative solutions to funding.

2. Principles Supporting the Capital Investment Strategy

a) Strategy Principles

- The investment programme will support the Council's strategic priorities, therefore, the capital investment programme will link to all key strategic planning documents: specifically the Corporate Plan, Executive Business Plan, Medium Term Financial Plan and the Asset Management Plan.

- Schemes within the programme will be prioritised on an authority wide basis and the process of assessing investments, against specific criteria, will optimise the benefit and relative importance of potential schemes.
- **Responsible Investing (RI)** - investing in opportunities that seek to generate both financial value and sustainable growth,
- **Socially responsible investing (SRI)**, also known as sustainable, socially conscious, "green" or ethical investing, as well as any investment strategy which seeks to consider both financial return and social good.

b) Capital Investment Policy

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

c) Finance Principles

- The overarching principal is the commitment to achieve affordable capital investments over the longer term.
- To pursue all available external funding options and opportunities for leverage of external resources.
- Ensure evaluation for value for money investments by whole life costing (where applicable) and by having robust Business Cases with full financial modelling, and appropriate due diligence in estimates in order to inform the full financial implications
- To develop partnerships, including the pursuit of shared services, joint ventures and community arrangements, where appropriate, to achieve the Council's investment aspirations and value for money.
- Monitoring and evaluation of approved budgets will form part of the quarterly budget monitoring reports.
- Monitoring and evaluation of approved Programmes and projects will form part of Performance Management.
- Encourage community engagement by informing on priorities and consultation on proposals.

- To invest in non-treasury activities to support ongoing sustainability in the delivery of services.
- Regularly review Business Cases as schemes are developed and update financial models to inform future budget impacts.

d) Asset Management Principles

The Asset Management Policy ensures that;

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

3. Capital Investment Priorities

The Council's proposed Capital Investment Programme 2019/20 will support the Corporate Plan's key themes;

Key Themes

- Council – Finances, Customer, Staff and Members
- People – Health, Vulnerable Groups, Education and Skills
- Place – Economy, Housing, Public Safety

The Council's financial planning process ensures that the decisions about the allocation of capital and revenue resources are taken to achieve a corporate and consistent approach. The key corporate documents in this regard are;

The Corporate Plan

The Medium Term Financial Plan - incorporates the Financial Strategy, revenue budget financial impacts of capital investment decisions.

The Reserves Strategy- prioritises the use of reserves for capital and revenue purposes.

The Treasury Management Strategy - informs the affordability and sustainability of prudent capital investment decisions.

The Commercial Portfolio Strategy – informs how acquisitions will be considered on a risk based approach

The Value for Money Strategy

The Housing Strategy

The Land and Property Investment Strategy

The Asset Management Policy

4. The Capital Investment Strategy Process

The strategic approach to revenue and capital investment decisions needs to be formalised to ensure that our resources are directed to the most appropriate schemes which both deliver our corporate priorities and which are based on sound business cases. Assessment and prioritisation of capital investments schemes are based on uniform criteria.

Therefore the Capital Investment Strategy Process has been developed which will ensure that prioritisation of investments are directed to deliver Corporate Objectives and delivery of the Executive Business Plan and Service Business Plans in addition to generating returns to support delivery of core services.

The process for includes:

- Review existing Capital Programme, timing, budget requirements etc.
- Annual review of existing Projects
- Asset Management Plan – detailed costs of required investment in property portfolio and property assets to be disposed.
- Review of Asset replacement programmes

- Consideration of financing availability i.e. Earmarked Reserves, Grant funding, Capital Receipts and Prudential Borrowing
- Business Planning – identifying new schemes and projects for evaluation both capital and revenue.
- Evaluation of all proposed schemes against scoring matrix.
- Consider core service funding requirements and opportunities to invest in non-Treasury assets to generate returns

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

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

The Capital Programme consists of 4 levels of activity;

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

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

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

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

5. Governance of the Capital Investment Programme

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

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

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

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

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

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

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

- new capital investment schemes
- slippage in programme delivery
- programmes removed or reduced
- virements between schemes
- revisions in spend profile
- overspending
- capital acquisitions and disposals
- loan advances and outstanding loan balances

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

The 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 Strategy

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

- Prudential borrowing
- Revenue contributions and Earmarked Reserves
- Capital Receipts
- External grants and contributions (including S106 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 service provision and improvement within the framework of the MTFP.

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

Prudential Borrowing

The Council has discretion to undertake Prudential borrowing to fund capital projects with the full cost of that borrowing (interest and minimum revenue provision) being funded from Council revenue resources and/or capital receipts. This discretion is subject to complying with the Code's regulatory framework which essentially requires any such borrowing to be prudent, affordable and sustainable. Prudential borrowing provides an option for funding additional capital development however it has to be funded each year from within the revenue budget and by generating additional ongoing income streams from the investment.

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

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

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

Revenue Contributions and Earmarked Reserves

Our continued prudent approach is to set aside revenue resources to fund capital replacement programmes and asset management funding, this will continue over the MTFP.

Our estimate of New Homes Bonus will be set aside for the purpose of investment in growth and regeneration (economic and housing) and has been included in the MTFP.

We will consider future Earmarking of Reserves for service investment needs, invest to save and invest to earn projects and enhancements to our own property assets, in addition to consideration of revenue contingencies, volatility and budget smoothing.

Our own resources will therefore be utilised to fund those schemes which provide a SRI, invest to save schemes which achieve efficiencies, and investment in our operational service asset needs.

Capital Receipts

Capital receipts generated from the following sources and where appropriate utilised as detailed.

- Loans principal repayments – used to repay prudential borrowing
- Receipts from Asset Disposal (operational property assets or surplus land)
- Commercial Portfolio Properties – repayment of borrowing
- Share of RTB Housing Transfer Agreement
- Insurance settlements – replacement of asset

External Grants and contributions (incl S106 and Community Infrastructure Levy (CiL))

The Council will actively pursue grants and contributions and other innovative solutions to funding of capital investment schemes. This funding will be utilised in the first instance.

Leasing

The use of leasing will be undertaken where alternative funding is not available for vehicles or minor equipment and the revenue budget does not allow for a full capital repayment. Where there is a robust business case then the option of leasing may be considered.

Other Sources of Funding

There are a range of other potential funding sources which may be generated locally either by the Council itself or in partnership with others ie a growing number of private organisations are showing interest where clear joint benefits exist. Each case will be subject to specific financial appraisals and appropriate governance arrangements.

7. Investment in Commercial Properties (Non Treasury Investments)

Any acquisition of Commercial Properties will be in accordance with the Commercial Portfolio Strategy and are being acquired to support delivery of services in a financially

sustainable organisation. Up to £30m has been approved for investment in Commercial Property in support and protection of Council Services.

Appropriate experts will be engaged as required.

All assets will be assessed against a set criteria and the Director of Resources and Chair of Corporate Policy and Resources will have delegated Authority to complete on the acquisition of assets which score 50 or more out of 70. Any asset which falls below this threshold or registers a zero against any criteria may still be considered but specific justification will need to be provided and the decision to proceed taken to the Corporate Policy and Resources Committee for approval.

An annual review will be undertaken of the Commercial Property Portfolio to ascertain whether its fair value is sufficient to provide security against loss against the capital investment, and therefore adequate to meet the cost of outstanding borrowing.

Under the Minimum Revenue Provision (MRP) Policy, there will be no annual MRP charge for borrowing undertaken to finance Commercial Properties. However voluntary MRP will be considered if appropriate.

A Valuation Volatility Earmarked Reserve has been created to mitigate any loss of capital investment upon the sale of an asset, to meet the cost of any shortfall against outstanding debt. A proportion of the annual revenue income generated from the investment will be allocated for risk provision.

A Commercial Contingency revenue budget has been included within the MTFP to mitigate the risk of not achieving the desired level of yield from the Portfolio 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.

8. Risk

All capital projects have a risk register, with all risks affecting the project considered. A specific risk of capital investment is the impact on the Council's VAT partial exemption (recovery of exempt VAT upto 5% of overall VAT). If exempt VAT exceeds 5% the whole amount is then irrecoverable. Each scheme is therefore assessed for its impact

9. Conclusion

The Capital Investment Strategy is a working document, which enables the Council to make informed rational capital investment decisions to achieve its corporate priorities and objectives. It provides a framework for determining the relative importance of individual projects.

The strategy will be reviewed annually to ensure that it remains relevant and effective.

APPENDIX E

Capital Investment Programme 2019/20 - 2023/24						
Service Cluster / Scheme	Estimate 2019/2020	Estimate 2020/21	Estimate 2021/22	Estimate 2022/23	Estimate 2023/24	TOTAL CAPITAL INVESTMENT
	£	£	£	£	£	£
Our People						
Customer First CRM/ERP	181,300	-	-	-	-	181,300
Disabled Facilities Grant	591,600	590,300	648,500	648,500	648,500	3,127,400
Channel Optimisation	50,000	-	-	-	-	50,000
Vehicle Replacement Programme	435,000	-	459,000	836,000	177,000	1,907,000
Telephony (incl. Contact Centre)	18,000	-	-	-	-	18,000
Replacement Building Control/Land Charges System	123,700	-	-	-	-	123,700
Renewal/Replacement of current Revs & Bens system	-	-	-	150,000	-	150,000
OUR PLACE						
Capital Enhancements to Council Owned Assets	90,000	110,000	100,000	60,000	100,000	460,000
Carbon Efficiency Programme	210,000	-	-	-	-	210,000
Commercial Investment - Crematorium	3,612,600	-	-	-	-	3,612,600
Public Sector Hub - Property	365,000	-	-	-	-	365,000
Leisure Facilities	6,040,300	-	-	-	-	6,040,300
Saxilby Industrial Units	-	1,142,150	-	-	-	1,142,150
Depots Review	3,700,000	-	-	-	-	3,700,000
Trinity Arts Entrance Refurbishment	500,000	-	-	-	-	500,000
Roses Sports Ground	150,000	-	-	-	-	150,000
5-7 Market Place Redevelopment	387,300	-	-	-	-	387,300
Marina	250,000	232,440	-	-	-	482,440
Green Corridor	387,560	-	-	-	-	387,560
Gainsborough Heritage THI	346,245	346,245	346,245	346,245	-	1,384,980
Gainsborough Shop Front Improvement Scheme	65,000	-	-	-	-	65,000
Unlocking Housing Living over the Shop	135,000	-	-	-	-	135,000
Gainsborough Regeneration - Dev Partnership	1,150,000	3,000,000	1,000,000	-	-	5,150,000
Housing Infrastructure	-	-	2,193,784	-	-	2,193,784
Hemswell Masterplan - Public Realm Improvements	150,000	-	-	-	-	150,000
Roadway Improvement	-	1,000,000	-	-	-	1,000,000
Market Rasen - 3 year Vision	150,000	-	-	-	-	150,000
Private Sector Renewal	475,000	300,000	614,900	-	-	1,389,900
North Marsh Road - Affordable Housing Scheme	360,000	-	-	-	-	360,000
Food Enterprise Zone	1,483,513	-	-	-	-	1,483,513
Our Council						
Desktop Refresh Member	-	-	-	-	29,000	29,000
Website Replacement	-	-	-	75,000	-	75,000
Financial Management System	150,000	-	-	-	-	150,000
Performance Management System	10,000	-	-	-	-	10,000
Project Management Software	10,000	-	-	-	-	10,000
Storage Refresh	110,000	80,000	-	-	-	190,000
Replacement Environmental Protection Equipment	10,000	-	-	-	-	10,000
ERP System	-	-	-	200,000	200,000	400,000
Firewall Software	-	17,000	-	-	-	17,000
Total Capital Programme	21,697,118	6,818,135	5,362,429	2,315,745	1,154,500	37,347,927

Capital Investment Programme 2019/20 - 2023/24						
Service Cluster / Scheme	Estimate 2019/2020	Estimate 2020/21	Estimate 2021/22	Estimate 2022/23	Estimate 2023/24	TOTAL CAPITAL INVESTMENT
CAPITAL FINANCING						
Grants & Contributions etc	- 3,700,113	- 1,741,800	- 3,188,529	- 994,745	- 648,500	- 10,273,687
Revenue Financing	- 3,613,805	- 3,891,895	- 1,559,000	- 1,321,000	- 506,000	- 10,891,700
Useable Capital Receipts	- 687,300	- 850,000	- 614,900	-	-	- 2,152,200
Prudential Borrowing	- 13,695,900	- 334,440	-	-	-	- 14,030,340
Total Capital Programme Funding	-21,697,118	-6,818,135	-5,362,429	-2,315,745	-1,154,500	-37,347,927
Analysis of Capital Financing						
Source	Estimate 2019/2020	Estimate 2020/21	Estimate 2021/22	Estimate 2022/23	Estimate 2023/24	TOTAL
	£	£	£	£	£	£
Use of Capital Receipts	-687,300	-850,000	-614,900	0	0	-2,152,200
Use of Capital grants						
Disabled Facilities Grant	-591,600	-590,300	-648,500	-648,500	-648,500	-3,127,400
Heritage Lottery Fund	0	-343,790	-346,245	-346,245	0	-1,036,280
European Regional Development Fund		-807,710				-807,710
Greater Lincolnshire Local Enterprise Partnership	-2,618,513					-2,618,513
Housing Infrastructure and Homes England	0	0	-2,193,784	0	0	-2,193,784
Lincolnshire County Council	-125,000					-125,000
S106 - Developer Contributions	-360,000					-360,000
Capital Grants Unapplied	-5,000					-5,000
Total Use of Grants	-3,700,113	-1,741,800	-3,188,529	-994,745	-648,500	-10,273,687
Use of Earmarked Reserves						
IT Upgrades/Refresh	-110,000	-97,000	0	-150,000	-29,000	-386,000
Maintenance of Facilities	-90,000	-110,000	-100,000	-60,000	-100,000	-460,000
Waste Management Fund	-435,000	0	-459,000	-836,000	-177,000	-1,907,000
Property Asset Fund	-665,000	0	0	0	0	-665,000
Investment for Growth Fund	-1,543,805	-3,684,895	-1,000,000	0	0	-6,228,700
Business Improvement & Transformation	-553,000	0	0	-75,000	0	-628,000
Carbon	-67,000	0	0	0	0	-67,000
Total Use of Earmarked Reserves	-3,463,805	-3,891,895	-1,559,000	-1,121,000	-306,000	-10,341,700
General Fund	-150,000	0	0	-200,000	-200,000	-550,000
Prudential Borrowing	-13,695,900	-334,440	0	0	0	-14,030,340
Capital Financing Total	-21,697,118	-6,818,135	-5,362,429	-2,315,745	-1,154,500	-37,347,927

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. A 5 year Capital Programme is therefore developed to provide a guide to the borrowing need of the Council after taking into account the availability of other sources of funding, i.e. external grant, earmarked reserves, capital receipts, revenue and capital resources. The management of longer-term cash may involve arranging long or short-term loans (external borrowing), or using longer-term cash flow surpluses in lieu of external borrowing (internal borrowing). On occasion, when it is prudent and economic, any debt previously drawn may be restructured to meet Council risk or cost objectives.

The Councils Corporate Plan identifies the Corporate Objectives of the Council and which then informs capital investment requirements. The 2019/20 to 2023/24 Capital Programme therefore includes significant 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.

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.

Revised reporting is required for the 2019/20 reporting cycle due to revisions of the Ministry of Housing, Communities and Local Government (MHCLG) Investment Guidance, the MHCLG Minimum Revenue Provision (MRP) Guidance, the CIPFA Prudential Code and the CIPFA Treasury Management Code. The primary reporting changes include the introduction of a capital strategy, to provide a longer-term focus to the capital plans, and greater reporting requirements surrounding any commercial activity undertaken under the Localism Act 2011. The capital strategy is being reported separately.

1.2 Reporting requirements

1.2.1 Capital Strategy

The CIPFA revised 2017 Prudential and Treasury Management Codes require, for 2019-20, all local authorities to prepare an additional report, a capital 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 all elected members on the full council fully understand the overall long-term policy objectives and resulting capital strategy requirements, governance procedures and risk appetite.

This capital 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 strategy will show:

- 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 MHCLG 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 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.

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).

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

An annual treasury report – This is a backward looking review documents 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 2019/20

The strategy for 2019/20 covers two main areas:

Capital issues

- the capital expenditure plans and the associated prudential indicators;
- 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, MHCLG MRP Guidance, the CIPFA Treasury Management Code and MHCLG 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 15 January 2019. Further training will be arranged as required.

The training needs of treasury management officers are periodically reviewed.

1.5 Treasury management consultants

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

The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon our external service providers. 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 2019/20 – 2021/22

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.

1.1 Capital expenditure

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

Capital Expenditure By Cluster £m	2017/18 Actual	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
People	0.938	1.599	1.885	0.890	1.722
Places	2.716	7.582	19.533	5.831	3.640
Policy and Resources	0.390	0.418	0.280	0.097	0
Investment	2.490	20.509	0	0	0
Total	6.534	30.108	21.698	6.818	5.362

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

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

Financing of capital expenditure £m	2017/18 Actual	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
Capital receipts	0.344	0.050	0.687	0.850	0.615
External Grants	0.634	1.361	3.340	1.742	3.188
S106	0.160	0.000	0.360	0.000	0.000
Earmarked Reserves	1.786	3.654	3.614	3.892	1.559
Revenue Resources	0.00	0.000	0.000	0.000	0.000
Net financing need for the year	3.610	25.043	13.696	0.334	0.000

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

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

Year End Resources £m	2017/18 Actual	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
General Fund Balance	3.913	2.917	2.788	2.781	2.774
Earmarked Reserves	12.636	13.135	11.638	8.241	7.098
Total Revenue Reserves	16.549	16.052	14.426	11.022	9.872
Capital receipts	3.014	3.313	3.151	2.792	2.237
Capital Grants Unapplied	0.368	0.000	0.000	0.000	0.000
Total Capital Reserves	3.382	3.313	3.151	2.792	2.237
Total Useable Reserves	19.931	19.365	17.577	13.814	12.109

1.2 The Council's borrowing need (the Capital Financing Requirement)

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

The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge which broadly reduces the

indebtedness in line with each assets life, and so charges the economic consumption of capital assets as they are used.

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

The Council is asked to approve the CFR projections below:

£m	2019/20	2020/21	2021/22	2022/23	2023/24
	Estimate	Estimate	Estimate	Estimate	Estimate
Capital Financing Requirement					
Accounting Adj	1.065	1.065	1.065	1.065	1.065
Finance Leases	0.000	0.000	0.000	0.000	0.000
Prudential Borrowing	42.119	42.117	41.548	40.579	39.815
Total CFR	43.184	43.182	42.613	41.644	40.880
<i>OF which relates to investment properties</i>	22.999	20.509	20.509	20.509	20.509
Movement in CFR	13.672	-0.002	-0.569	-0.969	-0.764
Movement in CFR represented by					
Net financing need for the year (above)	13.696	0.334	0.000	0.000	0.000
Less Unwinding of Capital Expenditure	0.000	0.000	0.000	0.000	0.000
Less MRP/VRP and other financing movements	0.024	0.337	0.569	0.969	0.764
Movement in CFR	13.672	-0.002	-0.569	-0.969	-0.764

Note:

1. In 2017/18 and 2018/19 the MRP includes finance lease annual principal payments
2. In 2017/18 £0.047m of inter-company loans was capitalised. There is no requirement to capitalise this type of financial transaction, therefore it is being removed from the CFR in 2018/19

2 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.

2.1 Core funds and expected investment balances

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

Year End Resources £m	2017/18 Actual	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
CFR	4.716	29.513	43.184	43.182	42.613
Less Leases	0.027	0.000	0.000	0.000	0.000
Borrowing CFR	4.689	29.513	43.184	43.182	42.613
Less PWLB Borrowing	0.000	20.510	33.863	33.863	33.863
Over(-)/Under Borrowing	4.689	9.003	9.322	9.319	8.750
General Fund Balance	-3.913	-2.917	-2.788	-2.781	-2.774
Earmarked Reserves	-12.636	-13.135	-11.638	-7.098	-6.307
Capital receipts	-3.014	-3.313	-3.151	-2.791	-2,237
Capital Grants Unapplied	-0.368	-0.000	-0.000	-0.000	-0.000
Provisions	-1.000	-1.000	-1.000	-1.000	-1.000
Working capital*	0.703	-0.272	-0.272	-0.272	-0.272
Expected investments (-) /Borrowing	-15.539	-11.634	-9,527	-4.623	-3.840

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

2.2 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.

£m	2017/18 Actual	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
External Debt					
Debt at 1 April	0.000	0.000	20.510	33.863	33.863
Expected change in Debt	0.000	20.510	13.353	0.000	0.000
Other long-term liabilities (OLTL)	0.122	0.027	0.000	0.000	0.000
Expected change in OLTL	-0.095	-0.027	0.000	0.000	0.000
Gross external debt at 31 March	0.027	20.510	33.863	33.863	33.863
Internal Borrowing (at 31 March)	3.610	8.143	8.486	8.820	8.820
The Capital Financing Requirement	4.716	29.513	43.184	43.182	42.613
Internal Borrowing	76.54%	27.59%	19.65%	20.43%	20.70%

Within the prudential indicators there are a number of key indicators to ensure that the Council operates its activities within well-defined limits. One of these is that the Council needs to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2018/19 and the following two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue or speculative purposes.

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

3.3 Treasury Indicators: limits to borrowing activity

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

Operational boundary £m	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
External Debt	28.653	43.184	43.182	42.613
Operational Boundary	28.653	43.184	43.182	42.613

**External debt includes additional headroom of £2m for unexpected cashflow movements.*

The authorised limit for external debt. A further key prudential indicator represents a control on the maximum level of borrowing. This represents a limit

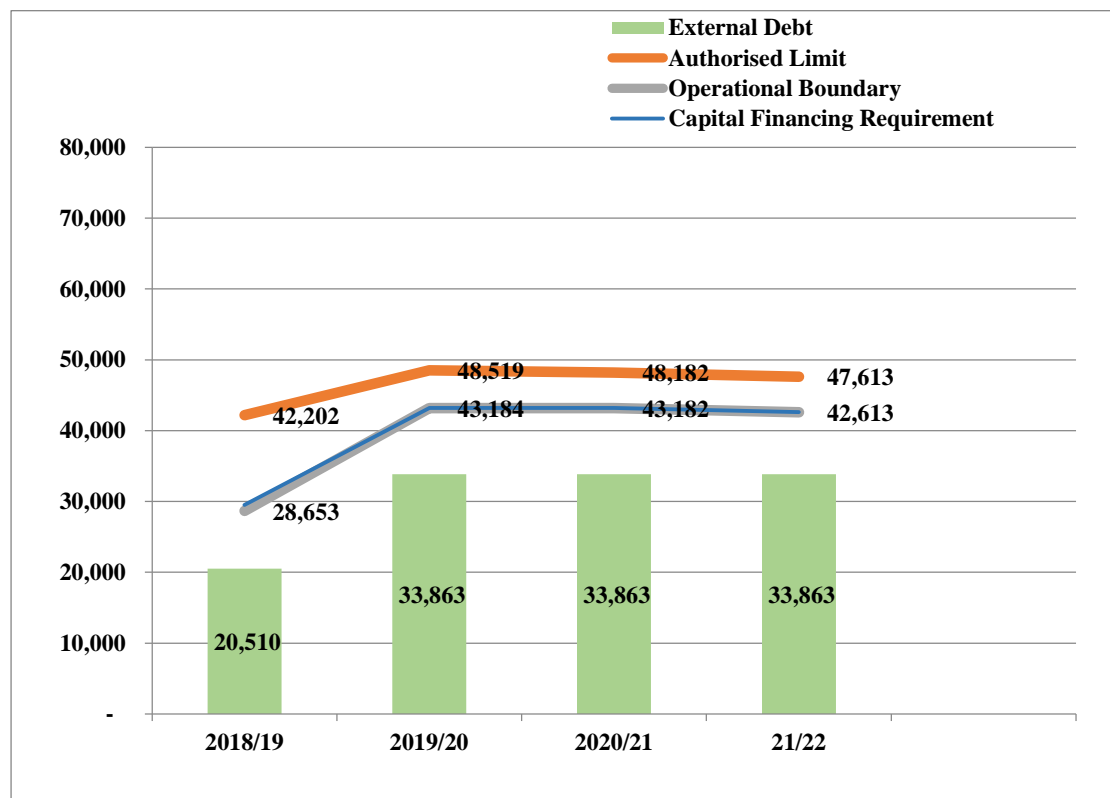
beyond which external debt is prohibited, and this limit needs to be set or revised by the full Council. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term.

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

Authorised limit £m	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
Gross Debt*	42.202	48.519	48.182	47.613
Authorised Limit	42.202	48.519	48.182	47.613

**Gross debt estimates allow for external borrowing in advance of need for up to a maximum of two years and includes additional headroom of £5m for unexpected cashflow movements.*

The graph below shows our projections of CFR and borrowing;



3.4 Prospects for interest rates

The Council has appointed Link Asset Services as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. The following table gives our central view.

Link Asset Services Interest Rate View														
	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22
Bank Rate View	0.75%	0.75%	1.00%	1.00%	1.00%	1.25%	1.25%	1.25%	1.50%	1.50%	1.75%	1.75%	1.75%	2.00%
3 Month LIBID	0.80%	0.90%	1.00%	1.10%	1.20%	1.30%	1.40%	1.50%	1.50%	1.60%	1.70%	1.80%	1.90%	2.00%
6 Month LIBID	0.90%	1.00%	1.20%	1.30%	1.40%	1.50%	1.60%	1.70%	1.70%	1.80%	1.90%	2.00%	2.10%	2.20%
12 Month LIBID	1.10%	1.20%	1.30%	1.40%	1.50%	1.60%	1.70%	1.80%	1.90%	2.00%	2.10%	2.20%	2.30%	2.40%
5yr PWLB Rate	2.00%	2.10%	2.20%	2.20%	2.30%	2.30%	2.40%	2.50%	2.50%	2.60%	2.60%	2.70%	2.80%	2.80%
10yr PWLB Rate	2.50%	2.50%	2.60%	2.60%	2.70%	2.80%	2.90%	2.90%	3.00%	3.00%	3.10%	3.10%	3.20%	3.20%
25yr PWLB Rate	2.90%	2.90%	3.00%	3.10%	3.10%	3.20%	3.30%	3.30%	3.40%	3.40%	3.50%	3.50%	3.60%	3.60%
50yr PWLB Rate	2.70%	2.70%	2.80%	2.90%	2.90%	3.00%	3.10%	3.10%	3.20%	3.20%	3.30%	3.30%	3.40%	3.40%

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

The flow of generally positive economic statistics after the quarter ended 30 June meant that it came as no surprise that the MPC came to a decision on 2 August to make the first increase in Bank Rate above 0.5% since the financial crash, from 0.5% to 0.75%. Growth has been healthy since that meeting, but is expected to weaken somewhat during the last quarter of 2018. At their November meeting, the MPC left Bank Rate unchanged, but expressed some concern at the Chancellor's fiscal stimulus in his Budget, which could increase inflationary pressures. However, it is unlikely that the MPC would increase Bank Rate in February 2019, ahead of the deadline in March for Brexit. The next increase in Bank Rate is therefore forecast to be in May 2019, followed by increases in February and November 2020, before ending up at 2.0% in February 2022.

Investment and borrowing rates

- Investment returns are likely to remain low during 2019/20 but to be on a gently rising trend over the next few years.
- Borrowing interest rates have been volatile so far in 2018-19 and have increased modestly since the summer. The policy of avoiding new borrowing by running down spare cash balances has served well over the last few years. However, this needs to be carefully reviewed to avoid incurring higher borrowing costs in the future when authorities may not be able to avoid new borrowing to finance capital expenditure and/or the refinancing of maturing debt;
- There will remain a cost of carry, (the difference between higher borrowing costs and lower investment returns), to any new long-term

borrowing that causes a temporary increase in cash balances as this position will, most likely, incur a revenue cost.

3.5 Borrowing strategy

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

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

- To ensure that future external debt is affordable and sustainable within the long term within the revenue budget constraints.
- to borrow to support commercial aspirations, where returns can meet the cost of borrowing.
- to support schemes with a socio-economic value ie for the regeneration and growth of the District.
- to support significant service investment where the cost of borrowing will be offset by efficiencies and/or cost savings
- to potentially borrow in advance of need so that external debt (fixed rate funding) is arranged whilst interest rates are lower than they are projected to be over the next few years; and
- all external debt undertaken will be repaid on loan maturities

The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded with external loan debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as investment returns are low and counterparty risk is still an issue that needs to be considered.

Against this background and the risks within the economic forecast, caution will be adopted with the 2019/20 treasury operations. The Executive Director of Resources will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:

* *if it was felt that there was a significant risk of a sharp FALL in long and short term rates, (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), then long term borrowings will be postponed, and potential rescheduling from fixed rate funding into short term borrowing will be considered.*

* *if it was felt that there was a significant risk of a much sharper RISE in long and short term rates than that currently forecast, perhaps arising from an acceleration in the rate of increase in central rates in the USA and UK, an increase in world economic activity, or a sudden increase in inflation risks, then the portfolio position will be re-appraised. Most likely, fixed rate funding will be drawn whilst interest rates are lower than they are projected to be in the next few years.*

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

3.6 Policy on borrowing in advance of need

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

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

3.7 Municipal Bond Agency

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

4.0 ANNUAL INVESTMENT STRATEGY

4.1 Investment policy – management of risk

The 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:

- MHCLG's Guidance on Local Government Investments (“the Guidance”)
- CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes (“the CIPFA TM Code”) 2017.
- CIPFA Treasury Management Guidance Notes 2018

The Council's investment priorities will be security first, liquidity second, then yield (return).

In accordance with the above guidance from the MHCLG and CIPFA, and in order to minimise the risk to investments, the Council applies minimum acceptable credit criteria in order to generate a list of highly creditworthy counterparties which also enables diversification and thus avoidance of

concentration risk. The key ratings used to monitor counterparties are the Short Term and Long Term ratings.

Ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To achieve this consideration the Council will engage with its advisors to maintain a monitor on market pricing such as “credit default swaps” and overlay that information on top of the credit ratings.

Other information sources used will include the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.

Investment instruments identified for use in the financial year are listed in appendix 5.4 under the ‘specified’ and ‘non-specified’ investments categories. Counterparty limits will be as set through the Council’s treasury management practices – schedules.

As a result of the change in accounting standards for 2018/19 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, the Ministry of Housing, Communities and Local Government, [MHCLG], 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 commencing from 1.4.18.)

4.2 Creditworthiness policy

This Council applies the creditworthiness service provided by Link Asset Services. This service employs a sophisticated modelling approach utilising credit ratings from the three main credit rating agencies - Fitch, Moody’s and Standard & Poor’s. The credit ratings of counterparties are supplemented with the following overlays:

- credit watches and credit outlooks from credit rating agencies;
- CDS spreads to give early warning of likely changes in credit ratings;
- sovereign ratings to select counterparties from only the most creditworthy countries.

This modelling approach combines credit ratings, credit Watches and credit Outlooks in a weighted scoring system which is then combined with an overlay of CDS spreads for which the end product is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour

codes are used by the Council to determine the suggested duration for investments. The Council will therefore use counterparties within the following durational bands:

- Yellow 5 years
- Dark pink 5 years for Ultra-Short Dated Bond Funds with a credit score of 1.25
- Light pink 5 years for Ultra-Short Dated Bond Funds with a credit score of 1.5
- Purple 2 years
- Blue 1 year (only applies to nationalised or semi nationalised UK Banks)
- Orange 1 year
- Red 6 months
- Green 100 days
- No colour not to be used

Y	Pi1	Pi2	P	B	O	R	G	N/C
1	1.25	1.5	2	3	4	5	6	7
Up to 5yrs	Up to 5yrs	Up to 5yrs	Up to 2yrs	Up to 1yr	Up to 1yr	Up to 6mths	Up to 100days	No Colour

The Link Asset Services' creditworthiness service uses a wider array of information other than just primary ratings. Furthermore, by using a risk weighted scoring system, it does not give undue preponderance to just one agency's ratings.

Typically the minimum credit ratings criteria the Council use will be a Short Term rating (Fitch or equivalent) of F1 and a Long Term rating of A-. There may be occasions when the counterparty ratings from one rating agency are marginally lower than these ratings but may still be used. In these instances consideration will be given to the whole range of ratings available, or other topical market information, to support their use.

All credit ratings will be monitored weekly. The Council is alerted to changes to ratings of all three agencies through its use of the Link Asset Services' creditworthiness service.

- if a downgrade results in the counterparty / investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn immediately.
- in addition to the use of credit ratings the Council will be advised of information in movements in credit default swap spreads against the iTraxx benchmark and other market data on a daily basis via its Passport website, provided exclusively to it by Link Asset Services. Extreme market movements may result in downgrade of an institution or removal from the Council's lending list.

Sole reliance will not be placed on the use of this external service. In addition this Council will also use market data and market information, information on any external support for banks to help support its decision making process.

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

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

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

Credit rating information is supplied by Link Asset Services, our treasury consultants, on all active counterparties that comply with the criteria below. Any counterparty failing to meet the criteria would be omitted from the counterparty (dealing) list. Any rating changes, rating Watches (notification of a likely change), rating Outlooks (notification of possible longer term change) are provided to officers almost immediately after they occur and this information is considered before dealing.

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

- Banks 1 – good credit quality – the Council will only use banks which:
 - i. Are UK banks; and/or
 - ii. Are non-UK and domiciled in a country which has a minimum sovereign Long Term rating of AAAnd have, as a minimum the following Fitch, Moody's and Standard & Poors credit ratings (where rated):
 - i. Short Term – F1
 - ii. Long Term – A
- Banks 2 – Part nationalised UK bank, can be used provided the bank continues to be part nationalised or it meets the ratings in Banks 1 above.
- Banks 3 – The Council's own banker for transactional purposes if the bank falls below the above criteria, although in this case the balances will be minimised in both monetary size and time invested.

- Bank subsidiary and treasury operation – The Council will use these where the parent bank has provided an appropriate guarantee or has the necessary ratings outlined above.
- Building Societies – The Council will use all societies which:
 - i. Meet the ratings for banks outlined above;
- Money Market Funds (MMFs) – AAA
- Enhanced Money Market Funds (EMMFs) – AAA
- UK Government (including gilts, treasury bonds and the DMADF)
- Local Authorities, parish councils etc
- Supernational institutions
- Local Authority Property Asset Fund (CCLA)
- Corporate Bond Funds
- Covered Bonds

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

Time and monetary limits applying to investments. The time and monetary limits for institutions on the Council's counterparty list are as follows (these will cover both specified and non-specified investments). It should be noted that in the case of Lloyds Bank, our current bankers, that as well as allowing £5m fixed term investment in that one institution that there is flexibility to hold, in current account balances at Lloyds Bank, up to £1m 'cash' on any one day:

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

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	AAA			£5m per counterparty	Overnight
Enhanced money market funds	AAA			£5m	5 years

UK banks – ring fencing

The largest UK banks, (those with more than £25bn of retail / Small and Medium-sized Enterprise (SME) deposits), are required, by UK law, to separate core retail banking services from their investment and international banking activities by 1st January 2019. This is known as “ring-fencing”. Whilst smaller banks with less than £25bn in deposits are exempt, they can choose to opt up. Several banks are very close to the threshold already and so may come into scope in the future regardless.

Ring-fencing is a regulatory initiative created in response to the global financial crisis. It mandates the separation of retail and SME deposits from investment banking, in order to improve the resilience and resolvability of banks by changing their structure. In general, simpler, activities offered from within a ring-fenced bank, (RFB), will be focused on lower risk, day-to-day core transactions, whilst more complex and “riskier” activities are required to be housed in a separate entity, a non-ring-fenced bank, (NRFB). This is intended to ensure that an entity’s core activities are not adversely affected by the acts or omissions of other members of its group.

While the structure of the banks included within this process may have changed, the fundamentals of credit assessment have not. The Council will continue to assess the new-formed entities in the same way that it does others and those with sufficiently high ratings, (and any other metrics considered), will be considered for investment purposes. Country limits

The Council has determined that it will only use approved counterparties from countries with a minimum sovereign credit rating of AA from Fitch. The list of countries that qualify using this credit criteria as at the date of this report are shown in Appendix E. This list will be added to, or deducted from, by officers should ratings change in accordance with this policy.

In addition

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

4.4 Investment strategy

In-house funds. Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months). Longer term investment will be undertaken where it is anticipated that levels of reserves and cashflows are adequate over the medium term.

Investment returns expectations.

Bank Rate is forecast to increase steadily but slowly over the next few years to reach 2.00% by quarter 1 2022. Bank Rate forecasts for financial year ends (March) are:

- 2018/19 0.75%
- 2019/20 1.25%
- 2020/21 1.50%
- 2021/22 2.00%

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:

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

	Now
2018/19	0.75%
2019/20	1.00%
2020/21	1.50%
2021/22	1.75%
2022/23	1.75%
2023/24	2.00%
Later years	2.50%

The overall balance of risks to economic growth in the UK is probably neutral.

The balance of risks to increases in Bank Rate and shorter term PWLB rates, are probably also even and are dependent on how strong GDP growth turns out, how slowly inflation pressures subside, and how quickly the Brexit negotiations move forward positively.

The Council is expecting to have an average investment portfolio of £12.310m throughout 2019/20 and expects to receive investment income totalling £0.242m as shown below

Treasury Portfolio	Investment	Average Portfolio £m	Interest Rate %	Interest £'000
Liquidity Investments		8.400	0.72	0.060
Other Investments		0.910	4.00	0.036
Long Term Investments		3.000	4.85	0.146
Total Investment Income (2019/2019)				0.242

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

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

Maximum principal sums invested > 364 & 365 days			
£m	2018/19	2019/20	2020/21
Principal sums invested > 365 days	£6m	£6m	£6m

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

4.5 Investment risk benchmarking

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

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

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

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

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

Yield - local measures of yield benchmarks are;

- Investments – internal returns above the 7 day LIBID rate

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

	1 year	2 years	3 years	4 years	5 years
Maximum	0.07%	0.19%	0.36%	0.55%	0.77%

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

4.6 End of year investment report

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

4.7 Non-Treasury Investments (Commercial Property)

As part of the Capital Programme 2016/17 – 2020-21 approved in March 2016 the Council planned to invest £20m to create a Commercial Property portfolio, to generate a revenue return to support the future sustainability of the Council and therefore protecting the services of the Council. 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 5 properties, with £15.984m having been spent on these acquisitions (includes costs).

The Commercial Property Strategy included the following principles;

The objective is for WLDC to increase the size of this portfolio by making a further investment of up to £7m in commercial property over the next 4 years to generate a target net income of £787,000 per annum. In May 2018 the

Corporate Policy and Resources Committee agreed to increase the total investment figure to £30m. This was on the basis that the individual target lot size should be increase to a maximum of £10m to take advantage of a segment of the market which was less competitive. The increase in total spend was required to maintain a risk managed portfolio at the higher value lot size.

Strategy

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

The strategy will include;

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 is delegated to the Executive Director of Resources in consultation with the Leader of the Council, provided that the purchase is within agreed criteria. All assets will be assessed against these criteria and the Executive Director of Resources will have delegated Authority to complete on the acquisition of assets which score 50 or more out of 70. Any asset which falls below this threshold or registers a zero against any criteria may still be considered but specific justification will need to be provided and the decision to proceed taken to the Corporate Policy and Resources Committee for approval. An example of how this scoring criteria will be applied is provided at Appendix D of the attached report.
3. A combination of reserves and borrowing will be used to fund acquisitions. Business case modelling will be developed using an opportunity cost of capital based on debt funded through Prudential Borrowing. The business case will be made on the basis of borrowing the full amount each time to ensure that resources are able to be recycled.
4. All assets will be acquired against a target hold period of 5 to 10 years with consideration given to asset management to enhance/protect value over the period of ownership (and any additional resource required/expected in this respect) and risks relating to disposal after the proposed hold period. A proportion of the income will be allocated for risk provision. Further returns would depend on investment performance relative to target and might be achieved through release of the risk provision and/or capital returns.

5. The financial position will be thoroughly monitored throughout the hold period and adequate response made to any change in market conditions and portfolio performance. Decisions regarding the funding of acquisitions will be made by the Executive Director of Resources/s.151 officer and will be based on:
 - An analysis of disposal value risk after an assumed hold period
 - The expectation that the asset will generate a capital return that tracks inflation or better with a provision for risk should this not be achieved

6. Access to suitably qualified/experienced resource is essential for successful delivery and management of the risks involved. Resources should be identified and ring-fenced to the activity. The property and asset team 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 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 contained within the Medium Term Financial Plan at Appendix attached at Appendix D.**

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

APPENDIX A

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

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

5.2.1 Capital expenditure

Capital Expenditure By Cluster £m	2017/18 Actual	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
People	0.938	1.599	1.885	0.890	1.722
Places	2.716	7.582	19.533	5.831	3.640
Policy and Resources	0.390	0.418	0.280	0.097	0
Investment Property	2.490	20.509	0	0	0
Total	6.534	30.108	21.698	6.818	5.362

5.2.2 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).

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

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

- **Asset life method** – MRP will be charged, and therefore debt repaid over the expected useful life of the asset financed from borrowing based on the estimated life of the assets, in accordance with the regulations (this option must be applied for any expenditure capitalised under a Capitalisation Direction) (option 3);
- **Asset life method – Annuity Method**
Under this approach the debt is repaid over the expected useful life of the asset financed from borrowing. For, regeneration schemes or administrative projects, where revenue benefits are only realised in future years or increase in future years, and will be based on an appropriate rate.

- **Loan Principal repayment as proxy for MRP**
The council considers that where borrowing has funded loan advances, the loan principal repaid (or in the event of default the realisation of security) as a capital receipt will be utilised to repay the borrowing and therefore negates the requirement to set aside an annual MRP charge.
- **Borrowing for Non-Treasury Investments**
Where the Council borrows and anticipates a capital receipt will be realised within the short/medium term, ie for the acquisition of Commercial Investment Properties funded from borrowing, where the asset is to be held for a set period, and a capital receipt is expected to be realised at the end of this period, then the requirement to set aside a MRP to repay the debt will be considered on a case by case basis and in such cases, and with the agreement of the Auditor, MRP may not be applied subject to taking into account any risks, project profiles and revenue income streams from the investment.

This is considered a prudent charge as the assets will be held for medium term period and the debt will be repaid upon sale of the asset.

To mitigate the risk of loss of capital upon sale of any Commercial Investment Property, should the capital receipt not meeting outstanding debt, a Valuation Volatility Reserve has been created to fund any shortfall.

- **Finance Leases**
Repayment of principal included in finance lease repayments are applied as MRP.

Voluntary MRP Overpayments – The Council has the ability to repay additional amounts for MRP as voluntary contributions as it considers appropriate.

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

5.2.3 Affordability prudential indicators

The previous sections cover the overall capital and control of borrowing prudential indicators, but within this framework prudential indicators are required to assess the affordability of the capital investment plans. These provide an indication of the impact of the capital investment plans on the Council's overall finances. The Council is asked to approve the following indicators:

a. Ratio of financing costs to net revenue stream

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

%	2017/18	2018/19	2019/20	2020/21	2021/22
	Estimate	Estimate	Estimate	Estimate	Estimate
Net Revenue Expenditure £m	13.895	15.347	14.789	13.142	13.388
Interest Payable £m	0	0.154	0.774	1.184	1.184
Interest Receivable (-) £m	-0.263	-0.206	-0.206	-0.207	-0.23
MRP £m	0.098	0.172	0.024	0.336	0.569
Capital Financing Charges	-0.165	0.12	0.592	1.313	1.523
Ratio	-1.19%	0.78%	4.00%	9.99%	11.38%

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

Interest receivable excludes interest from loans.

b. Incremental impact of capital investment decisions on Council Tax

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

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

£	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
Council tax - band D	-0.31	2.20	10.36	10.68	10.94

5.1.4 Treasury indicators for debt

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

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

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

£m	2019/20	2020/21	2021/22
Interest rate exposures			
	Upper	Upper	Upper
Limits on fixed interest rates:			
• Debt only	100%	100%	100%
• Investments only	75%	75%	75%
Limits on variable interest rates			
• Debt only	25%	25%	20%
• Investments only	100%	100%	100%
Maturity structure of fixed interest rate borrowing 2019/20			
	Lower	Upper	
Under 12 months	0%	100%	
12 months to 2 years	0%	100%	
2 years to 5 years	0%	100%	
5 years to 10 years	0%	100%	
10 years to 20 years	0%	100%	
20 years to 30 years	0%	100%	
30 years to 40 years	0%	100%	
40 years to 50 years	0%	50%	
Maturity structure of variable interest rate borrowing 2019/20			
	Lower	Upper	
Under 12 months	0%	100%	
12 months to 2 years	0%	100%	
2 years to 5 years	0%	0%	
5 years to 10 years	0%	0%	
10 years to 20 years	0%	0%	
20 years to 30 years	0%	0%	
30 years to 40 years	0%	0%	
40 years to 50 years	0%	0%	

APPENDIX B

INTEREST RATE FORECASTS 2018 – 2022

The Council has appointed Link Asset Services as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. The following table gives our central view.

Link Asset Services Interest Rate View														
	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22
Bank Rate View	0.75%	0.75%	1.00%	1.00%	1.00%	1.25%	1.25%	1.25%	1.50%	1.50%	1.75%	1.75%	1.75%	2.00%
3 Month LIBID	0.80%	0.90%	1.00%	1.10%	1.20%	1.30%	1.40%	1.50%	1.50%	1.60%	1.70%	1.80%	1.90%	2.00%
6 Month LIBID	0.90%	1.00%	1.20%	1.30%	1.40%	1.50%	1.60%	1.70%	1.70%	1.80%	1.90%	2.00%	2.10%	2.20%
12 Month LIBID	1.10%	1.20%	1.30%	1.40%	1.50%	1.60%	1.70%	1.80%	1.90%	2.00%	2.10%	2.20%	2.30%	2.40%
5yr PWLB Rate	2.00%	2.10%	2.20%	2.20%	2.30%	2.30%	2.40%	2.50%	2.50%	2.60%	2.60%	2.70%	2.80%	2.80%
10yr PWLB Rate	2.50%	2.50%	2.60%	2.60%	2.70%	2.80%	2.90%	2.90%	3.00%	3.00%	3.10%	3.10%	3.20%	3.20%
25yr PWLB Rate	2.90%	2.90%	3.00%	3.10%	3.10%	3.20%	3.30%	3.30%	3.40%	3.40%	3.50%	3.50%	3.60%	3.60%
50yr PWLB Rate	2.70%	2.70%	2.80%	2.90%	2.90%	3.00%	3.10%	3.10%	3.20%	3.20%	3.30%	3.30%	3.40%	3.40%

The overall longer run future trend is for gilt yields, and consequently PWLB rates, to rise, albeit gently. However, over about the last 25 years, we have been through a period of falling bond yields as inflation subsided to, and then stabilised at, much lower levels than before, and supported by central banks implementing substantial quantitative easing purchases of government and other debt after the financial crash of 2008. Quantitative easing, conversely, also caused a rise in equity values as investors searched for higher returns and purchased riskier assets. In 2016, we saw the start of a reversal of this trend with a sharp rise in bond yields after the US Presidential election in November 2016, with yields then rising further as a result of the big increase in the US government deficit aimed at stimulating even stronger economic growth. That policy change also created concerns around a significant rise in inflationary pressures in an economy which was already running at remarkably low levels of unemployment. Unsurprisingly, the Fed has continued on its series of robust responses to combat its perception of rising inflationary pressures by repeatedly increasing the Fed rate to reach 2.00 – 2.25% in September 2018. It has also continued its policy of not fully reinvesting proceeds from bonds that it holds as a result of quantitative easing, when they mature. We have, therefore, seen US 10 year bond Treasury yields rise above 3.2% during October 2018 and also seen investors causing a sharp fall in equity prices as they sold out of holding riskier assets.

Rising bond yields in the US have also caused some upward pressure on bond yields in the UK and other developed economies. However, the degree of that upward pressure has been dampened by how strong or weak the prospects for economic growth and rising inflation are in each country, and on the degree of

progress towards the reversal of monetary policy away from quantitative easing and other credit stimulus measures.

From time to time, gilt yields, and therefore PwLB rates, can be subject to exceptional levels of volatility due to geo-political, sovereign debt crisis, emerging market developments and sharp changes in investor sentiment. Such volatility could occur at any time during the forecast period.

Economic and interest rate forecasting remains difficult with so many external influences weighing on the UK. The above forecasts, (and MPC decisions), will be liable to further amendment depending on how economic data and developments in financial markets transpire over the next year. Geopolitical developments, especially in the EU, could also have a major impact. Forecasts for average investment earnings beyond the three-year time horizon will be heavily dependent on economic and political developments.

APPENDIX C

ECONOMIC BACKGROUND (as at December 2018)

GLOBAL OUTLOOK. World growth has been doing reasonably well, aided by strong growth in the US. However, US growth is likely to fall back in 2019 and, together with weakening economic activity in China, overall world growth is likely to weaken.

Inflation has been weak during 2018 but, at long last, unemployment falling to remarkably low levels in the US and UK has led to a marked acceleration of wage inflation which is likely to prompt central banks into a series of increases in central rates. The EU is probably about a year behind in a similar progression.

KEY RISKS - central bank monetary policy measures

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

The key issue now is that that period of stimulating economic recovery and warding off the threat of deflation, is coming towards its close. A new period has already started in the US, and more recently in the UK, of reversing those measures i.e. by raising central rates and, (for the US), reducing central banks' holdings of government and other debt. These measures are now required in order to stop the trend of a reduction in spare capacity in the economy, and of unemployment falling to such low levels that the re-emergence of inflation is viewed as a major risk. It is, therefore, crucial that central banks get their timing right and do not cause shocks to market expectations that could destabilise financial markets. In particular, a key risk is that because QE-driven purchases of bonds drove up the price of government debt, and therefore caused a sharp drop in income yields, this also encouraged investors into a search for yield and into investing in riskier assets such as equities. Consequently, prices in both bond and equity markets rose to historically high valuation levels simultaneously. This now means that both asset categories are vulnerable to a sharp downward correction. It is important, therefore, that central banks only gradually unwind their holdings of bonds in order to prevent destabilising the financial markets. It is also likely that the timeframe for central banks unwinding their holdings of QE debt purchases will be over several years. They need to balance their timing to neither squash economic recovery, by taking too rapid and too strong action, or, conversely, let inflation run away by taking action that was too slow and/or too weak. **The potential for central banks to get this timing and strength of action wrong are now key risks.**

The world economy also needs to adjust to a sharp change in **liquidity creation** over the last five years where the US has moved from boosting liquidity by QE purchases, to reducing its holdings of debt. In addition, the European Central Bank has cut back its QE purchases substantially and is likely to end them completely by the end of 2018.

UK. The flow of positive economic statistics since the end of the first quarter this year has shown that pessimism was overdone about the poor growth in quarter 1 when adverse weather caused a temporary downward blip. Quarter 1 at 0.1% growth in GDP was followed by a return to 0.4% in quarter 2; quarter 3 is expected to be robust at around +0.6% but quarter 4 is expected to weaken from that level.

At their November meeting, the MPC repeated their well-worn phrase that future Bank Rate increases would be gradual and would rise to a much lower equilibrium rate, (where monetary policy is neither expansionary or contractionary), than before the crash; indeed they gave a figure for this of around 2.5% in ten years' time but declined to give a medium term forecast. However, with so much uncertainty around Brexit, they warned that the next move could be up or down, even if there was a disorderly Brexit. While it would be expected that Bank Rate could be cut if there was a significant fall in GDP growth as a result of a disorderly Brexit, so as to provide a stimulus to growth, they warned they could also raise Bank Rate in the same scenario if there was a boost to inflation from a devaluation of sterling, increases in import prices and more expensive goods produced in the UK replacing cheaper goods previously imported, and so on. In addition, the Chancellor has held back some spare capacity to provide a further fiscal stimulus if needed.

It is unlikely that the MPC would increase Bank Rate in February 2019, ahead of the deadline in March for Brexit. Getting parliamentary approval for a Brexit agreement on both sides of the Channel will take well into spring next year. However, in view of the hawkish stance of the MPC at their November meeting, the next increase in Bank Rate is now forecast to be in May 2019. The following increases are then forecast to be in February and November 2020 before ending up at 2.0% in February 2022.

Inflation. The Consumer Price Index (CPI) measure of inflation has been falling from a peak of 3.1% in November 2017 to 2.4% in October. In the November Bank of England quarterly inflation report, inflation was forecast to still be marginally above its 2% inflation target two years ahead, (at about 2.1%), given a scenario of minimal increases in Bank Rate. This inflation forecast is likely to be amended upwards due to the Bank's inflation report being produced prior to the Chancellor's announcement of a significant fiscal stimulus in the Budget; this is likely to add 0.3% to GDP growth at a time when there is little spare capacity left in the economy, particularly of labour.

As for the **labour market** figures in September, unemployment at 4.1% was marginally above a 43 year low of 4% on the Independent Labour Organisation measure. A combination of job vacancies hitting an all-time high, together with negligible growth in total employment numbers, indicates that employers are now having major difficulties filling job vacancies with suitable staff. It was

therefore unsurprising that wage inflation picked up to 3.2%, (3 month average regular pay, excluding bonuses). This meant that in real terms, (i.e. wage rates less CPI inflation), earnings are currently growing by about 0.8%, the highest level since 2009. This increase in household spending power is likely to feed through into providing some support to the overall rate of economic growth in the coming months. This tends to confirm that the MPC was right to start on a cautious increase in Bank Rate in August as it views wage inflation in excess of 3% as increasing inflationary pressures within the UK economy.

In the **political arena**, there is a risk that the current Conservative minority government may be unable to muster a majority in the Commons over Brexit. However, our central position is that Prime Minister May's government will endure, despite various setbacks, along the route to reaching an orderly Brexit in March 2019. If, however, the UK faces a general election in the next 12 months, this could result in a potential loosening of monetary and fiscal policy and therefore medium to longer dated gilt yields could rise on the expectation of a weak pound and concerns around inflation picking up.

USA. President Trump's massive easing of fiscal policy is fuelling a, (temporary), boost in consumption which has generated an upturn in the rate of strong growth which rose from 2.2%, (annualised rate), in quarter 1 to 4.2% in quarter 2 and 3.5%, (3.0% y/y), in quarter 3, but also an upturn in inflationary pressures. In particular, wage rates were increasing at 3.1% y/y in October and heading higher due to unemployment falling to a 49 year low of 3.7%. With CPI inflation over the target rate of 2% and on a rising trend towards 3%, the Fed increased rates another 0.25% in September to between 2.00% and 2.25%, this being the fourth increase in 2018. They also indicated that they expected to increase rates four more times by the end of 2019. The dilemma, however, is what to do when the temporary boost to consumption wanes, particularly as the recent imposition of tariffs on a number of countries' exports to the US, (China in particular), could see a switch to US production of some of those goods, but at higher prices. Such a scenario would invariably make any easing of monetary policy harder for the Fed in the second half of 2019. However, a combination of an expected four increases in rates of 0.25% by the end of 2019, together with a waning of the boost to economic growth from the fiscal stimulus in 2018, could combine to depress growth below its potential rate, i.e. monetary policy may prove to be too aggressive and lead to the Fed having to start on cutting rates. The Fed has also been unwinding its previous quantitative easing purchases of debt by gradually increasing the amount of monthly maturing debt that it has not been reinvesting.

The tariff war between the US and China has been generating a lot of heat during 2018, but it is not expected that the current level of actual action would have much in the way of a significant effect on US or world growth. However, there is a risk of escalation. The results of the mid-term elections are not expected to have a material effect on the economy.

Eurozone. Growth was 0.4% in quarters 1 and 2 but fell back to 0.2% in quarter 3, though this is probably just a temporary dip. In particular, data from Germany has been mixed and it could be negatively impacted by US tariffs on a significant part of manufacturing exports e.g. cars. For that reason, although

growth is still expected to be in the region of nearly 2% for 2018, the horizon is less clear than it seemed just a short while ago. Having halved its quantitative easing purchases of debt in October 2018 to €15bn per month, the European Central Bank has indicated it is likely to end all further purchases in December 2018. Inflationary pressures are starting to build gently so it is expected that the ECB will start to increase rates towards the end of 2019.

China. Economic growth has been weakening over successive years, despite repeated rounds of central bank stimulus; medium term risks are increasing. Major progress still needs to be made to eliminate excess industrial capacity and the stock of unsold property, and to address the level of non-performing loans in the banking and credit systems. Progress has been made in reducing the rate of credit creation, particularly from the shadow banking sector, which is feeding through into lower economic growth. There are concerns that official economic statistics are inflating the published rate of growth.

Japan - has been struggling to stimulate consistent significant GDP growth and to get inflation up to its target of 2%, despite huge monetary and fiscal stimulus. It is also making little progress on fundamental reform of the economy. It is likely that loose monetary policy will endure for some years yet to try to stimulate growth and modest inflation.

Emerging countries. Argentina and Turkey are currently experiencing major headwinds

and are facing challenges in external financing requirements well in excess of their reserves of foreign exchange. However, these countries are small in terms of the overall world economy, (around 1% each), so the fallout from the expected recessions in these countries will be minimal.

INTEREST RATE FORECASTS

The interest rate forecasts provided by Link Asset Services in paragraph 3.2 are predicated on an assumption of an agreement being reached on Brexit between the UK and the EU. In the event of an orderly non-agreement exit, it is likely that the Bank of England would take action to cut Bank Rate from 0.75% in order to help economic growth deal with the adverse effects of this situation. This is also likely to cause short to medium term gilt yields to fall. If there was a disorderly Brexit, then any cut in Bank Rate would be likely to last for a longer period and also depress short and medium gilt yields correspondingly. It is also possible that the government could act to protect economic growth by implementing fiscal stimulus.

The balance of risks to the UK

- The overall balance of risks to economic growth in the UK is probably neutral.
- The balance of risks to increases in Bank Rate and shorter term PWLB rates, are probably also even and are broadly dependent on how strong GDP growth turns out, how slowly inflation pressures subside, and how quickly the Brexit negotiations move forward positively.

One risk that is both an upside and downside risk, is that all central banks are now working in very different economic conditions than before the 2008 financial crash as there has been a major increase in consumer and other debt due to the exceptionally low levels of borrowing rates that have prevailed for ten years since 2008. This means that the neutral rate of interest in an economy, (i.e. the rate that is neither expansionary nor deflationary), is difficult to determine definitively in this new environment, although central banks have made statements that they expect it to be much lower than before 2008. Central banks could therefore either over or under do increases in central interest rates.

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

- **Brexit** – if it were to cause significant economic disruption and a major downturn in the rate of growth.
- **Bank of England monetary policy** takes action too quickly, or too far, over the next three years to raise Bank Rate and causes UK economic growth, and increases in inflation, to be weaker than we currently anticipate.
- A resurgence of the **Eurozone sovereign debt crisis**, possibly in **Italy**, due to its high level of government debt, low rate of economic growth and vulnerable banking system, and due to the election in March of a government which has made a lot of anti-austerity noise. At the time of writing, the EU has rejected the proposed Italian budget and has demanded cuts in government spending which the Italian government has refused. The rating agencies have started on downgrading Italian debt to one notch above junk level. If Italian debt were to fall below investment grade, many investors would be unable to hold it. Unsurprisingly, investors are becoming increasingly concerned by the actions of the Italian government and consequently, Italian bond yields have risen sharply – at a time when the government faces having to refinance large amounts of debt maturing in 2019.
- Weak capitalisation of some **European banks**. Italian banks are particularly vulnerable; one factor is that they hold a high level of Italian government debt - debt which is falling in value. This is therefore undermining their capital ratios and raises the question of whether they will need to raise fresh capital to plug the gap.
- **German minority government**. In the German general election of September 2017, Angela Merkel's CDU party was left in a vulnerable minority position dependent on the fractious support of the SPD party, as a result of the rise in popularity of the anti-immigration AfD party. Then in October 2018, the results of the Bavarian and Hesse state elections radically undermined the SPD party and showed a sharp fall in support for the CDU. As a result, the SPD is reviewing whether it can continue to support a coalition that is so damaging to its electoral popularity. After the result of the Hesse state election, Angela Merkel announced that she would not stand for re-election as CDU party leader at her party's convention in December 2018. However, this makes little practical difference as she is still expected to aim to continue for now as the Chancellor. However, there are five more state elections coming up in 2019 and EU parliamentary elections in May/June; these could result in

a further loss of electoral support for both the CDU and SPD which could also undermine her leadership.

- **Other minority eurozone governments.** Spain, Portugal, Netherlands and Belgium all have vulnerable minority governments dependent on coalitions which could prove fragile. Sweden is also struggling to form a government due to the anti-immigration party holding the balance of power, and which no other party is willing to form a coalition with.
- **Austria, the Czech Republic and Hungary** now form a strongly anti-immigration bloc within the EU while **Italy**, this year, has also elected a strongly anti-immigration government. Elections to the EU parliament are due in May/June 2019.
- Further increases in interest rates in the US could spark a **sudden flight of investment funds** from more risky assets e.g. shares, into bonds yielding a much improved yield. In October 2018, we have seen a sharp fall in equity markets but this has been limited, as yet. Emerging countries which have borrowed heavily in dollar denominated debt, could be particularly exposed to this risk of an investor flight to safe havens e.g. UK gilts.
- There are concerns around the level of **US corporate debt** which has swollen massively during the period of low borrowing rates in order to finance mergers and acquisitions. This has resulted in the debt of many large corporations being downgraded to a BBB credit rating, close to junk status. Indeed, 48% of total investment grade corporate debt is now rated at BBB. If such corporations fail to generate profits and cash flow to reduce their debt levels as expected, this could tip their debt into junk ratings which will increase their cost of financing and further negatively impact profits and cash flow.
- **Geopolitical risks**, especially North Korea, but also in Europe and the Middle East, which could lead to increasing safe haven flows.

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

- **Brexit** – if both sides were to agree a compromise that removed all threats of economic and political disruption.
- **The Fed causing a sudden shock in financial markets** through misjudging the pace and strength of increases in its Fed. Funds Rate and in the pace and strength of reversal of QE, which then leads to a fundamental reassessment by investors of the relative risks of holding bonds, as opposed to equities. This could lead to a major flight from bonds to equities and a sharp increase in bond yields in the US, which could then spill over into impacting bond yields around the world.
- The **Bank of England is too slow** in its pace and strength of increases in Bank Rate and, therefore, allows inflation pressures to build up too strongly within the UK economy, which then necessitates a later rapid series of increases in Bank Rate faster than we currently expect.
- **UK inflation**, whether domestically generated or imported, returning to sustained significantly higher levels causing an increase in the inflation premium inherent to gilt yields.

Brexit timetable and process

- March 2017: UK government notified the European Council of its intention to leave under the Treaty on European Union Article 50 on 29 March 2019.
- 25 November 2018 EU27 leaders endorsed the withdrawal agreement
- 21 December 2018 to 8 January 2019 - UK Parliamentary recess
- January 2019 Vote in UK Parliament on the agreement
- By 29 March 2019 then ratification by EU Parliament requires a simple majority
- By 29 March 2019 if UK and EU parliaments agree the deal, EU Council needs to approve the deal; 20 countries representing 65% of the EU population must agree
- 29 March 2019 UK leaves the EU (or asks the EU for agreement to an extension of the Article 50 period if UK Parliament rejects the deal and no deal departure?)
- 29 March 2019: if an agreement is reached with the EU on the terms of Brexit, then this will be followed by a proposed **transitional period ending around December 2020.**
- UK continues as a full EU member until March 2019 with access to the single market and tariff free trade between the EU and UK. Different sectors of the UK economy may leave the single market and tariff free trade at different times during the transitional period.
- The UK and EU would attempt to negotiate, among other agreements, a bi-lateral trade agreement over that period.
- The UK would aim for a negotiated agreed withdrawal from the EU, although the UK could also exit without any such agreements in the event of a breakdown of negotiations.
- If the UK exits without an agreed deal with the EU, World Trade Organisation rules and tariffs could apply to trade between the UK and EU - but this is not certain.
- On full exit from the EU: the UK parliament would repeal the 1972 European Communities Act.

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

The MHCLG 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 Finance has produced its treasury management practices (TMPs). This part, TMP 1 (1) covering investment counterparty policy requires approval each year.

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

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

The investment policy proposed for the Council is:

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

SPECIFIED INVESTMENTS: All such investments will be sterling denominated, with **maturities up to maximum of 1 year**, meeting the minimum 'high' quality criteria where applicable. These are considered low risk assets where the possibility of loss of principal or investment income is small. These would include sterling investments which would not be defined as capital expenditure with:

- 1) The UK Government (such as Debt Management Account deposit facility, UK Treasury Bills or a Gilt with less than one year to maturity).
- 2) Supranational bonds of less than one year's duration
- 3) A local authority, 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 amount of monies which will be invested in these bodies. These criteria are set out in the main report.

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

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

I	Property Funds – The use of these instruments can be deemed to be capital expenditure, and as such will be an application (spending) of capital resources. This Authority will seek guidance on the status of any fund it may consider using	
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This Authority will seek further advice on the appropriateness and associated risks with investments in these categories.

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

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

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

APPENDIX E

APPROVED COUNTRIES FOR INVESTMENTS (As at 04.12.2018)

AAA

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

AA+

- Finland
- U.S.A.

AA

- Abu Dhabi (UAE)
- France
- Hong Kong
- U.K.

AA-

- Belgium
- Qatar

APPENDIX F

TREASURY MANAGEMENT SCHEME OF DELEGATION

(i) Full Council

- receiving and reviewing reports on treasury management policies, practices and activities;
- approval of annual Treasury Management Strategy and mid Year Treasury Management Strategy.

(ii) Corporate Policy and Resources Committee

- approval of/amendments to the organisation's adopted clauses, treasury management policy statement and treasury management practices;
- approval of the division of responsibilities;
- receiving and reviewing regular monitoring reports and acting on recommendations;
- approving the selection of external service providers and agreeing terms of appointment.

(iii) Governance and Audit Committee

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

APPENDIX G

THE TREASURY MANAGEMENT ROLE OF THE SECTION 151 OFFICER

The S151 (responsible) officer

- recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance;
- submitting regular treasury management policy reports;
- submitting budgets and budget variations;
- receiving and reviewing management information reports;
- reviewing the performance of the treasury management function;
- ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function;
- ensuring the adequacy of internal audit, and liaising with external audit;
- recommending the appointment of external service providers.
- 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.*

THE COUNCIL TAX REQUIREMENT

1. Introduction

- 1.1 This Council is the billing Authority for the West Lindsey area and is required to set a Council Tax that will cover not only its own requirements, but also those of the County Council, Police Authority and Town/Parish Councils.
- 1.2 The Localism Act 2011 has introduced a new requirement for a local authority to determine whether the basic amount of council tax for a financial year is excessive, in which case a local referendum would be needed. Schedule 5 of the Localism Act 2011 has inserted a new chapter 4ZA into part 1 of the Local Government Finance Act 1992. Section 52ZB sets out the steps needed to determine the level of tax which would be 'excessive'. These steps are in effect to compare the level of increase in council tax with principles set out by the Secretary of State. The Secretary of State has indicated that, for 2018/19, an increase above 3% or £5, whichever is the greater, in a district council's council tax would be excessive.
- 2 The Council's basic amount of council tax recommended for 2019/20 is £213.47 (2018/19 £207.27) a 2.99% increase.

3 Council Tax levels 2019/20

- 2.1 The level of Council Tax will vary between households throughout the District and will depend upon which band and in which Town/Parish the taxpayer lives. A full schedule of Council Taxes by Parish is attached at Appendix J.
- 2.2 Taking account of the above council tax requirements the average Council Tax at Band D for 2019/20 will be set as follows:-

	2018/19	2019/20	Variance	
	£	£	£	%
Lincolnshire County Council	1,231.47	1,292.40	60.93	4.95%
Police	217.44	241.38	23.94	11.0%
West Lindsey District Council	207.27	213.47	6.20	2.99%
Direct Parish Precept Charges	65.33	68.39	3.06	4.68%
Total Average Council Tax	1,721.51	1815.64	94.13	5.47%

- 2.3 Although the increases in Town/Parish Precepts average 4.68% 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 2019/20

- 3.1 It be noted that on 30 November 2018 the Council calculated the Council Tax Base 2019/20.
- a) for the whole Council area as 29,532.83 (29,224.12 2018/19) [Item T in the formula in Section 31b of the Local Government Finance Act 1992, as amended (the “Act”)]; and
 - b) for dwellings in those parts of its area to which a Parish precept relates as in the attached Appendix I.
- 3.2 The council tax requirement for the Council’s own purposes for 2019/20 (excluding Parish precepts) is £6,304,374
- 3.3 The following amounts be calculated for the year 2019/20 in accordance with Sections 31 to 36 of the Act:
- a) £46,789,400 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) £38,466,000 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) £8,324,148 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) £281.86 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) £2,019,774 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) £213.47 being the amount at 3.3(d) above less the result given by dividing the amount at 3.3(e) above by Item T (3.1(a) above), calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no Parish precept relates. **(WLDC Band D average)**
- 3.4 That the amounts stated in the “Total” column of Appendix I to this resolution be calculated by adding to the amount at (f) above the amounts of special item or items relating to dwellings in those parts of

the Council's area mentioned in Appendix I divided in each case by the individual tax bases (Appendix H) set by the Council in accordance with Section 34(3) of the Act, as the basic amounts of its Council Tax for the year for dwellings in those parts of its area to which one or more special items relate. **(Band D Council Taxes for the WLDC and individual parishes)**

- 3.5 That the amounts stated in Appendix J to this resolution be calculated by multiplying the aggregate of the amounts at (f) above and 3.4 above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in valuation Band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands. **(All valuation band council taxes for WLDC and individual parishes).**
- 3.6 To note that the County Council and the Police Authority have issued precepts to the Council in accordance with Section 40 of the local Government Finance Act 1992 for each category of dwellings in the Council's area as indicated in the table below.
- 3.7 That the Council, in accordance with Sections 30 to 36 of the local Government Finance Act 1992, hereby sets the aggregate amounts shown in the table below as the amounts of Council Tax for 2019/20 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	142.31	861.60	160.92	1,164.83
B	166.03	1,005.20	187.74	1,358.97
C	189.75	1,148.80	214.56	1,553.11
D	213.47	1,292.40	241.38	1,747.25
E	260.91	1,579.60	295.02	2,135.53
F	308.35	1,866.80	348.66	2,523.81
G	355.78	2,154.00	402.30	2,912.08
H	426.94	2,584.80	482.76	3,494.50

- 3.8 That having calculated the aggregate in each case of the amounts at 3.5 and 3.6 above, the Council in accordance with Section 30(2) of the Local Government Finance Act 1992, hereby sets the amounts in Appendix K as the levels of Council Tax for the year 2019/20 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 2019/20 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 2019/20 in respect of each of the areas in the District as set out in the appendices to this report.

APPENDIX H

PARISH TAX BASE 2019/20

Parish	2019/20 Tax Base
Aisthorpe	38.65
Bardney - Apley - Stainfield	695.60
Bigby	154.10
Bishop Norton	130.01
Blyborough	31.05
Blyton	375.72
Brampton	31.65
Brattleby	52.54
Broadholme	37.00
Brocklesby	36.05
Brookenby	158.96
Broxholme	29.89
Bullington	11.87
Burton	417.06
Buslingthorpe	21.47
Cabourne	27.77
Caenby	26.76
Caistor	925.99
Cammeringham	48.30
Cherry Willingham	1,348.06
Claxby	69.62
Corringham	163.79
Dunholme	683.35
East Ferry	40.58
East Stockwith	69.32
Faldingworth	186.35
Fenton	146.28
Fillingham	82.53
Fiskerton	370.97
Friesthorpe	10.95
Fulnetby	4.81
Gainsborough	4,528.31
Glenthams	165.05
Glentworth	114.16
Goltho	26.64
Grange de Lings	11.79
Grasby	185.04
Grayingham	61.32
Great Limber	78.54
Greetwell	294.62
Hackthorn - Cold Hanworth	82.58
Hardwick	15.84
Harpswell	23.84
Heapham	41.76
Hemswell	119.85

Parish	2019/20 Tax Base
Hemswell Cliff	161.14
Holton Beckering	44.27
Holton le Moor	58.69
Ingham	313.54
Keelby	689.98
Kettlethorpe	166.08
Kexby	116.22
Kirmond le Mire	13.86
Knaith	120.97
Langworth - Barlings - Newball	210.06
Laughton	149.95
Lea	379.87
Legsby	80.31
Linwood	39.81
Lissington	51.33
Market Rasen	1,237.87
Marton - Gate Burton	239.68
Middle Rasen	707.59
Morton	432.02
Nettleham	1,391.88
Nettleton	232.84
Newton-On-Trent	136.44
Normanby-By-Spital	140.37
Normanby le Wold	20.06
North Carlton	80.42
North Kelsey	343.90
North Willingham	46.20
Northorpe	48.92
Osgodby	206.65
Owersby	89.78
Owmbly-By-Spital	106.64
Pilham	26.30
Rand	19.30
Reepham	327.72
Riby	43.02
Riseholme	112.40
Rothwell	63.49
Saxby	16.94
Saxilby - Ingleby	1,345.89
Scampton	353.95
Scothern	335.63
Scotter	1,160.46
Scotton	212.48
Searby cum Owmbly	80.75
Sixhills	13.55

Parish	2019/20 Tax Base
Snarford	17.35
Snelland	31.26
Snitterby	90.64
Somerby	24.65
South Carlton	35.19
South Kelsey	206.74
Spidlington	86.84
Springthorpe	56.08
Stainton le Vale	34.89
Stow	118.53
Sturton-By-Stow	491.63
Sudbrooke	697.85
Swallow	93.09
Swinhope	45.93
Tealby	266.92
Thonock	8.82
Thoresway	36.78
Thorganby	10.69
Thorpe le Fallows	6.11
Toft Newton	126.39
Torksey	282.62
Upton	161.99
Waddingham	208.68
Walesby	104.81
Walkerith	26.48
Welton	1,468.57
West Firsby	10.66
West Rasen	32.92
Wickenby	80.18
Wildsworth	27.46
Willingham	191.77
Willoughton	104.70
Total	29,532.83

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

PARISH	PARISH PRECEPT	PARISH COUNCIL TAX	DISTRICT COUNCIL TAX	TOTAL
	£	£	£	£
Bardney - Apley - Stainfield	55,170.00	79.31	213.47	292.78
Bigby	6,400.00	41.53	213.47	255.00
Bishop Norton	6,400.00	49.23	213.47	262.70
Blyton	37,400.00	99.54	213.47	313.01
Brattleby	2,400.00	45.68	213.47	259.15
Broadholme	450.00	12.16	213.47	225.63
Brookenby	17,400.00	109.46	213.47	322.93
Burton	5,272.00	12.64	213.47	226.11
Caistor	91,206.00	98.50	213.47	311.97
Cammeringham	900.00	18.63	213.47	232.10
Cherry Willingham	74,670.00	55.39	213.47	268.86
Claxby	5,307.00	76.23	213.47	289.70
Corringham	9,900.00	60.44	213.47	273.91
Dunholme	42,079.00	61.58	213.47	275.05
East Stockwith	4,100.00	59.15	213.47	272.62
Faldingworth	9,115.00	48.91	213.47	262.38
Fenton	6,050.00	41.36	213.47	254.83
Fillingham	3,921.00	47.51	213.47	260.98
Fiskerton	23,400.00	63.08	213.47	276.55
Gainsborough	481,040.00	106.23	213.47	319.70
Glentham	8,500.00	51.50	213.47	264.97
Glentworth	9,361.00	82.00	213.47	295.47
Grasby	5,400.00	29.18	213.47	242.65
Great Limber	8,900.00	113.32	213.47	326.79
Greetwell	7,600.00	25.80	213.47	239.27
Hackthorn - Cold Hanworth	1,850.00	22.40	213.47	235.87
Heapham	200.00	4.79	213.47	218.26
Hemswell	6,100.00	50.90	213.47	264.37
Hemswell Cliff	12,135.00	75.31	213.47	288.78
Ingham	20,633.00	65.81	213.47	279.28
Keelby	20,106.00	29.14	213.47	242.61
Kettlethorpe	8,900.00	53.59	213.47	267.06
Kexby	1,900.00	16.35	213.47	229.82
Knaith	3,150.00	26.04	213.47	239.51
Langworth - Barlings - Newball	22,560.00	107.40	213.47	320.87
Laughton	6,095.00	40.65	213.47	254.12
Lea	18,400.00	48.44	213.47	261.91

PARISH	PARISH PRECEPT	PARISH COUNCIL TAX	DISTRICT COUNCIL TAX	TOTAL
Legsby	1,650.00	20.55	213.47	234.02
Market Rasen	126,380.00	102.09	213.47	315.56
Marton - Gate Burton	8,900.00	37.13	213.47	250.60
Middle Rasen	17,900.00	25.30	213.47	238.77
Morton	14,430.00	33.40	213.47	246.87
Nettleham	155,815.00	111.95	213.47	325.42
Nettleton	11,900.00	51.11	213.47	264.58
Newton-On-Trent	16,400.00	120.20	213.47	333.67
Normanby-By-Spital	2,700.00	19.23	213.47	232.70
North Kelsey	16,900.00	49.14	213.47	262.61
Northorpe	900.00	18.40	213.47	231.87
Osgodby	5,250.00	25.41	213.47	238.88
Owersby	1,900.00	21.16	213.47	234.63
Owmbly-By-Spital	5,150.00	48.29	213.47	261.76
Reepham	8,150.00	24.87	213.47	238.34
Riby	650.00	15.11	213.47	228.58
Riseholme	2,272.00	20.21	213.47	233.68
Rothwell	3,700.00	58.28	213.47	271.75
Saxby	150.00	8.85	213.47	222.32
Saxilby - Ingleby	185,400.00	137.75	213.47	351.22
Scampton	7,272.00	20.55	213.47	234.02
Scothern	23,198.00	69.12	213.47	282.59
Scotter	51,800.00	44.64	213.47	258.11
Scotton	8,900.00	41.89	213.47	255.36
Snitterby	2,550.00	28.13	213.47	241.60
South Kelsey	6,300.00	30.47	213.47	243.94
Spridlington	2,987.00	34.40	213.47	247.87
Springthorpe	600.00	10.70	213.47	224.17
Stow	4,600.00	38.81	213.47	252.28
Sturton-By-Stow	27,470.00	55.88	213.47	269.35
Sudbrooke	26,800.00	38.40	213.47	251.87
Swallow	5,900.00	63.38	213.47	276.85
Tealby	11,000.00	41.21	213.47	254.68
Toft Newton	5,400.00	42.72	213.47	256.19
Torksey	14,290.00	50.56	213.47	264.03
Upton	7,400.00	45.68	213.47	259.15
Waddingham	7,400.00	35.46	213.47	248.93
Walesby	2,300.00	21.94	213.47	235.41
Welton	150,537.00	102.51	213.47	315.98
Wickenby	3,903.00	48.68	213.47	262.15
Willingham	10,900.00	56.84	213.47	270.31
Willoughton	7,400.00	70.68	213.47	284.15
TOTAL	2,019,774.00			

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

Appendix J

Parish	Disabled Relief	A	B	C	D	E	F	G	H	Parish Band D
	£	£	£	£	£	£	£	£	£	£
Aisthorpe	118.59	142.31	166.03	189.75	213.47	260.91	308.35	355.78	426.94	0.00
Apley	162.65	195.18	227.72	260.25	292.78	357.84	422.91	487.96	585.56	79.31
Bardney	162.65	195.18	227.72	260.25	292.78	357.84	422.91	487.96	585.56	79.31
Barlings	178.26	213.91	249.56	285.22	320.87	392.18	463.48	534.78	641.74	107.40
Bigby	141.66	170.00	198.33	226.67	255.00	311.67	368.34	425.00	510.00	41.53
Bishop Norton	145.94	175.13	204.32	233.51	262.70	321.08	379.46	437.83	525.40	49.23
Blyborough	118.59	142.31	166.03	189.75	213.47	260.91	308.35	355.78	426.94	0.00
Blyton	173.89	208.67	243.45	278.23	313.01	382.57	452.13	521.68	626.02	99.54
Brampton	118.59	142.31	166.03	189.75	213.47	260.91	308.35	355.78	426.94	0.00
Brattleby	143.97	172.76	201.56	230.35	259.15	316.74	374.33	431.91	518.30	45.68
Brocklesby	118.59	142.31	166.03	189.75	213.47	260.91	308.35	355.78	426.94	0.00
Broxholme	118.59	142.31	166.03	189.75	213.47	260.91	308.35	355.78	426.94	0.00
Bullington	118.59	142.31	166.03	189.75	213.47	260.91	308.35	355.78	426.94	0.00
Burton	125.61	150.74	175.86	200.99	226.11	276.36	326.61	376.85	452.22	12.64
Buslingthorpe	118.59	142.31	166.03	189.75	213.47	260.91	308.35	355.78	426.94	0.00
Cabourne	118.59	142.31	166.03	189.75	213.47	260.91	308.35	355.78	426.94	0.00
Caenby	118.59	142.31	166.03	189.75	213.47	260.91	308.35	355.78	426.94	0.00
Caistor	173.31	207.98	242.64	277.31	311.97	381.30	450.63	519.95	623.94	98.50
Cammeringham	128.94	154.73	180.52	206.31	232.10	283.68	335.26	386.83	464.20	18.63
Broadholme	125.35	150.42	175.49	200.56	225.63	275.77	325.91	376.05	451.26	12.16
Brookenby	179.40	215.28	251.17	287.05	322.93	394.69	466.46	538.21	645.86	109.46

Parish	Disabled Relief	A	B	C	D	E	F	G	H	Parish Band D
	£	£	£	£	£	£	£	£	£	£
Cherry Willingham	149.36	179.24	209.11	238.99	268.86	328.61	388.36	448.10	537.72	55.39
Claxby	160.94	193.13	225.32	257.51	289.70	354.08	418.46	482.83	579.40	76.23
Cold Hanworth	131.03	157.24	183.45	209.66	235.87	288.29	340.71	393.11	471.74	22.40
Corringham	152.17	182.60	213.04	243.47	273.91	334.78	395.65	456.51	547.82	60.44
Dunholme	152.80	183.36	213.93	244.49	275.05	336.17	397.30	458.41	550.10	61.58
East Ferry	118.59	142.31	166.03	189.75	213.47	260.91	308.35	355.78	426.94	0.00
East Stockwith	151.45	181.74	212.04	242.33	272.62	333.20	393.79	454.36	545.24	59.15
Faldingworth	145.76	174.92	204.07	233.23	262.38	320.69	379.00	437.30	524.76	48.91
Fenton	141.57	169.88	198.20	226.51	254.83	311.46	368.09	424.71	509.66	41.36
Fillingham	144.98	173.98	202.98	231.98	260.98	318.98	376.98	434.96	521.96	47.51
Fiskerton	153.63	184.36	215.09	245.82	276.55	338.01	399.47	460.91	553.10	63.08
Friesthorpe	118.59	142.31	166.03	189.75	213.47	260.91	308.35	355.78	426.94	0.00
Fulnetby	118.59	142.31	166.03	189.75	213.47	260.91	308.35	355.78	426.94	0.00
Gainsborough	177.61	213.13	248.65	284.18	319.70	390.75	461.79	532.83	639.40	106.23
Gate Burton	139.22	167.06	194.91	222.75	250.60	306.29	361.98	417.66	501.20	37.13
Glentham	147.20	176.64	206.09	235.53	264.97	323.85	382.74	441.61	529.94	51.50
Glentworth	164.15	196.98	229.81	262.64	295.47	361.13	426.79	492.45	590.94	82.00
Golto	118.59	142.31	166.03	189.75	213.47	260.91	308.35	355.78	426.94	0.00
Grange de Lings	118.59	142.31	166.03	189.75	213.47	260.91	308.35	355.78	426.94	0.00
Grasby	134.80	161.76	188.73	215.69	242.65	296.57	350.50	404.41	485.30	29.18
Grayingham	118.59	142.31	166.03	189.75	213.47	260.91	308.35	355.78	426.94	0.00
Greetwell	132.92	159.51	186.10	212.68	239.27	292.44	345.62	398.78	478.54	25.80
Great Limber	181.55	217.86	254.17	290.48	326.79	399.41	472.03	544.65	653.58	113.32
Hackthorn	131.03	157.24	183.45	209.66	235.87	288.29	340.71	393.11	471.74	22.40
Hardwick	118.59	142.31	166.03	189.75	213.47	260.91	308.35	355.78	426.94	0.00

Parish	Disabled Relief	A	B	C	D	E	F	G	H	Parish Band D
	£	£	£	£	£	£	£	£	£	£
Harpswell	118.59	142.31	166.03	189.75	213.47	260.91	308.35	355.78	426.94	0.00
Heapham	121.25	145.50	169.76	194.01	218.26	266.76	315.27	363.76	436.52	4.79
Hemswell	146.87	176.24	205.62	234.99	264.37	323.12	381.87	440.61	528.74	50.90
Holton Beckering	118.59	142.31	166.03	189.75	213.47	260.91	308.35	355.78	426.94	0.00
Holton Le Moor	118.59	142.31	166.03	189.75	213.47	260.91	308.35	355.78	426.94	0.00
Ingham	155.15	186.18	217.22	248.25	279.28	341.34	403.41	465.46	558.56	65.81
Hemswell Cliff	160.43	192.52	224.60	256.69	288.78	352.96	417.13	481.30	577.56	75.31
Keelby	134.78	161.74	188.69	215.65	242.61	296.53	350.44	404.35	485.22	29.14
Kettlethorpe	148.36	178.04	207.71	237.39	267.06	326.41	385.76	445.10	534.12	53.59
Kexby	127.67	153.21	178.75	204.28	229.82	280.89	331.97	383.03	459.64	16.35
Kirmond Le Mire	118.59	142.31	166.03	189.75	213.47	260.91	308.35	355.78	426.94	0.00
Knaith	133.06	159.67	186.28	212.90	239.51	292.74	345.96	399.18	479.02	26.04
Laughton	141.17	169.41	197.65	225.88	254.12	310.59	367.07	423.53	508.24	40.65
Lea	145.50	174.60	203.71	232.81	261.91	320.11	378.32	436.51	523.82	48.44
Legsby	130.01	156.01	182.01	208.02	234.02	286.03	338.03	390.03	468.04	20.55
Linwood	118.59	142.31	166.03	189.75	213.47	260.91	308.35	355.78	426.94	0.00
Lissington	118.59	142.31	166.03	189.75	213.47	260.91	308.35	355.78	426.94	0.00
Market Rasen	175.31	210.37	245.43	280.50	315.56	385.69	455.81	525.93	631.12	102.09
Marton	139.22	167.06	194.91	222.75	250.60	306.29	361.98	417.66	501.20	37.13
Middle Rasen	132.65	159.18	185.71	212.24	238.77	291.83	344.89	397.95	477.54	25.30
Morton	137.15	164.58	192.01	219.44	246.87	301.73	356.59	411.45	493.74	33.40
Nettleham	180.78	216.94	253.10	289.26	325.42	397.74	470.06	542.36	650.84	111.95
Nettleton	146.98	176.38	205.78	235.18	264.58	323.38	382.18	440.96	529.16	51.11
Newball	178.26	213.91	249.56	285.22	320.87	392.18	463.48	534.78	641.74	107.40
Newton on Trent	185.37	222.44	259.52	296.59	333.67	407.82	481.97	556.11	667.34	120.20

Parish	Disabled Relief	A	B	C	D	E	F	G	H	Parish Band D
	£	£	£	£	£	£	£	£	£	£
Normanby by Spital	129.27	155.13	180.99	206.84	232.70	284.41	336.13	387.83	465.40	19.23
Normanby Le Wold	118.59	142.31	166.03	189.75	213.47	260.91	308.35	355.78	426.94	0.00
North Carlton	118.59	142.31	166.03	189.75	213.47	260.91	308.35	355.78	426.94	0.00
North Kelsey	145.89	175.07	204.25	233.43	262.61	320.97	379.33	437.68	525.22	49.14
North Willingham	118.59	142.31	166.03	189.75	213.47	260.91	308.35	355.78	426.94	0.00
Northorpe	128.81	154.58	180.34	206.11	231.87	283.40	334.93	386.45	463.74	18.40
Osgodby	132.71	159.25	185.79	212.34	238.88	291.97	345.05	398.13	477.76	25.41
Owersby	130.35	156.42	182.49	208.56	234.63	286.77	338.91	391.05	469.26	21.16
Owmy by Spital	145.42	174.50	203.59	232.67	261.76	319.93	378.10	436.26	523.52	48.29
Pilham	118.59	142.31	166.03	189.75	213.47	260.91	308.35	355.78	426.94	0.00
Rand	118.59	142.31	166.03	189.75	213.47	260.91	308.35	355.78	426.94	0.00
Reepham	132.41	158.89	185.37	211.86	238.34	291.31	344.27	397.23	476.68	24.87
Riby	126.98	152.38	177.78	203.18	228.58	279.38	330.18	380.96	457.16	15.11
Riseholme	129.82	155.78	181.75	207.71	233.68	285.61	337.54	389.46	467.36	20.21
Rothwell	150.97	181.16	211.36	241.55	271.75	332.14	392.53	452.91	543.50	58.28
Saxby	123.51	148.21	172.91	197.62	222.32	271.73	321.13	370.53	444.64	8.85
Saxilby	195.12	234.14	273.17	312.19	351.22	429.27	507.32	585.36	702.44	137.75
Scampton	130.01	156.01	182.01	208.02	234.02	286.03	338.03	390.03	468.04	20.55
Scothern	156.99	188.39	219.79	251.19	282.59	345.39	408.19	470.98	565.18	69.12
Scotter	143.39	172.07	200.75	229.43	258.11	315.47	372.83	430.18	516.22	44.64
Scotton	141.86	170.24	198.61	226.99	255.36	312.11	368.86	425.60	510.72	41.89
Searby Cum Owmy	118.59	142.31	166.03	189.75	213.47	260.91	308.35	355.78	426.94	0.00
Sixhills	118.59	142.31	166.03	189.75	213.47	260.91	308.35	355.78	426.94	0.00
Snarford	118.59	142.31	166.03	189.75	213.47	260.91	308.35	355.78	426.94	0.00
Snelland	118.59	142.31	166.03	189.75	213.47	260.91	308.35	355.78	426.94	0.00

Parish	Disabled Relief	A	B	C	D	E	F	G	H	Parish Band D
	£	£	£	£	£	£	£	£	£	£
Snitterby	134.22	161.06	187.91	214.75	241.60	295.29	348.98	402.66	483.20	28.13
Somerby	118.59	142.31	166.03	189.75	213.47	260.91	308.35	355.78	426.94	0.00
South Carlton	118.59	142.31	166.03	189.75	213.47	260.91	308.35	355.78	426.94	0.00
South Kelsey	135.52	162.62	189.73	216.83	243.94	298.15	352.36	406.56	487.88	30.47
Spridlington	137.70	165.24	192.79	220.33	247.87	302.95	358.04	413.11	495.74	34.40
Springthorpe	124.53	149.44	174.35	199.26	224.17	273.99	323.81	373.61	448.34	10.70
Langworth	178.26	213.91	249.56	285.22	320.87	392.18	463.48	534.78	641.74	107.40
Stainton Le Vale	118.59	142.31	166.03	189.75	213.47	260.91	308.35	355.78	426.94	0.00
Stainfield	162.65	195.18	227.72	260.25	292.78	357.84	422.91	487.96	585.56	79.31
Stow	140.15	168.18	196.22	224.25	252.28	308.34	364.41	420.46	504.56	38.81
Sturton by Stow	149.63	179.56	209.49	239.42	269.35	329.21	389.07	448.91	538.70	55.88
Sudbrooke	139.92	167.91	195.90	223.88	251.87	307.84	363.82	419.78	503.74	38.40
Swallow	153.80	184.56	215.33	246.09	276.85	338.37	399.90	461.41	553.70	63.38
Swinhope	118.59	142.31	166.03	189.75	213.47	260.91	308.35	355.78	426.94	0.00
Tealby	141.48	169.78	198.08	226.38	254.68	311.28	367.88	424.46	509.36	41.21
Thonock	118.59	142.31	166.03	189.75	213.47	260.91	308.35	355.78	426.94	0.00
Thoresway	118.59	142.31	166.03	189.75	213.47	260.91	308.35	355.78	426.94	0.00
Thorganby	118.59	142.31	166.03	189.75	213.47	260.91	308.35	355.78	426.94	0.00
Thorpe Le Fallows	118.59	142.31	166.03	189.75	213.47	260.91	308.35	355.78	426.94	0.00
Toft Newton	142.32	170.79	199.26	227.72	256.19	313.12	370.06	426.98	512.38	42.72
Torksey	146.68	176.02	205.35	234.69	264.03	322.71	381.38	440.05	528.06	50.56
Upton	143.97	172.76	201.56	230.35	259.15	316.74	374.33	431.91	518.30	45.68
Waddingham	138.29	165.95	193.61	221.27	248.93	304.25	359.57	414.88	497.86	35.46
Walesby	130.78	156.94	183.09	209.25	235.41	287.73	340.04	392.35	470.82	21.94
Walkerith	118.59	142.31	166.03	189.75	213.47	260.91	308.35	355.78	426.94	0.00

Parish	Disabled Relief	A	B	C	D	E	F	G	H	Parish Band D
	£	£	£	£	£	£	£	£	£	£
Welton	175.54	210.65	245.76	280.87	315.98	386.20	456.42	526.63	631.96	102.51
West Firsby	118.59	142.31	166.03	189.75	213.47	260.91	308.35	355.78	426.94	0.00
West Rasen	118.59	142.31	166.03	189.75	213.47	260.91	308.35	355.78	426.94	0.00
Wickenby	145.63	174.76	203.89	233.02	262.15	320.41	378.67	436.91	524.30	48.68
Wildsworth	118.59	142.31	166.03	189.75	213.47	260.91	308.35	355.78	426.94	0.00
Willingham	150.17	180.20	210.24	240.27	270.31	330.38	390.45	450.51	540.62	56.84
Willoughton	157.86	189.43	221.00	252.58	284.15	347.30	410.44	473.58	568.30	70.68

OVERALL LEVELS OF COUNCIL TAX

Appendix K

Parish	Disabled Relief	A	B	C	D	E	F	G	H	Parish Band D
	£	£	£	£	£	£	£	£	£	£
Aisthorpe	970.69	1164.83	1358.97	1553.11	1747.25	2135.53	2523.81	2912.08	3494.50	0.00
Apley	1014.75	1217.70	1420.66	1623.61	1826.56	2232.46	2638.37	3044.26	3653.12	79.31
Bardney	1014.75	1217.70	1420.66	1623.61	1826.56	2232.46	2638.37	3044.26	3653.12	79.31
Barlings	1030.36	1236.43	1442.50	1648.58	1854.65	2266.80	2678.94	3091.08	3709.30	107.40
Bigby	993.76	1192.52	1391.27	1590.03	1788.78	2186.29	2583.80	2981.30	3577.56	41.53
Bishop Norton	998.04	1197.65	1397.26	1596.87	1796.48	2195.70	2594.92	2994.13	3592.96	49.23
Blyborough	970.69	1164.83	1358.97	1553.11	1747.25	2135.53	2523.81	2912.08	3494.50	0.00
Blyton	1025.99	1231.19	1436.39	1641.59	1846.79	2257.19	2667.59	3077.98	3693.58	99.54
Brampton	970.69	1164.83	1358.97	1553.11	1747.25	2135.53	2523.81	2912.08	3494.50	0.00
Brattleby	996.07	1195.28	1394.50	1593.71	1792.93	2191.36	2589.79	2988.21	3585.86	45.68
Brocklesby	970.69	1164.83	1358.97	1553.11	1747.25	2135.53	2523.81	2912.08	3494.50	0.00
Broxholme	970.69	1164.83	1358.97	1553.11	1747.25	2135.53	2523.81	2912.08	3494.50	0.00
Bullington	970.69	1164.83	1358.97	1553.11	1747.25	2135.53	2523.81	2912.08	3494.50	0.00
Burton	977.71	1173.26	1368.80	1564.35	1759.89	2150.98	2542.07	2933.15	3519.78	12.64
Buslingthorpe	970.69	1164.83	1358.97	1553.11	1747.25	2135.53	2523.81	2912.08	3494.50	0.00
Cabourne	970.69	1164.83	1358.97	1553.11	1747.25	2135.53	2523.81	2912.08	3494.50	0.00
Caenby	970.69	1164.83	1358.97	1553.11	1747.25	2135.53	2523.81	2912.08	3494.50	0.00
Caistor	1025.41	1230.50	1435.58	1640.67	1845.75	2255.92	2666.09	3076.25	3691.50	98.50
Cammeringham	981.04	1177.25	1373.46	1569.67	1765.88	2158.30	2550.72	2943.13	3531.76	18.63
Broadholme	977.45	1172.94	1368.43	1563.92	1759.41	2150.39	2541.37	2932.35	3518.82	12.16
Brookenby	1031.50	1237.80	1444.11	1650.41	1856.71	2269.31	2681.92	3094.51	3713.42	109.46
Cherry Willingham	1001.46	1201.76	1402.05	1602.35	1802.64	2203.23	2603.82	3004.40	3605.28	55.39
Claxby	1013.04	1215.65	1418.26	1620.87	1823.48	2228.70	2633.92	3039.13	3646.96	76.23

Parish	Disabled Relief	A	B	C	D	E	F	G	H	Parish Band D
	£	£	£	£	£	£	£	£	£	£
Cold Hanworth	983.13	1179.76	1376.39	1573.02	1769.65	2162.91	2556.17	2949.41	3539.30	22.40
Corringham	1004.27	1205.12	1405.98	1606.83	1807.69	2209.40	2611.11	3012.81	3615.38	60.44
Dunholme	1004.90	1205.88	1406.87	1607.85	1808.83	2210.79	2612.76	3014.71	3617.66	61.58
East Ferry	970.69	1164.83	1358.97	1553.11	1747.25	2135.53	2523.81	2912.08	3494.50	0.00
East Stockwith	1003.55	1204.26	1404.98	1605.69	1806.40	2207.82	2609.25	3010.66	3612.80	59.15
Faldingworth	997.86	1197.44	1397.01	1596.59	1796.16	2195.31	2594.46	2993.60	3592.32	48.91
Fenton	993.67	1192.40	1391.14	1589.87	1788.61	2186.08	2583.55	2981.01	3577.22	41.36
Fillingham	997.08	1196.50	1395.92	1595.34	1794.76	2193.60	2592.44	2991.26	3589.52	47.51
Fiskerton	1005.73	1206.88	1408.03	1609.18	1810.33	2212.63	2614.93	3017.21	3620.66	63.08
Friesthorpe	970.69	1164.83	1358.97	1553.11	1747.25	2135.53	2523.81	2912.08	3494.50	0.00
Fulnetby	970.69	1164.83	1358.97	1553.11	1747.25	2135.53	2523.81	2912.08	3494.50	0.00
Gainsborough	1029.71	1235.65	1441.59	1647.54	1853.48	2265.37	2677.25	3089.13	3706.96	106.23
Gate Burton	991.32	1189.58	1387.85	1586.11	1784.38	2180.91	2577.44	2973.96	3568.76	37.13
Glentham	999.30	1199.16	1399.03	1598.89	1798.75	2198.47	2598.20	2997.91	3597.50	51.50
Glentworth	1016.25	1219.50	1422.75	1626.00	1829.25	2235.75	2642.25	3048.75	3658.50	82.00
Golto	970.69	1164.83	1358.97	1553.11	1747.25	2135.53	2523.81	2912.08	3494.50	0.00
Grange de Lings	970.69	1164.83	1358.97	1553.11	1747.25	2135.53	2523.81	2912.08	3494.50	0.00
Grasby	986.90	1184.28	1381.67	1579.05	1776.43	2171.19	2565.96	2960.71	3552.86	29.18
Grayingham	970.69	1164.83	1358.97	1553.11	1747.25	2135.53	2523.81	2912.08	3494.50	0.00
Greetwell	985.02	1182.03	1379.04	1576.04	1773.05	2167.06	2561.08	2955.08	3546.10	25.80
Great Limber	1033.65	1240.38	1447.11	1653.84	1860.57	2274.03	2687.49	3100.95	3721.14	113.32
Hackthorn	983.13	1179.76	1376.39	1573.02	1769.65	2162.91	2556.17	2949.41	3539.30	22.40
Hardwick	970.69	1164.83	1358.97	1553.11	1747.25	2135.53	2523.81	2912.08	3494.50	0.00
Harpswell	970.69	1164.83	1358.97	1553.11	1747.25	2135.53	2523.81	2912.08	3494.50	0.00
Heapham	973.35	1168.02	1362.70	1557.37	1752.04	2141.38	2530.73	2920.06	3504.08	4.79
Hemswell	998.97	1198.76	1398.56	1598.35	1798.15	2197.74	2597.33	2996.91	3596.30	50.90
Holton Beckering	970.69	1164.83	1358.97	1553.11	1747.25	2135.53	2523.81	2912.08	3494.50	0.00

Parish	Disabled Relief	A	B	C	D	E	F	G	H	Parish Band D
	£	£	£	£	£	£	£	£	£	£
Holton Le Moor	970.69	1164.83	1358.97	1553.11	1747.25	2135.53	2523.81	2912.08	3494.50	0.00
Ingham	1007.25	1208.70	1410.16	1611.61	1813.06	2215.96	2618.87	3021.76	3626.12	65.81
Hemswell Cliff	1012.53	1215.04	1417.54	1620.05	1822.56	2227.58	2632.59	3037.60	3645.12	75.31
Keelby	986.88	1184.26	1381.63	1579.01	1776.39	2171.15	2565.90	2960.65	3552.78	29.14
Kettlethorpe	1000.46	1200.56	1400.65	1600.75	1800.84	2201.03	2601.22	3001.40	3601.68	53.59
Kexby	979.77	1175.73	1371.69	1567.64	1763.60	2155.51	2547.43	2939.33	3527.20	16.35
Kirmond Le Mire	970.69	1164.83	1358.97	1553.11	1747.25	2135.53	2523.81	2912.08	3494.50	0.00
Knaith	985.16	1182.19	1379.22	1576.26	1773.29	2167.36	2561.42	2955.48	3546.58	26.04
Laughton	993.27	1191.93	1390.59	1589.24	1787.90	2185.21	2582.53	2979.83	3575.80	40.65
Lea	997.60	1197.12	1396.65	1596.17	1795.69	2194.73	2593.78	2992.81	3591.38	48.44
Legsby	982.11	1178.53	1374.95	1571.38	1767.80	2160.65	2553.49	2946.33	3535.60	20.55
Linwood	970.69	1164.83	1358.97	1553.11	1747.25	2135.53	2523.81	2912.08	3494.50	0.00
Lissington	970.69	1164.83	1358.97	1553.11	1747.25	2135.53	2523.81	2912.08	3494.50	0.00
Market Rasen	1027.41	1232.89	1438.37	1643.86	1849.34	2260.31	2671.27	3082.23	3698.68	102.09
Marton	991.32	1189.58	1387.85	1586.11	1784.38	2180.91	2577.44	2973.96	3568.76	37.13
Middle Rasen	984.75	1181.70	1378.65	1575.60	1772.55	2166.45	2560.35	2954.25	3545.10	25.30
Morton	989.25	1187.10	1384.95	1582.80	1780.65	2176.35	2572.05	2967.75	3561.30	33.40
Nettleham	1032.88	1239.46	1446.04	1652.62	1859.20	2272.36	2685.52	3098.66	3718.40	111.95
Nettleton	999.08	1198.90	1398.72	1598.54	1798.36	2198.00	2597.64	2997.26	3596.72	51.11
Newball	1030.36	1236.43	1442.50	1648.58	1854.65	2266.80	2678.94	3091.08	3709.30	107.40
Newton on Trent	1037.47	1244.96	1452.46	1659.95	1867.45	2282.44	2697.43	3112.41	3734.90	120.20
Normanby by Spital	981.37	1177.65	1373.93	1570.20	1766.48	2159.03	2551.59	2944.13	3532.96	19.23
Normanby Le Wold	970.69	1164.83	1358.97	1553.11	1747.25	2135.53	2523.81	2912.08	3494.50	0.00
North Carlton	970.69	1164.83	1358.97	1553.11	1747.25	2135.53	2523.81	2912.08	3494.50	0.00
North Kelsey	997.99	1197.59	1397.19	1596.79	1796.39	2195.59	2594.79	2993.98	3592.78	49.14
North Willingham	970.69	1164.83	1358.97	1553.11	1747.25	2135.53	2523.81	2912.08	3494.50	0.00
Northorpe	980.91	1177.10	1373.28	1569.47	1765.65	2158.02	2550.39	2942.75	3531.30	18.40

Parish	Disabled Relief	A	B	C	D	E	F	G	H	Parish Band D
	£	£	£	£	£	£	£	£	£	£
Osgodby	984.81	1181.77	1378.73	1575.70	1772.66	2166.59	2560.51	2954.43	3545.32	25.41
Owersby	982.45	1178.94	1375.43	1571.92	1768.41	2161.39	2554.37	2947.35	3536.82	21.16
Owmbly by Spital	997.52	1197.02	1396.53	1596.03	1795.54	2194.55	2593.56	2992.56	3591.08	48.29
Pilham	970.69	1164.83	1358.97	1553.11	1747.25	2135.53	2523.81	2912.08	3494.50	0.00
Rand	970.69	1164.83	1358.97	1553.11	1747.25	2135.53	2523.81	2912.08	3494.50	0.00
Reepham	984.51	1181.41	1378.31	1575.22	1772.12	2165.93	2559.73	2953.53	3544.24	24.87
Riby	979.08	1174.90	1370.72	1566.54	1762.36	2154.00	2545.64	2937.26	3524.72	15.11
Riseholme	981.92	1178.30	1374.69	1571.07	1767.46	2160.23	2553.00	2945.76	3534.92	20.21
Rothwell	1003.07	1203.68	1404.30	1604.91	1805.53	2206.76	2607.99	3009.21	3611.06	58.28
Saxby	975.61	1170.73	1365.85	1560.98	1756.10	2146.35	2536.59	2926.83	3512.20	8.85
Saxilby	1047.22	1256.66	1466.11	1675.55	1885.00	2303.89	2722.78	3141.66	3770.00	137.75
Scampton	982.11	1178.53	1374.95	1571.38	1767.80	2160.65	2553.49	2946.33	3535.60	20.55
Scothern	1009.09	1210.91	1412.73	1614.55	1816.37	2220.01	2623.65	3027.28	3632.74	69.12
Scotter	995.49	1194.59	1393.69	1592.79	1791.89	2190.09	2588.29	2986.48	3583.78	44.64
Scotton	993.96	1192.76	1391.55	1590.35	1789.14	2186.73	2584.32	2981.90	3578.28	41.89
Searby Cum Owmbly	970.69	1164.83	1358.97	1553.11	1747.25	2135.53	2523.81	2912.08	3494.50	0.00
Sixhills	970.69	1164.83	1358.97	1553.11	1747.25	2135.53	2523.81	2912.08	3494.50	0.00
Snarford	970.69	1164.83	1358.97	1553.11	1747.25	2135.53	2523.81	2912.08	3494.50	0.00
Snelland	970.69	1164.83	1358.97	1553.11	1747.25	2135.53	2523.81	2912.08	3494.50	0.00
Snitterby	986.32	1183.58	1380.85	1578.11	1775.38	2169.91	2564.44	2958.96	3550.76	28.13
Somerby	970.69	1164.83	1358.97	1553.11	1747.25	2135.53	2523.81	2912.08	3494.50	0.00
South Carlton	970.69	1164.83	1358.97	1553.11	1747.25	2135.53	2523.81	2912.08	3494.50	0.00
South Kelsey	987.62	1185.14	1382.67	1580.19	1777.72	2172.77	2567.82	2962.86	3555.44	30.47
Spridlington	989.80	1187.76	1385.73	1583.69	1781.65	2177.57	2573.50	2969.41	3563.30	34.40
Springthorpe	976.63	1171.96	1367.29	1562.62	1757.95	2148.61	2539.27	2929.91	3515.90	10.70
Langworth	1030.36	1236.43	1442.50	1648.58	1854.65	2266.80	2678.94	3091.08	3709.30	107.40
Stainton Le Vale	970.69	1164.83	1358.97	1553.11	1747.25	2135.53	2523.81	2912.08	3494.50	0.00

Parish	Disabled Relief	A	B	C	D	E	F	G	H	Parish Band D
	£	£	£	£	£	£	£	£	£	£
Stainfield	1014.75	1217.70	1420.66	1623.61	1826.56	2232.46	2638.37	3044.26	3653.12	79.31
Stow	992.25	1190.70	1389.16	1587.61	1786.06	2182.96	2579.87	2976.76	3572.12	38.81
Sturton by Stow	1001.73	1202.08	1402.43	1602.78	1803.13	2203.83	2604.53	3005.21	3606.26	55.88
Sudbrooke	992.02	1190.43	1388.84	1587.24	1785.65	2182.46	2579.28	2976.08	3571.30	38.40
Swallow	1005.90	1207.08	1408.27	1609.45	1810.63	2212.99	2615.36	3017.71	3621.26	63.38
Swinhope	970.69	1164.83	1358.97	1553.11	1747.25	2135.53	2523.81	2912.08	3494.50	0.00
Tealby	993.58	1192.30	1391.02	1589.74	1788.46	2185.90	2583.34	2980.76	3576.92	41.21
Thonock	970.69	1164.83	1358.97	1553.11	1747.25	2135.53	2523.81	2912.08	3494.50	0.00
Thoresway	970.69	1164.83	1358.97	1553.11	1747.25	2135.53	2523.81	2912.08	3494.50	0.00
Thorganby	970.69	1164.83	1358.97	1553.11	1747.25	2135.53	2523.81	2912.08	3494.50	0.00
Thorpe Le Fallows	970.69	1164.83	1358.97	1553.11	1747.25	2135.53	2523.81	2912.08	3494.50	0.00
Toft Newton	994.42	1193.31	1392.20	1591.08	1789.97	2187.74	2585.52	2983.28	3579.94	42.72
Torksey	998.78	1198.54	1398.29	1598.05	1797.81	2197.33	2596.84	2996.35	3595.62	50.56
Upton	996.07	1195.28	1394.50	1593.71	1792.93	2191.36	2589.79	2988.21	3585.86	45.68
Waddingham	990.39	1188.47	1386.55	1584.63	1782.71	2178.87	2575.03	2971.18	3565.42	35.46
Walesby	982.88	1179.46	1376.03	1572.61	1769.19	2162.35	2555.50	2948.65	3538.38	21.94
Walkerith	970.69	1164.83	1358.97	1553.11	1747.25	2135.53	2523.81	2912.08	3494.50	0.00
Welton	1027.64	1233.17	1438.70	1644.23	1849.76	2260.82	2671.88	3082.93	3699.52	102.51
West Firsby	970.69	1164.83	1358.97	1553.11	1747.25	2135.53	2523.81	2912.08	3494.50	0.00
West Rasen	970.69	1164.83	1358.97	1553.11	1747.25	2135.53	2523.81	2912.08	3494.50	0.00
Wickenby	997.73	1197.28	1396.83	1596.38	1795.93	2195.03	2594.13	2993.21	3591.86	48.68
Wildsworth	970.69	1164.83	1358.97	1553.11	1747.25	2135.53	2523.81	2912.08	3494.50	0.00
Willingham	1002.27	1202.72	1403.18	1603.63	1804.09	2205.00	2605.91	3006.81	3608.18	56.84
Willoughton	1009.96	1211.95	1413.94	1615.94	1817.93	2221.92	2625.90	3029.88	3635.86	70.68

Pay Policy Statement 2019/20

Date: March 2019

Reviewed annually

Introduction

The Council recognises that, in the context of managing scarce public resources, remuneration at all levels needs to be adequate to secure and retain high quality employees dedicated to the service of the public, but at the same time needs to avoid being unnecessarily generous or otherwise excessive.

It is important that local authorities are able to determine their own pay structures in order to address local priorities and to compete in the local labour market.

In particular, it is recognised that senior management roles in local government are complex and diverse functions in a highly politicised environment where often national and local pressure conflict. The Council's ability to continue to attract and retain high calibre leaders capable of delivering this complex agenda, particularly during times of financial challenge, is crucial.

Legislation

Section 38/11 of the Localism Act 2011 requires local authorities to produce a Pay Policy Statement for 2013/2014 and for each financial year thereafter. This document comprises that Pay Policy Statement being recommended for adoption.

The Act and supporting statutory guidance provides details of matters that must be included in this statutory pay policy but also emphasises that each local authority has the autonomy to take its own decisions on pay and pay policies. The Pay Policy Statement must be approved formally by Full Council by the end of March each year, can be amended in year, must be published on the Council's website and must be complied with when setting the terms and conditions of chief officer employees.

The Council will comply with the National Living Wage legislation.

Context

This pay policy includes a policy on:-

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

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

Senior Officer Pay

In this policy the senior pay group covers posts in the top tier of the organisation and any statutory officers i.e. chief finance officer (Section 151) or Monitoring Officer that are not included in the two tiers. These include the Executive Directors.

The council currently have the following number of posts at the chief officer level:-

3 x Executive Directors

1 x Monitoring Officer, at Strategic Lead level

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

The policy for each group is as follows:-

Salaries in this policy are as at 1 March 2019.

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

The salary for the above three posts have been established as a fixed salary point of £93,240. This is a local grade established following an analysis of the degree of responsibility in the role, benchmarking with other comparators and the ability to recruit and retain exceptional candidates.

There are no other additional elements of remuneration in respect of overtime, flexi-time, bank holiday working, stand-by payments, bonuses etc., paid to the above senior officers, as they are expected to undertake duties outside their normal hours and working patterns without additional payment.

Monitoring Officer

The salary for this post is paid at a spot salary of £66,561 per annum plus an honorarium of £5,000 per annum to reflect the specific statutory responsibilities.

Chief Officer Pay Awards

Pay awards for Chief Officers are nationally determined in accordance with the Joint Negotiating Committee (JNC) for Chief Officers. The council applies the nationally negotiated pay settlement as agreed by JNC for Local Authority Chief Executives and Chief Officers.

Chief Officer Recruitment

Recruitment to the posts of Executive Director is undertaken by a committee of councillors appointed by Council.

The Council's Chief Officer Employment Committee is responsible for, amongst other things, determining the remuneration of the Executive Directors.

Rules governing the recruitment of chief officers are set out in the Council's constitution, Part 5 Rules of Procedure, Officer Employment Procedure Rules.

Returning Officer Fees

Special fees are paid for Returning Officer duties which are not part of the post holder's substantive role. These fees are payable as required and can be made to any senior officer appointed to fulfil the statutory duties of this role. The Returning Officer for this Council is Alan Robinson who is appointed under representation of the People Act 1983. Whilst appointed by West Lindsey District Council, the role of the Returning Officer is one which involves and incurs personal responsibility and accountability and is statutorily separate from his/her duties as an employee of West Lindsey District Council. As Returning Officer a separate allowance is paid for each election for which the officer is responsible.

Lowest Paid Employees

The lowest paid staff within the Council's pay structure are on Band 3. For this reason we have chosen staff employed on Band 3 as our definition of the 'lowest paid' for the purposes of this policy.

Band 3 ranges from £16,863 to £17,173 per annum.

The terms and conditions of employment for Band 3 staff are in accordance with collective agreements, negotiated from time to time, by the National Joint Council for Local Government Services, as set out in the Scheme of Conditions of Service (commonly known as Green Book). These are supplemented by local collective agreements reached with the trade union recognised by the council and by the rules of the council.

All posts except that of the Executive Directors and Strategic Leads are evaluated using the NJC job evaluation scheme, which is recognised by employers and trade unions nationally. This scheme allows for robust measurement against set criteria resulting in fair and objective evaluations and satisfies equal pay requirements.

Each salary other than that of the Senior Management Team is set within a pay band which is made up of spinal points, staff progress through these spinal points with length of service until they reach the top point in their pay band.

The Council applies the National Joint Conditions of Service for all employees, and any nationally agreed salary increases are applied.

Pay Supplements

From time to time it may be necessary to pay special allowances or supplements to individual employees as part of their employment contract where it can be justified in accordance with council policy. The council may use the following:

Market supplements – in order to attract and retain employees with particular experience, skills and capacity, for example when there are skills shortages locally or nationally.

Special payments – where an employee has taken on additional duties and responsibilities for a defined period of time, for example covering a vacancy or taking on a special project.

Apprentices

The council operates an apprenticeship scheme, apprentices are employed with the council as part of a training and development scheme for a minimum of a 12 month period.

Apprentices provide an additional staffing resource to the council, however they are not a substitute for established posts; the emphasis of the apprenticeship programme is learning and development.

The salary paid to all apprentices is based on the National Minimum Wage requirement and therefore is increased in line with Government recommendations.

Year	Apprentice
April 2018	£3.70
April 2019	£3.90

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 each 3 years by the actuary. The 2019/20 rate is 16.2% of pensionable pay, in addition the Council makes lump sum deficit payments to the local government pension fund which equate to approximately 13% of pensionable pay.

Multipliers

The idea of publishing the ratio of the pay of an organisation's top earner to that of its median earner has been recommended in order to support the principles of Fair Pay following the 2011 report on public sector pay and the transparency agenda.

The highest paid officer of the council is the Executive Directors at £93,240

The ratio between the highest and lowest salary pay point is 1:5.5

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

The Council does not have a policy on maintaining or reaching a specific pay ratio between the lowest and highest paid staff.

Discretionary Payments

The policy for the award of any discretionary payments is the same for all staff regardless of their pay level. The following arrangements apply:

'Redundancy payments under regulation 5 of the Local Government (Early Termination of Employment) (Discretionary Compensation) (England & Wales) regulations 2006.'

The Council calculates redundancy payments by reference to an individual's actual week's pay, rather than the statutory maximum, where it is greater than the statutory maximum. This is payable to employees made redundant with 2 or more years local government service.

Severance payments under section 6

No severance payments: Employees aged 55 and over who are retiring early in the interests of efficiency will receive immediate payment of their pension benefits with no additional years service or compensatory payments. The capital cost of the early payment of pension benefits will be met by the Council but approval is subject to the cost being met by savings over a 3 year period.

Additional memberships for revision purposes under regulation 12 of the Local Government Pension Scheme (Benefits, Membership & Contributions) Regulations 2007. Additional payments under regulation 13 of the same legislation.

No discretionary additional membership or payment provisions are applied.

Any proposals with a severance package with a total value of over £100,000 will be reported to Full Council for decision.

Re-employment

The Council's recruitment and selection policy recognises the importance of making appointments on merit, and ensuring equality of opportunity. Consequently, as a general principal, individual applicants for employment will be considered in accordance with this policy and will not be denied employment purely on the basis of having previously been employed by the council.

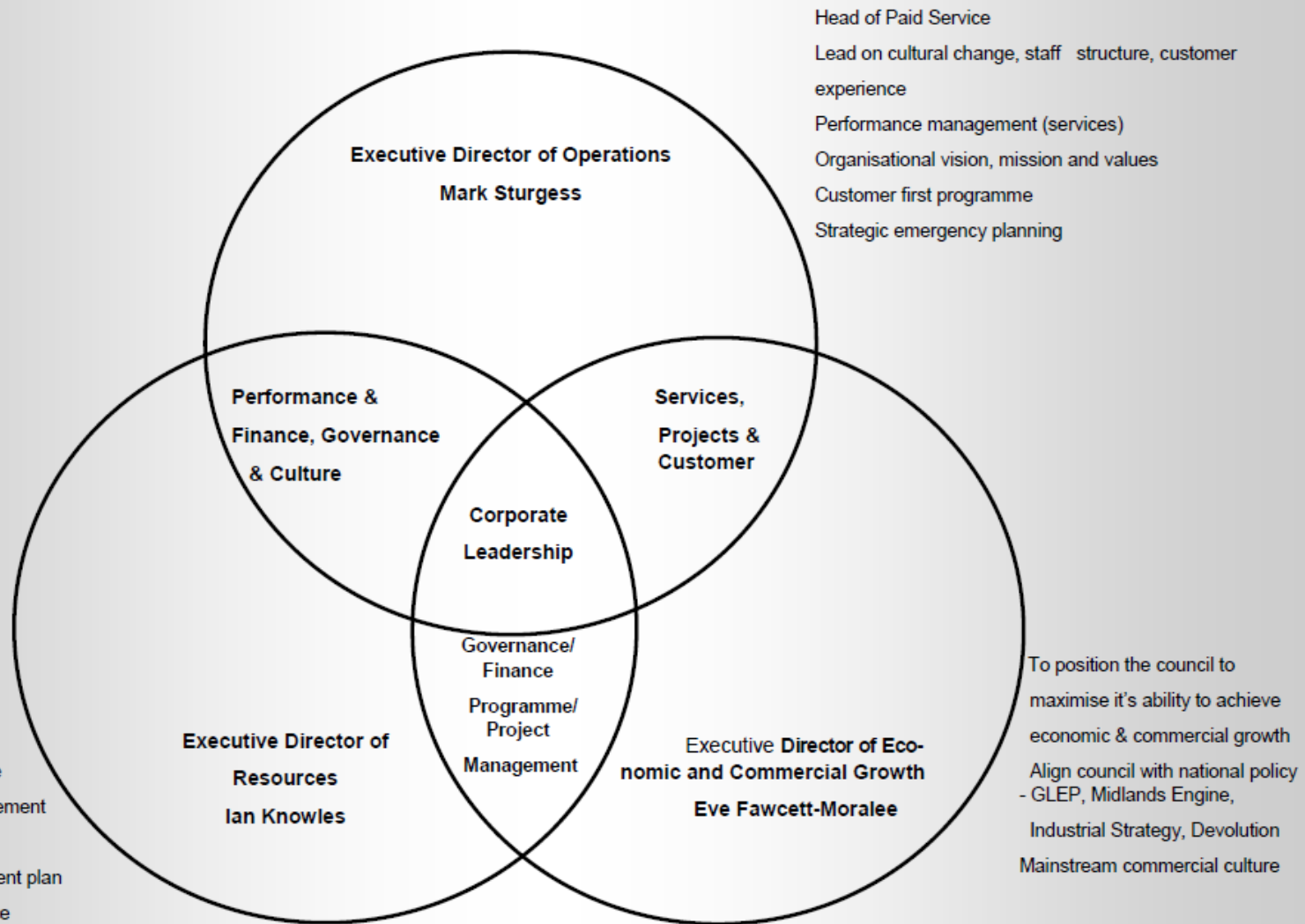
However, an individual in receipt of a severance payment and/or early retirement pension will not normally be immediately re-employed or re-engaged by the Council, either under a contract of employment or a contract for services. It is expected that the Council, when agreeing severance arrangements, will do so in the context of anticipated future requirements and plan its resources accordingly.

It is, however, recognised that in some limited, exceptional circumstances re-employment would be in the council's interests, in which case approval may be given by the relevant director in consultation with the People & OD Manager.

Where an employee retires on the grounds of ill health and later applies for employment this will be considered carefully in the context of the Equality Act and advice from the occupational health advisor.

Disclosure

Upon approval by Full Council this Pay Policy statement will be published on the Council's website.



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Human Resources Statement 2019/20

Human Resources Statement 2019/20

Cluster	Business Unit	Budgeted Full Time Equivalents
Our Council	Business Improvements	4.25
	Committee Administration	4.30
	Communications	3.95
	Corporate Governance-Developmental	9.55
	Corporate Services	0.20
	Corporate Support Services	5.25
	Debtors	0.91
	Director	2.00
	Director of Resources	1.00
	Electoral registration	2.36
	Financial services - accountancy	11.57
	Health & Safety at Work	1.42
	Human resources	4.08
	IT & contracts team	3.34
	Members' costs	0.50
	WLDC - Apprentices	5.81
	Policy & Governance	3.25
	Civic Responsibilities	1.50
	Our Council Total	
Our People	Building Control - Commercial	0.10
	Building Regulations - Fee Earning	3.30
	Building Regulations - Non-Fee Earning	2.70
	CCTV	2.00
	Community Action	1.20
	Community Licences	2.75
	Customer Relations	15.34
	Food Safety	3.27
	Housing Advice & Homelessness	6.95
	Housing benefit administration	16.63
	Housing Renewal Activity	3.86
	Local Land Charges	3.20
	Local tax collection	11.58
	Markets	0.35
	Pollution Reduction	3.55
	Street Cleansing	15.77
	Supplementary Services (Chargeable)	2.18
	Trade Waste	1.73
	Waste Collection	48.47
	Cemeteries	0.18
	Housing Standards	3.75
	Enterprising Communities	3.30
	Pest & Dog Control	0.03
	Planning Enforcement	2.10
	Waste Vehicles	1.00
	Closer to the Customer	2.00
	Community Safety	1.00
	Green Waste Service	1.01
	Wellbeing Delivery	9.00
	Our People Total	
Our Place	Car Parks	1.09
	Civil Parking Enforcement	0.44
	Commercial Development	1.48
	Conservation & Listed Buildings	1.65
	Development Control	20.84
	Economic & Tourism	5.81
	Housing Zone	2.31
	Leisure Centre - Gainsborough	0.20
	Property services	6.78
	Trinity Arts Centre	4.22
	Commercial Trading	0.40
	Tourism	1.00
	Area/Community Development	0.41
	Investment Properties	0.50
	Neighbourhood Planning	1.50
Our Place Total		48.62
Grand Total		282.14

Financial Diagnostic Report



Written by LGA Research from Local Government Association

[LG Inform](#)

Spidercharts for West Lindsey

Introduction:

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

It aims to do the following:

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

How to use the report:

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

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

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

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

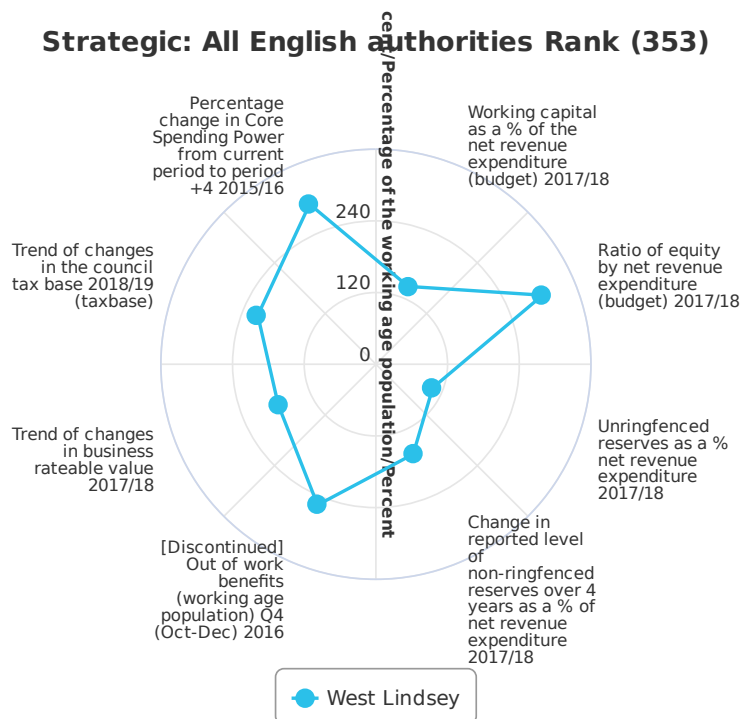
If any values are missing from the database a 'no value' will appear, this is because a figure was not available from published sources. Please contact lginform@local.gov.uk if you have any technical queries regarding the report or the data collections used.

Contents:

- [Strategic Indicators: Present and Future](#)
- [Risk Indicators](#)
- [Opportunity Indicators](#)
- [Reference tables](#)
- [Collection library](#)

STRATEGIC INDICATORS: PRESENT AND FUTURE

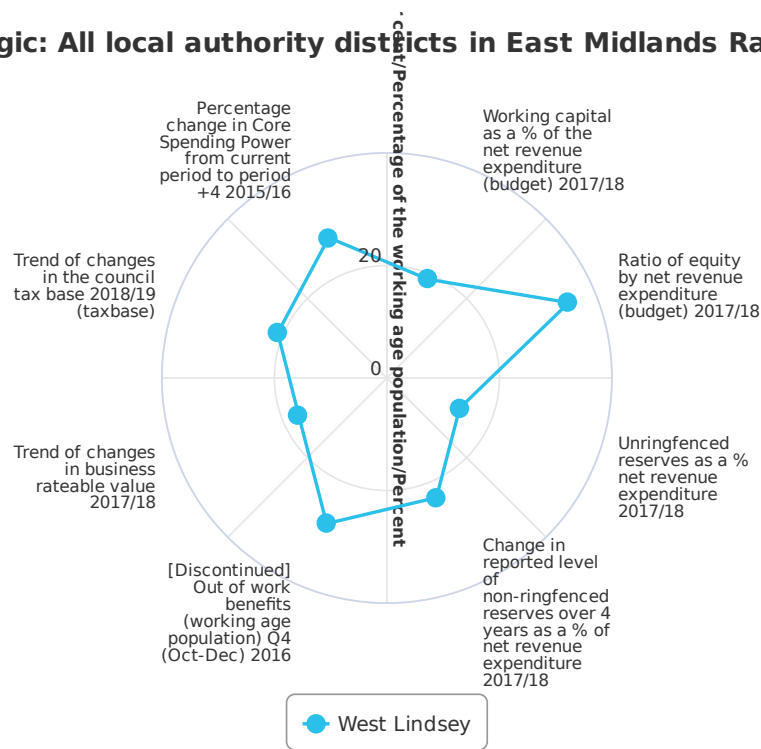
Strategic: All English authorities Rank (353)



West Lindsey

Metric type	Period	West Lindsey	
		Rank within All English authorities	%
Working capital as a % of the net revenue expenditure (budget)	2017/18	141	102.36
Ratio of equity by net revenue expenditure (budget)	2017/18	302	0.58
Unringfenced reserves as a % net revenue expenditure	2017/18	103	86.86
Change in reported level of non-ringfenced reserves over 4 years as a % of net revenue expenditure	2017/18	163	9.27
Trend of changes in business rateable value	2017/18	177	151.61
[Discontinued] Out of work benefits (working age population)	Q4 (Oct-Dec) 2016	255	8.7
Trend of changes in the council tax base	2018/19 (taxbase)	214	97.94
Percentage change in Core Spending Power from current period to period +4	2015/16	290	-13.247

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



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

Metric type	Period	West Lindsey	
		Rank within All local authority districts in East Midlands	%
Working capital as a % of the net revenue expenditure (budget)	2017/18	19	102.36
Ratio of equity by net revenue expenditure (budget)	2017/18	35	0.58
Unringfenced reserves as a % net revenue expenditure	2017/18	14	86.86
Change in reported level of non-ringfenced reserves over 4 years as a % of net revenue expenditure	2017/18	23	9.27
Trend of changes in business rateable value	2017/18	17	151.61
[Discontinued] Out of work benefits (working age population)	Q4 (Oct-Dec) 2016	28	8.7
Trend of changes in the council tax base	2018/19 (taxbase)	21	97.94
Percentage change in Core Spending Power from current period to period +4	2015/16	27	-13.247

STRATEGIC: PRESENT AND FUTURE

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

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

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

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

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

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

P3: Estimated unringfenced reserves as a % net revenue expenditure

The level of unringfenced reserves (earmarked and other unallocated) is weighted according to - or as a percentage of - total net revenue expenditure. In West Lindsey the unringfenced reserves stand at 15,135 GBP (000), lower than the last period when they were 15,757 GBP (000); currently it is 86.86% of the total net revenue expenditure (18,140 GBP (000)).

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

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

This is the change in total estimated unringfenced revenue reserves after a four year period weighted as a proportion of budgeted total net revenue expenditure. In West Lindsey the change in reserves has been 2,193.00 GBP (000) over the last four years (15,135 GBP (000) in the current period minus 12,942 GBP (000) 4 periods earlier), this represents 9.27% of the total net revenue expenditure (18,140 GBP (000)).

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

F1: % of working age individuals receiving benefits

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

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

F2: Trend of changes in business rateable value

This is the change in the business rate taxbase since 2002. Currently the total business rateable value in West Lindsey is 47 GBP (millions), a change of 151.61% since 2002. This figure is an index, rather than a percentage change. An index number is an economic data figure reflecting price or quantity compared with a standard or base value, which in this case is the base year value from 2002. In the previous period the index was 135.48%.

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

F3: Trend of changes in the council tax base

This is the change in the council taxbase since 2002. Currently the council tax base is 29,944 dwellings, a change of 97.94% since 2002. This figure is an index, rather than a percentage change. An index number is an economic data figure reflecting price or quantity compared with a standard or base value, which in this case is the base year value from 2002. In the previous period the index was 109.12%.

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

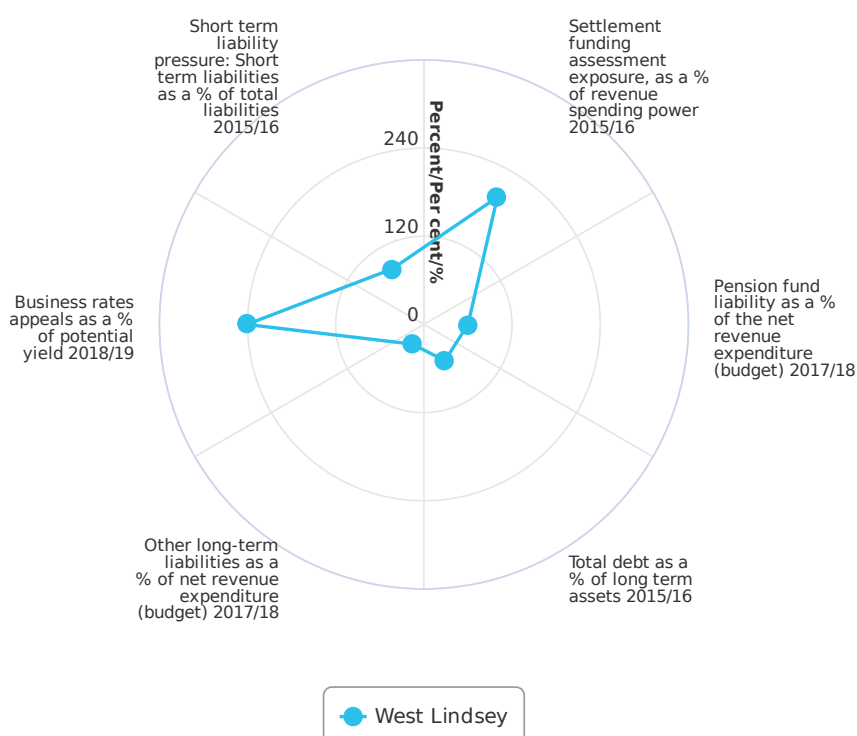
F4: Change in core spending power

This is the percentage change in core spending power from the local government finance settlement. It represents the percentage change from the current period (12.439 GBP (millions) in 2015/16), compared to that in four year's time: 10.791 GBP (millions) in 2019/20; this is a change of -13.247%. Calculated by DCLG in order to provide some certainty for the four year period. The local authority core spending power figures set out indicative figures for the potential income from core components that could be available to authorities over those four years.

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

RISK INDICATORS

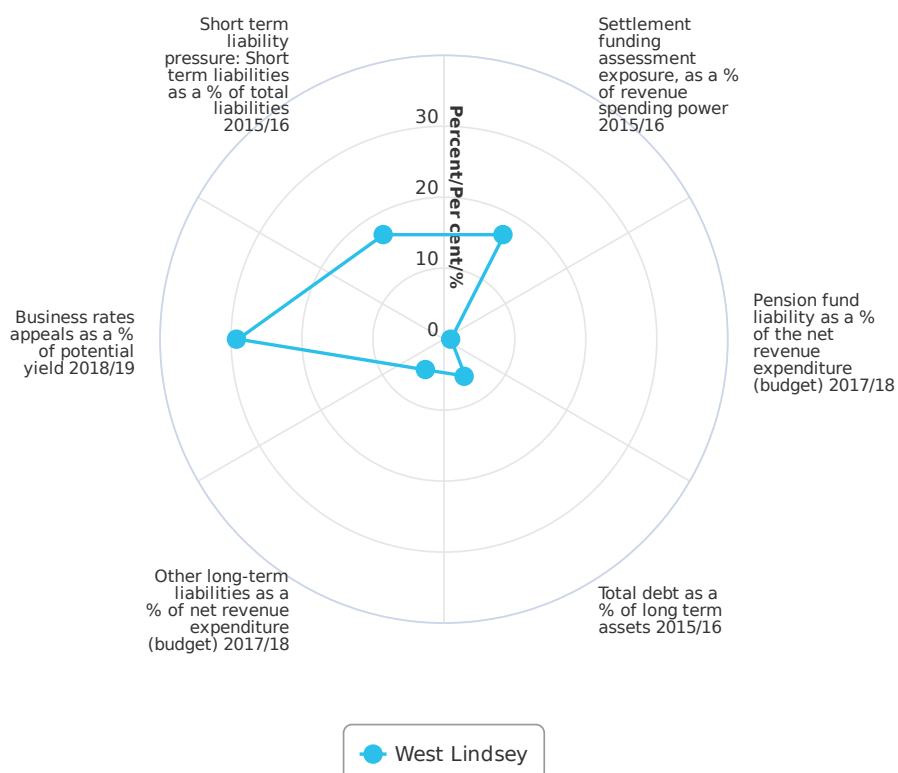
Risk: All English authorities Rank (353)



Risk: West Lindsey and All English authorities Rank

Metric type	Period	West Lindsey	
		%	Rank within All English authorities
Settlement funding assessment exposure, as a % of revenue spending power	2015/16	39.17	399
Total debt as a % of long term assets	2015/16	-12.66	57
Short term liability pressure: Short term liabilities as a % of total liabilities	2015/16	9.29	87
Pension fund liability as a % of the net revenue expenditure (budget)	2017/18	159.18	60
Other long-term liabilities as a % of net revenue expenditure (budget)	2017/18	-9.70	31
Business rates appeals as a % of potential yield	2018/19	-4.84	241

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



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

Metric type	Period	West Lindsey	
		Rank within All local authority districts in East Midlands	%
Settlement funding assessment exposure, as a % of revenue spending power	2015/16	17	39.17
Total debt as a % of long term assets	2015/16	6	-12.66
Short term liability pressure: Short term liabilities as a % of total liabilities	2015/16	17	9.29
Pension fund liability as a % of the net revenue expenditure (budget)	2017/18	1	159.18
Other long-term liabilities as a % of net revenue expenditure (budget)	2017/18	5	-9.70
Business rates appeals as a % of potential yield	2018/19	29	-4.84

RISK INDICATORS

There are six risk metrics for West Lindsey.

R1: Settlement funding assessment exposure

This is the Settlement funding assessment as a share of total revenue spending power. In West Lindsey the Settlement Funding Assessment was 4.942 GBP (millions) in 01/02/2019 and the revenue spending power was 12.615 GBP (millions), resulting in the settlement funding assessment exposure of 39.17%. It was previously a settlement funding exposure of 44.53%.

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

R2: Pension fund liability

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

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

R3: Total debt

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

Total debt can pose both short term liquidity risk and long term cash pressures, therefore the lower the relative debt the lower the risk to the authority. The lower the total debt, the higher the rank.

R4: Other long term liabilities

Other long term liabilities are liabilities that are not borrowing or pensions and in this indicator they are weighted according to the total net revenue expenditure. Other long term liabilities in West Lindsey are -1,759.00 GBP (000), that is -9.70% of the total net revenue (18,140 GBP (000)). This is an improvement the previous period when it was -10.77%.

Other long term liabilities also represent future costs of borrowing. They include such elements as PFI liabilities, provisions and receipts in advance. The lower the other long term liabilities the higher the rank. Multiple authorities share the top ranked value of 1.

R5: Business rate appeals

This is the estimated business rate appeals as a share of total collectable business rates in an area. The lower the value the lower the business rate appeal risk. In 17/12/2018 business rate appeals stood at -872,620 GBP, -4.84% of the potential yield. This is compared to the previous period when it was -790,000 GBP, -4.72% of the potential yield.

Appeals are a source of council income uncertainty and higher exposure means that councils have to prudently budget for less income, potentially harming services. The lower the rate of business rate appeals, the higher the rank. Multiple authorities share the top ranked value of 1.

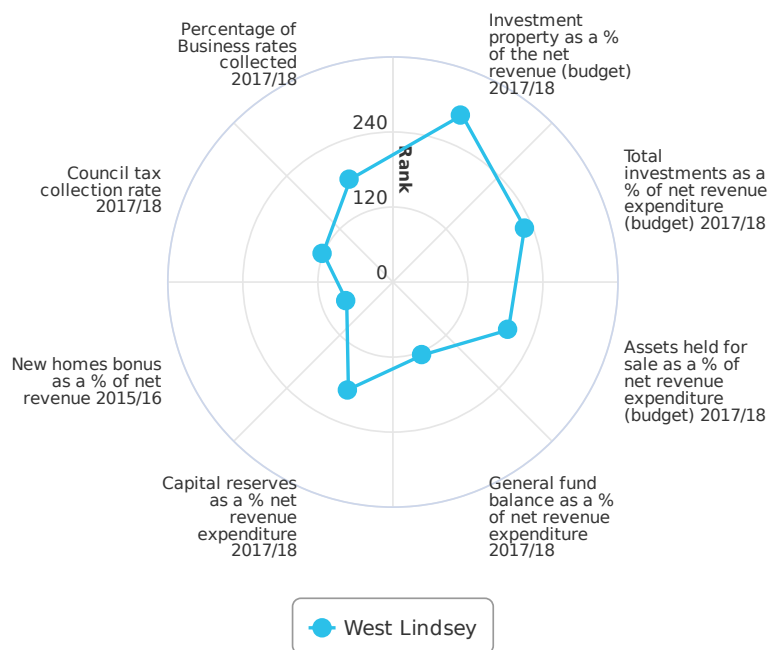
R6: Short term liability pressure

Short term liabilities in West Lindsey are -3,136 GBP (000) and long term liabilities are -30,635 GBP (000), total liabilities is the sum of short term and long term liabilities. Short term liabilities stand at 9.29% of the total liabilities. Short term liabilities have decreased since the last period when they were -4,260 GBP (000); total liabilities have decreased since the last period when they were -35,552 GBP (000).

Short term liability poses an immediate pressure on liquidity. This indicator does not scale the overall level of total liabilities, but more information about liabilities can be found through indicators R2, R3 and R4. The lower the figure, the relatively lower exposure to short term liabilities and therefore the higher the rank.

OPPORTUNITY INDICATORS

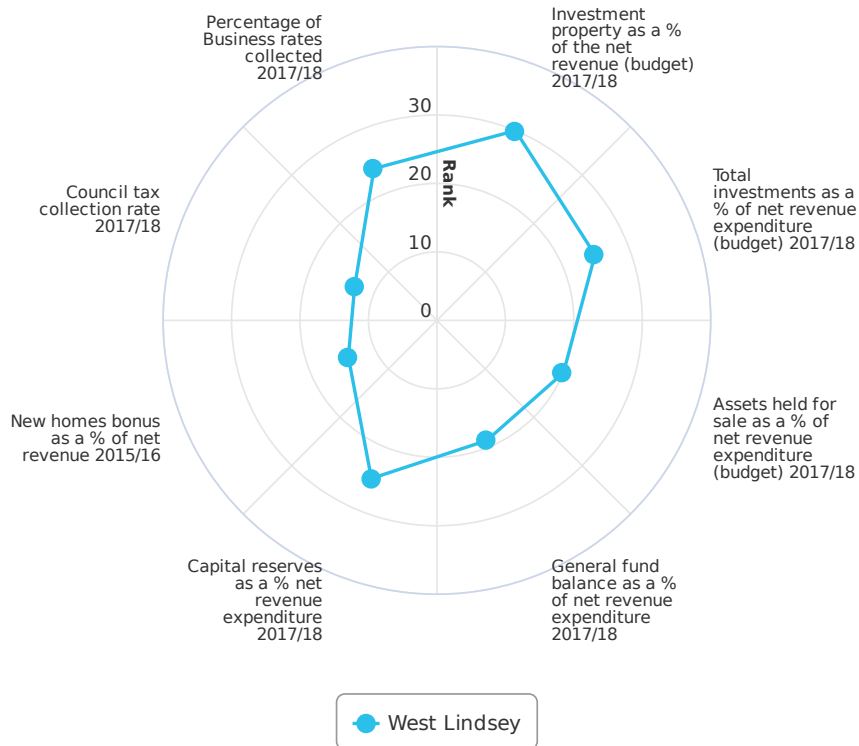
Opportunity: All English authorities Rank (353)



Opportunity: West Lindsey and All English authorities Rank

Metric type	Period	West Lindsey	
		Rank within All English authorities	%
Investment property as a % of the net revenue (budget)	2017/18	289	0.90
Total investments as a % of net revenue expenditure (budget)	2017/18	228	65.39
Assets held for sale as a % of net revenue expenditure (budget)	2017/18	200	0.19
Capital reserves as a % net revenue expenditure	2017/18	186	19.07
Council tax collection rate	2017/18	121	98.15
General fund balance as a % of net revenue expenditure	2017/18	126	-20.48
Percentage of Business rates collected	2017/18	178	98.53
New homes bonus as a % of net revenue	2015/16	80	15.81

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



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

Metric type	Period	West Lindsey	
		Rank within All local authority districts in East Midlands	%
Investment property as a % of the net revenue (budget)	2017/18	30	0.90
Total investments as a % of net revenue expenditure (budget)	2017/18	25	65.39
Assets held for sale as a % of net revenue expenditure (budget)	2017/18	20	0.19
General fund balance as a % of net revenue expenditure	2017/18	19	-20.48
Capital reserves as a % net revenue expenditure	2017/18	25	19.07
Council tax collection rate	2017/18	13	98.15
Percentage of Business rates collected	2017/18	24	98.53
New homes bonus as a % of net revenue	2015/16	14	15.81

OPPORTUNITY INDICATORS

There are eight headline metrics which show the potential opportunities for West Lindsey.

OP1: Investment property

Investment property value is weighted according to total net revenue expenditure. In the most recent period investment property in West Lindsey was worth 164 GBP (000), compared to 127 GBP (000) in the previous period. That is 0.90% of the total net revenue in the most recent period (18,140 GBP (000)), and 1.00% in the previous period.

A higher total value of investment property indicates more opportunity to raise income. However, return on investment can vary depending on the type of investment and an investment strategy. The higher the relative value of investment property the higher the rank. Multiple authorities share the lowest ranked value of 1.

OP2: Total investments

This is the short term investments, long term investments and investment property weighted according to total net revenue expenditure. Total investments have increased in West Lindsey by [28.52%](#) since the last period, and is currently 11,861.00 GBP (000), that is 65.39% of the total net revenue (18,140 GBP (000)).

This indicator has a similar logic to OP1: Investment property as a percentage of the total net revenue, but also includes short term investments. The more investments relative to the net revenue expenditure the higher the rank. Multiple authorities share the lowest ranked value of 1.

OP3: Assets held for sale

This is the value of assets held for sale weighted according to total net revenue expenditure. There is a total of 35 GBP (000) assets in West Lindsey held for sale, that is 0.19% of the total net revenue (18,140 GBP (000)). In the previous period assets held for sale represented 0.21% of the net revenue expenditure.

Assets held for sale represent an immediate opportunity for a cash injection which can be used for further capital investment. The more assets the council has relative to total net revenue expenditure, held for sale, the higher the rank. Multiple authorities share the lowest ranked value of 1.

OP4: General fund balance

The general fund balance weighted according to total net revenue expenditure (due to accounting formatting positive figures are presented as negatives). In West Lindsey the general fund balance is -3,715 GBP (000), a decrease since the previous period when it was -4,160 GBP (000). It is currently -20.48% of the total net revenue expenditure (18,140 GBP (000)).

A higher general fund balance may indicate better preparedness for unexpected economic shocks. Alternatively, councils may make a decision to build up their general fund reserves in response to increased perceived risk. The relatively bigger the proportion of the general fund balance against the total net revenue expenditure the higher the rank. Multiple authorities share the lowest value of 1.

OP5: Capital reserves

This is the sum of capital grants unapplied and capital receipts reserves, weighted according to total net revenue expenditure. In West Lindsey the capital reserves stand at -3,460.00 GBP (000), that is 19.07% of the total net revenue expenditure. This is compared to the previous period when it was -2,893.00 GBP (000), 21.18% of the total net revenue expenditure (18,140 GBP (000)).

Higher capital reserves provide more scope for investment that can save costs or generate income in the future. The definition is limited to these two particular reserves due to data limitations. The higher the level of capital reserves against the net revenue expenditure the higher the rank.

OP6: New Homes Bonus

New Homes Bonus as a share of total revenue spending power. The New Homes Bonus in West Lindsey was 1.558 GBP (millions) in the previous period, 11.90% of the total net revenue expenditure. Currently New Homes Bonus stands at 1.995 GBP (millions), 15.81% of the total net revenue expenditure (18,140 GBP (000)).

Higher new homes bonus provides a stable source of income for councils and is a signal of a lively house building market. However, this funding stream is government policy, meaning that there is always a risk of it ending. Many authorities use new homes bonus for further investment instead of funding services as a result. The greater the relative value of the New Homes Bonus the higher the rank.

OP7: Council tax collection rate

This is the amount of council tax revenue collected as a share of total collectable council tax. West Lindsey collected 98.15% of the collectable council tax, this is worse than the previous period when West Lindsey collected 98.48% of the collectable council tax.

A lower council tax collection rate could also represent an opportunity in its own regard as there is room to increase annual income through better collection practices. In some cases a low collection rate can be explained by socioeconomic characteristics of an area, such as reliance on council tax support. A high collection rate of local taxes shows that an authority is close to maximising its income therefore the higher the rank.

OP8: Business rates collection rate

This is the amount of business rates collected as a share of total collectable business rates. West Lindsey collected 98.53% of the collectable business rates, this is an improvement than the previous period when West Lindsey collected 97.34% of the collectable business rates.

A high collection rate of business rates shows that an authority is close to maximising its income. The higher the collection rate, the higher the rank.

REFERENCE TABLES

The following reference tables show the current value of each metric used against the minimum, average (mean) and maximum for all English authorities and the selected comparison group.

Strategic: West Lindsey and All English authorities

Metric type	Value type	Period	West Lindsey	Minimum for All English authorities	Mean for All English authorities	Maximum for All English authorities
Working capital as a % of the net revenue expenditure (budget).	%	2017/18	102.36	-740.49	98.94	755.12
Ratio of equity by net revenue expenditure (budget).	%	2017/18	0.58	-1.00	6.45	68.67
Unringfenced reserves as a % net revenue expenditure	%	2017/18	86.86	0.00	69.90	510.99
Change in reported level of non-ringfenced reserves over 4 years as a % of net revenue expenditure	%	2017/18	9.27	-259.02	13.55	193.43
[Discontinued] Out of work benefits (working age population).	%	Q4 (Oct-Dec) 2016	8.7	1.7	7.5	16.6
Trend of changes in business rateable value	%	2017/18	151.61	81.48	154.32	296.40
Trend of changes in the council tax base	%	2018/19 (taxbase)	97.94	82.79	99.24	141.74
Percentage change in Core Spending Power from current period to period +4	%	2015/16	-13.247	-29.976	-5.414	14.235

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

Metric type	Value type	Period	West Lindsey	Minimum for All local authority districts in East Midlands	Mean for All local authority districts in East Midlands	Maximum for All local authority districts in East Midlands
Working capital as a % of the net revenue expenditure (budget).	%	2017/18	102.36	-136.70	119.33	358.28
Ratio of equity by net revenue expenditure (budget).	%	2017/18	0.58	-0.56	6.64	24.69
Unringfenced reserves as a % net revenue expenditure	%	2017/18	86.86	29.84	86.89	242.22
Change in reported level of non-ringfenced reserves over 4 years as a % of net revenue expenditure	%	2017/18	9.27	-29.47	24.07	127.45
[Discontinued] Out of work benefits (working age population).	%	Q4 (Oct-Dec) 2016	8.7	3.3	7.3	11.7
Trend of changes in business rateable value	%	2017/18	151.61	100.92	152.42	206.67
Trend of changes in the council tax base	%	2018/19 (taxbase)	97.94	89.12	99.76	109.26
Percentage change in Core Spending Power from current period to period +4	%	2015/16	-13.247	-21.548	-8.774	14.235

Risk: West Lindsey and All English authorities

Metric type	Value type	Period	West Lindsey	Minimum for All English authorities	Mean for All English authorities	Maximum for All English authorities
Settlement funding assessment exposure, as a % of revenue spending power	%	2015/16	39.17	19.93	38.06	63.47
Pension fund liability as a % of the net revenue expenditure (budget).	%	2017/18	159.18	14.68	282.22	1,171.37
Total debt as a % of long term assets	%	2015/16	-12.66	-115.95	-29.23	-2.75
Other long-term liabilities as a % of net revenue expenditure (budget).	%	2017/18	-9.70	-272.01	-41.06	0.00
Business rates appeals as a % of potential yield	%	2018/19	-4.84	-13.01	-4.10	0.00
Short term liability pressure: Short term liabilities as a % of total liabilities	%	2015/16	9.29	3.89	14.11	64.22

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

Metric type	Value type	Period	West Lindsey	Minimum for All local authority districts in East Midlands	Mean for All local authority districts in East Midlands	Maximum for All local authority districts in East Midlands
Settlement funding assessment exposure, as a % of revenue spending power	%	2015/16	39.17	27.62	40.36	56.96
Pension fund liability as a % of the net revenue expenditure (budget).	%	2017/18	159.18	159.18	351.49	953.08
Total debt as a % of long term assets	%	2015/16	-12.66	-67.79	-34.35	-3.38
Other long-term liabilities as a % of net revenue expenditure (budget).	%	2017/18	-9.70	-172.78	-34.25	-0.74
Business rates appeals as a % of potential yield	%	2018/19	-4.84	-8.86	-3.69	-0.05
Short term liability pressure: Short term liabilities as a % of total liabilities	%	2015/16	9.29	4.24	11.62	28.89

Opportunity: West Lindsey and All English authorities

Metric type	Value type	Period	West Lindsey	Minimum for All English authorities	Mean for All English authorities	Maximum for All English authorities
Investment property as a % of the net revenue (budget).	%	2017/18	0.90	0.00	88.82	1,972.92
Total investments as a % of net revenue expenditure (budget).	%	2017/18	65.39	0.00	201.04	2,362.68
Assets held for sale as a % of net revenue expenditure (budget).	%	2017/18	0.19	0.00	3.26	73.15
General fund balance as a % of net revenue expenditure	%	2017/18	-20.48	-166.90	-22.14	0.00
Capital reserves as a % net revenue expenditure	%	2017/18	19.07	0.00	40.64	498.08
New homes bonus as a % of net revenue	%	2015/16	15.81	0.39	9.13	32.19
Council tax collection rate	%	2017/18	98.15	89.99	97.33	99.49
Percentage of Business rates collected	%	2017/18	98.53	91.64	98.33	99.99

Opportunity: West Lindsey and All local authority districts in East Midlands

Metric type	Value type	Period	West Lindsey	Minimum for All local authority districts in East Midlands	Mean for All local authority districts in East Midlands	Maximum for All local authority districts in East Midlands
Investment property as a % of the net revenue (budget).	%	2017/18	0.90	0.00	80.17	609.80
Total investments as a % of net revenue expenditure (budget).	%	2017/18	65.39	1.34	186.22	836.35
Assets held for sale as a % of net revenue expenditure (budget).	%	2017/18	0.19	0.00	2.77	16.98
General fund balance as a % of net revenue expenditure	%	2017/18	-20.48	-100.85	-28.32	-9.40
Capital reserves as a % net revenue expenditure	%	2017/18	19.07	4.54	41.73	197.86
New homes bonus as a % of net revenue	%	2015/16	15.81	4.91	14.18	27.54
Council tax collection rate	%	2017/18	98.15	96.14	97.90	99.31
Percentage of Business rates collected	%	2017/18	98.53	97.17	98.63	99.89

COLLECTION LIBRARY

Below are links to the data collections used in the report and when they were last updated:

[Budgeted Revenue Accounts](#): 2018/19

[Council Tax Collection Rates](#): 2017/18

[Financial Sustainability Analysis](#): 2015/16

[Labour Market Statistics](#): Q4 (Oct-Dec) 2016

[Local Government Finance Settlement](#): 2015/16

[Non Domestic Rates Collected by Local Councils in England: Forecast](#): 2017/18

[Revenue Outturn Summary](#): 2017/18

[Valuation Office: Central and Local rating lists](#): 2017/18

[Whole of Government Accounts](#): 2015/16

References

This report was generated using data from:

- [Local Government Association](#)
- [HM Treasury](#)
- [Ministry of Housing, Communities & Local Government](#)
- [Nomis](#)



Committee and Business Unit Budgets 2019/20 – 2023/24

Corporate Policy and Resources Base Budget – Business Unit Analysis

Business Unit	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Admin Buildings	339,600	355,500	362,100	369,600	351,800	359,300
Business Improvement & Commercial Development	386,400	412,000	343,200	339,300	346,100	352,700
Chief Operating Officer	128,700	130,100	130,100	130,100	130,100	130,100
Commercial Director	137,800	126,700	126,700	126,700	126,700	126,700
Commercial Properties	(469,500)	(476,200)	(413,600)	(420,800)	(428,600)	(437,300)
Communications	124,300	146,300	150,300	153,700	156,800	159,900
Corporate Management - Apprentices	92,200	122,800	125,200	127,600	130,100	136,800
Corporate Management - Finance	1,409,200	1,461,300	1,615,500	1,727,100	1,842,400	1,968,200
Corporate Systems	0	69,500	118,600	42,200	42,200	42,200
Customer Services	510,700	618,800	623,600	580,500	597,700	588,400
Debtors	26,600	33,300	34,700	36,200	36,800	37,400
Democratic Representation	592,800	625,200	628,200	634,100	644,800	662,700
Director of Resources	133,100	129,000	129,000	129,000	129,000	129,000
Elections	0	99,000	0	0	0	112,000
Emergency Planning	14,600	16,000	16,300	16,600	16,900	17,200
Financial Services	584,500	695,100	716,800	737,500	712,900	721,400
Fraud	6,300	8,500	8,500	8,500	8,500	8,500
Housing Benefits Admin	340,200	340,900	297,800	308,600	330,100	349,700
Housing Benefits Payments	(198,800)	(198,700)	(198,700)	(198,700)	(198,700)	(198,700)
Human Resources	271,800	276,800	280,100	283,500	286,900	290,400
ICT Services	299,300	307,000	303,400	308,700	311,900	315,000
Legal Services	0	(18,000)	(18,000)	(18,000)	(18,000)	(18,000)
Local Tax Collection	261,700	266,700	276,800	289,900	300,900	309,000
Other Council Properties	(14,100)	(12,300)	(12,300)	(12,300)	(12,300)	(12,300)
Precepts	8,000	8,000	8,000	8,000	8,000	8,000
Property Services	(240,700)	(795,000)	(1,085,000)	(1,050,300)	(1,043,000)	(1,037,300)
Public Conveniences	50,200	50,700	51,300	51,900	52,500	53,100
Register of Electors	147,900	149,700	151,300	153,000	154,800	156,600
Support Services - Admin	0	0	0	0	0	0
Support Services - Corporate	142,800	167,900	173,400	178,000	182,200	185,900
Systems Development	499,800	513,500	496,200	492,300	500,800	510,200
Grand Total	5,585,400	5,630,100	5,439,500	5,532,500	5,700,300	6,026,800

Admin Buildings	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Total Income	0	0	0	0	0	0
Expenditure						
Premises	294,600	303,900	310,400	317,400	299,500	307,000
Supplies and Services	45,000	51,600	51,700	52,200	52,300	52,300
Total Expenditure	339,600	355,500	362,100	369,600	351,800	359,300
Net Total	339,600	355,500	362,100	369,600	351,800	359,300

Business improvement & Commercial Development	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Income						
Customer and Client Receipts	0	(1,500)	(1,100)	0	0	0
Total Income	0	(1,500)	(1,100)	0	0	0
Expenditure						
Employees	374,500	402,100	332,900	327,900	334,700	341,300
Supplies and Services	7,700	7,700	7,700	7,700	7,700	7,700
Third Party Payments	1,400	1,400	1,400	1,400	1,400	1,400
Transport	2,800	2,300	2,300	2,300	2,300	2,300
Total Expenditure	386,400	413,500	344,300	339,300	346,100	352,700
Net Total	386,400	412,000	343,200	339,300	346,100	352,700

Chief Operating Officer	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Income						
Customer and Client Receipts	(3,300)	(1,800)	(1,800)	(1,800)	(1,800)	(1,800)
Total Income	(3,300)	(1,800)	(1,800)	(1,800)	(1,800)	(1,800)
Expenditure						
Employees	124,300	121,000	121,000	121,000	121,000	121,000
Premises	0	500	500	500	500	500
Supplies and Services	3,700	7,200	7,200	7,200	7,200	7,200
Transport	4,000	3,200	3,200	3,200	3,200	3,200
Total Expenditure	132,000	131,900	131,900	131,900	131,900	131,900
Net Total	128,700	130,100	130,100	130,100	130,100	130,100

Commercial Director	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Total Income	0	0	0	0	0	0
Expenditure						
Employees	128,500	120,700	120,700	120,700	120,700	120,700
Premises	500	1,000	1,000	1,000	1,000	1,000
Supplies and Services	5,000	2,900	2,900	2,900	2,900	2,900
Third Party Payments	0	100	100	100	100	100
Transport	3,800	2,000	2,000	2,000	2,000	2,000
Total Expenditure	137,800	126,700	126,700	126,700	126,700	126,700
Net Total	137,800	126,700	126,700	126,700	126,700	126,700

Commercial Properties	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Income						
Customer and Client Receipts	(579,900)	(553,200)	(491,400)	(499,900)	(508,600)	(518,300)
Other Grants and Contributions	0	(37,700)	(38,800)	(40,000)	(41,200)	(42,400)
Total Income	(579,900)	(590,900)	(530,200)	(539,900)	(549,800)	(560,700)
Expenditure						
Premises	77,900	78,800	80,700	82,700	84,800	87,000
Supplies and Services	32,500	35,900	35,900	36,400	36,400	36,400
Total Expenditure	110,400	114,700	116,600	119,100	121,200	123,400
Net Total	(469,500)	(476,200)	(413,600)	(420,800)	(428,600)	(437,300)

Communications	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Total Income	0	0	0	0	0	0
Expenditure						
Employees	116,300	137,800	141,800	145,200	148,300	151,400
Supplies and Services	6,800	7,500	7,500	7,500	7,500	7,500
Transport	1,200	1,000	1,000	1,000	1,000	1,000
Total Expenditure	124,300	146,300	150,300	153,700	156,800	159,900
Net Total	124,300	146,300	150,300	153,700	156,800	159,900

Corporate Management - Apprentices	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Total Income	0	0	0	0	0	0
Expenditure						
Employees	92,200	122,800	125,200	127,600	130,100	136,800
Total Expenditure	92,200	122,800	125,200	127,600	130,100	136,800
Net Total	92,200	122,800	125,200	127,600	130,100	136,800

Corporate Management - Finance	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Income						
Customer and Client Receipts	(22,000)	(17,000)	(17,000)	(17,000)	(17,000)	(17,000)
Total Income	(22,000)	(17,000)	(17,000)	(17,000)	(17,000)	(17,000)
Expenditure						
Employees	923,700	1,021,000	1,114,100	1,216,300	1,329,600	1,453,800
Supplies and Services	101,800	83,900	88,600	93,400	93,400	93,400
Third Party Payments	405,700	373,400	429,800	434,400	436,400	438,000
Total Expenditure	1,431,200	1,478,300	1,632,500	1,744,100	1,859,400	1,985,200
Net Total	1,409,200	1,461,300	1,615,500	1,727,100	1,842,400	1,968,200

Corporate Systems	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Total Income	0	0	0	0	0	0
Expenditure						
Supplies and Services	0	69,500	118,600	42,200	42,200	42,200
Total Expenditure	0	69,500	118,600	42,200	42,200	42,200
Net Total	0	69,500	118,600	42,200	42,200	42,200

Customer Services	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Income						
Customer and Client Receipts	(10,500)	(5,900)	(5,900)	(5,700)	(5,700)	(5,700)
Other Grants and Contributions	(45,700)	(52,700)	(52,700)	(52,700)	(52,700)	(52,700)
Total Income	(56,200)	(58,600)	(58,600)	(58,400)	(58,400)	(58,400)
Expenditure						
Employees	442,100	566,900	552,600	535,400	532,600	543,300
Premises	400	0	0	0	0	0
Supplies and Services	107,500	97,600	117,600	97,600	117,600	97,600
Third Party Payments	14,200	10,000	9,100	3,000	3,000	3,000
Transport	2,700	2,900	2,900	2,900	2,900	2,900
Total Expenditure	566,900	677,400	682,200	638,900	656,100	646,800
Net Total	510,700	618,800	623,600	580,500	597,700	588,400

Debtors	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Income						
Customer and Client Receipts	0	(500)	(400)	0	0	0
Total Income	0	(500)	(400)	0	0	0
Expenditure						
Employees	18,800	26,000	27,300	28,400	29,000	29,600
Supplies and Services	7,800	7,800	7,800	7,800	7,800	7,800
Total Expenditure	26,600	33,800	35,100	36,200	36,800	37,400
Net Total	26,600	33,300	34,700	36,200	36,800	37,400

Democratic Representation	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Total Income	0	0	0	0	0	0
Expenditure						
Employees	243,500	264,800	272,200	279,400	284,800	290,400
Supplies and Services	320,700	330,900	326,500	325,200	330,500	342,800
Third Party Payments	0	100	100	100	100	100
Transport	28,600	29,400	29,400	29,400	29,400	29,400
Total Expenditure	592,800	625,200	628,200	634,100	644,800	662,700
Net Total	592,800	625,200	628,200	634,100	644,800	662,700

Director of Resources	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Total Income	0	0	0	0	0	0
Expenditure						
Employees	124,300	121,000	121,000	121,000	121,000	121,000
Supplies and Services	5,000	5,000	5,000	5,000	5,000	5,000
Transport	3,800	3,000	3,000	3,000	3,000	3,000
Total Expenditure	133,100	129,000	129,000	129,000	129,000	129,000
Net Total	133,100	129,000	129,000	129,000	129,000	129,000

Elections	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Income						
Customer and Client Receipts	0	(70,500)	0	0	0	(70,500)
Total Income	0	(70,500)	0	0	0	(70,500)
Expenditure						
Premises	0	19,400	0	0	0	19,400
Supplies and Services	0	60,100	0	0	0	60,100
Third Party Payments	0	85,300	0	0	0	98,300
Transport	0	4,700	0	0	0	4,700
Total Expenditure	0	169,500	0	0	0	182,500
Net Total	0	99,000	0	0	0	112,000

Emergency Planning	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Total Income	0	0	0	0	0	0
Expenditure						
Supplies and Services	14,600	16,000	16,300	16,600	16,900	17,200
Total Expenditure	14,600	16,000	16,300	16,600	16,900	17,200
Net Total	14,600	16,000	16,300	16,600	16,900	17,200

Financial Services	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Income						
Customer and Client Receipts	(11,600)	(19,700)	(17,700)	(11,600)	(11,600)	(11,600)
Total Income	(11,600)	(19,700)	(17,700)	(11,600)	(11,600)	(11,600)
Expenditure						
Employees	443,300	534,900	547,400	560,100	531,400	541,800
Supplies and Services	43,300	55,900	55,900	55,900	55,900	55,900
Third Party Payments	106,200	120,700	127,900	129,800	133,900	132,000
Transport	3,300	3,300	3,300	3,300	3,300	3,300
Total Expenditure	596,100	714,800	734,500	749,100	724,500	733,000
Net Total	584,500	695,100	716,800	737,500	712,900	721,400

Fraud	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Total Income	0	0	0	0	0	0
Expenditure						
Supplies and Services	6,300	8,500	8,500	8,500	8,500	8,500
Total Expenditure	6,300	8,500	8,500	8,500	8,500	8,500
Net Total	6,300	8,500	8,500	8,500	8,500	8,500

Housing Benefits Admin	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Income						
Government Grants	(257,600)	(253,900)	(241,000)	(218,300)	(206,500)	(196,200)
Total Income	(257,600)	(253,900)	(241,000)	(218,300)	(206,500)	(196,200)
Expenditure						
Employees	532,300	529,100	473,100	461,200	470,900	480,200
Supplies and Services	41,400	41,200	41,200	41,200	41,200	41,200
Third Party Payments	17,200	18,800	18,800	18,800	18,800	18,800
Transport	6,900	5,700	5,700	5,700	5,700	5,700
Total Expenditure	597,800	594,800	538,800	526,900	536,600	545,900
Net Total	340,200	340,900	297,800	308,600	330,100	349,700

Housing Benefits Payments	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Income						
Government Grants	(21,526,200)	(19,682,200)	(19,682,200)	(19,682,200)	(19,682,200)	(19,682,200)
Other Grants and Contributions	(345,500)	(343,400)	(343,400)	(343,400)	(343,400)	(343,400)
Total Income	(21,871,700)	(20,025,600)	(20,025,600)	(20,025,600)	(20,025,600)	(20,025,600)
Expenditure						
Transfer Payments	21,672,900	19,826,900	19,826,900	19,826,900	19,826,900	19,826,900
Total Expenditure	21,672,900	19,826,900	19,826,900	19,826,900	19,826,900	19,826,900
Net Total	(198,800)	(198,700)	(198,700)	(198,700)	(198,700)	(198,700)

Human Resources	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Total Income	0	0	0	0	0	0
Expenditure						
Employees	240,600	243,400	246,700	250,100	253,500	257,000
Supplies and Services	10,000	9,800	9,800	9,800	9,800	9,800
Third Party Payments	18,000	20,700	20,700	20,700	20,700	20,700
Transfer Payments	1,700	1,700	1,700	1,700	1,700	1,700
Transport	1,500	1,200	1,200	1,200	1,200	1,200
Total Expenditure	271,800	276,800	280,100	283,500	286,900	290,400
Net Total	271,800	276,800	280,100	283,500	286,900	290,400

ICT Services	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Income						
Customer and Client Receipts	(2,500)	(4,000)	(3,600)	(2,500)	(2,500)	(2,500)
Total Income	(2,500)	(4,000)	(3,600)	(2,500)	(2,500)	(2,500)
Expenditure						
Employees	145,500	149,200	152,300	155,400	158,600	161,700
Supplies and Services	142,900	114,400	106,900	106,900	106,900	106,900
Third Party Payments	13,000	47,000	47,400	48,500	48,500	48,500
Transport	400	400	400	400	400	400
Total Expenditure	301,800	311,000	307,000	311,200	314,400	317,500
Net Total	299,300	307,000	303,400	308,700	311,900	315,000

Legal Services	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Income						
Customer and Client Receipts	(140,700)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
Total Income	(140,700)	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
Expenditure						
Supplies and Services	2,000	4,000	4,000	4,000	4,000	4,000
Third Party Payments	138,700	8,000	8,000	8,000	8,000	8,000
Total Expenditure	140,700	12,000	12,000	12,000	12,000	12,000
Net Total	0	(18,000)	(18,000)	(18,000)	(18,000)	(18,000)

Local Tax Collection	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Income						
Government Grants	(105,000)	(105,000)	(105,000)	(105,000)	(105,000)	(105,000)
Other Grants and Contributions	(190,000)	(184,500)	(184,500)	(184,500)	(184,500)	(184,500)
Total Income	(295,000)	(289,500)	(289,500)	(289,500)	(289,500)	(289,500)
Expenditure						
Employees	374,600	373,400	383,500	396,600	407,600	415,700
Supplies and Services	100,800	98,500	98,500	98,500	98,500	98,500
Third Party Payments	76,000	78,700	78,700	78,700	78,700	78,700
Transfer Payments	3,000	3,000	3,000	3,000	3,000	3,000
Transport	2,300	2,600	2,600	2,600	2,600	2,600
Total Expenditure	556,700	556,200	566,300	579,400	590,400	598,500
Net Total	261,700	266,700	276,800	289,900	300,900	309,000

Other Council Properties	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Income						
Customer and Client Receipts	(19,300)	(19,300)	(19,300)	(19,300)	(19,300)	(19,300)
Total Income	(19,300)	(19,300)	(19,300)	(19,300)	(19,300)	(19,300)
Expenditure						
Premises	5,200	7,000	7,000	7,000	7,000	7,000
Total Expenditure	5,200	7,000	7,000	7,000	7,000	7,000
Net Total	(14,100)	(12,300)	(12,300)	(12,300)	(12,300)	(12,300)

Precepts	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Total Income	0	0	0	0	0	0
Expenditure						
Transfer Payments	8,000	8,000	8,000	8,000	8,000	8,000
Total Expenditure	8,000	8,000	8,000	8,000	8,000	8,000
Net Total	8,000	8,000	8,000	8,000	8,000	8,000

Property Services	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Income						
Customer and Client Receipts	(610,700)	(1,162,800)	(1,459,300)	(1,460,100)	(1,460,800)	(1,461,600)
Total Income	(610,700)	(1,162,800)	(1,459,300)	(1,460,100)	(1,460,800)	(1,461,600)
Expenditure						
Employees	252,400	270,100	276,600	312,100	320,100	326,600
Premises	31,000	34,100	34,100	34,100	34,100	34,100
Supplies and Services	40,100	17,100	17,100	17,100	17,100	17,100
Third Party Payments	41,100	41,100	41,100	41,100	41,100	41,100
Transport	5,400	5,400	5,400	5,400	5,400	5,400
Total Expenditure	370,000	367,800	374,300	409,800	417,800	424,300
Net Total	(240,700)	(795,000)	(1,085,000)	(1,050,300)	(1,043,000)	(1,037,300)

Public Conveniences	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Total Income	0	0	0	0	0	0
Expenditure						
Premises	48,200	50,300	50,900	51,500	52,100	52,700
Supplies and Services	2,000	400	400	400	400	400
Total Expenditure	50,200	50,700	51,300	51,900	52,500	53,100
Net Total	50,200	50,700	51,300	51,900	52,500	53,100

Register Of Electors	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Income						
Customer and Client Receipts	(3,500)	(1,800)	(1,800)	(1,800)	(1,800)	(1,800)
Government Grants	0	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
Total Income	(3,500)	(11,800)	(11,800)	(11,800)	(11,800)	(11,800)
Expenditure						
Employees	82,200	84,500	86,100	87,800	89,600	91,400
Supplies and Services	34,600	32,500	32,500	32,500	32,500	32,500
Third Party Payments	33,900	43,900	43,900	43,900	43,900	43,900
Transport	700	600	600	600	600	600
Total Expenditure	151,400	161,500	163,100	164,800	166,600	168,400
Net Total	147,900	149,700	151,300	153,000	154,800	156,600

Support Services - Admin	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Income						
Customer and Client Receipts	(65,000)	(58,000)	(58,000)	(58,000)	(58,000)	(58,000)
Total Income	(65,000)	(58,000)	(58,000)	(58,000)	(58,000)	(58,000)
Expenditure						
Supplies and Services	65,000	56,600	56,600	56,600	56,600	56,600
Third Party Payments	0	1,400	1,400	1,400	1,400	1,400
Total Expenditure	65,000	58,000	58,000	58,000	58,000	58,000
Net Total	0	0	0	0	0	0

Support Services - Corporate	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Total Income	0	0	0	0	0	0
Expenditure						
Employees	139,600	164,600	170,100	174,700	178,900	182,600
Supplies and Services	2,500	2,600	2,600	2,600	2,600	2,600
Transport	700	700	700	700	700	700
Total Expenditure	142,800	167,900	173,400	178,000	182,200	185,900
Net Total	142,800	167,900	173,400	178,000	182,200	185,900

Systems Development	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Income						
Customer and Client Receipts	(22,300)	(23,100)	(23,100)	(23,200)	(23,200)	(23,300)
Total Income	(22,300)	(23,100)	(23,100)	(23,200)	(23,200)	(23,300)
Expenditure						
Employees	325,400	354,900	370,000	382,800	390,800	399,600
Supplies and Services	194,700	180,100	147,700	131,100	131,600	132,300
Transport	2,000	1,600	1,600	1,600	1,600	1,600
Total Expenditure	522,100	536,600	519,300	515,500	524,000	533,500
Net Total	499,800	513,500	496,200	492,300	500,800	510,200

Prosperous Communities Base Budget – Business Unit Analysis

Business Unit	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Building Control	76,100	56,600	49,400	59,700	65,900	71,200
Car Parks	(198,900)	(140,900)	(157,200)	(174,500)	(173,100)	(171,400)
Cemeteries and Churchyards	52,300	75,100	61,100	51,000	51,000	51,000
Community Action & Community Safety	237,600	287,000	264,700	260,900	255,000	259,900
Crematorium	0	(37,800)	(156,500)	(182,100)	(219,600)	(261,800)
Culture, Heritage & Leisure	300,100	56,300	(102,100)	(98,400)	(94,700)	(115,800)
Development Management	(83,500)	107,200	97,800	114,700	133,400	149,800
Economic Development	327,900	346,400	333,700	310,300	316,400	322,500
Environmental Initiatives	56,900	60,600	60,600	60,600	60,600	60,600
Food Safety	143,100	148,200	152,200	156,100	160,300	163,400
General Grants etc	388,300	501,400	297,700	298,700	298,700	198,700
Health and Safety	61,900	65,900	67,200	68,400	69,600	70,800
Homelessness/ Housing Advice	218,900	339,200	324,800	318,800	326,200	331,900
Housing Strategy	117,700	133,500	116,200	127,000	129,700	132,500
Land Charges	15,500	11,600	12,500	13,400	14,100	13,900
Licences - Community	(15,000)	9,100	17,500	6,900	7,600	8,400
Neighbourhood Planning & Local Plans	53,200	62,300	64,100	51,300	47,800	48,800
Other Council Properties	(23,900)	(19,500)	(19,400)	(19,300)	(19,300)	(19,300)
Parish Lighting	54,800	55,700	51,800	54,000	56,400	58,900
Parks & Open Spaces	49,600	49,400	49,400	49,400	49,400	49,400
Pest and Dog Control	24,100	24,300	24,400	24,400	24,400	24,400
Planning Policy - Forward Planning	61,600	64,500	66,900	68,100	69,500	70,800
Pollution Control	139,800	149,500	152,100	154,800	157,400	160,200
Private Sector Housing Renewal	66,000	63,800	75,300	105,300	107,000	106,000
Property Services	2,900	27,000	27,000	27,000	27,000	27,000
Public Health	16,400	0	0	0	0	0
Strategic Manager-Services	18,200	25,800	34,600	35,300	36,000	36,700
Street Cleansing	535,000	531,400	541,100	550,100	558,000	566,700
Town Centre Markets	33,400	33,400	34,600	35,600	36,700	37,900
Trade Waste	(142,600)	(174,300)	(230,100)	(220,800)	(219,500)	(214,300)
Visitor Economy	41,500	32,600	24,400	14,100	14,100	14,100
Waste Management	1,387,900	1,288,800	1,327,800	1,358,200	1,385,800	1,417,000
Wellbeing	0	(88,100)	(89,200)	(81,400)	(91,700)	0
Grand Total	4,016,800	4,146,000	3,574,400	3,597,600	3,640,100	3,669,900

Building Control	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Income						
Customer and Client Receipts	(248,000)	(245,100)	(251,600)	(247,600)	(247,600)	(247,600)
Total Income	(248,000)	(245,100)	(251,600)	(247,600)	(247,600)	(247,600)
Expenditure						
Employees	291,600	255,500	264,800	271,100	277,300	282,600
Premises	0	15,000	5,000	5,000	5,000	5,000
Supplies and Services	15,400	15,700	15,700	15,700	15,700	15,700
Third Party Payments	2,700	200	200	200	200	200
Transport	14,400	15,300	15,300	15,300	15,300	15,300
Total Expenditure	324,100	301,700	301,000	307,300	313,500	318,800
Net Total	76,100	56,600	49,400	59,700	65,900	71,200

Car Parks	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Income						
Customer and Client Receipts	(320,900)	(308,300)	(308,300)	(308,300)	(308,300)	(308,300)
Total Income	(320,900)	(308,300)	(308,300)	(308,300)	(308,300)	(308,300)
Expenditure						
Employees	14,400	59,900	42,600	24,300	24,700	25,300
Premises	59,900	55,800	56,800	57,800	58,800	59,900
Supplies and Services	8,800	4,300	4,300	4,300	4,300	4,300
Third Party Payments	37,900	46,400	46,400	46,400	46,400	46,400
Transport	1,000	1,000	1,000	1,000	1,000	1,000
Total Expenditure	122,000	167,400	151,100	133,800	135,200	136,900
Net Total	(198,900)	(140,900)	(157,200)	(174,500)	(173,100)	(171,400)

Cemeteries and Churchyards	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Income						
Customer and Client Receipts	(10,100)	(7,800)	(7,900)	(8,100)	(8,200)	(8,300)
Total Income	(10,100)	(7,800)	(7,900)	(8,100)	(8,200)	(8,300)
Expenditure						
Employees	1,200	7,800	7,900	8,000	8,100	8,200
Premises	60,800	74,700	60,700	50,700	50,700	50,700
Supplies and Services	400	400	400	400	400	400
Total Expenditure	62,400	82,900	69,000	59,100	59,200	59,300
Net Total	52,300	75,100	61,100	51,000	51,000	51,000

Crematorium	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Income						
Customer and Client Receipts	0	(108,200)	(442,600)	(482,100)	(525,700)	(569,300)
Total Income	0	(108,200)	(442,600)	(482,100)	(525,700)	(569,300)
Expenditure						
Employees	0	20,300	84,500	94,400	94,500	94,600
Premises	0	30,000	121,400	125,700	130,500	135,500
Supplies and Services	0	19,500	77,900	77,600	78,800	75,100
Transport	0	600	2,300	2,300	2,300	2,300
Total Expenditure	0	70,400	286,100	300,000	306,100	307,500
Net Total	0	(37,800)	(156,500)	(182,100)	(219,600)	(261,800)

Community Action & Community Safety	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Income						
Customer and Client Receipts	(23,700)	(32,500)	(39,200)	(39,500)	(24,300)	(24,300)
Other Grants and Contributions	(1,000)	(15,100)	(1,000)	(1,000)	(1,000)	(1,000)
Total Income	(24,700)	(47,600)	(40,200)	(40,500)	(25,300)	(25,300)
Expenditure						
Employees	213,600	287,200	258,700	258,800	237,700	242,600
Premises	200	200	200	200	200	200
Supplies and Services	36,800	30,700	30,700	30,700	30,700	30,700
Third Party Payments	0	4,800	3,600	0	0	0
Transfer Payments	1,500	1,500	1,500	1,500	1,500	1,500
Transport	10,200	10,200	10,200	10,200	10,200	10,200
Total Expenditure	262,300	334,600	304,900	301,400	280,300	285,200
Net Total	237,600	287,000	264,700	260,900	255,000	259,900

Culture, Heritage & Leisure	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Income						
Customer and Client Receipts	(151,900)	(180,900)	(180,900)	(180,900)	(180,900)	(180,900)
Other Grants and Contributions	(17,200)	(151,400)	(279,000)	(272,200)	(272,200)	(297,200)
Total Income	(169,100)	(332,300)	(459,900)	(453,100)	(453,100)	(478,100)
Expenditure						
Employees	172,500	146,800	140,700	136,700	139,400	142,300
Premises	83,500	56,100	69,000	69,900	70,900	71,900
Supplies and Services	124,600	140,800	140,800	140,800	140,800	140,800
Third Party Payments	81,000	37,300	6,700	6,700	6,700	6,700
Transfer Payments	7,000	7,000	0	0	0	0
Transport	600	600	600	600	600	600
Total Expenditure	469,200	388,600	357,800	354,700	358,400	362,300
Net Total	300,100	56,300	(102,100)	(98,400)	(94,700)	(115,800)

Development Management	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Income						
Customer and Client Receipts	(1,188,000)	(1,019,400)	(1,010,000)	(1,011,300)	(1,011,600)	(1,012,900)
Government Grants	0	(33,000)	(17,700)	(100)	0	0
Other Grants and Contributions	(10,300)	(9,600)	(9,800)	(10,000)	(10,200)	(10,200)
Total Income	(1,198,300)	(1,062,000)	(1,037,500)	(1,021,400)	(1,021,800)	(1,023,100)
Expenditure						
Employees	855,600	910,700	876,800	877,600	896,700	914,400
Premises	5,000	5,000	5,000	5,000	5,000	5,000
Supplies and Services	129,100	62,600	62,600	62,600	62,600	62,600
Third Party Payments	108,900	174,300	174,300	174,300	174,300	174,300
Transfer Payments	300	300	300	300	300	300
Transport	15,900	16,300	16,300	16,300	16,300	16,300
Total Expenditure	1,114,800	1,169,200	1,135,300	1,136,100	1,155,200	1,172,900
Net Total	(83,500)	107,200	97,800	114,700	133,400	149,800

Economic Development	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Income						
Customer and Client Receipts	(23,500)	(19,300)	(19,300)	(19,300)	(19,300)	(19,300)
Government Grants	0	(63,100)	(65,000)	(51,900)	(48,300)	(49,300)
Total Income	(23,500)	(82,400)	(84,300)	(71,200)	(67,600)	(68,600)
Expenditure						
Employees	307,800	400,400	389,600	353,100	355,600	362,700
Premises	7,900	7,900	7,900	7,900	7,900	7,900
Supplies and Services	5,500	1,700	1,700	1,700	1,700	1,700
Third Party Payments	15,000	3,600	3,600	3,600	3,600	3,600
Transfer Payments	11,900	11,900	11,900	11,900	11,900	11,900
Transport	3,300	3,300	3,300	3,300	3,300	3,300
Total Expenditure	351,400	428,800	418,000	381,500	384,000	391,100
Net Total	327,900	346,400	333,700	310,300	316,400	322,500

Environmental Initiatives	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Total Income	0	0	0	0	0	0
Expenditure						
Supplies and Services	2,000	5,700	5,700	5,700	5,700	5,700
Third Party Payments	37,000	37,000	37,000	37,000	37,000	37,000
Transfer Payments	17,900	17,900	17,900	17,900	17,900	17,900
Total Expenditure	56,900	60,600	60,600	60,600	60,600	60,600
Net Total	56,900	60,600	60,600	60,600	60,600	60,600

Food Safety	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Income						
Customer and Client Receipts	(700)	(700)	(700)	(700)	(700)	(700)
Total Income	(700)	(700)	(700)	(700)	(700)	(700)
Expenditure						
Employees	133,600	139,000	143,000	146,900	151,100	154,200
Supplies and Services	1,100	800	800	800	800	800
Transport	9,100	9,100	9,100	9,100	9,100	9,100
Total Expenditure	143,800	148,900	152,900	156,800	161,000	164,100
Net Total	143,100	148,200	152,200	156,100	160,300	163,400

General Grants etc	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Total Income	0	0	0	0	0	0
Expenditure						
Supplies and Services	117,600	248,100	70,200	71,200	71,200	69,500
Third Party Payments	250,700	233,300	227,500	227,500	227,500	129,200
Transfer Payments	20,000	20,000	0	0	0	0
Total Expenditure	388,300	501,400	297,700	298,700	298,700	198,700
Net Total	388,300	501,400	297,700	298,700	298,700	198,700

Health and Safety	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Total Income	0	0	0	0	0	0
Expenditure						
Employees	60,200	64,700	66,000	67,200	68,400	69,600
Supplies and Services	400	400	400	400	400	400
Transport	1,300	800	800	800	800	800
Total Expenditure	61,900	65,900	67,200	68,400	69,600	70,800
Net Total	61,900	65,900	67,200	68,400	69,600	70,800

Homelessness/ Housing Advice	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Income						
Customer and Client Receipts	(21,900)	(15,400)	(15,400)	(15,400)	(15,400)	(15,400)
Government Grants	(124,600)	0	0	0	0	0
Total Income	(146,500)	(15,400)	(15,400)	(15,400)	(15,400)	(15,400)
Expenditure						
Employees	249,600	285,800	271,400	265,400	272,800	278,500
Supplies and Services	16,500	15,100	15,100	15,100	15,100	15,100
Third Party Payments	94,600	49,000	49,000	49,000	49,000	49,000
Transport	4,700	4,700	4,700	4,700	4,700	4,700
Total Expenditure	365,400	354,600	340,200	334,200	341,600	347,300
Net Total	218,900	339,200	324,800	318,800	326,200	331,900

Housing Strategy	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Income						
Customer and Client Receipts	(43,200)	(41,900)	(36,400)	(21,000)	(21,000)	(21,000)
Total Income	(43,200)	(41,900)	(36,400)	(21,000)	(21,000)	(21,000)
Expenditure						
Employees	152,100	145,000	142,200	137,600	140,300	143,100
Supplies and Services	4,900	24,200	4,200	4,200	4,200	4,200
Third Party Payments	0	2,300	2,300	2,300	2,300	2,300
Transport	3,900	3,900	3,900	3,900	3,900	3,900
Total Expenditure	160,900	175,400	152,600	148,000	150,700	153,500
Net Total	117,700	133,500	116,200	127,000	129,700	132,500

Land Charges	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Income						
Customer and Client Receipts	(121,500)	(125,600)	(128,100)	(130,600)	(133,300)	(135,900)
Total Income	(121,500)	(125,600)	(128,100)	(130,600)	(133,300)	(135,900)
Expenditure						
Employees	104,700	105,800	109,200	112,600	116,000	118,400
Supplies and Services	4,600	3,700	3,700	3,700	3,700	3,700
Third Party Payments	27,500	27,500	27,500	27,500	27,500	27,500
Transport	200	200	200	200	200	200
Total Expenditure	137,000	137,200	140,600	144,000	147,400	149,800
Net Total	15,500	11,600	12,500	13,400	14,100	13,900

Licences - Community	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Income						
Customer and Client Receipts	(118,500)	(118,700)	(112,300)	(125,100)	(126,700)	(128,100)
Other Grants and Contributions	(3,800)	(3,200)	(300)	(3,800)	(3,200)	(3,200)
Total Income	(122,300)	(121,900)	(112,600)	(128,900)	(129,900)	(131,300)
Expenditure						
Employees	83,000	105,800	107,800	110,000	112,300	114,500
Supplies and Services	21,300	20,100	17,200	20,700	20,100	20,100
Third Party Payments	0	2,100	2,100	2,100	2,100	2,100
Transport	3,000	3,000	3,000	3,000	3,000	3,000
Total Expenditure	107,300	131,000	130,100	135,800	137,500	139,700
Net Total	(15,000)	9,100	17,500	6,900	7,600	8,400

Neighbourhood Planning & Local Plans	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Total Income	0	0	0	0	0	0
Expenditure						
Employees	53,100	62,200	64,000	51,200	47,700	48,700
Supplies and Services	100	100	100	100	100	100
Total Expenditure	53,200	62,300	64,100	51,300	47,800	48,800
Net Total	53,200	62,300	64,100	51,300	47,800	48,800

Other Council Properties	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Income						
Customer and Client Receipts	(67,100)	(63,100)	(63,100)	(63,200)	(63,300)	(63,400)
Total Income	(67,100)	(63,100)	(63,100)	(63,200)	(63,300)	(63,400)
Expenditure						
Premises	15,700	16,100	16,200	16,400	16,500	16,600
Supplies and Services	27,500	27,500	27,500	27,500	27,500	27,500
Total Expenditure	43,200	43,600	43,700	43,900	44,000	44,100
Net Total	(23,900)	(19,500)	(19,400)	(19,300)	(19,300)	(19,300)

Parish Lighting	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Total Income	0	0	0	0	0	0
Expenditure						
Premises	34,600	35,500	31,600	33,800	36,200	38,700
Transfer Payments	20,200	20,200	20,200	20,200	20,200	20,200
Total Expenditure	54,800	55,700	51,800	54,000	56,400	58,900
Net Total	54,800	55,700	51,800	54,000	56,400	58,900

Parks & Open Spaces	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Income						
Customer and Client Receipts	0	(8,100)	(6,100)	0	0	0
Total Income	0	(8,100)	(6,100)	0	0	0
Expenditure						
Premises	33,500	41,400	39,400	33,300	33,300	33,300
Supplies and Services	16,100	16,100	16,100	16,100	16,100	16,100
Total Expenditure	49,600	57,500	55,500	49,400	49,400	49,400
Net Total	49,600	49,400	49,400	49,400	49,400	49,400

Pest and Dog Control	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Income						
Customer and Client Receipts	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Total Income	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Expenditure						
Employees	1,200	1,400	1,500	1,500	1,500	1,500
Supplies and Services	24,900	24,900	24,900	24,900	24,900	24,900
Total Expenditure	26,100	26,300	26,400	26,400	26,400	26,400
Net Total	24,100	24,300	24,400	24,400	24,400	24,400

Planning Policy - Forward Planning	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Total Income	0	0	0	0	0	0
Expenditure						
Employees	58,700	61,600	64,000	65,200	66,600	67,900
Supplies and Services	800	800	800	800	800	800
Transport	2,100	2,100	2,100	2,100	2,100	2,100
Total Expenditure	61,600	64,500	66,900	68,100	69,500	70,800
Net Total	61,600	64,500	66,900	68,100	69,500	70,800

Pollution Control	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Income						
Customer and Client Receipts	(5,200)	(5,700)	(5,700)	(5,700)	(5,700)	(5,700)
Other Grants and Contributions	(500)	0	0	0	0	0
Total Income	(5,700)	(5,700)	(5,700)	(5,700)	(5,700)	(5,700)
Expenditure						
Employees	120,100	129,000	131,600	134,300	136,900	139,700
Premises	500	500	500	500	500	500
Supplies and Services	15,800	3,400	3,400	3,400	3,400	3,400
Third Party Payments	3,500	16,700	16,700	16,700	16,700	16,700
Transport	5,600	5,600	5,600	5,600	5,600	5,600
Total Expenditure	145,500	155,200	157,800	160,500	163,100	165,900
Net Total	139,800	149,500	152,100	154,800	157,400	160,200

Private Sector Housing Renewal	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Income						
Customer and Client Receipts	(6,400)	0	0	0	0	0
Government Grants	(51,000)	(56,900)	(58,200)	0	0	0
Total Income	(57,400)	(56,900)	(58,200)	0	0	0
Expenditure						
Employees	106,500	98,500	111,300	83,100	84,800	86,400
Premises	0	6,000	6,000	6,000	6,000	3,400
Supplies and Services	14,500	1,000	1,000	1,000	1,000	1,000
Third Party Payments	0	12,800	12,800	12,800	12,800	12,800
Transport	2,400	2,400	2,400	2,400	2,400	2,400
Total Expenditure	123,400	120,700	133,500	105,300	107,000	106,000
Net Total	66,000	63,800	75,300	105,300	107,000	106,000

Property Services	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Total Income	0	0	0	0	0	0
Expenditure						
Premises	2,900	2,900	2,900	2,900	2,900	2,900
Third Party Payments	0	24,100	24,100	24,100	24,100	24,100
Total Expenditure	2,900	27,000	27,000	27,000	27,000	27,000
Net Total	2,900	27,000	27,000	27,000	27,000	27,000

Public Health	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Total Income	0	0	0	0	0	0
Expenditure						
Employees	16,400	0	0	0	0	0
Total Expenditure	16,400	0	0	0	0	0
Net Total	16,400	0	0	0	0	0

Strategic Manager-Services	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Total Income	0	0	0	0	0	0
Expenditure						
Employees	16,000	24,700	33,500	34,200	34,900	35,600
Transport	2,200	1,100	1,100	1,100	1,100	1,100
Total Expenditure	18,200	25,800	34,600	35,300	36,000	36,700
Net Total	18,200	25,800	34,600	35,300	36,000	36,700

Street Cleansing	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Income						
Customer and Client Receipts	(31,200)	(33,600)	(31,800)	(26,200)	(26,200)	(26,200)
Other Grants and Contributions	(10,200)	(18,800)	(18,800)	(18,800)	(18,800)	(18,800)
Total Income	(41,400)	(52,400)	(50,600)	(45,000)	(45,000)	(45,000)
Expenditure						
Employees	391,500	406,200	414,100	417,500	425,400	434,100
Premises	2,400	2,500	2,500	2,500	2,500	2,500
Supplies and Services	31,400	32,000	32,000	32,000	32,000	32,000
Transport	151,100	143,100	143,100	143,100	143,100	143,100
Total Expenditure	576,400	583,800	591,700	595,100	603,000	611,700
Net Total	535,000	531,400	541,100	550,100	558,000	566,700

Town Centre Markets	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Income						
Customer and Client Receipts	(51,300)	(36,300)	(36,300)	(36,300)	(36,300)	(36,300)
Total Income	(51,300)	(36,300)	(36,300)	(36,300)	(36,300)	(36,300)
Expenditure						
Employees	43,900	45,900	47,000	47,900	48,900	50,000
Premises	4,900	3,100	3,200	3,300	3,400	3,500
Supplies and Services	31,800	16,800	16,800	16,800	16,800	16,800
Transport	4,100	3,900	3,900	3,900	3,900	3,900
Total Expenditure	84,700	69,700	70,900	71,900	73,000	74,200
Net Total	33,400	33,400	34,600	35,600	36,700	37,900

Trade Waste	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Income						
Customer and Client Receipts	(323,000)	(336,200)	(398,900)	(392,800)	(393,500)	(389,400)
Total Income	(323,000)	(336,200)	(398,900)	(392,800)	(393,500)	(389,400)
Expenditure						
Employees	67,600	58,400	51,900	53,300	53,600	54,700
Supplies and Services	105,400	97,500	109,100	109,100	109,100	109,100
Transport	7,400	6,000	7,800	9,600	11,300	11,300
Total Expenditure	180,400	161,900	168,800	172,000	174,000	175,100
Net Total	(142,600)	(174,300)	(230,100)	(220,800)	(219,500)	(214,300)

Visitor Economy	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Total Income	0	0	0	0	0	0
Expenditure						
Employees	28,200	19,100	10,900	600	600	600
Supplies and Services	2,200	2,400	2,400	2,400	2,400	2,400
Transfer Payments	9,800	9,800	9,800	9,800	9,800	9,800
Transport	1,300	1,300	1,300	1,300	1,300	1,300
Total Expenditure	41,500	32,600	24,400	14,100	14,100	14,100
Net Total	41,500	32,600	24,400	14,100	14,100	14,100

Waste Management	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Income						
Customer and Client Receipts	(689,800)	(897,800)	(899,700)	(902,300)	(903,900)	(904,500)
Total Income	(689,800)	(897,800)	(899,700)	(902,300)	(903,900)	(904,500)
Expenditure						
Employees	1,407,100	1,475,800	1,516,700	1,549,700	1,578,900	1,610,700
Supplies and Services	128,900	144,500	144,500	144,500	144,500	144,500
Third Party Payments	4,000	4,100	4,100	4,100	4,100	4,100
Transport	537,700	562,200	562,200	562,200	562,200	562,200
Total Expenditure	2,077,700	2,186,600	2,227,500	2,260,500	2,289,700	2,321,500
Net Total	1,387,900	1,288,800	1,327,800	1,358,200	1,385,800	1,417,000

Wellbeing	Base Budget 18/19 £	Proposed Budget 19/20 £	Forecast Budget 20/21 £	Forecast Budget 21/22 £	Forecast Budget 22/23 £	Forecast Budget 23/24 £
Income						
Customer and Client Receipts	0	(482,900)	(490,900)	(499,100)	(507,600)	0
Total Income	0	(482,900)	(490,900)	(499,100)	(507,600)	0
Expenditure						
Employees	0	346,600	353,500	360,500	367,700	0
Supplies and Services	0	33,300	33,300	42,300	33,300	0
Transport	0	14,900	14,900	14,900	14,900	0
Total Expenditure	0	394,800	401,700	417,700	415,900	0
Net Total	0	(88,100)	(89,200)	(81,400)	(91,700)	0

West Lindsey District Council

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