



BUDGET BOOK

2021/22 TO 2025/26

Our Medium Term Financial Plan and
Budgetary Forecasts

March 2021

**THE FINANCIAL STRATEGY & MEDIUM TERM FINANCIAL PLAN 2021/22 TO
2025/26**

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Council

Monday, 1 March 2021

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

Report by:

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Purpose / Summary:

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

The Purpose of the Medium Term Financial Plan (MTFP) is to set a robust overall framework for the Council's spending plans over the next 5 years in supporting delivery of the Corporate Plan and underpinned by the delivery of the Financial Strategy. The report therefore outlines the Council's revised financial plans within the Financial Analysis for changes in Government funding, the economic environment, local engagement and the priorities for the Council. The plan reflects the revisions to previous estimates and covers the period 2021/22 to 2025/26

The Financial Analysis includes the 2021/22 balanced Revenue Budget

The Capital Investment Strategy and Capital Programme records our 5 year investment plan

The Treasury Management Strategy details our Investment, Borrowing strategies and Minimum Revenue Provision Policy.

RECOMMENDATION(S): That Members

- a) Recognise the external environment and the severity of the financial challenges being faced as detailed in the Financial Strategy.
- b) Accept the Statement of the Chief Finance Officer on the Robustness of Estimates and Adequacy of Reserves.
- c) Approve the Medium Term Financial Plan 2021/22 to 2025/26 (Appendix 1) and are aware of the associated Risks included at Appendix 2
- d) Receive a Mid-Year Review of the Medium Term Financial Plan during 2021/22.
- e) Set the Revenue Budget 2021/22 (Appendix 1)
- f) Approve the Movement in Reserves (MTFP 2.8)
- g) Set the Fees and Charges 2021/22 (Appendix 3)
- h) Adopt the Capital Investment Strategy (Appendix 4)
- i) Approve the Capital Programme 2021/22 to 2025/26 and Financing (Appendix 5 and 6) and expenditure on Business as Usual schemes.
- j) Approve the Treasury Management Strategy 2021/22 and adopt the Treasury Investment Strategy, the Borrowing Strategy and the Treasury and Borrowing Prudential Indicators (Appendix 7)
- k) Approve the Minimum Revenue Provision (MRP) Policy as contained in the Treasury Management Strategy (Appendix 7)
- l) Approve a £5 increase in the Council Tax (Appendix 8-12) to £222.74
- m) That Members approve the 2021/22 Pay Policy Statement (Appendix 13) and Human Resources Statement 2021/22 (Appendix 14)

IMPLICATIONS

Legal:

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

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

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

Financial : FIN/140A/21/TJB

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

The Final Settlement was announced on 4 February 2021 and has been incorporated into this report, the grants are in line with expectations for a one year settlement, however additional funding was announced providing;

- Lower Tier Services Grant £128,765
- Covid-19 Local Authority Support Funding £510,000
- Covid-19 Sales, Fees and Charges Grant £165,000
- Covid-19 Collection Fund Losses £425,000

A further year of New Homes Bonus has also provided additional funding. We anticipated £221,154 and will now receive £719,765. This will be earmarked to the Investment for Growth Reserve.

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

Gross Expenditure	37,453,900
Gross Income	(£24,381,200)
Net Contributions to/(from) Reserves	£206,400
NET BUDGET REQUIREMENT	£13,279,100
Funded from:	
Business Rates	£1,989,000
Council Taxes incl precepts	£9,064,900
Other Government Grants	£2,225,200
TOTAL FUNDING	£13,279,100

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

New Earmarked Reserves have been proposed totalling £1,600,000 and transfers to earmarked reserves of £1,650,000 will provide £1,000,000 to support balancing the budget due to reductions in Government Funding from the 2022/23 expected Fairer Funding Review and Business Rates Retention

Scheme, £500,000 Covid-19 to support costs associated with the response and recovery and a £150,000 increase in the Project Investment Reserve.

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

- Grants £2,859,798
- Council Reserves £4,251,447
- Capital Receipts £542,300
- Prudential Borrowing £1,743,000

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

Staffing :

The Medium Term Financial Analysis includes budget provision for all approved posts, some of which are funded from grant, capital budgets or Earmarked Reserves. The Human Resources Statement at Appendix 14 details Full Time Equivalents of 291.06

Equality and Diversity including Human Rights :

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

Data Protection Implications :

None directly from this report.

Climate Related Risks and Opportunities :

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

Section 17 Crime and Disorder Considerations :

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

Health Implications:

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

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

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

All documents are held within Financial Services at the Guildhall, Marshalls Yard, Gainsborough and contained in the Budget Book on the council’s website <https://www.west-lindsey.gov.uk/my-council/contacts-facts-and-figures/council-spending/>

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 2 of the Medium Term Financial Plan.

Call in and Urgency:

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

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

Yes

No

Key Decision:

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

Yes

No

1. Executive Summary

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

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

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

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

The Medium Term Financial Analysis (Appendix 1) details, in monetary terms, the specific elements of the budget, our assumptions and estimates in developing a plan which covers a 5 year period. It is reviewed annually as part of the budget setting process, taking into consideration investment proposals, in year decisions impacting future years, forward planning, service and business planning deliverables and availability of resources. Ensuring we can set a balanced budget for the current year and identifying any funding gaps for future years. A 10 year estimate has also been undertaken, which incorporates the impact of those projects with longer term financial benefits.

1.3 The Revenue Budget 2021/22

The General Fund Revenue Budget 2021/22 (detailed in the table below) reflects a balanced budget and a Net Revenue Budget Requirement of £13,279,100 (£14,357,000 2020/21)

The Budget incorporates a one year Local Government Financial Settlement announced on 4 February by the Minister for Communities, Housing and Local Government, Rt. Hon Robert Jenrick MP.

The previous Medium Term Financial Plan anticipated that the review of Local Government Financing would be implemented for 2021/22 budget, however due to the ongoing response and recovery work being undertaken by the Government this has now been postponed. The one year settlement provides an additional grants for core spending power of £0.172m (3.5% increase) and £1.1m to support the Covid response and recovery (to end June 2021) and local taxation losses.

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

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

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

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

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

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

The table below details the proposed revenue budget 2021/22 for approval and is compared to the original budget 2020/21 and analysed over our Service Clusters (Corporate Plan themes) and includes other elements of operating expenditure and movements in reserves resulting in a £13,279,100 Budget Requirement (£14,357,000 2020/21)

Cluster	Original Budget 2020/21 £	Proposed Budget 2021/22 £
Our Council	5,924,100	6,279,000
Our People	1,513,200	1,529,000
Our Place	3,715,600	3,871,800
Cluster Total	11,152,900	11,679,800

Estimated Capital Implications	(32,800)	0
Interest Receivable	(250,300)	(124,600)
Investment Income - Property Portfolio	(1,624,700)	(1,434,900)
Drainage Board Levies	370,900	388,100
Parish Precepts	2,134,100	2,186,600
Interest Payable	983,000	377,700
Statutory MRP	243,700	442,900
Other Operating Expenditure	1,823,900	1,835,800

Net Revenue Expenditure	12,976,800	13,515,600
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Transfer to / (from) General Fund	527,500	(1,943,700)
Transfer to / (from) Earmarked Reserves	852,700	1,707,200
Budget Requirement (Amount to be met from Government Grant or Council Tax)	14,357,000	13,279,100

Funding Income		
Business Rate Retention Scheme	4,186,000	1,989,000
Collection Fund Surplus - Council Tax	215,400	167,500
COVID Grants	0	675,000
Parish Councils Tax Requirement	2,134,100	2,186,600
New Homes Bonus	736,300	719,100
Other Government Grants	555,900	831,100

Council Tax Requirement	6,529,300	6,710,800
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TOTAL FUNDING	14,357,000	13,279,100
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Balanced Budget/Funding Target	0	0
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1.4 Significant Movements (saving)/pressure

Clusters

- Employee costs reduction (£0.096m) includes impact of pay awards
- Contractual cost increases £0.091m

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

Other Operating Expenditure

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

Funding

- Business Rates – One off settlement, additional support for 2020/21 income losses net of 2020/21 deficit payable 2021/22 £2.197m of which (£2.644) funded from Government Grant 2021/22 held in reserves and a £1.493m in year gain)
- Government Grants – (£0.897m)
- Council Tax and Surplus £0.133m

1.5 Reserves 2021/22

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

Creation of New Earmarked Reserves

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

Increases to Reserves

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

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

RESERVE	YEAR END	MTFP				
	2020/21 £	2021/22 £	2022/23 £	2023/24 £	2024/25 £	2025/26 £
General Fund Working Balance	5,147,508	2,740,008	2,740,008	2,740,008	2,716,008	2,716,008
Earmarked Reserves	16,379,704	13,815,504	12,356,704	12,247,304	12,140,404	12,193,504
Capital Receipts	1,035,524	558,408	623,592	688,776	753,960	816,658
Capital Grants Unapplied	2,273,886	501,172	501,172	501,172	501,172	501,172
TOTAL	24,836,622	17,615,092	16,221,476	16,177,260	16,111,544	16,227,342

1.6 Budget Risks (Appendix 2)

All aspects of the budget have been considered in relation to their risk profile and mitigations identified.

1.7 The Capital Investment Strategy (Appendix 3)

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

1.8 The Capital Investment Programme (Appendix 4)

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

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

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

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

The Capital Investment Programme is to be funded from;

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

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

1.9 Robustness of Estimates and Adequacy of Reserves

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

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

programme is affordable; further detail is included within the Medium Term Financial Analysis (paragraph 4)

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

EXECUTIVE BUSINESS PLAN AND MEDIUM TERM FINANCIAL STRATEGY

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EXECUTIVE BUSINESS PLAN

Section 1 - Executive Business Plan

Section 2 - The Council's Financial Position

MEDIUM TERM FINANCIAL PLAN

Section 1 - The Medium Term Financial Strategy

Section 2 - The Medium Term Financial Analysis

Section 3 - The 2021/22 Revenue Budget

Section 4 - Capital Investment Programme and Financing

Section 5 – Treasury Management Strategy

Section 6 – Human Resources Statement

APPENDICES:

Appendix 1 Medium Term Financial Analysis (Revenue Budget)

Appendix 2 Risk Register

Appendix 3 Fees and Charges 2021/22

Appendix 4 Capital Investment Strategy

Appendix 5 Capital Investment Programme 2021/22 – 2025/26

Appendix 6 Analysis of Capital Financing

Appendix 7 Treasury Management Strategy

Appendix 8 The Council Tax Requirement 2021/22

Appendix 9 Parish Tax Base 2021/22

Appendix 10 Determination of Council Tax where special items apply

Appendix 11 Determination of Council Tax for each part of the area

Appendix 12 Overall Levels of Council Tax

Appendix 13 Pay Policy 2021/22

Appendix 14 Human Resources Statement 2021/22



EXECUTIVE BUSINESS PLAN

Introduction



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



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



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

National context

Covid-19 Pandemic

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



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

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

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

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



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

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

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

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

buy and incentivise more people to make the transition.

- Nearly £500m to be spent in the next four years for the development and mass-scale production of electric vehicle batteries, as part of a commitment to provide up to £1bn boosting international investment into strong manufacturing bases including in the Midlands and North East.
- An extra £200m of new funding to create two carbon capture clusters by the mid-2020s, with another two set to be created by 2030. This increases the total invested to £1bn, helping to support 50,000 jobs, potentially in areas such as the Humber, Teesside, Merseyside, Grangemouth and Port Talbot.

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

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

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

Levelling Up Agenda

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

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



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

Brexit

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

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

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



Digital Connectivity

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

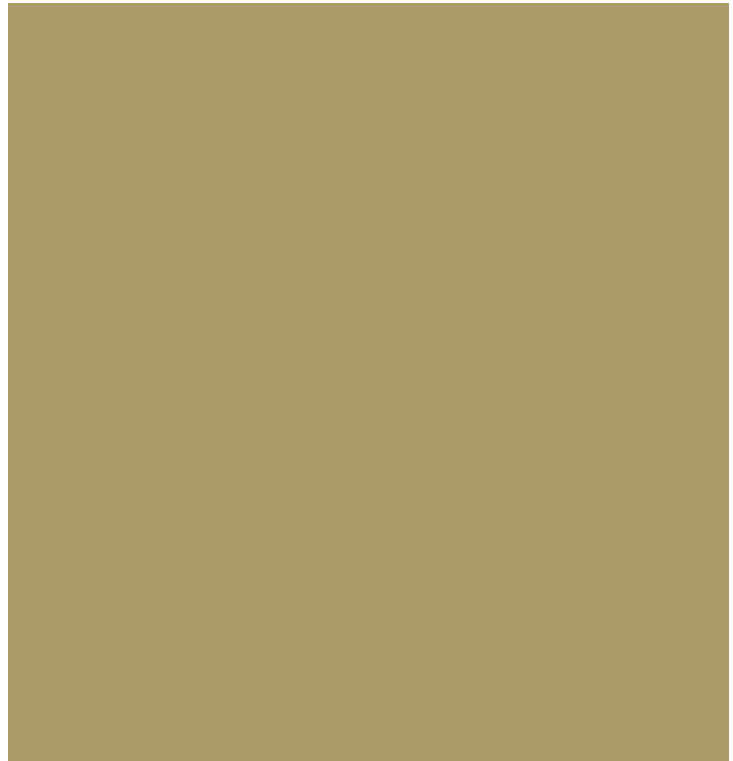
The achievability of even the lower target has been questioned and it is likely that the most accessible areas, already enjoying superfast broadband speeds, will enjoy enhanced service; while those suffering from poor service will continue to face issues. This is pertinent for West



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

High Street Recovery

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



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

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

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

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



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

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

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

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



Key funding highlights include:

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

Regional and Local Context

Greater Lincolnshire Local Enterprise Partnership



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

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

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

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

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

Central Lincolnshire Local Plan

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

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



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

Devolution

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

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

The Council’s Corporate Plan

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

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

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



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

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

Business Plan Deliverables 2021-22

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

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

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

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

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

Operational and Commercial Portfolio

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

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

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

Corporate Services Portfolio

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

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

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

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

Planning and Regeneration Portfolio

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

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

Key Deliverables for 2021-2023 are:

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

Homes and Communities Portfolio

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

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

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



Change Management and Regulatory Services Portfolio

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

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

Key deliverables for the period 2021-2023 are:

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

Finance, Business Support and Property Services Portfolio

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

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

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

Key deliverables for the period 2021-2023 are:

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

2 The Council's Financial Position

2.1 Introduction

Since the commencement of government funding cuts in 2010/11 the Council has effectively managed a reduction of £4.8m in Settlement Funding Allocation (an amount set by Government as a calculation of our funding need).

Managing this level of reductions has been achieved through sound financial management through its Financial Strategy initiatives to reduce expenditure, increase income and generate new income streams. In addition to benefitting from the Government's, New Homes Bonus, a reward grant to reflect our growth in housing and changes, and increase in growth from our Business Rates.



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

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

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

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

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

2.2 National Context

The final Local Government Settlement was announced on 4 February 2021 by the Secretary of State for Housing, Communities and Local Government, The Rt Hon. Robert Jenrick MP.

The main points affecting this Council were;

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

misuse support. This means the government will be spending over £750 million to tackle homelessness and rough sleeping next year.

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

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

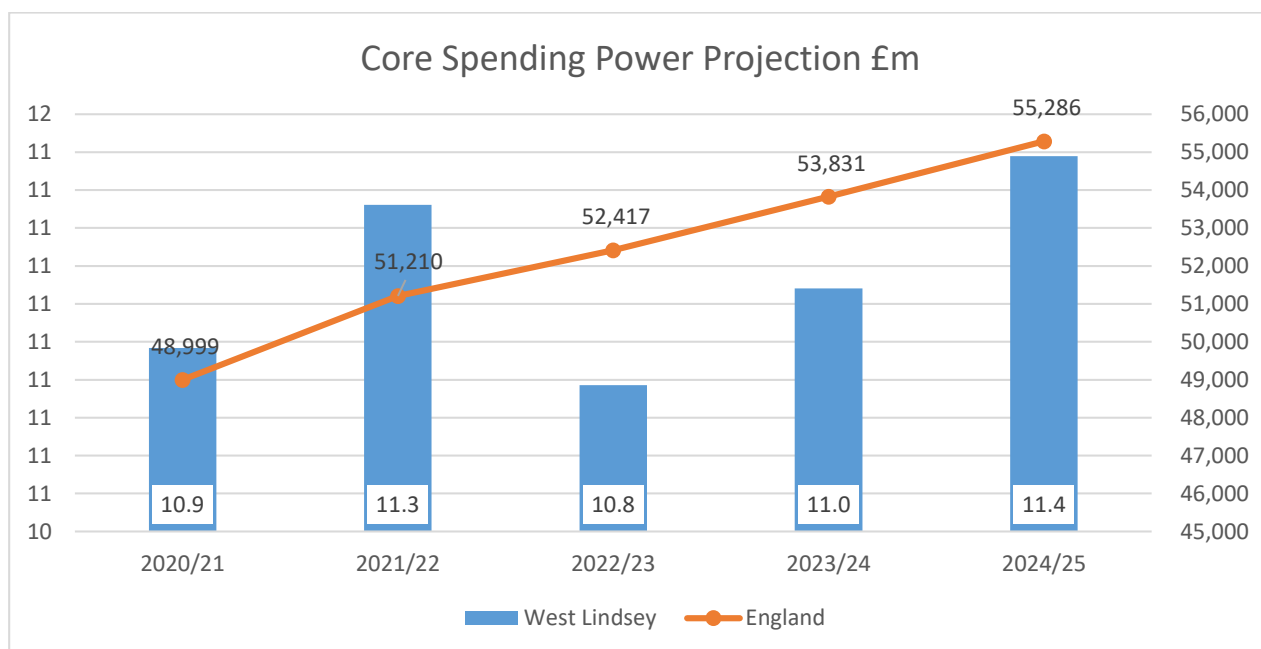
	2020/21	2021/22	Change
	£m	£m	£m
Settlement Funding Assessment	14,797	14,810	13
Assumed Council Tax	29,227	31,145	1,918
Under-indexing business rates multiplier	500	650	150
Improved Better Care Fund	2,077	2,077	0
New Homes Bonus	907	622	(285)
Rural Services Delivery Grant	81	85	4
Social Care Support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

2.3 Local Context

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

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

'Core Spending Power' is a headline figure used by MHCLG to represent the key revenue resources available to local authorities, including an estimate of actual and potential council tax.



West Lindsey	Actual 2020/21 £m	Final 2021/22 £m	Estimated 2022/23 £m	Estimated 2023/24 £m	Estimated 2024/25 £m
Settlement Funding					
Assessment	3.023	3.023	3.068	3.129	3.192
Compensation for under-indexing the business rates multiplier	0.121	0.157	0.157	0.161	0.164
Estimated Council Tax excluding Parish Precepts	6.529	6.742	6.979	7.243	7.516
New Homes Bonus	0.736	0.719	0.083	0.000	0.000
Lower Tier Services Grant	0.000	0.129	0.000	0.000	0.000
Rural Services Delivery Grant	0.474	0.498	0.498	0.508	0.518
Core Spending Power	10.884	11.268	10.786	11.040	11.390

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

- Additional year of New Homes Bonus £0.497m
- New one year Lower Tier Services Grant £0.129m

- Additional Rural Service Delivery Grant £0.024m

In addition to the above and with the ongoing financial challenges of the Covid response and recovery activity the Government have awarded additional Covid-19 Local Authority Support Grant of £0.510m and an estimated £0.165m in Sales Fees and Charges Losses for the period April – June 2021. In addition to £0.425m for taxation losses.

It is not clear whether any further funding will be issued beyond this latest allocation and therefore we need to be prepared to fund any ongoing implications.

A commercial contingency base budget of £0.200m is also available to mitigate in year income losses.

2.4 General Fund Balances

The Council maintains a sound financial position with the General Fund Balance being forecast to be £21.528m by the end of 2020/21. This includes £5.148m of Working Balance and £16.380m of Earmarked Reserves.

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

The Council has been increasing its General Fund working balance to mitigate the expected reduction in government funding as part of the Fairer Funding Review and the Business Rates Review and to give us some resource to manage these reductions to meet the requirement to balance the budget over the medium term. We now also need to consider the ongoing financial impact of the Covid-19 response and recovery.

2.5 Earmarked Reserves

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

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

Earmarked Reserves are a finite resource, as such we assess projects in accordance with our Capital Investment Strategy, and based on sound

business cases and in consideration of the wider benefits, ie economic and social impact, inward investment and the ability to secure funding from grant providers.

2.6 Resilience

There has been much publicity around the resilience of Local Government after a number of S114 notices (Chief Finance Officer warning that a balanced budget is not achievable) have been issued over the past 2 years which highlighted that they were likely to exceed resources available to meet their funding need, therefore we have set a number of resilience indicators, applied over the Medium Term to gauge our sustainability and resilience to future financial challenges.

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

RESILIENCE INDICATORS	2021/22	2025/26	% CHANGE
Useable Reserves as % of Net Revenue Budget	132.65%	107.79%	-18.74%
Council Tax as a % of Net Revenue Budget	50.54%	51.57%	2.04%
Business Rates as a % of Net Revenue Budget	14.98%	21.86%	45.91%
Exposure of Customer and Client Receipts as % of Net Revenue Budget	39.89%	33.41%	-16.23%
Borrowing as a % of Fixed Assets	62.68%	56.01%	-10.63%
Investments as a % of Useable Reserves	56.95%	66.70%	17.10%
Exposure of Property Portfolio Income as % of Net Revenue Expenditure	11.09%	10.72%	-3.38%

2.7 How We Compare

The Chartered Institute of Public Finance and Accountants (CIPFA) has undertaken to prepare a national resilience index. This tool illustrates our

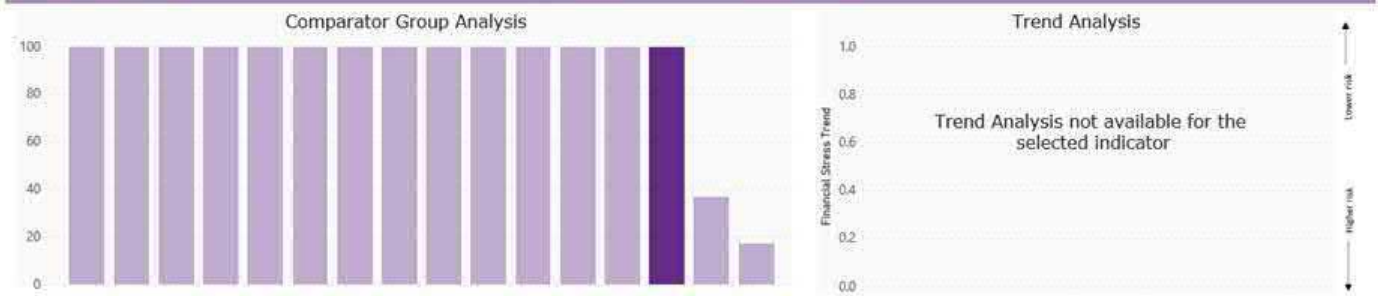
standing compared to our Nearest Neighbours in 2018/19 (the latest position statement) and whilst it does not rank authorities it does reflect our risk exposure to financial stress.

Results Breakdown



Individual Analysis

Reserves Sustainability Measure

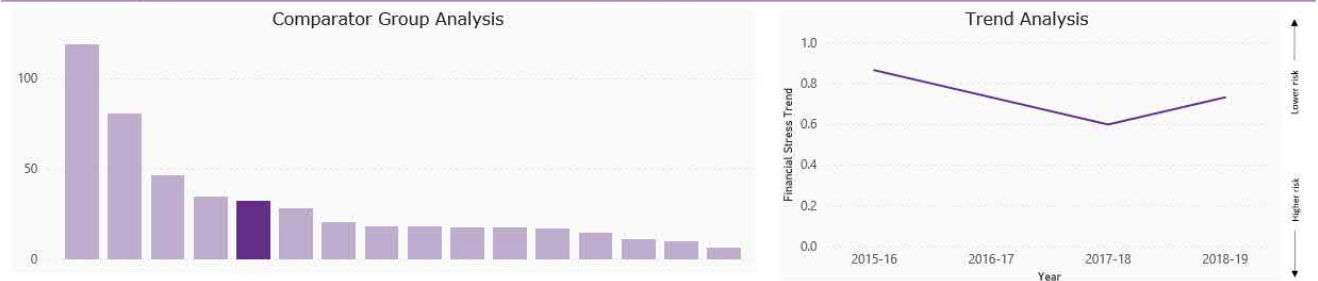


Results Breakdown



Individual Analysis

Unallocated Reserves



MEDIUM TERM FINANCIAL PLAN

2021/22-2025/26

1. Introduction

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

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

2. Governance

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

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

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

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

A self assessment has been undertaken and full compliance with the Code will commence from April 2021/22. The Governance and Audit Committee will be presented with a report therefore requested to adopt the Financial Management Code.

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

1 The Medium Term Financial Strategy

1.1 Introduction

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

The Medium Term Financial Strategy will focus on the delivery of growth to increase our tax base and subsequently funding from local taxation. Realisation of cashable savings from efficiencies being identified, and the achievement of value for money, all of which will support the future financial sustainability of the Council.

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

The Corporate Plan details the values which guide our working:

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

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

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

The MTFP will deliver against these objectives and principles by:

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

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

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

1.2 Value for Money

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

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

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

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

- Investing in communities (to help themselves and others)

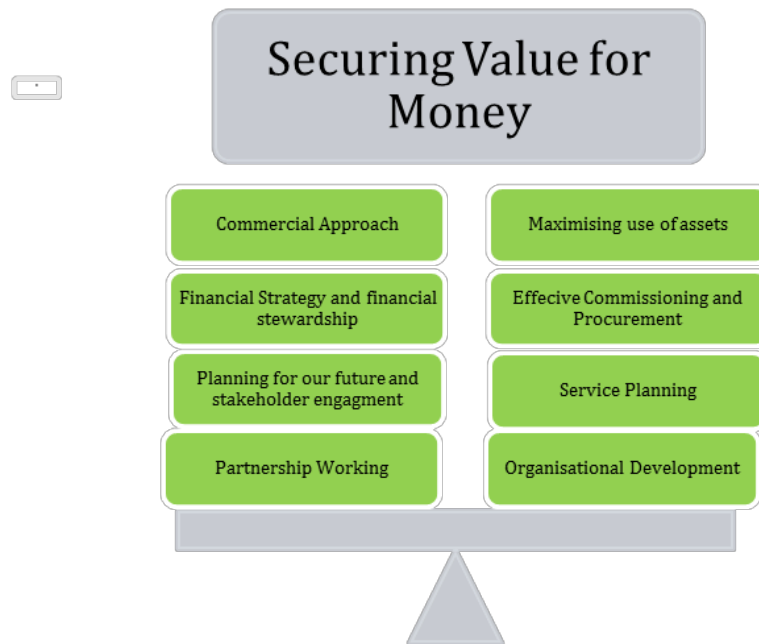
- A more commercial council – to generate additional income and identifying opportunities that align with residents’ needs.
- Modern, innovative and collaborative – utilising the best technology and commissioning delivery to achieve outcomes.

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

Our benchmarking toolkit, CFO Insights compares national data sets such as the Government financial returns and Office of National Statistics data collections. West Lindsey have developed the use of the tool as a means of delivering VFM through a selection of services in the following ways:

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

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



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

- To understand the financial returns on investments
- To understand the absolute and relative cost of providing services through benchmarking our costs and performance
- To assess business case proposals for VFM

- To monitor and scrutinise on-going performance measured against business plans
- Managing our customer needs and demands and understanding how that impacts on services
- Appropriate procurement procedures
- Reviewing and measuring outcomes

1.3 Commercial Approach

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

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

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

1.4 Partnership Working

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

1.5 Asset Management Plan

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

1.6 Organisational Development

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

flexibility which support this. We will look to embed a Value for Money culture where staff are empowered to deliver against Council values and to encourage them to challenge inefficiencies and waste. Team leaders and managers are responsible for delivering services 'right first time' and ensure VFM exists in the day to day management of their services.

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

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

1.7 Business Planning

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

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

1.8 Commissioning and Procurement

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

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

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

1.9 Capital Investment Strategy (Appendix 4), Capital Investment Programme (Appendix 5) and Analysis of Capital Financing (Appendix 6)

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

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

In addition there are replacement and renewal programmes which are classified as Business as Usual which the Council is requested to approve expenditure.

1.10 The Treasury Management Strategy

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

The Treasury Management Strategy will ensure that the primary principles governing the Council's investment criteria are the security of its investments and the availability of cash when required (liquidity). The yield or return on the investment is the final principle for consideration. The Council will ensure it has sufficient liquidity in its investments and that it maintains a policy covering categories of investment types it will invest in, criteria for choosing investment counterparties with adequate security, and monitoring of their security.

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

Emphasis continues to be placed, in line with the Treasury Management Strategy, on mitigating counterparty risk by giving preference to security

and liquidity. This has resulted in greater use of investments with higher security and increased liquidity. The Strategy supports a policy of limiting the need for external borrowing by the utilisation of internal funds.

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

1.11 Borrowing for Capital Investment

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

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

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

1.12 Financial Sustainability

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

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

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

The key assumptions are:

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

- We will generate efficiencies through service redesigns and the implementation of digital strategies for the benefit of our customers.

1.13 Council Tax

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.

1.14 The Pay Policy Statement (Appendix 13)

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

The purpose of the Pay Policy Statement is to ensure transparency and accountability with regard to our approach to setting pay.

The Pay Policy Statement identifies;

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

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

1.15 Human Resource Statement (Appendix 14)

The Human Resource Statement details the number of full time equivalent employees with the establishment and for which budget provision is made.

1.16 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 risk by the creation and utilisation of provisions, earmarked reserves and general reserves.

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

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

2. The Medium Term Financial Analysis

2.1 Introduction

The Medium Term Financial Analysis provides a 5 year estimation of our Net Revenue Expenditure and highlights the level of resources required to set a balanced budget in future years.

For 2021/22 the Budget has been based on the approved budgets for each Committee and in line with the 2021/22 Local Government Financial Settlement.

Future years are difficult to predict due to uncertainty in relation to the outcome of the review of Local Government Funding, which includes a number of elements including the overall financial settlement, the Fairer Funding Review, the Business Rates Reset and the Business Rates Retention Scheme where a rethink may be required due to the affect Covid-19 has had on tax payers. We have however taken a prudent approach by removing Business Rates Growth, to put us back to Baseline funding 2013/14 (+ inflation). In addition we have assumed that there will continue to be some element of funding to reflect rurality.

The Government has indicated that a 3 year settlement based on the outcome of these reviews will be available for 2022/23 budget setting, providing some certainty for Councils. These unknown impacts and the level of financial risk that the Council may be exposed to will require regular monitoring and a mid-year update will provide some indication of likely outcomes as the consequences become clear.

Prudently the Council is now earmarking funds of £1m to mitigate any future year shortfalls to balance the budget over the medium term.

2.2 The Budget Planning Cycle

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

- Meetings with Budget Managers to ensure resources align to the delivery of Corporate Priorities and to review budgets, identifying ongoing pressures/savings and horizon scanning for future issues, including political, economic or legislative implications.
- Business Planning reviews have been undertaken to identify further income generation opportunities and budget reduction proposals, which can be delivered to ensure a sustainable budget.
- A robust Fees and Charges review, which resulted in an increase in income budgets of £0.024m. Full Details of proposed fees and charges were presented to Policy and Resources Committee in November 2020.
- Regular updates have been provided to the Management Team who have also reviewed, challenged and proposed inclusion of the pressures and savings incorporated into this budget which have not already been approved by this Committee.
- Regular meetings have been held with the Chairs and Vice Chairs of Committees to ensure they are fully engaged in the process.
- Inclusion of the revenue implications of the Capital Programme 2021/22 – 2025/26.
- Consultation with Parish Councils, residents and business ratepayers has been undertaken.
- The review of Earmarked Reserves and approved additional resources being funded from these reserves and/or external grant income (approved by CP&R 9th November 2021).
- Consideration of other Strategies i.e. Car Parking Strategy, Housing Strategy etc.

2.3 Budget Assumptions

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

- Employees - Pay Award 0% 2021/22 and 2% thereafter
- Pensions – 1% annual increase (includes employers contribution and deficit reduction payment) as estimated by the Actuary
- Council Tax increases of £5 for 2021/22 and 3% onwards with annual tax base growth of 0.75%

- NNDR and reversion to Baseline from 2022/23 onwards.
- Contractual inflation applied only to service expenditure budgets
- New Homes Bonus no new allocations from 2022/23 and legacy funding for 2019/20 only
- Utilities - Electricity 5%, Gas 0%, Water 0%
- Capital Programme is based on best estimates of total investment; total borrowing; use of reserves; impact on revenue

2.4 Council Tax

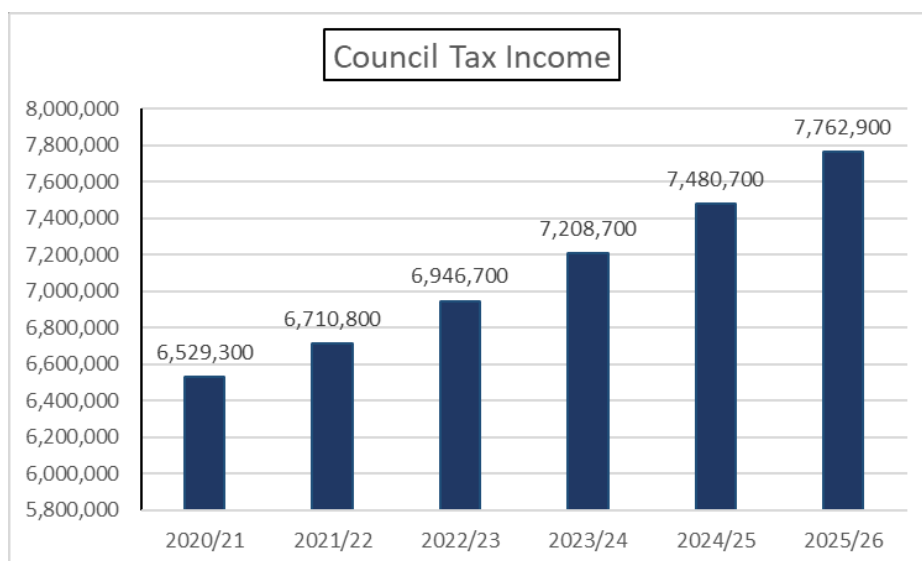
The latest population estimates for West Lindsey in 2019 is 96,100. It is estimated that over the life of the MTFP this will have increased by 4% to 99,600. This increase will impact on the demand for housing and with the Council enabling significant Housing Growth over the longer term this will therefore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

The Tax Base for 2021/22 has been approved at 30,128.37 (29,986.98 2020/21) reflecting growth of 0.47% (1.54% 2020/21). Average growth over past 3 years has been 1.03%. The MTFP includes a future annual growth rate of 0.75%

In terms of actual Council Tax, the Council's current strategy is to increase Council Tax to the Governments maximum capping levels (Assumed 2% of £5 whichever is the greater for 2021/22 and 3% ongoing), this strategy helps to support future sustainability. As a guide a 1% annual increase results in an additional £0.067m in the first year increasing to £0.361m by year 5.

Within the Medium Term Financial Analysis below we have assumed a 3% increase for all future years and a collection rate of 98.3% which is also the National Average.

In addition the Council Tax Surplus for 2021/22 has been calculated to be £0.168m (£0.215m 2020/21) and will be included in the budget. The Medium Term Financial Analysis includes an estimated £0.100m ongoing.



2.5 Business Rates

A further one year settlement for 2021/22 is estimated to provide business rates income of £4.516m gross of the 2020/21 deficit attributable to Business Rates Covid Reliefs. Included within this amount is the benefit of continuing to be a part of the Lincolnshire Business Rates Pool, providing an additional benefit of £0.451 being 60% of the levy which would have been payable to the Government.

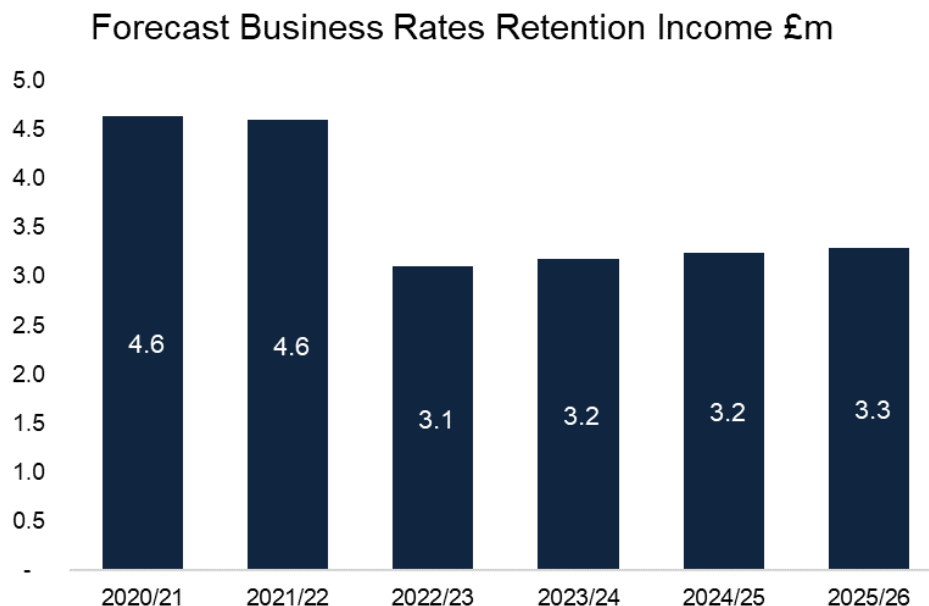
In addition the Government is supporting business rates losses as a consequence of Covid-19 and has provide £0.425m of funding bringing the overall retained income to £4.652m.

The Budgeted income of £1.989m reflects the impact of the 2020/21 deficit brought forward which relates to the governments introduction of Business Rates Reliefs for the Retail, Leisure and Hospitality Sectors of £2.664m and which will be funded from the NNDR Volatility Reserves, which holds the Government funding to offset this element of the deficit. Other losses can be spread over 3 years at an annual rate of £0.189m, which will be funded from the reserve.

For future years, with the impending review of the Business Rates Retention Scheme to a 75% rather than 50% retention model and in addition to a full reset, where we are likely to see a reset back to our baseline level in 2013/14 of circa £3.1m, thus removing all benefits of growth and pooling during that period.

Whilst full details of the scheme are not yet known there will also be the impact of the Fairer Funding Review, both of these proposals bring significant change to local government financing and have been delayed, initially due to the need to focus on the Brexit deal and subsequently due to the demands in responding to the Covid-19 pandemic. It is expected that these may be implemented by 2022/23, and there are ongoing demands from the sector that a 3 year settlement funding deal would aid future financial planning for Local Government. We have taken a prudent approach to our forecasts and

are estimating income from Retained Business Rates over the medium term is detailed below;



2.6 New Homes Bonus

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

Since 2011 the Council has seen an increase in chargeable properties of 4,741 to its current level of 44,123 (42,748 2020/21).

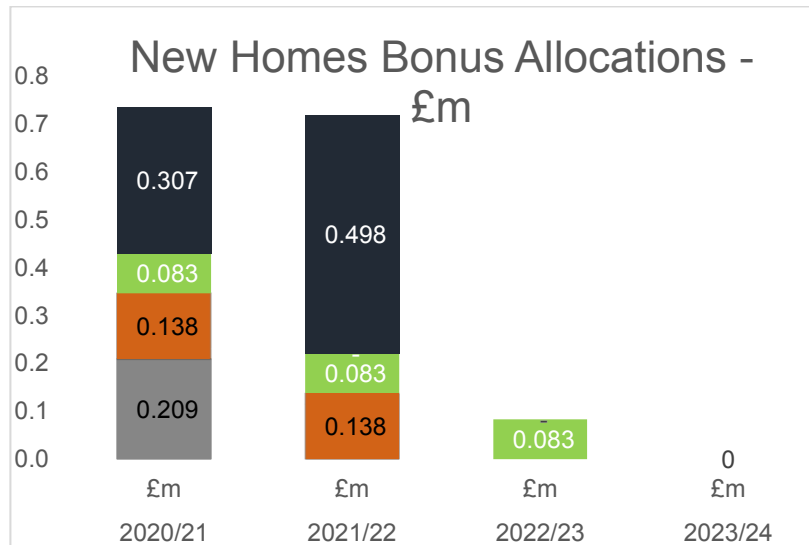
As part of the one year funding Settlement the scheme has been extended for a further year and will result in an additional £0.490m being received in 2021/22 this is in addition to our legacy funding £0.221m. The overall New Homes Bonus allocation for 2021/22 is £0.719m (£0.736m 2020/21)

As the scheme is under review. Nationally there is a forecast that the balance of monies remaining circa £40m will be returned nationally, with our proportion being circa £0.011m.

In total we will have received £13.901m of New Homes Bonus Grant which has been earmarked and is used to support investment in growth and regeneration projects.

It is assumed that there will be no new allocations beyond 2021/22, with only the final legacy payment for 2019/20 being due in 2022/23 totalling £0.083m.

Our strategy is to use New Homes Bonus for future investment in regeneration and growth, as such it will be transferred to the Investment for Growth Reserve. This strategy continues to be supported residents.



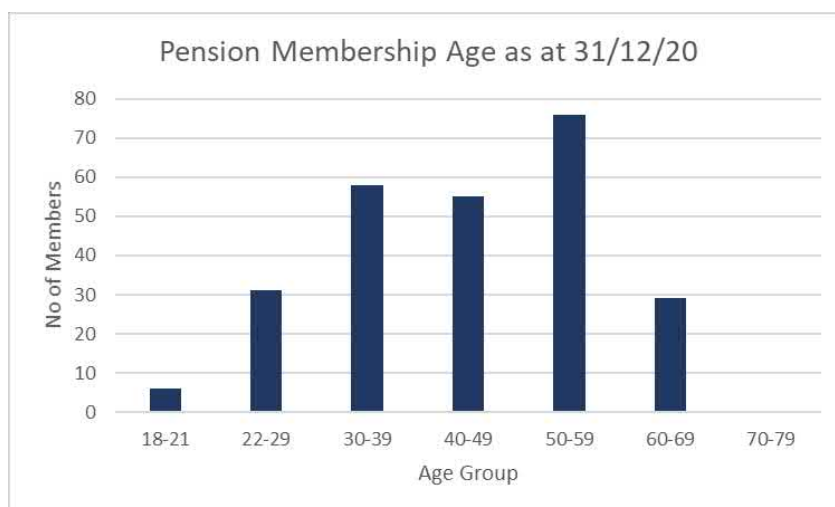
2.7 Pension Contributions

As an employer within the Lincolnshire Pension Fund, we are required to make contributions to the fund for current employees and to reduce any pension fund deficit in accordance with amounts provided by the Actuary of the scheme, Hymans Robertson.

The employers contribution rate for the period 2020/21 to 2022/23 has been determined at 17.2% per annum.

In relation to the pension deficit, currently £37.795m (as at 31 March 2020). Our strategy is to contribute an appropriate amount with the aim of removing the deficit over a 20 year period. The payment for 2021/22 is £1.028m (£0.940m 2020/21).

Age Profile of 255 Members of the Superannuation Scheme as at 1.4.2020 (244 2019) is show in the graph below;



2.8 Reserves

The Council are requested to approve the movement on Reserves.

The level of the General Fund Working Balance will be set, as a minimum at £2.5m. This minimum balance will represent funds available to mitigate risks the Council is facing in any one year and which will depend upon the robustness of the estimates within the budgets, the adequacy of budgetary control and external factors such as inflation and interest rates and the ongoing impact of Covid-19. In addition such risks may also include changes in Government policy, further funding reductions post 2020/21 and other market factors.

The level of general reserves will continue to be closely monitored during the period of this MTFP in the context of protecting the Council from existing and future liabilities. This is extremely important given the uncertainty around future funding levels and the impact of Covid-19 on our income and expenditure. Reserves will continue to be maintained at a prudent level.

Earmarked reserves will be reviewed annually to ensure they are utilised to their best effect to support both revenue and capital projects and investment aligned to Corporate Plan priorities and to ensure that adequate reserves are held for longer term investment need.

Reserves held are invested in accordance with the Treasury Management Strategy. They are used to support internal borrowing thus saving interest payable with any interest received from their investment supporting the Councils revenue budget.

The table below illustrates the projected Reserve Balances over the MTFP;

RESERVE	YEAR END	MTFP				
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
General Fund Working Balance	5,147,508	2,740,008	2,740,008	2,740,008	2,716,008	2,716,008
Earmarked Reserves	16,379,704	13,815,504	12,356,704	12,247,304	12,140,404	12,193,504
Capital Receipts	1,035,524	558,408	623,592	688,776	753,960	816,658
Capital Grants Unapplied	2,273,886	501,172	501,172	501,172	501,172	501,172
TOTAL	24,836,622	17,615,092	16,221,476	16,177,260	16,111,544	16,227,342

The table below reflects the movement on the General Fund Balance 2021/22

Movement on General Fund Balance	2021/22 £
Estimated Bal Bfwd	5,147,508
Less Approved Carry Forwards from 2020/21	(418,000)
Less Creation of new Earmarked Reserves	(293,700)
Less Transfer to Earmarked Reserves	(1,650,000)
Less In year project funding	(45,800)
Estimated Year End Balance	2,740,008

The tables below detail all movements on Earmarked Reserves;

Contribution to Reserves	2021/22 £	2022/23 £	2023/24 £	2024/25 £	2025/26 £
Future costs of investment property maintenance	85,900	85,900	85,900	85,900	85,900
Carbon reduction (Fits)	17,000	17,000	17,000	17,000	17,000
Contribution to IT Reserve 10yr replacement prog.	88,800	92,800	92,800	87,800	82,800
IT Website Replacement	0	0	15,000	15,000	15,000
Replacement of civic car	5,000	5,000	5,000	5,000	5,000
Wheeled Bin Replacement	19,300	19,300	19,300	19,300	19,300
Elections - Budget smoothing increase (from GF)	40,000	40,000	40,000	40,000	40,000
Vehicle Replacement Programme	347,800	347,800	347,800	347,800	347,800
New Homes Bonus-to investment for growth EMR	565,400	26,800	0	0	0
Project Investment EMR	56,700	0	0	0	0
Increase Investment for Growth Reserve	500,000	0	0	0	0
New EMR - Environmental and Climate Change Reserve	500,000	0	0	0	0
New EMR - Cultural Strategy Reserve	250,000	0	0	0	0

New EMR - Health and Wellbeing Reserve	250,000	0	0	0	0
Transfer to Finance Reserve - for Fairer Funding/BRR risk	1,000,000	0	0	0	0
Transfer to Finance Reserve - for Covid recovery	500,000	0	0	0	0
Contribution to Maintenance of Facilities Reserve-Saxilby Bridge	100,000	0	0	0	0
Transfer to Project Investment Reserve	150,000	0	0	0	0
Contribution to Business Rates Volatility Reserve	236,100	0	0	0	0
TOTAL CONTRIBUTION TO RESERVES	4,712,000	634,600	622,800	617,800	612,800

Use of Reserves	2021/22 £	2022/23 £	2023/24 £	2024/25 £	2025/26 £
Temporary Project Staffing Resources CRM	(72,100)	(74,200)	0	0	0
Firmstep licence Apr 21 - Dec 21 Approved CPR	(19,000)	0	0	0	0
ERP project – Legacy FMS 1 year licence extn, 6 yr read only access	(26,500)	(5,500)	(5,500)	(5,500)	(5,500)
Hemswell Cliff Regeneration	(5,000)	0	0	0	0
Homelessness Government Grants	(46,800)	(15,700)	0	0	0
Replacement bins-domestic	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)
Use of Elections reserve	0	0	(160,000)	0	0
Business Improvement & Transformation	0	0	(15,700)	(19,200)	(22,200)
Supporting Vulnerable Communities- Enforcement Officer	(29,400)	(6,000)	0	0	0
Connectivity Fund	(28,900)	0	0	0	0
Community Grant Scheme	(100,000)	(100,000)	0	0	0
Use of Business Rates Volatility Reserve	(2,664,100)	(189,000)	(189,000)		
REVENUE USE OF RESERVES	(3,011,800)	(410,400)	(390,200)	(44,700)	(47,700)

2.9 Medium Term Financial Analysis (Appendix 1)

The 5 year Medium Term Financial Plan 2020/21 has been updated during the budget process and reflects the total Funding Gap from 2021/22 to 2025/26, the Council has a number of projects and initiatives which will help meet the future funding gaps detailed in the table below;

MTFP 2021/22 - 2025/26 5 YRS					
	2021/22	2022/23	2023/24	2024/25	2025/26
MTFP - FUNDING GAP B/FWD	893	973	1,041	1,067	1,100
Total Pressures	519	503	535	582	644
Total Savings	(437)	(451)	(511)	(532)	(521)
Total Additional Income	(115)	(162)	(223)	(247)	(287)
Total Capital Financing Savings	(627)	(119)	(112)	(120)	(128)
Contribution to Reserves	857	21	54	54	54
Creation of New Earmarked Reserves	706	0	0	0	0
Movement in Funding:					
Council Tax	45	64	67	69	72
Revenue Support Grant	(65)	(65)	(65)	(65)	(65)
Business Rates	(1,493)	103	102	100	51
Council Tax Surplus	(68)	0	0	0	0
Other Government Grants	(215)	(10)	(15)	(10)	(10)
MTFP - FUNDING GAP	0	857	873	898	910

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

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

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

Budget changes have been built on amounts approved by the Corporate Policy and Resources Committee throughout the year, and changes approved under delegation. Changes to the base budget have been reported to both Prosperous Communities Committee and Corporate Policy and Resources Committee in February 2021.

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

The balance of General Reserves are considered to be adequate to cover risks, peaks and troughs and the investments proposed. A minimum General Fund Balance has been set at £2.5m or 10% of Net Operating Expenditure and is forecast to exceed this target over the MTFP.

This represents;

- 95% of MTFP total 3 year deficit (£2.628m)
- 71% of MTFP total funding gap (£3.538m)
- 19% of budget requirement
- 17 days of average gross expenditure cover (£0.144m per day)

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

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

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

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

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

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

The movement on the previous year MTFP and the level of pressures and savings identified since that time are shown in the table below;

2.11 Risk Analysis (Appendix 2)

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

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

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

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

In terms of Budget risks these include;

RISK	MITIGATION
Future Funding Levels	10% or £2.5m minimum General Fund Working Balance set. Which can be used to support a balanced budget should it be required giving the Council time to manage the implications of future settlement funding
Inflation under estimated	General Fund Working Balance
Borrowing Interest Rates under estimated	We budget at 100% borrowing need. In reality as we utilise our own cash reserves for some element of this borrowing (internal borrowing) saving on interest costs. It is therefore highly unlikely that there would be a budget impact. General Fund Working Balance
Changes to Grant Funding	Initiatives and Projects would cease/reduce in line with Grant levels Earmarked £1m for Fairer Funding and Business Rates Review impacts
Reduction in level of income receivable	Commercial Contingency Budget of £0.2m in base budget and General Fund Working Balance £2m
Unforeseen events/emergencies/ budget overspend (including Covid response and recovery)	Unexpected costs or income pressures which are not supported from government grant. General Fund Working Balance of £2.5m £0.500m earmarked for Covid response and recovery
Savings not achieved and Income reductions	General Fund Working Balance of £2.5m Commercial Contingency Budget £0.200m

2.12 Sensitivity Analysis

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

Impact of +/-	Equates to +/-
1% Pay award	£0.099m
1% Council Tax	£0.067m
1% Business Rates	£0.072m
1% Non-Pay Budget	£0.063m
1% Interest on balances	£0.100m
1% on Borrowing	£0.310m
1% on Fees and Charges	£0.068m

3 The 2020/21 Revenue Budget

3.1 Introduction

The Council presents a Balanced Revenue Budget for 2021/22, and is represented over our Service Clusters;

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

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

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

3.2 Settlement Funding 2021/22

The Settlement Funding Assessment determines our local share of Business Rates and provides details of other Core Funding Grants and any additional Grants the Minister announces. Whilst the final settlement funding has yet to be announced, this draft budget has been prepared based on the Provisional Settlement issued in December 2020, we are not expecting any significant changes.

The announcement for West Lindsey included;

A one year Settlement Funding which would be based on the 2020/21 assessment increased for cpi.

Also announced was additional funding for;
 An additional year of New Homes Bonus - £0.498m
 A one off Lower Tier Services Grant – £0.129m
 Additional Rural Services Delivery Grant - £0.024m

In addition further Covid-19 expenditure Grant of £0.510m and Sales Fees and Charges losses Grant £0.165m were announced to support the financial impacts of Covid-19 upto June 2021.

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

West Lindsey	Actual 2020/21 £m	Provisional 2021/22 £m
Settlement Funding Assessment	3.023	3.023
Compensation for under-indexing the business rates multiplier	0.121	0.157
Estimated Council Tax excluding Parish Precepts	6.529	6.742
New Homes Bonus	0.736	0.719
Lower Tier Services Grant	0.000	0.129
Rural Services Delivery Grant	0.474	0.498
Core Spending Power	10.884	11.268

3.3 Revenue Budget 2021/22

Cluster	Original Budget 2020/21 £	Proposed Budget 2021/22 £
Our Council	5,924,100	6,279,000
Our People	1,513,200	1,529,000
Our Place	3,715,600	3,871,800
Cluster Total	11,152,900	11,679,800

Estimated Capital Implications	(32,800)	0
Interest Receivable	(250,300)	(124,600)
Investment Income - Property Portfolio	(1,624,700)	(1,434,900)
Drainage Board Levies	370,900	388,100
Parish Precepts	2,134,100	2,186,600
Interest Payable	983,000	377,700
Statutory MRP	243,700	442,900
Other Operating Expenditure	1,823,900	1,835,800

Net Revenue Expenditure	12,976,800	13,515,600
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Transfer to / (from) General Fund	527,500	(1,943,700)
Transfer to / (from) Earmarked Reserves	852,700	1,707,200
Budget Requirement (Amount to be met from Government Grant or Council Tax)	14,357,000	13,279,100

Funding Income		
Business Rate Retention Scheme	4,186,000	1,989,000
Collection Fund Surplus - Council Tax	215,400	167,500
COVID Grants	0	675,000
Parish Councils Tax Requirement	2,134,100	2,186,600
New Homes Bonus	736,300	719,100
Other Government Grants	555,900	831,100

Council Tax Requirement	6,529,300	6,710,800
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TOTAL FUNDING	14,357,000	13,279,100
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Balanced Budget/Funding Target	0	0
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3.4 Base budget movements

The Budget of £13,279,100 (£14,357,000 2020/21) is proposed for approval and reflects a reduction of £1,077,900 (including movements in reserves). The significant movements are detailed below;

Service Clusters

- Employee costs reduction (£0.096m) includes impact of pay awards
- Contractual cost increases £0.091m
- Housing Benefit Rent Allowances overpayments recovery £0.116
- Introduction of a 2% vacancy factor (£0.184m)
- Income budget movements (£0.077m)
- Together24 efficiency saving (£0.029)
- Covid-19 recovery and response £0.675m (funded from Gov.Grant)
- Various other pressures £0.105
- Various other savings (£0.018)

Other Operating Expenditure

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

Funding

- Business Rates – One off settlement, additional support for 2020/21 income losses net of 2020/21 deficit payable 2021/22 £2.197m of which (£2.644) funded from Government Grant 2021/22 held in reserves and £1.493m in year gain)
- Government Grants – (£0.897m)
- Council Tax and Surplus £0.133m

In addition there is a reduction of £3.815m in relation to the net use of reserves, of which £2.664m relates to the previous year deficit on Business Rates from the Covid-19 Reliefs for Retail, Hospitality and Leisure sectors and which has been funded by the Government and earmarked at the end of 2020/21.

3.5 Council Tax

The Secretary of State has powers to impose limits on the rate of Council tax increases imposed by Local Authorities, for 2021/22 this limit is set at 2% 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 Council Tax increase for 2021/22 is therefore proposed at £5 (10p per week) (2% 2020/21) giving a Band D equivalent Council Tax of £222.74 (£217.74 2020/21).

The Council's past decisions on Council Tax increases are detailed below;

Year	Charge Band D	Increase %	Increase £
2017/18	201.24	2.52%	4.95
2018/19	207.27	3.00%	6.03
2019/20	213.47	3.00%	6.20
2020/21	217.74	2.00%	4.27
2021/22	222.74	2.30%	5.00

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 2021/22 (excludes parish precepts)

Band	West Lindsey DC £	Lincolnshire CC £	Police Crime Commissioner £	Aggregate Council Tax £
A	148.49	909.44	177.54	1,235.47
B	173.24	1,061.01	207.13	1,441.38
C	197.99	1,212.59	236.72	1,647.30
D	222.74	1,364.16	266.31	1,853.21
E	272.24	1,667.31	325.49	2,265.04
F	321.74	1,970.45	384.67	2,676.86
G	371.23	2,273.60	443.85	3,088.68
H	445.48	2,728.32	532.62	3,706.42

The required resolutions to determine Council tax levels and all other relevant supporting information can be found in Appendices 8-12.

Parish Precepts are in addition to the amounts reflected above, the average Parish Precept is £72.57 (£68.39 2020/21) reflecting an increase of 6.11% increase.

3.6 Business Rates (NNDR)

The Council benefits from a 40% share of Business Rates with 50% going to the Government and 10% to Lincolnshire County Council. However there remains a redistribution of business rates through the Top/up and Tariff mechanism, ensuring Councils only receive income up to their (Government assessed). In addition where there is growth above the 2013/14 baseline, a 50% Business Rates Levy is applied.

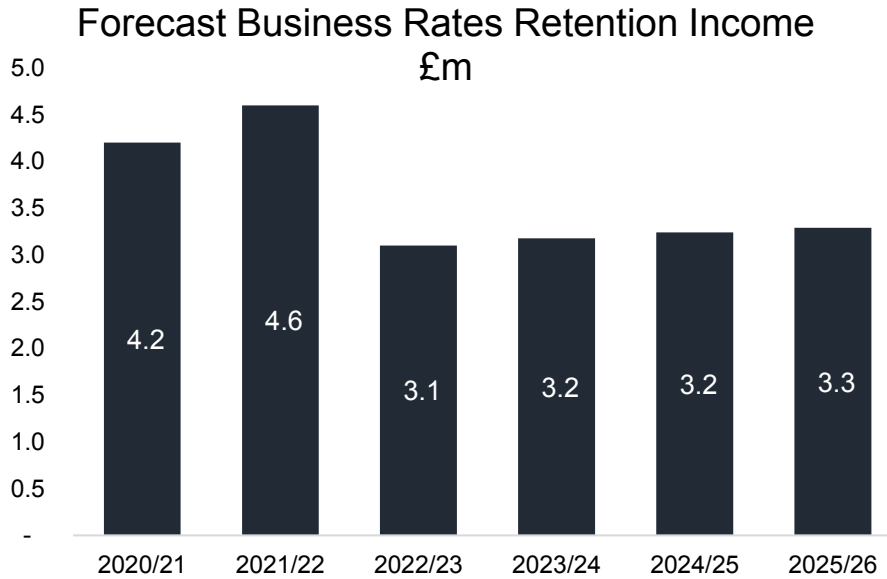
For 2021/22 West Lindsey District Council will continue to be part of the Lincolnshire Business Rates Pool and will benefit from a 60% reduction in the Business Rates Levy providing £0.452m pooling gain (£0.505m 2020/21).

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 we will have a 60% share. This is then recovered in the following financial year.

In 2020/21 due to the significant impact on businesses from the Governments Covid Response and the mandatory closure of some business types additional reliefs were awarded providing business rates holidays for 2020/21. This meant less cash income for Local Authorities and has therefore been replaced by grant income of £2.664m. In addition we have seen a reduction in the amount of business rates recoverable as businesses close or struggle to make payments. The Government has also provided grant funding to meet these losses of £0.425m.

The overall budget for Business Rates is £1.989m when added to the £2.664m of government grant for Reliefs (transferred from the NNDR Volatility Reserve) meeting the previous year deficit, resources from Business Rates totals £4.653m

The table below shows our Funding from Business Rates Retention;



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 Levy.

The 2021/22 Budget is made up of the following elements and is compared to 2020/21:

Budgeted Resources	2020/21	2021/22
Share of Retained Business Rates (40%)	(7.298)	(7.186)
Tariff	3.583	3.583
S31 Grants	(1.091)	(1.113)
Levy payment	0.842	0.752
Less Pooling Gain	(0.505)	(0.452)
Renewable Energy	(0.052)	(0.052)
Tax Losses Grant	0.000	(0.425)
In Year Business Rates	(4.521)	(4.893)
Previous Year Deficit	0.336	2.904
Funded from Earmarked Reserve (S31 Grant Reliefs 2020/21)	0.000	(2.664)
Overall Business Rates Resources	(4.185)	(4.653)

For future years the MTFP provides an estimated £3.100m of business rates in 2022/23, being the 2013/14 baseline in anticipation of the proposed Business Rates Reset in 2022/2023. Inflation has been applied for each subsequent year. This estimate will be reviewed on an annual basis as reviews are completed and new schemes implemented.

4 The Capital Investment Programme and Financing (Appendix 5/6)

4.1 Introduction

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

Members are requested to approve the Capital Programme and approval to spend for Business As Usual activity for 2021/22.

4.2 Asset Management Plan

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

Initiative	Delivery Year				
	2021/22 £	2022/23 £	2023/24 £	2024/25 £	2025/26 £
Strategic & Operational Plans	0	0	0	0	0
Physical Assets (Fit for Purpose)	10,000	10,000	0	30,000	40,000
Risk Management (Physical Estate)	0	0	0	0	0
Operations & Maintenance	95,000	65,000	105,000	45,000	77,500
Physical Assets	10,000	0	0	0	0
Capital Works Planning	50,000	70,000	170,000	90,000	10,000
Total	165,000	145,000	275,000	165,000	127,500

4.3 The Summary Capital Programme

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

The overall Capital Investment Programme totals £20.706 however, £11.136m relates to the approved Capital Budgets (Stage 3 and Business as usual) with the remainder of £9.569m being pipeline projects. Only approved Capital Budgets will be monitored throughout the financial year.

The 4 levels of the Programme are detailed below;

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

Stage	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£	£	£	£	£	£
BAU	1,346,114	1,513,000	917,000	1,275,000	1,107,000	6,158,114
Pre-Stage 1	523,800	616,000	30,000	0	0	1,169,800
Stage 1	1,892,300	1,900,000	0	0	0	3,792,300
Stage 2	3,655,784	608,500	150,000	193,000	0	4,607,284
Stage 3	1,978,547	3,000,000	0	0	0	4,978,547
Grand Total	9,396,545	7,637,500	1,097,000	1,468,000	1,107,000	20,706,045

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

The detailed Capital Investment Programme is attached at Appendix 5 for consideration and approval.

4.4 Capital Investment Financing

The proposed funding for the Capital Programme 2021/22 – 2025/26 is analysed below;

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

4.5 New Bids

Members should be aware that the Capital Investment Programme has 5 new bids for 2021/22;

- Nettleham (Affordable Housing)
- Trinity Arts Centre Improvements
- Document Management System
- Telephony (Including Contact Centre)

5. Treasury Management 2021/22

5.1 The full Treasury Management Strategy, Minimum Revenue Provision Policy and Investment Strategy has been scrutinised by the Governance and Audit Committee at its meeting in January 2021 and is presented to Council for approval.

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

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

£m	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	Actual	Estimate	Estimate	Estimate	Estimate	Estimate
Capital Financing Requirement						
Accounting Adj	1.065	1.065	1.065	1.065	1.065	1.065
Prudential Borrowing	38.997	40.275	38.921	38.326	37.731	37.136
Total CFR	40.062	41.340	39.986	39.391	38.796	38.201
<i>OF which relates to investment properties</i>	22.999	22.999	22.999	22.999	22.999	22.999
Movement in CFR	2.166	1.278	-1.354	-0.595	-0.595	-0.595
Movement in CFR represented by						
Net financing need for the year (above)	2.473	1.743	0.000	0.000	0.000	0.000
Less MRP/VRP and other financing movements	-0.279	-0.443	-0.573	-0.573	-0.573	-0.573
Loan principal repaid	-0.028	-0.022	-0.781	-0.022	-0.022	-0.022
Movement in CFR	2.166	1.278	-1.354	-0.595	-0.595	-0.595

£m	2021/22 Estimate
Investments	
Average Investment	12,133,000
Borrowing	
Actual external borrowing at 31 March	31,000,000
Internal Borrowing	12,240,000
The Capital Financing Requirement	43,240,000
Internal Borrowing %	28.30

6. Pay Policy Statement (Appendix 13) and Human Resources Statement (Appendix 14)

The Council's Statutory Pay Policy Statement 2021/22 includes our 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

The Human Resource Statement details the budgeted full time equivalents of 291.06 (288.77 2020/21) by Cluster and Business Unit.

SUMMARY OF WLDC MEDIUM TERM FINANCIAL PLAN 2021/22 - 2025/26**High Level Summary Excluding Recharges and Capital**

Cluster	Proposed Budget 2021/22 £	Forecast Budget 2022/23 £	Forecast Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £
Our Council	6,279,000	5,641,600	5,846,600	5,843,700	6,009,900
Our People	1,529,000	1,520,500	1,552,900	1,640,900	1,677,200
Our Place	3,871,800	3,899,700	3,973,200	4,119,300	4,252,500
Cluster Total	11,679,800	11,061,800	11,372,700	11,603,900	11,939,600

Interest Receivable	(124,600)	(87,300)	(98,000)	(100,600)	(100,600)
Investment Income - Property Portfolio	(1,434,900)	(1,472,700)	(1,538,500)	(1,549,900)	(1,572,100)
Drainage Board Levies	388,100	402,300	417,700	431,900	447,200
Parish Precepts	2,186,600	2,228,700	2,273,300	2,318,800	2,365,200
Interest Payable	377,700	837,300	837,300	837,300	837,300
Statutory MRP	442,900	572,500	572,500	572,500	572,500
Other Operating Expenditure	1,835,800	2,480,800	2,464,300	2,510,000	2,549,500

Net Revenue Expenditure	13,515,600	13,542,600	13,837,000	14,113,900	14,489,100
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Transfer to / (from) General Fund	(1,943,700)	0	0	(24,000)	0
Transfer to / (from) Earmarked Reserves	1,707,200	224,200	232,600	573,100	565,100

Amount to be met from Government Grant or Council Tax	13,279,100	13,766,800	14,069,600	14,663,000	15,054,200
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Funding Income					
Business Rate Retention Scheme	1,989,000	2,929,200	2,990,800	3,241,400	3,290,100
Collection Fund Surplus - Council Tax	167,500	100,000	100,000	100,000	100,000
COVID Grants	675,000	0	0	0	0
Parish Councils Tax Requirement	2,186,600	2,228,700	2,273,300	2,318,800	2,365,200
New Homes Bonus	719,100	83,000	0	0	0
Other Government Grants	831,100	622,200	623,500	624,500	625,600

Council Tax Requirement	6,710,800	6,946,700	7,208,700	7,480,700	7,762,900
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TOTAL FUNDING	13,279,100	12,909,800	13,196,300	13,765,400	14,143,800
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Balanced Budget/Funding Target	0	857,000	873,300	897,600	910,400
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SUMMARY OF WLDC MEDIUM TERM FINANCIAL PLAN 2021/22 - 2025/26
Analysis by spend/income type

	Proposed Budget 2021/22 £	Forecast Budget 2022/23 £	Forecast Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £
Expenditure					
Employees	11,712,100	11,819,100	11,709,500	12,045,700	12,383,800
Interest Payable	377,700	837,300	837,300	837,300	837,300
Other Operating Expenditure- Drainage Board Levies	388,100	402,300	417,700	431,900	447,200
Other Operating Expenditure- Parish Precepts	2,186,600	2,228,700	2,273,300	2,318,800	2,365,200
Premises	1,032,700	1,057,000	1,080,900	1,077,000	1,086,200
Supplies and Services	2,871,800	2,253,900	2,289,000	2,251,600	2,237,400
Third Party Payments	1,396,300	1,365,100	1,462,000	1,388,300	1,373,500
Transfer Payments	16,527,300	16,527,300	16,438,500	16,438,500	16,438,500
Transport	961,300	968,000	920,500	920,500	920,500
TOTAL EXPENDITURE	37,453,900	37,458,700	37,428,700	37,709,600	38,089,600

Income					
Customer and Client Receipts	(6,769,600)	(6,938,500)	(6,603,600)	(6,620,300)	(6,646,500)
Government Grants	(16,753,000)	(16,738,000)	(16,721,600)	(16,716,300)	(16,704,900)
Interest Receivable	(124,600)	(87,300)	(98,000)	(100,600)	(100,600)
Other Grants and Contributions	(734,000)	(724,800)	(741,000)	(731,000)	(721,000)
TOTAL INCOME	(24,381,200)	(24,488,600)	(24,164,200)	(24,168,200)	(24,173,000)

Transfers To / (From) Reserves					
Transfer to / (from) General Fund	(1,943,700)	0	0	(24,000)	0
Transfer to / (from) Earmarked Reserves	1,707,200	224,200	232,600	573,100	565,100
Statutory MRP	442,900	572,500	572,500	572,500	572,500
Transfers To / (From) Reserves	206,400	796,700	805,100	1,121,600	1,137,600

Amount to be met from Government Grant or Council Tax	13,279,100	13,766,800	14,069,600	14,663,000	15,054,200
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FUNDED BY:					
Business Rate Retention Scheme	1,989,000	2,929,200	2,990,800	3,241,400	3,290,100
Collection Fund Surplus - Council Tax	167,500	100,000	100,000	100,000	100,000
COVID Grants	675,000	0	0	0	0
Parish Council Tax Requirement	2,186,600	2,228,700	2,273,300	2,318,800	2,365,200
New Homes Bonus	719,100	83,000	0	0	0
Other Government Grants	831,100	622,200	623,500	624,500	625,600
Council Tax Requirement	6,710,800	6,946,700	7,208,700	7,480,700	7,762,900

Grand Total	13,279,100	12,909,800	13,196,300	13,765,400	14,143,800
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Balanced Budget/Cumulative Savings Target	0	857,000	873,300	897,600	910,400
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APPENDIX 2

	Likelihood	Impact	Mitigation
Future available resources less than assumed	Likely	High	Annual review of reserves. General Fund Working Balance increased Volatility/Contingency earmarked reserves in place. Planning for future reductions above those assumed in the MTFP would be implemented. However the GFB can support any medium term shortfall.
Commercial Projects do not deliver anticipated benefits	Possible	Medium	Project management and monitoring. Risk Register for each project Appropriate and robust due diligence. Commercial contingency of £200k in base budget
Council is unable to provide a balanced budget in future years.	Unlikely	Medium	The Council has an adequate level of General Fund Reserves to support balancing the budget over the MTFP should it be required.
Volatility of Business Rates	Possible	Medium	Volatility of funding stream outside of Council control but impact mitigated by establishment of contributions to an earmarked reserves.
Pay and price increases above budgeted assumptions	Possible	Medium	Assumption of 2% pay increase annually built into MTFP. Contractual inflation is included in budget. Average utilities % applied. Improved commissioning and procurement expected
Future spending plans	Possible	Low	All Services carry out effective horizon scanning with profile of service demands (past and future). This informs the MTFP budget modelling throughout the year. Pressures are dealt with as they arise. Contingencies and risk reserves in place.
Anticipated savings/ efficiencies not achieved.	Possible	High	Impact on longer term financial planning. Regular monitoring and reporting take place. Future funding unknown post 2021/22 but the size of the funding cuts increase the likelihood of this risk. Non achievement of savings would require compensating reductions in planned spending within services. A principle is

			in place to maintain General Reserve at a minimum of 10% of Net Operating Expenditure, this has been increased to £2.5m represents circa 19% due to future funding and economic uncertainty.
Income targets not achieved.	Likely	Medium	Income has been substantially affected and in the current economic climate recovery is likely to take some time. A commercial contingency budget of £200k mitigates impacts and government funding for impact of covid announced for April-June. Regular monitoring and reporting is undertaken with a full review of fees and charges annually which incorporates trend analysis and future demand estimations. Commercial trading monitor volumes and pricing. Appropriate due diligence for commercial property investments undertaken.
Revenue implications of capital programmes not fully anticipated	Possible	Low	Capital bid approval identifies revenue implications and links to Council priorities. Full analysis of revenue implications assessed and considered in scenario planning and in business case development.
Loss of principal investments	Unlikely	Medium	Limited by the controls in the Treasury Management Strategy which prioritise security of deposit over returns on a risk based approach. Impact limited due to the strategy of a diverse portfolio with high rated institutions.
New duties imposed by Government	Likely	Low	It has already been stated that new duties will be transferred to districts, however this will be considered in line with the retention of NNDR. Proactive preparation will be undertaken to engage early and influence the outcome. The availability of general reserves will also help smooth any initial financial impact, pending any reallocation of resources. In the event of new requirements being imposed 'new burdens' funding would also be sought.

Review of NNDR Retention Scheme	Likely	Medium	Government proposals for 75% of NNDR retention locally will have an impact on the resourcing of WLDC it is not yet known what future income levels will be, although it is assumed that we will revert to a 2013/14 baseline, therefore no growth since this period will be awarded. There will still be a need for government to distribute resources through a Top Up and Tariff system. MTFP assumes baseline funding as per 2013/14 from 2022/23 onwards. £1m contingency reserve created to mitigate any medium term funding gaps.
The cultural change and capability required to deliver against the Council's aspiration may not be realised as quickly as the financial cuts, as changes in business models can take large organisations a number of years to realise regardless of the sector.	Possible	Low	The officer Portfolio Board will ensure that the project management framework is effective and that robust business cases are developed prior to approval of projects and that projects are monitored, with issues being raised and escalated at an early stage for consideration.
The assumptions contained within the MTFP are not realised.	Likely	Low	Prudent assumptions are included in MTFP. A contingency budget, the General Fund Working Balance, in addition to a significant amount of reserves are held to mitigate any in year financial risks or volatility relating to income, or increases in expenditure, and which can be utilised in the event of variations to the assumptions made
Recruitment and Retention of skilled staff	Likely	High	The increased use of agency/ consultants brought in to do the right jobs.

Policy and Resources Committee

Central & Democratic Services

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

2020/21 Excl. VAT	2020/21 Inc. VAT	Proposed Increase/decrease		2021/22	VAT Amount	2021/22 Charge Inc. VAT	VAT Rate
£	£	% Type	£	£	£	£	

Electoral Services (Statutory):

Sales of Electoral Registers/ Postal Vote Return report following Election	£10.00	£10.00	0%	£0.00	£10.00	£0.00	£10.00	OS
- Per thousand names or part	£5.00	£5.00	0%	£0.00	£5.00	£0.00	£5.00	OS
Sales of full or edited (Open) Register/ Notice of alteration/ Supply of Overseas Register	£10.00	£10.00	0%	£0.00	£10.00	£0.00	£10.00	OS
- Per thousand names or part	£5.00	£5.00	0%	£0.00	£5.00	£0.00	£5.00	OS
Supply of Computer Data: Electoral Registers/ Postal Vote Return report following Election	£20.00	£20.00	0%	£0.00	£20.00	£0.00	£20.00	OS
- Per thousand names of part	£1.50	£1.50	0%	£0.00	£1.50	£0.00	£1.50	OS
Supply of Computer Data: Full or edited (Open) Register/ Notice of alteration/ Supply of Overseas Register	£20.00	£20.00	0%	£0.00	£20.00	£0.00	£20.00	OS
- Per thousand names of part	£1.50	£1.50	0%	£0.00	£1.50	£0.00	£1.50	OS
Copy of a Return of Declaration of Election Expenses - Per side	£0.20	£0.20	0%	£0.00	£0.20	£0.00	£0.20	OS

Policy and Resources Committee

Central & Democratic Services

2020/21 Excl. VAT	2020/21 Inc. VAT	Proposed Increase/decrease		2021/22	VAT Amount	2021/22 Charge Inc. VAT	VAT Rate
£	£	% Type	or £	£	£	£	

Street Naming and Numbering:

Naming or renaming of a registered property	£70.00	£70.00	4%	£3.00	£73.00	£0.00	£73.00	OS
Renaming an existing street at resident request, per street	£250.00	£250.00	3%	£8.00	£258.00	£0.00	£258.00	OS
Renumbering an existing street at resident request, per property	£50.00	£50.00	4%	£2.00	£52.00	£0.00	£52.00	OS
Naming a new street	£100.00	£100.00	3%	£3.00	£103.00	£0.00	£103.00	OS
Naming of additional streets on the same application	£30.00	£30.00	3%	£1.00	£31.00	£0.00	£31.00	OS
Numbering new development (plots 1-10), per plot	£30.00	£30.00	3%	£1.00	£31.00	£0.00	£31.00	OS
Numbering new development (plots 11+), per plot	£20.00	£20.00	5%	£1.00	£21.00	£0.00	£21.00	OS
Numbering a block of flats, per block	£100.00	£100.00	3%	£3.00	£103.00	£0.00	£103.00	OS
Renumbering due to change in layout plan by developer (plots 1-10), per plot	£20.00	£20.00	5%	£1.00	£21.00	£0.00	£21.00	OS
Renumbering due to change in layout plan by developer (plots 11+), per plot	£15.00	£15.00	7%	£1.00	£16.00	£0.00	£16.00	OS
Confirmation of address details	£50.00	£50.00	4%	£2.00	£52.00	£0.00	£52.00	OS

2020/21 Excl. VAT	2020/21 Inc. VAT	Proposed Increase/decrease		2021/22	VAT Amount	2021/22 Charge Inc. VAT	VAT Rate
		% Type	or £				

Revenues *

Court costs added to Council Tax accounts	£70.00	£70.00	4%	£2.50	£72.50	£0.00	£72.50	OS
Court costs added to NNDR accounts	£82.50	£82.50	3%	£2.50	£85.00	£0.00	£85.00	OS

* Charges agreed with Magistrates

Prosperous Communities Committee

Car Parks

2020/21 Excl. VAT	2020/21 Inc. VAT	Proposed Increase		2021/22	VAT Amount	2021/22 Charge Inc. VAT	VAT Rate
		% Type	or £				

Car Parks		2020/21 Excl. VAT	2020/21 Inc. VAT	Proposed Increase	2021/22	VAT Amount	2021/22 Charge Inc. VAT	VAT Rate	
		£	£	% Type	or £	£	£	£	
Car Parks									
Gainsborough not including Roseway	0-1 hours	£0.00	£0.00	0%	£0.00	£0.00	£0.00	£0.00	S
	1-2 hours	£0.92	£1.10	0%	£0.00	£0.92	£0.18	£1.10	S
	2-3 hours	£1.33	£1.60	0%	£0.00	£1.33	£0.27	£1.60	S
	3-4 hours	£1.67	£2.00	0%	£0.00	£1.67	£0.33	£2.00	S
	4-6 hours	£2.75	£3.30	0%	£0.00	£2.75	£0.55	£3.30	S
	6+ hours	£3.25	£3.90	0%	£0.00	£3.25	£0.65	£3.90	S
Roseway only	0-1 hours	£0.00	£0.00	0%	£0.00	£0.00	£0.00	£0.00	S
	1-2 hours	£1.17	£1.40	0%	£0.00	£1.17	£0.23	£1.40	S
	2-3 hours	£1.66	£2.00	0%	£0.00	£1.66	£0.33	£2.00	S
	3-4 hours	£2.08	£2.50	0%	£0.00	£2.08	£0.42	£2.50	S
	Travelodge permit	£5.42	£6.50	0%	£0.00	£5.42	£1.08	£6.50	S
	0-1 hours	£0.00	£0.00	0%	£0.00	£0.00	£0.00	£0.00	S
Market Rasen	1-2 hours	£0.00	£0.00	0%	£0.00	£0.00	£0.00	£0.00	S
	2-3 hours	£0.67	£0.80	0%	£0.00	£0.67	£0.13	£0.80	S
	3-4 hours	£0.83	£1.00	0%	£0.00	£0.83	£0.17	£1.00	S
	4-6 hours	£1.42	£1.70	0%	£0.00	£1.42	£0.28	£1.70	S
	6+ hours	£1.67	£2.00	0%	£0.00	£1.67	£0.33	£2.00	S
	Annual Season Tickets								
Gainsborough only	Mon-Sat	£510.00	£612.00	0%	£0.00	£510.00	£102.00	£612.00	S
	Mon-Sat (if paid by monthly DD)	£440.00	£528.00	0%	£0.00	£440.00	£88.00	£528.00	S
	Mon-Fri	£430.00	£516.00	0%	£0.00	£430.00	£86.00	£516.00	S
	Mon-Fri (if paid by monthly DD)	£350.00	£420.00	0%	£0.00	£350.00	£70.00	£420.00	S
	Market Rasen Only	Mon-Sat	£255.00	£306.00	0%	£0.00	£255.00	£51.00	£306.00
Mon-Sat (if paid by monthly DD)	£220.00	£264.00	0%	£0.00	£220.00	£44.00	£264.00	S	
Mon-Fri	£215.00	£258.00	0%	£0.00	£215.00	£43.00	£258.00	S	
Mon-Fri (if paid by monthly DD)	£175.00	£210.00	0%	£0.00	£175.00	£35.00	£210.00	S	
Penalty Charge Notice									
Higher Rate		£70.00	£70.00	0%	£0.00	£70.00	£0.00	£70.00	OS
Higher rate discounted if paid within 14 days		£35.00	£35.00	0%	£0.00	£35.00	£0.00	£35.00	OS
Lower Rate		£50.00	£50.00	0%	£0.00	£50.00	£0.00	£50.00	OS
Lower rate discounted if paid within 14 days		£25.00	£25.00	0%	£0.00	£25.00	£0.00	£25.00	OS

Penalty Charge Notices have replaced the Excess Charge Notice.

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

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

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

Electric Vehicle Charging	charge per kWh	£0.25	£0.30	0%	£0.00	£0.25	£0.05	£0.30	S
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2020/21 Excl. VAT	2020/21 Inc. VAT	Proposed Increase/decrease		2021/22	VAT Amount	2021/22 Charge Inc. VAT	VAT Rate
£	£	% Type	or £	£	£	£	

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

1 stall	£16.00	£16.00	0%	£0.00	£16.00	£0.00	£16.00	OS
2 stalls	£27.00	£27.00	0%	£0.00	£27.00	£0.00	£27.00	OS
3 stalls	£35.00	£35.00	0%	£0.00	£35.00	£0.00	£35.00	OS
4 stalls	£43.00	£43.00	0%	£0.00	£43.00	£0.00	£43.00	OS
5 stalls	£51.00	£51.00	0%	£0.00	£51.00	£0.00	£51.00	OS

Casual Trader

1 stall	£17.50	£17.50	0%	£0.00	£17.50	£0.00	£17.50	OS
2 stalls	£35.00	£35.00	0%	£0.00	£35.00	£0.00	£35.00	OS
3 stalls	£52.50	£52.50	0%	£0.00	£52.50	£0.00	£52.50	OS
4 stalls	£70.00	£70.00	0%	£0.00	£70.00	£0.00	£70.00	OS
5 stalls	£87.50	£87.50	0%	£0.00	£87.50	£0.00	£87.50	OS

Saturday Market**Registered Trader**

1 stall	£10.00	£10.00	0%	£0.00	£10.00	£0.00	£10.00	OS
2 stalls	£20.00	£20.00	0%	£0.00	£20.00	£0.00	£20.00	OS
3 stalls	£25.00	£25.00	0%	£0.00	£25.00	£0.00	£25.00	OS
4 stalls	£30.00	£30.00	0%	£0.00	£30.00	£0.00	£30.00	OS
5 stalls	£35.00	£35.00	0%	£0.00	£35.00	£0.00	£35.00	OS

Casual Trader

1 stall	£16.50	£16.50	0%	£0.00	£16.50	£0.00	£16.50	OS
2 stalls	£33.00	£33.00	0%	£0.00	£33.00	£0.00	£33.00	OS
3 stalls	£49.50	£49.50	0%	£0.00	£49.50	£0.00	£49.50	OS
4 stalls	£66.00	£66.00	0%	£0.00	£66.00	£0.00	£66.00	OS
5 stalls	£82.50	£82.50	0%	£0.00	£82.50	£0.00	£82.50	OS

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

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

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

Other Units (Vending Vans, Trailers etc.)**Tuesday Market**

Registered Trader	£23.50	£23.50	0%	£0.00	£23.50	£0.00	£23.50	OS
Casual Trader	£25.50	£25.50	0%	£0.00	£25.50	£0.00	£25.50	OS

Saturday Market

Registered Trader	£15.00	£15.00	0%	£0.00	£15.00	£0.00	£15.00	OS
Casual Trader	£20.00	£20.00	0%	£0.00	£20.00	£0.00	£20.00	OS

2020/21 Excl. VAT	2020/21 Inc. VAT	Proposed Increase/decrease		2021/22	VAT Amount	2021/22 Charge Inc. VAT	VAT Rate
£	£	% Type	or £	£	£	£	

Development

Householder development - do I need planning permission?	£20.83	£25.00	20%	£4.17	£25.00	£5.00	£30.00	S
Householder development including alterations, extensions and outbuildings (this fee would also include establishing whether an application is required and any listed building consent enquiry, if applicable)	£80.00	£96.00	6%	£5.00	£85.00	£17.00	£102.00	S
Non-residential changes of use including siting of caravans for sites under 1 ha or buildings under 1,000 m ² (gross)	£171.00	£205.20	6%	£10.67	£181.67	£36.33	£218.00	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)	£300.00	£360.00	6%	£18.33	£318.33	£63.67	£382.00	S
Development of 1-9 dwellings including changes of use to residential								
1st dwelling	£206.00	£247.20	6%	£13.16	£219.16	£43.83	£263.00	S
Additional dwellings	£114.00	£136.80	7%	£7.67	£121.67	£24.33	£146.00	S
Development of 10-49 dwellings including changes of use to residential								
10th dwelling	£1,241.00	£1,489.20	6%	£74.83	£1,315.83	£263.17	£1,579.00	S
Additional dwellings	£61.00	£73.20	7%	£4.00	£65.00	£13.00	£78.00	S
Development of 50 or more dwellings								
minimum fee	£3,719.00	£4,462.80	6%	£223.50	£3,942.50	£788.50	£4,731.00	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	£110.00	£132.00	6%	£6.67	£116.67	£23.33	£140.00	S
Non-residential development up to 499 m ² floor area, or 0.5 ha site area	£150.00	£180.00	6%	£9.17	£159.17	£31.83	£191.00	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	£227.00	£272.40	6%	£13.84	£240.84	£48.17	£289.00	S
Each additional 100 m ² or 0.1 ha	£114.00	£136.80	7%	£7.67	£121.67	£24.33	£146.00	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	£778.00	£933.60	6%	£47.00	£825.00	£165.00	£990.00	S
Each additional 100 m ² or 0.1 ha	£58.00	£69.60	6%	£3.67	£61.67	£12.33	£74.00	S
Non-residential development of 5,000 m ² or more or 2.1ha or more.								
Minimum fee	£3,165.00	£3,798.00	6%	£190.00	£3,355.00	£671.00	£4,026.00	S
With additional fee subject to negotiation dependant on complexity of proposal.								
Encouragement to adopt a Planning Performance Agreement								
Variation or removal of condition	£80.00	£96.00	6%	£5.00	£85.00	£17.00	£102.00	S
Advertisements	£80.00	£96.00	6%	£5.00	£85.00	£17.00	£102.00	S
Non-householder listed building consent	£156.00	£187.20	6%	£9.84	£165.84	£33.17	£199.00	S
Additional site visit	£136.00	£163.20	6%	£8.17	£144.17	£28.83	£173.00	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).

		2020/21	2020/21	Proposed		2021/22	VAT	2021/22	VAT Rate	
		Excl. VAT	Inc. VAT	Increase/decrease	or £	£	Amount	Charge		
		£	£	% Type		£	£	£		
Decision Notices, Consents, Determinations, Tree Preservation Orders, Enforcement Notices, S106 Agreements	Per Item (black/white)	£27.00	£27.00	4%	£1.00	£28.00	£0.00	£28.00	OS	
		Plus officer time per hour at cost recovery								
Other copies										
Copy plans - A4	Per side of A4 (black/white)	£0.20	£0.20	25%	£0.05	£0.25	£0.00	£0.25	OS	
Copy plans - A3	Per copy	£0.50	£0.50	10%	£0.05	£0.55	£0.00	£0.55	OS	
Copy plans - A2, A1, A0	Per copy	£6.30	£6.30	3%	£0.20	£6.50	£0.00	£6.50	OS	
Information on planning records	Planning Control	£0.25	£0.30	16%	£0.04	£0.29	£0.06	£0.35	S	
Requests for Planning Information	Planning - as per above plus officer time per hour	£59.50	£71.40	4%	£2.17	£61.67	£12.33	£74.00	S	
		Plus officer time per hour at cost recovery								
Entry onto Self-Build and Custom-Build Housing Register		£50.00	£50.00	4%	£2.00	£52.00	£0.00	£52.00	OS	
Public Path Orders, i.e. Diversion Orders	Minimum charge	£541.00	£541.00	3%	£17.00	£558.00	£0.00	£558.00	OS	
	Maximum charge	£1,622.00	£1,622.00	3%	£49.00	£1,671.00	£0.00	£1,671.00	OS	
Plus actual advertisement costs										

2020/21 Excl. VAT	2020/21 Inc. VAT	Proposed Increase		2021/22	VAT Amount	2021/22 Charge Inc. VAT	VAT Rate
£	£	% Type	or £	£	£	£	

Outline Applications

Site area	Every 0.1 ha where the site does not exceed 2.5 ha	£462.00	£462.00	0%	£0.00	£462.00	£0.00	£462.00	OS
	Where the site area exceeds 2.5 ha, £11,432 and an additional £138 for each 0.1 ha in excess of 2.5 hectares, subject to a maximum in total of £150,000.	£138.00	£138.00	0%	£0.00	£138.00	£0.00	£138.00	OS

Householder Applications

Alterations/extensions to a single dwellinghouse, including works within boundary

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

Alterations/extensions to dwellinghouses, including works within	Where the application relates to a single dwellinghouse (or single flat)	£206.00	£206.00	0%	£0.00	£206.00	£0.00	£206.00	OS
	Where the application relates to 2 or more dwellinghouses (or two or more flats)	£407.00	£407.00	0%	£0.00	£407.00	£0.00	£407.00	OS
New dwellinghouses	Where number of new dwellinghouses is not more than 50	£334.00	£334.00	0%	£0.00	£334.00	£0.00	£334.00	OS
	Where the number of dwellinghouses exceeds 50, £16,525 and an additional £100 for each dwelling in excess of 50 subject to a maximum in total of £300,000	£100.00	£100.00	0%	£0.00	£100.00	£0.00	£100.00	OS
Erection of building (not dwellinghouses, agricultural, glasshouses, plant nor machinery)	No increase in gross floor space or no more than 40m ²	£234.00	£234.00	0%	£0.00	£234.00	£0.00	£234.00	OS
	More than 40m ² but no more than 75m ²	£462.00	£462.00	0%	£0.00	£462.00	£0.00	£462.00	OS
	More than 75m ² but no more than 3,750m ² , £462 for each 75m ² or part thereof	£462.00	£462.00	0%	£0.00	£462.00	£0.00	£462.00	OS
	More than 3,750m ² , £22,859 and an additional £138 for each 75m ² in excess of 3,750m ² up to a maximum of £300,000	£138.00	£138.00	0%	£0.00	£138.00	£0.00	£138.00	OS
Erection/alterations/replacement of plant and machinery	Where site area does not exceed 5 ha, per 0.1 ha	£462.00	£462.00	0%	£0.00	£462.00	£0.00	£462.00	OS
	Over 5 ha £22,859 and an additional £138 for each 0.1 ha in excess of 5 ha to a maximum of £300,000.	£138.00	£138.00	0%	£0.00	£138.00	£0.00	£138.00	OS
The erection of buildings (on land used for agriculture for agricultural purposes).	Not more than 465 m ² gross floor space created	£96.00	£96.00	0%	£0.00	£96.00	£0.00	£96.00	OS
	More than 465m ² but no more than 540m ²	£462.00	£462.00	0%	£0.00	£462.00	£0.00	£462.00	OS
Between 540 > 4,215 m ² , £462 for the first 540 m ² then £462 per additional 75 m ²	More than 540m ² but not more than 4,215m ² , £462 for the first 540 m ² then £462 per additional 75 m ² (or part thereof) in excess of 540m ²	£462.00	£462.00	0%	£0.00	£462.00	£0.00	£462.00	OS
	More than 4,215 m ² , £22,859 and an additional £138 for each 75 m ² in excess of 4,215 m ² up to a maximum of £300,000	£138.00	£138.00	0%	£0.00	£138.00	£0.00	£138.00	OS
Erection of glasshouses (on land used for the purposes of agriculture)	Not more than 465 m ² gross floor space created	£96.00	£96.00	0%	£0.00	£96.00	£0.00	£96.00	OS
	More than 465 m ² gross floor space created	£2,580.00	£2,580.00	0%	£0.00	£2,580.00	£0.00	£2,580.00	OS

2020/21 Excl. VAT	2020/21 Inc. VAT	Proposed Increase		2021/22 £	VAT Amount £	2021/22 Charge Inc. VAT £	VAT Rate
		% Type	or £				

Applications other than Building Works

Car parks, service roads or other accesses	For existing uses	£234.00	£234.00	0%	£0.00	£234.00	£0.00	£234.00	OS
Other Operations (not coming within any of the above categories)	Any site area. £234 for each 0.1 ha (or part thereof) up to a maximum of £2,028	£234.00	£234.00	0%	£0.00	£234.00	£0.00	£234.00	OS
Lawful Development Certificate	Existing use or operation	Same as Full							OS
	Existing use or operation - lawful not to comply with any condition or limitation	£234.00	£234.00	0%	£0.00	£234.00	£0.00	£234.00	OS
	Proposed use or operation	Half the normal planning fee							OS
Prior Approval									
Larger home extensions		£96.00	£96.00	0%	£0.00	£96.00	£0.00	£96.00	OS
Agricultural and Forestry buildings & operations		£96.00	£96.00	0%	£0.00	£96.00	£0.00	£96.00	OS
Demolition of buildings		£96.00	£96.00	0%	£0.00	£96.00	£0.00	£96.00	OS
Communications (previously referred to as 'Telecommunications Code Systems Operators')		£462.00	£462.00	0%	£0.00	£462.00	£0.00	£462.00	OS
Change of Use from Shops (Class A1), Professional and Financial Services (Class A2), Takeaways (Class (A5), Betting Offices, Pay Day Loan Shops or Launderettes to Offices (Class B1a)		£96.00	£96.00	0%	£0.00	£96.00	£0.00	£96.00	OS
Change of Use of a building and any land within its curtilage from Business (Use Class B1), Hotels (Use Class C1), Residential Institutions (Use Class C2), Secure Residential Institutions (Use Class C2a) or Assembly and Leisure (Use Class D2) to a State Funded School or Registered Nursery		£96.00	£96.00	0%	£0.00	£96.00	£0.00	£96.00	OS
Change of Use of a building and any land within its curtilage from an Agricultural Building to a State-Funded School or Registered Nursery		£96.00	£96.00	0%	£0.00	£96.00	£0.00	£96.00	OS
Change of Use of a building and any land within its curtilage from an Agricultural Building to a flexible use within Shops (Use Class A1), Financial and Professional services (Use Class A2), Restaurants and Cafes (Use Class A3), Business (Use Class B1), Storage or Distribution (Use Class B8), Hotels (Use Class C1), or Assembly or Leisure (Use Class D2)		£96.00	£96.00	0%	£0.00	£96.00	£0.00	£96.00	OS

	2020/21 Excl. VAT	2020/21 Inc. VAT	Proposed Increase		2021/22	VAT Amount	2021/22 Charge Inc. VAT	VAT Rate
	£	£	% Type	or £	£	£	£	
Change of Use of a building and any land within its curtilage from Offices (Use Class B1a) Use to Dwellinghouses (Use Class C3)	£96.00	£96.00	0%	£0.00	£96.00	£0.00	£96.00	OS
Change of Use of a building and any land within its curtilage from an Agricultural Building to Dwellinghouses (Use Class C3)	£96.00	£96.00	0%	£0.00	£96.00	£0.00	£96.00	OS
Change of use of a building from Shops (Use Class A1), Financial and Professional Services (Use Class A2), Betting Offices, Pay Day Loan Shops, Launderette; or a mixed use combining one of these uses and use as a dwellinghouse to Dwellinghouses (Use Class C3)	£96.00	£96.00	0%	£0.00	£96.00	£0.00	£96.00	OS
Change of use of a building and any land within its curtilage from Light Industrial (Use Class B1c) to Dwellinghouses (Use Class C3)	£96.00	£96.00	0%	£0.00	£96.00	£0.00	£96.00	OS
Change of Use of a building and any land within its curtilage from Amusement Arcades/Centres and Casinos (Sui Generis Uses) to Dwellinghouses (Use Class C3)	£96.00	£96.00	0%	£0.00	£96.00	£0.00	£96.00	OS
Change of Use of a building from Shops (Use Class A1), Financial and Professional Services (Use Class A2), Betting Offices, Pay Day Loan Shops and Casinos (Sui Generis Uses) to Restaurants and Cafés (Use A3)	£96.00	£96.00	0%	£0.00	£96.00	£0.00	£96.00	OS
Change of Use of a building from Shops (use Class A1) and Financial and Professional Services (Use Class A2), Betting Offices, Pay Day Loan Shops (Sui Generis Uses) to Assembly and Leisure Uses (Use Class D2)	£96.00	£96.00	0%	£0.00	£96.00	£0.00	£96.00	OS
Change of Use from Shops (Class A1), Professional and Financial Services (Class A2), Takeaways (Class A5), Betting Offices, Pay Day Loan Shops or Launderettes to Offices (Class B1a)	£96.00	£96.00	0%	£0.00	£96.00	£0.00	£96.00	OS
Development Consisting of the Erection or Construction of a Collection Facility within the Curtilage of a Shop	£96.00	£96.00	0%	£0.00	£96.00	£0.00	£96.00	OS

	2020/21 Excl. VAT	2020/21 Inc. VAT	Proposed Increase		2021/22 £	VAT Amount £	2021/22 Charge Inc. VAT £	VAT Rate	
			% Type	or £					
Temporary Use of Buildings or Land for the Purpose of Commercial Film-Making and the Associated Temporary Structures, Works, Plant or Machinery required in Connection with that Use	£96.00	£96.00	0%	£0.00	£96.00	£0.00	£96.00	0%	
Installation, Alterations or Replacement of other Solar Photovoltaics (PV) equipment on the Roofs of Non-domestic Buildings, up to a Capacity of 1Megawatt	£96.00	£96.00	0%	£0.00	£96.00	£0.00	£96.00	0%	
Reserved Matters									
Application for approval of reserved matters following outline approval								0%	
Approval/Variation/Discharge of condition									
Application for removal or variation of a condition following grant of planning permission	£234.00	£234.00	0%	£0.00	£234.00	£0.00	£234.00	0%	
Request for confirmation that one of more planning conditions have been complied with								0%	
Change of Use of a building to use as one or more separate dwellingshouses, or other cases									
	no. of dwellings 50 or less	£462.00	£462.00	0%	£0.00	£462.00	£0.00	£462.00	0%
	more than 50 dwellings, £22,859 and an additional £138 for each dwelling in excess of 50 dwellings up to a maximum of £300,000	£138.00	£138.00	0%	£0.00	£138.00	£0.00	£138.00	0%
Other Changes of Use of a building or land	£462.00	£462.00	0%	£0.00	£462.00	£0.00	£462.00	0%	
Advertising									
Relating to the business on the premises	£132.00	£132.00	0%	£0.00	£132.00	£0.00	£132.00	0%	
Advance signs which are not situated on or visible from the site, directing the public to a business	£132.00	£132.00	0%	£0.00	£132.00	£0.00	£132.00	0%	
Other advertisements	£462.00	£462.00	0%	£0.00	£462.00	£0.00	£462.00	0%	
Application for a Non-material Amendment Following a Grant of Planning Permission									
Applications in respect of householder developments	£34.00	£34.00	0%	£0.00	£34.00	£0.00	£34.00	0%	
Applications in respect of other developments	£234.00	£234.00	0%	£0.00	£234.00	£0.00	£234.00	0%	
Application for Permission in Principle									
Site Area	per 0.1 ha (or part thereof)	£402.00	£402.00	0%	£0.00	£402.00	£0.00	£402.00	0%
Concessions									
Non-Profit making club, society, organisation or trust, providing sports or recreational facilities	£462.00	£462.00	0%	£0.00	£462.00	£0.00	£462.00	0%	

2020/21 Excl. VAT	2020/21 Inc. VAT	Proposed Increase/decrease		2021/22	VAT Amount	2021/22 Charge Inc. VAT	VAT Rate
£	£	% Type	or £	£	£	£	

CIL Charging Schedule - residential charging zones (charge per m²)

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

CIL Charging Schedule - commercial charging zones (applicable to whole district) (charge per m²)

Convenience Retail *		£40.00	£40.00	0%	£0.00	£40.00	£0.00	£40.00	OS
All Other Uses **		£0.00	£0.00	0%	£0.00	£0.00	£0.00	£0.00	OS

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

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

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

2020/21 Excl. VAT	2020/21 Inc. VAT	Proposed Increase/decrease		2021/22	VAT Amount	2021/22 Charge Inc. VAT	VAT Rate
£	£	% Type	or £	£	£	£	

Depositing Litter	Fee set by Government - payable within 14 days of issue	£75.00	£75.00	0%	£0.00	£75.00	£0.00	£75.00	OS
	Fee set by Government - discounted if paid within 10 days	£50.00	£50.00	0%	£0.00	£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%	£0.00	£300.00	£0.00	£300.00	OS
Failure to produce Authority to Transport Waste	Fee set by Government - payable within 14 days of issue	£300.00	£300.00	0%	£0.00	£300.00	£0.00	£300.00	OS
Unauthorised Distribution of Free Printed Matter	Fee set by Government - payable within 14 days of issue	£75.00	£75.00	0%	£0.00	£75.00	£0.00	£75.00	OS
Failure to comply with a Domestic Waste Receptacles Notice	Fee set by Government - payable within 14 days of issue	£100.00	£100.00	0%	£0.00	£100.00	£0.00	£100.00	OS
	Fee set by Government - discounted if paid within 10 days	£75.00	£75.00	0%	£0.00	£75.00	£0.00	£75.00	OS
Failure to comply with an Industrial and Commercial Waste Receptacles Notice	Fee set by Government - payable within 14 days of issue	£100.00	£100.00	0%	£0.00	£100.00	£0.00	£100.00	OS
	Fee set by Government - discounted if paid within 10 days	£75.00	£75.00	0%	£0.00	£75.00	£0.00	£75.00	OS
Abandoning a Vehicle	Fee set by Government - payable within 14 days of issue	£200.00	£200.00	0%	£0.00	£200.00	£0.00	£200.00	OS
Nuisance Parking	Fee set by Government - payable within 14 days of issue	£100.00	£100.00	0%	£0.00	£100.00	£0.00	£100.00	OS
Anti Social Behaviour Crime and Policing Act 2014 - Community Protection Notice	Fee set by Government - payable within 14 days of issue	£100.00	£100.00	3%	£3.00	£103.00	£0.00	£103.00	OS
	Fee set by Government - discounted if paid within 10 days	£75.00	£75.00	0%	£0.00	£75.00	£0.00	£75.00	OS
Anti Social Behaviour Crime and Policing Act 2014 - Public Space Protection Order	Fee set by Government - payable within 14 days of issue	£100.00	£100.00	3%	£3.00	£103.00	£0.00	£103.00	OS
	Fee set by Government - discounted if paid within 10 days	£75.00	£75.00	0%	£0.00	£75.00	£0.00	£75.00	OS
Flytipping	Fee set by Government - payable within 14 days of issue	£400.00	£400.00	0%	£0.00	£400.00	£0.00	£400.00	OS
High Hedge Fee	Fee set locally	£316.00	£316.00	3%	£9.00	£325.00	£0.00	£325.00	OS
Fee for abandoned shopping trolleys	Fee set locally (maximum charge)	£100.00	£100.00	3%	£3.00	£103.00	£0.00	£103.00	OS
High Hedges Complaints Application		£316.00	£316.00	3%	£9.00	£325.00	£0.00	£325.00	OS

		2020/21	2020/21	Proposed		2021/22	VAT	2021/22	VAT Rate	
		Excl. VAT	Inc. VAT	Increase/decrease	or £					Charge
		£	£	%	Type	£	£	£		
Reclaim of Stray Dogs	Prescribed fee	£25.00	£25.00	0%		£0.00	£25.00	£0.00	£25.00	OS
	Collection fee	£42.00	£42.00	3%		£3.00	£43.50	£0.00	£43.50	OS
	Plus kennel and vet fees as incurred by the authority.									

	2020/21 Excl. VAT	2020/21 Inc. VAT	Proposed Increase/decrease		2021/22	VAT Amount	2021/22 Charge Inc. VAT	VAT Rate
			% Type	or £				
	£	£			£	£	£	
Housing Enforcement Charges								
Mandatory HMO Licence Application			Up to 5 units / bedrooms					
	£825.00	£825.00		3%	£24.75	£849.75	£0.00	£849.75
	£50.00	£50.00	Per additional unit	3%	£1.50	£51.50	£0.00	£51.50
			Maximum charge - n/a					
Mandatory HMO Licence Renewal			Up to 5 units / bedrooms					
	£700.00	£700.00		3%	£21.00	£721.00	£0.00	£721.00
	£50.00	£50.00	Per additional unit	3%	£1.50	£51.50	£0.00	£51.50
			Maximum charge - n/a					
Hazard Awareness Notice			None					
	£0.00	£0.00		0%	£0.00	£0.00	£0.00	£0.00
Improvement Notice			For one hazard					
	£350.00	£350.00		3%	£10.50	£360.50	£0.00	£360.50
Emergency Remedial Action Notice (plus work - see below)								
			Cost of works plus hourly rate of officer time				£0.00	£0.00
			Officer time charged at £30 per hour					
			Cost of works plus officer time to execute and arrange					
			Cost of works plus officer time to execute and arrange					
Prohibition Order	£350.00	£350.00		3%	£10.50	£360.50	£0.00	£360.50
Emergency Prohibition Order	£350.00	£350.00		3%	£10.50	£360.50	£0.00	£360.50
Demolition Order	£350.00	£350.00		3%	£10.50	£360.50	£0.00	£360.50
Immigration Procedure Inspection			Per inspection					
	£70.00	£84.00		3%	£2.10	£72.10	£14.42	£86.52
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					OS
			Cost of work plus hourly rate of officer with on costs					
Selective Licensing			WLDC Scheme Fee					
	£375.00	£375.00		0%	£0.00	£375.00	£0.00	£375.00
	£120.00	£120.00	Co-Regulated Scheme (WLDC Fee)				£0.00	£120.00
Enforcement of the Domestic Minimum Level of Energy Efficiency (under the Energy Efficiency (Private Rented Property)(England and Wales) Regulations 2015, as amended)			up to £5,000					OS
Housing and Planning Act - Civil Penalties			up to £30,000					

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

Prosperous Communities Committee		Communities						
2020/21 Excl. VAT	2020/21 Inc. VAT	Proposed Increase		2021/22	VAT Amount	2021/22 Charge Inc. VAT	VAT Rate	
		% Type	or £					£
Defibrillator Maintenance Service (annual charge)	£83.33	£100.00	0%	£0.00	£83.33	£16.67	£100.00	S

Prosperous Communities Committee		Mobile Homes						
2020/21 Excl. VAT	2020/21 Inc. VAT	Proposed Increase		2021/22	VAT Amount	2021/22 Charge Inc. VAT	VAT Rate	
		% Type	or £					£
Mobile Homes Act 2013								
Issue of a New Licence	£300.00	£300.00	3%	£9.00	£309.00	£0.00	£309.00	OS
Deposit of Site Rules	£30.00	£30.00	3%	£1.00	£31.00	£0.00	£31.00	OS
Transfer and Alteration of a Licence	£100.00	£100.00	3%	£3.00	£103.00	£0.00	£103.00	OS

	2020/21	2020/21	Proposed		2021/22	VAT	2021/22	VAT
	Excl. VAT	Inc. VAT	Increase/decrease	or %				
	£	£	% Type	or %	£	£	£	Rate
All charges are set by DEFRA								
Application Fee								
- Standard Process	£1,650.00	£1,650.00	0%	£0.00	£1,650.00	£0.00	£1,650.00	OS
- Reduced fee activities	£155.00	£155.00	0%	£0.00	£155.00	£0.00	£155.00	OS
PVR I and PVR II activities	£257.00	£257.00	0%	£0.00	£257.00	£0.00	£257.00	OS
Vehicle refinishers, & Parts 2, 3, 4 reduced fee activity	£362.00	£362.00	0%	£0.00	£362.00	£0.00	£362.00	OS
- Mobile Screening and crushing plant	£1,650.00	£1,650.00	0%	£0.00	£1,650.00	£0.00	£1,650.00	OS
- For the third to seventh applications	£985.00	£985.00	0%	£0.00	£985.00	£0.00	£985.00	OS
- For the eighth and subsequent applications	£498.00	£498.00	0%	£0.00	£498.00	£0.00	£498.00	OS
An additional charge of £297 applies to the above where the permit is for a combined part B and waste installation								
Late Application Fee Schedule B reduce fee activity	£71.00	£71.00	0%	£0.00	£71.00	£0.00	£71.00	OS
Late Application for other Part B activity or any other solvent emission	£1,188.00	£1,188.00	0%	£0.00	£1,188.00	£0.00	£1,188.00	OS
Late Application for Mobile Plant	£1,188.00	£1,188.00	0%	£0.00	£1,188.00	£0.00	£1,188.00	OS
Late Application Fee Schedule B Vehicle refinishers or any other Part B	£279.00	£279.00	0%	£0.00	£279.00	£0.00	£279.00	OS
Annual Subsistence Fee -Standard Process								
Low	£772.00	£772.00	0%	£0.00	£772.00	£0.00	£772.00	OS
Medium	£1,161.00	£1,161.00	0%	£0.00	£1,161.00	£0.00	£1,161.00	OS
High	£1,747.00	£1,747.00	0%	£0.00	£1,747.00	£0.00	£1,747.00	OS
An additional charge of £104 for Low, £156 for Medium and £207 for High applies to the above where the permit is for a combined part B and waste installation.								
- Reduced fee activities								
Low	£79.00	£79.00	0%	£0.00	£79.00	£0.00	£79.00	OS
Medium	£158.00	£158.00	0%	£0.00	£158.00	£0.00	£158.00	OS
High	£237.00	£237.00	0%	£0.00	£237.00	£0.00	£237.00	OS
- PVR I & II Combined								
Low	£113.00	£113.00	0%	£0.00	£113.00	£0.00	£113.00	OS
Medium	£226.00	£226.00	0%	£0.00	£226.00	£0.00	£226.00	OS
High	£341.00	£341.00	0%	£0.00	£341.00	£0.00	£341.00	OS
- Vehicle refinishers								
Low	£228.00	£228.00	0%	£0.00	£228.00	£0.00	£228.00	OS
Medium	£365.00	£365.00	0%	£0.00	£365.00	£0.00	£365.00	OS
High	£548.00	£548.00	0%	£0.00	£548.00	£0.00	£548.00	OS
- Mobile Screening and crushing plant 1st to 2nd Permits								
Low	£626.00	£626.00	0%	£0.00	£626.00	£0.00	£626.00	OS
Medium	£1,034.00	£1,034.00	0%	£0.00	£1,034.00	£0.00	£1,034.00	OS
High	£1,551.00	£1,551.00	0%	£0.00	£1,551.00	£0.00	£1,551.00	OS
- Mobile Screening and crushing plant 3rd to 7th Permits								
Low	£385.00	£385.00	0%	£0.00	£385.00	£0.00	£385.00	OS
Medium	£617.00	£617.00	0%	£0.00	£617.00	£0.00	£617.00	OS
High	£924.00	£924.00	0%	£0.00	£924.00	£0.00	£924.00	OS
- Mobile Screening and crushing plant 8th and Subsequent permits								
Low	£198.00	£198.00	0%	£0.00	£198.00	£0.00	£198.00	OS
Medium	£314.00	£314.00	0%	£0.00	£314.00	£0.00	£314.00	OS
High	£473.00	£473.00	0%	£0.00	£473.00	£0.00	£473.00	OS

Prosperous Communities Committee

Environment Services Local Air Pollution continued

All charges are set by DEFRA

2020/21 Excl. VAT	2020/21 Inc. VAT	Proposed Increase		2021/22 £	VAT Amount £	2021/22 Charge Inc. VAT £	VAT Rate
		% Type	or £				
Application Fee for Part A(2) Activity							
For Each Part A(2)							
SWIP (Small Waste Incineration Plant Installation)	£3,363.00	£3,363.00	0%	£0.00	£3,363.00	£0.00	£3,363.00 OS
Mobile Small Waste Incineration Plant	£3,363.00	£3,363.00	0%	£0.00	£3,363.00	£0.00	£3,363.00 OS
Late Fee Application Part A(2)	£1,188.00	£1,188.00	0%	£0.00	£1,188.00	£0.00	£1,188.00 OS
Variation of Part A(2) Permit	£1,368.00	£1,368.00	0%	£0.00	£1,368.00	£0.00	£1,368.00 OS
Subsistence Charge for Part A(2)							
		Low		£0.00	£1,343.00	£0.00	£1,343.00 OS
		Medium		£0.00	£1,507.00	£0.00	£1,507.00 OS
	High		£0.00	£2,230.00	£0.00	£2,230.00 OS	
Where a part B installation is subject to reporting under the E-PRTR regulation an additional charge of £104 applies.							
Transfer and Surrender							
Transfer Schedule B Part B Reduced Fee Activity		Total Transfer		£0.00	£0.00	£0.00	£0.00 OS
Transfer Schedule B Part B Reduced Fee Activity		Partial Transfer		£47.00	£47.00	£0.00	£47.00 OS
Transfer Schedule B Part B Any Other Part B or Solvent Emission		Total Transfer		£169.00	£169.00	£0.00	£169.00 OS
Transfer Schedule B Part B Any Other Part B or Solvent Emission		Partial Transfer		£497.00	£497.00	£0.00	£497.00 OS
Joint Application to Transfer Part B Mobile Plant				£53.00	£53.00	£0.00	£53.00 OS
Surrender Part B Permit				£0.00	£0.00	£0.00	£0.00 OS
Part A(2) Total Transfer				£235.00	£235.00	£0.00	£235.00 OS
Part A(2) Partial Transfer				£698.00	£698.00	£0.00	£698.00 OS
Part A(2) Surrender Permit				£698.00	£698.00	£0.00	£698.00 OS
Part A(2) where the substantial change results in SWIP				£3,363.00	£3,363.00	£0.00	£3,363.00 OS
Substantial Change							
Reduce Fee Activity				£102.00	£102.00	£0.00	£102.00 OS
Other Part B or Solvent Emission Activity				£1,050.00	£1,050.00	£0.00	£1,050.00 OS
- Standard process where the substantial change results in a new PPC activity				£1,650.00	£1,650.00	£0.00	£1,650.00 OS
- New operator at low risk reduced fee				£78.00	£78.00	£0.00	£78.00 OS
Subsistence charges can be paid in four equal instalments at an additional cost of £38 p.a.							
Reduced Subsistence Charge				£52.00	£52.00	£0.00	£52.00 OS
Late Fee Payment of Subsistence Fees				£52.00	£52.00	£0.00	£52.00 OS

Prosperous Communities Committee

Environment Services Local Air Pollution continued

		2020/21	2020/21	Proposed Increase		2021/22	YAT	2021/22	YAT
		Excl. VAT	Inc. VAT	% Type	or £	£	Amount	Charge Inc. VAT	Rate
		£	£			£	£	£	
**All statutory charges are set by DEFRA									
Request for Information / Document Disclosure where Charging is Permitted	Minimum per request plus cost of materials	£76.00	£76.00	3%	£2.00	£78.00	£0.00	£78.00	OS
	Thereafter per hour	£46.00	£46.00	3%	£1.00	£46.00	£0.00	£46.00	OS
Health Certificates		£55.00	£55.00	3%	£2.00	£57.00	£0.00	£57.00	OS
Food Premises Register	Per page	£3.00	£3.00	3%	£0.00	£3.00	£0.00	£3.00	OS
SFBB Pack	(including diary)	£11.00	£13.20	3%	£0.00	£11.00	£2.20	£13.20	S
Diary Refill		£6.00	£7.20	3%	£0.18	£6.18	£1.24	£7.42	S
Private Water Supply Work	Cost Recovery - Mileage (Per Mile)	£0.40	£0.40	0%	£0.00	£0.40	£0.00	£0.40	OS
	Risk assessment - Maximum Hourly Charge	£42.31	£42.31	3%	£1.27	£43.58	£0.00	£43.58	OS
	Sampling (each visit) - Maximum Hourly Charge	£42.31	£42.31	3%	£1.27	£43.58	£0.00	£43.58	OS
	Investigation - Maximum Hourly Charge	£42.31	£42.31	3%	£1.27	£43.58	£0.00	£43.58	OS
	Granting an authorisation (each authorisation) - Maximum Hourly Charge	£37.27	£37.27	3%	£1.12	£38.39	£0.00	£38.39	OS
	as per laboratory costs					as per laboratory costs		as per laboratory costs	OS
	Full Laboratory Costs					as per laboratory costs		as per laboratory costs	OS
	Full Courier Charges					as per laboratory costs		as per laboratory costs	OS
Food Advisory	Charge for a visit (up to a maximum 2 hours contact time)	£134.00	£160.80	3%	£4.00	£138.00	£27.60	£165.60	S
	Charge for additional hours	£43.00	£51.60	3%	£1.00	£44.00	£8.80	£52.80	S
Food Hygiene Rating Scheme	Re-inspections	£165.00	£165.00	3%	£5.00	£170.00	£0.00	£170.00	OS
Health Act 2006	Smoking in a smoke free place	£50.00	£50.00	0%	£0.00	£50.00	£0.00	£50.00	OS
	Failure to display no smoking sign	£200.00	£200.00	0%	£0.00	£200.00	£0.00	£200.00	OS

	2020/21	2020/21	Proposed Increase		2021/22	YAT	2021/22	YAT
	Excl. VAT	Inc. VAT	%	or £	£	Amount	Charge Inc. VAT	Rate
	£	£			£	£	£	
Bingo Premises Licence								
Application Fee for Provisional Statement	£1,015.70	£1,015.70	6%	£60.90	£1,076.60	£0.00	£1,076.60	OS
Licence for Provisional Statement Premises	£914.90	£914.90	6%	£54.90	£969.80	£0.00	£969.80	OS
Application Fee New Premises	£1,015.70	£1,015.70	6%	£60.90	£1,076.60	£0.00	£1,076.60	OS
Annual Fee	£847.80	£847.80	6%	£50.90	£898.70	£0.00	£898.70	OS
Variation of Licence	£1,015.70	£1,015.70	6%	£60.90	£1,076.60	£0.00	£1,076.60	OS
Transfer Fee	£879.80	£879.80	6%	£52.80	£932.60	£0.00	£932.60	OS
Application for Reinstatement	£879.80	£879.80	6%	£52.80	£932.60	£0.00	£932.60	OS
Adult Gaming Centre								
Application Fee for Provisional Statement	£1,015.70	£1,015.70	6%	£60.90	£1,076.60	£0.00	£1,076.60	OS
Licence for Provisional Statement Premises	£914.90	£914.90	6%	£54.90	£969.80	£0.00	£969.80	OS
Application Fee New Premises	£1,015.70	£1,015.70	6%	£60.90	£1,076.60	£0.00	£1,076.60	OS
Annual Fee	£879.80	£879.80	6%	£52.80	£932.60	£0.00	£932.60	OS
Variation of Licence	£923.40	£923.40	6%	£55.40	£978.80	£0.00	£978.80	OS
Transfer Fee	£879.80	£879.80	6%	£52.80	£932.60	£0.00	£932.60	OS
Application for Reinstatement	£879.80	£879.80	6%	£52.80	£932.60	£0.00	£932.60	OS
Family Entertainment Centre								
Application Fee for Provisional Statement	£1,015.70	£1,015.70	6%	£60.90	£1,076.60	£0.00	£1,076.60	OS
Licence for Provisional Statement Premises	£913.80	£913.80	3%	£27.40	£941.20	£0.00	£941.20	OS
Application Fee New Premises	£1,015.70	£1,015.70	6%	£60.90	£1,076.60	£0.00	£1,076.60	OS
Annual Fee	£750.00	£750.00	0%	£0.00	£750.00	£0.00	£750.00	OS
Variation of Licence	£923.40	£923.40	6%	£55.40	£978.80	£0.00	£978.80	OS
Transfer Fee	£847.80	£847.80	6%	£50.90	£898.70	£0.00	£898.70	OS
Application for Reinstatement	£847.80	£847.80	6%	£50.90	£898.70	£0.00	£898.70	OS
Betting Premises (Other)								
Application Fee for Provisional Statement	£1,015.70	£1,015.70	6%	£60.90	£1,076.60	£0.00	£1,076.60	OS
Licence for Provisional Statement Premises	£913.80	£913.80	6%	£54.80	£968.60	£0.00	£968.60	OS
Application Fee New Premises	£1,015.70	£1,015.70	6%	£60.90	£1,076.60	£0.00	£1,076.60	OS
Annual Fee	£600.00	£600.00	0%	£0.00	£600.00	£0.00	£600.00	OS
Variation of Licence	£1,015.70	£1,015.70	6%	£60.90	£1,076.60	£0.00	£1,076.60	OS
Transfer Fee	£879.80	£879.80	6%	£52.80	£932.60	£0.00	£932.60	OS
Application for Reinstatement	£879.80	£879.80	6%	£52.80	£932.60	£0.00	£932.60	OS
Betting Premises (Tracks)								
Application Fee for Provisional Statement	£1,015.70	£1,015.70	6%	£60.90	£1,076.60	£0.00	£1,076.60	OS
Licence for Provisional Statement Premises	£913.80	£913.80	3%	£27.40	£941.20	£0.00	£941.20	OS
Application Fee New Premises	£1,015.70	£1,015.70	6%	£60.90	£1,076.60	£0.00	£1,076.60	OS
Annual Fee	£798.80	£798.80	6%	£47.90	£846.70	£0.00	£846.70	OS
Variation of Licence	£1,015.70	£1,015.70	6%	£60.90	£1,076.60	£0.00	£1,076.60	OS
Transfer Fee	£847.80	£847.80	6%	£50.90	£898.70	£0.00	£898.70	OS
Application for Reinstatement	£847.80	£847.80	6%	£50.90	£898.70	£0.00	£898.70	OS

	2020/21	2020/21	Proposed Increase		2021/22	YAT	2021/22	YAT	
	Excl. VAT	Inc. VAT	%	or £	£	Amount	Charge Inc. VAT	Rate	
	£	£	%	Type	£	£	£		
Miscellaneous									
Change of Circumstances	£50.00	£50.00	0%		£0.00	£50.00	£0.00	£50.00	DS
Fee for Copy of a Licence Under the Gambling Act 2005	£25.00	£25.00	0%		£0.00	£25.00	£0.00	£25.00	DS
Temporary Usage License	£390.10	£390.10	3%		£11.70	£401.80	£0.00	£401.80	DS
Unlicensed FEC's & Prize gaming Permits (10 year duration)									
New Gaming Machine Permit (no annual fee)	£300.00	£300.00	0%		£0.00	£300.00	£0.00	£300.00	DS
Renewal	£300.00	£300.00	0%		£0.00	£300.00	£0.00	£300.00	DS
Change of name on permit	£25.00	£25.00	0%		£0.00	£25.00	£0.00	£25.00	DS
Copy of permit	£15.00	£15.00	0%		£0.00	£15.00	£0.00	£15.00	DS
New Prize Gaming Permit (no annual fee)	£300.00	£300.00	0%		£0.00	£300.00	£0.00	£300.00	DS
Renewal	£300.00	£300.00	0%		£0.00	£300.00	£0.00	£300.00	DS
Change of name on permit	£25.00	£25.00	0%		£0.00	£25.00	£0.00	£25.00	DS
Copy of permit	£15.00	£15.00	0%		£0.00	£15.00	£0.00	£15.00	DS
Club Gaming Permit & Club Machine Permit (10 year duration)									
New grant Club Gaming Permit	£200.00	£200.00	0%		£0.00	£200.00	£0.00	£200.00	DS
New grant Club Gaming Permit with Club Premises Certificate (fast track)	£100.00	£100.00	0%		£0.00	£100.00	£0.00	£100.00	DS
Renewal	£200.00	£200.00	0%		£0.00	£200.00	£0.00	£200.00	DS
Renewal of Club Gaming Permit with Club Premises Certificate (fast track)	£100.00	£100.00	0%		£0.00	£100.00	£0.00	£100.00	DS
Annual Fee	£50.00	£50.00	0%		£0.00	£50.00	£0.00	£50.00	DS
Variation	£100.00	£100.00	0%		£0.00	£100.00	£0.00	£100.00	DS
Copy of permit	£15.00	£15.00	0%		£0.00	£15.00	£0.00	£15.00	DS
Lotteries									
Society Lottery - New	£40.00	£40.00	0%		£0.00	£40.00	£0.00	£40.00	DS
Society Lottery - Renewal	£20.00	£20.00	0%		£0.00	£20.00	£0.00	£20.00	DS
Machines in Alcohol Licensed premises - 3 or more machines									
New	£150.00	£150.00	0%		£0.00	£150.00	£0.00	£150.00	DS
Annual Fee	£50.00	£50.00	0%		£0.00	£50.00	£0.00	£50.00	DS
Transfer	£25.00	£25.00	0%		£0.00	£25.00	£0.00	£25.00	DS
Variation	£100.00	£100.00	0%		£0.00	£100.00	£0.00	£100.00	DS
Change of name on permit	£25.00	£25.00	0%		£0.00	£25.00	£0.00	£25.00	DS
Copy of gaming machine permit	£15.00	£15.00	0%		£0.00	£15.00	£0.00	£15.00	DS
Gaming Machine Permit - Up to 2 Machines				One-off fee	£50.00	£50.00	£0.00	£50.00	DS

Prosperous Communities Committee

Licensing

2020/21 Excl. VAT	2020/21 Inc. VAT	Proposed Increase		2021/22	VAT Amount	2021/22 Change Inc. VAT	VAT Rate
		% Type	or £				

Taxi Licensing (Including Horse Drawn Omnibus)								
Driver's License Application (3Yr)	New/Renewal	£171.00	£171.00	6%	£10.00	£181.00	£0.00	£181.00 OS
Knowledge Test Fee including ID check	New Driver Licenses includes Right to licence checks	£35.00	£35.00	6%	£2.00	£37.00	£0.00	£37.00 OS
Knowledge Test Fee - Resit	New Driver Licenses	£35.00	£35.00	0%	£0.00	£35.00	£0.00	£35.00 OS
DBS Check	On New or Renewal	£44.00	£44.00	0%	£0.00	£44.00	£0.00	£44.00 OS
DBS Admin Fee	On New or Renewal	£10.00	£10.00	0%	£0.00	£10.00	£0.00	£10.00 OS
	<i>*This fee is controlled by City of Lincoln Council and subject to change</i>							
Vehicle License	New	£249.00	£249.00	3%	£7.00	£256.00	£0.00	£256.00 OS
Vehicle License	Renewal	£249.00	£249.00	3%	£7.00	£256.00	£0.00	£256.00 OS
Replacement Plate ADD cost of materials	Plate only (does not include cost of plate)	£29.00	£29.00	3%	£1.00	£30.00	£0.00	£30.00 OS
Replacement Plate & Bracket ADD cost of materials	Plate and Bracket (does not include cost of plate & bracket)	£38.00	£38.00	3%	£1.00	£39.00	£0.00	£39.00 OS
Private Hire Operators Licence (5Yr)		£223.00	£223.00	0%	£0.00	£223.00	£0.00	£223.00 OS
Transfer of Ownership of Taxi/Private Hire Vehicle License		£28.00	£28.00	3%	£1.00	£29.00	£0.00	£29.00 OS
Alcohol and Entertainment Licenses								
New Premise Licence								
Charges set by Licensing Act 2003								
Category A		£100.00	£100.00	0%	£0.00	£100.00	£0.00	£100.00 OS
Category B		£190.00	£190.00	0%	£0.00	£190.00	£0.00	£190.00 OS
Category C		£315.00	£315.00	0%	£0.00	£315.00	£0.00	£315.00 OS
Category D		£450.00	£450.00	0%	£0.00	£450.00	£0.00	£450.00 OS
Category E		£635.00	£635.00	0%	£0.00	£635.00	£0.00	£635.00 OS
Large scale application > 4999 (minimum fee applies)		£1,000.00	£1,000.00	0%	£0.00	£1,000.00	£0.00	£1,000.00 OS
Variation of Premises Licence		£100 - £635	£100 - £635	0%	£0.00	£100 - £635	£0.00	£100 - £635 OS
Change of DPS or Disapplication of DPS		£23.00	£23.00	0%	£0.00	£23.00	£0.00	£23.00 OS
Annual fee demand								
Category A		£70.00	£70.00	0%	£0.00	£70.00	£0.00	£70.00 OS
Category B		£180.00	£180.00	0%	£0.00	£180.00	£0.00	£180.00 OS
Category C		£295.00	£295.00	0%	£0.00	£295.00	£0.00	£295.00 OS
Category D		£320.00	£320.00	0%	£0.00	£320.00	£0.00	£320.00 OS
Category E		£350.00	£350.00	0%	£0.00	£350.00	£0.00	£350.00 OS
Large scale annual fee > 4999 (minimum fee applies)		£500.00	£500.00	0%	£0.00	£500.00	£0.00	£500.00 OS
Minor Variation		£89.00	£89.00	0%	£0.00	£89.00	£0.00	£89.00 OS
Provisional Statement		£195.00	£195.00	0%	£0.00	£195.00	£0.00	£195.00 OS
Register of Interest		£21.00	£21.00	0%	£0.00	£21.00	£0.00	£21.00 OS
Copy of Licence		£10.50	£10.50	0%	£0.00	£10.50	£0.00	£10.50 OS
Club Premises Certificate - New		£100 - £635	£100 - £635	0%	£0.00	£100 - £635	£0.00	£100 - £635 OS
Club Premises Certificate - Variation		£100 - £635	£100 - £635	0%	£0.00	£100 - £635	£0.00	£100 - £635 OS
Club Premises Certificate - Minor Variation		£89.00	£89.00	0%	£0.00	£89.00	£0.00	£89.00 OS
Personal Licence - New		£37.00	£37.00	0%	£0.00	£37.00	£0.00	£37.00 OS
Personal Licence - Change of name /address		£10.50	£10.50	0%	£0.00	£10.50	£0.00	£10.50 OS
Personal Licence - Copy of Licence (card part, paper part or both)		£10.50	£10.50	0%	£0.00	£10.50	£0.00	£10.50 OS
Transfer of Premises Licence		£23.00	£23.00	0%	£0.00	£23.00	£0.00	£23.00 OS
Temporary Event Notice		£21.00	£21.00	0%	£0.00	£21.00	£0.00	£21.00 OS
Skin Piercing	Premises registration	£185.00	£185.00	3%	£6.00	£191.00	£0.00	£191.00 OS
	Personal registration	£50.00	£50.00	6%	£3.00	£53.00	£0.00	£53.00 OS
Street Trading Consents		£187.00	£187.00	6%	£11.00	£198.00	£0.00	£198.00 OS
Copy of Any License Not Covered by the Licensing Act 2003 or Gambling Act 2005		£26.00	£26.00	3%	£1.00	£27.00	£0.00	£27.00 OS

Prosperous Communities Committee

Licensing (contd)

		2020/21	2020/21	Proposed Increase		2021/22	VAT	2021/22	VAT	
		Excl. VAT	Inc. VAT	%	or £	£	Amount	Charge Inc. VAT	Rate	
		£	£	% Type	or £	£	£	£		
Sale of Animals	New (Part A)	£193.00	£193.00	6%	£12.00	£205.00	£0.00	£205.00	OS	
	New (Part B)	£108.00	£108.00	3%	£3.00	£111.00	£0.00	£111.00	OS	
	Renewal (Part A)	£193.00	£193.00	3%	£6.00	£199.00	£0.00	£199.00	OS	
	Renewal (Part B)	£108.00	£108.00	0%	£0.00	£108.00	£0.00	£108.00	OS	
Animal Boarding Establishments (Excludes vet fees payable direct to vet)	Cats or Dogs - New (Part A)	£242.00	£242.00	6%	£15.00	£257.00	£0.00	£257.00	OS	
	Cats or Dogs - New (Part B)	£108.00	£108.00	3%	£3.00	£111.00	£0.00	£111.00	OS	
	Cats or Dogs - Renewal (Part A)	£242.00	£242.00	3%	£7.00	£249.00	£0.00	£249.00	OS	
	Cats or Dogs - Renewal (Part B)	£108.00	£108.00	0%	£0.00	£108.00	£0.00	£108.00	OS	
	Cats and Dogs (Dual) - New (Part A)	£285.00	£285.00	6%	£17.00	£302.00	£0.00	£302.00	OS	
	Cats and Dogs (Dual) - New (Part B)	£108.00	£108.00	3%	£3.00	£111.00	£0.00	£111.00	OS	
	Cats and Dogs (Dual) - Renewal (Part A)	£285.00	£285.00	3%	£9.00	£294.00	£0.00	£294.00	OS	
	Cats and Dogs (Dual) - Renewal (Part B)	£108.00	£108.00	0%	£0.00	£108.00	£0.00	£108.00	OS	
	Home Boarding - New (Part A)	£160.00	£160.00	6%	£10.00	£170.00	£0.00	£170.00	OS	
	Home Boarding - New (Part B)	£108.00	£108.00	3%	£3.00	£111.00	£0.00	£111.00	OS	
	Home Boarding - Renewal (Part A)	£160.00	£160.00	3%	£5.00	£165.00	£0.00	£165.00	OS	
	Home Boarding - Renewal (Part B)	£108.00	£108.00	0%	£0.00	£108.00	£0.00	£108.00	OS	
	Hiring of Horses	New or Renewal (Part A) - vet fee	£242.00	£242.00	6%	£15.00	£257.00	£0.00	£257.00	OS
		New or Renewal (Part B) - vet fee	£108.00	£108.00	6%	£6.00	£114.00	£0.00	£114.00	OS
Dog Breeding	New (part A) - vet fee	£242.00	£242.00	6%	£15.00	£257.00	£0.00	£257.00	OS	
	New (part B)	£108.00	£108.00	6%	£6.00	£114.00	£0.00	£114.00	OS	
	Renewal (Part A)	£242.00	£242.00	3%	£7.00	£249.00	£0.00	£249.00	OS	
	Renewal (Part B)	£108.00	£108.00	6%	£6.00	£114.00	£0.00	£114.00	OS	
Dog Day Care	New (Part A)	£160.00	£160.00	6%	£10.00	£170.00	£0.00	£170.00	OS	
	New (Part B)	£108.00	£108.00	6%	£6.00	£114.00	£0.00	£114.00	OS	
Dog Day Care	Renewal (Part A)	£160.00	£160.00	3%	£5.00	£165.00	£0.00	£165.00	OS	
	Renewal (Part B)	£108.00	£108.00	0%	£0.00	£108.00	£0.00	£108.00	OS	
Exhibition Of Animals	New or Renewal (Part A)	£160.00	£160.00	6%	£10.00	£170.00	£0.00	£170.00	OS	
Application to be re-rated	per hour or part of	£63.00	£63.00	3%	£2.00	£65.00	£0.00	£65.00	OS	
Variation to the licence	per hour or part of	£63.00	£63.00	3%	£2.00	£65.00	£0.00	£65.00	OS	
Dangerous Wild Animals (Excluding vet fees)	Vets fees plus admin costs of	£159.00	£159.00	6%	£10.00	£169.00	£0.00	£169.00	OS	
	Application fee plus Vets fees plus admin/costs inc initial inspection and informal visits	£696.00	£696.00	6%	£42.00	£738.00	£0.00	£738.00	OS	
Zoos (Excluding vet fees) - 4 yr. initial application	Application fee plus Vets fees plus admin/costs inc initial inspection and informal visits	£1,701.00	£1,701.00	6%	£102.00	£1,803.00	£0.00	£1,803.00	OS	
Zoos (Excluding vet fees) - 6 yr. licence										

	2020/21 Excl. VAT	2020/21 Inc. VAT	Proposed Increase		2021/22	VAT Amount	2021/22 Charge Inc. VAT	VAT Rate		
			% Type	or £						
	£	£			£	£	£			
Scrap Metal										
New/Renewal Collectors fee - 3 yr.										
		Admin/processing of application (part A)	£107.00	£107.00	6%	£6.00	£113.00	£0.00	£113.00	OS
		Document inspection - year 1 (part B)	£38.00	£38.00	6%	£2.00	£40.00	£0.00	£40.00	OS
		Document inspection - year 2 (part B)	£40.00	£40.00	6%	£2.00	£42.00	£0.00	£42.00	OS
		Document inspection - year 3 (part B)	£40.00	£40.00	6%	£2.00	£42.00	£0.00	£42.00	OS
Change of details, name / address			£40.00	£40.00	6%	£2.00	£42.00	£0.00	£42.00	OS
New/Renewal Site fee - 3 yr.		Part A Admin of application includes initial yr. 1 inspection by 2 officers	£408.00	£408.00	6%	£24.00	£432.00	£0.00	£432.00	OS
		Part B Follow up compliance inspection by 2 officers - year 1	£256.00	£256.00	6%	£15.00	£271.00	£0.00	£271.00	OS
		Part B Follow up compliance inspection - year 2 by 2 officers	£265.00	£265.00	6%	£16.00	£281.00	£0.00	£281.00	OS
Change of site manager			£40.00	£40.00	3%	£1.00	£41.00	£0.00	£41.00	OS
Sex Shop Licences and Sexual Entertainment Venues		Initial application (part A)	£1,887.00	£1,887.00	0%	£0.00	£1,887.00	£0.00	£1,887.00	OS
		compliance check (part B)	£133.00	£133.00	6%	£8.00	£141.00	£0.00	£141.00	OS
		Renewal (part A)	£317.00	£317.00	6%	£19.00	£336.00	£0.00	£336.00	OS
		compliance check (part B)	£133.00	£133.00	6%	£8.00	£141.00	£0.00	£141.00	OS
		Transfer fee	£221.00	£221.00	6%	£13.00	£234.00	£0.00	£234.00	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

		2020/21	2020/21	Proposed Increase		2021/22	VAT	2021/22	VAT	
		Excl. VAT	Inc. VAT	%	Type	or £	£	Amount	Charge Inc. VAT	Rate
		£	£			£	£	£	£	
Access to data	Access to information not held on public registers (includes £5 admin fee)	£22.50	£22.50	6%		£150	£24.00	£0.00	£24.00	OS
	Cancellation Fee	£6.00	£6.00	8%		£0.50	£6.50	£0.00	£6.50	OS
LLC1:	Any one part of the register	£7.50	£7.50	7%		£0.50	£8.00	£0.00	£8.00	OS
	Whole of the register	£22.50	£22.50	6%		£150	£24.00	£0.00	£24.00	OS
	Per additional parcel (maximum of £16)	£1.00	£1.00	50%		£0.50	£1.50	£0.00	£1.50	OS
CON 29R	One parcel	£71.00	£85.20	6%		£4.50	£75.50	£15.10	£90.60	S
	Each additional parcel	£16.00	£19.20	6%		£1.00	£17.00	£3.40	£20.40	S
	Lincolnshire County Council Fee	£23.10	£27.72	0%		£0.00	£23.10	£4.62	£27.72	S
CON 29D										
	submitted with CON29R or LLC1	£17.50	£21.00	6%		£1.00	£18.50	£3.70	£22.20	S
	submitted on its own	£17.50	£21.00	6%		£1.00	£18.50	£3.70	£22.20	S
	Administration Fee	£12.50	£15.00	6%		£1.00	£13.50	£2.70	£16.20	S
Additional Enquiries*										
	Per additional enquiry	£30.00	£36.00	6%		£2.00	£32.00	£6.40	£38.40	S/O
	Filing a definitive certificate of the Lands Tribunal	£3.00	£3.00	17%		£0.50	£3.50	£0.00	£3.50	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				S

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

2020/21 Excl. VAT	2020/21 Inc. VAT	Proposed Increase		2021/22	VAT Amount	2021/22 Charge Inc. VAT	VAT Rate
		% Type	or £				

Exclusive Rights of Burial (B) or Cremated Remains (C) in Earthen Graves

	£	£	% Type	or £	£	£	£	
Single Grave not exceeding 9' x 4' (99 years) (B)	£618.50	£618.50	3%	£18.50	£637.00	£0.00	£637.00	OS
Double Grave not exceeding 9' x 4' (99 years) (B)	£866.00	£866.00	3%	£26.00	£892.00	£0.00	£892.00	OS
Triple Grave not exceeding 9' x 4' (99 years) (B)	£967.50	£967.50	3%	£29.00	£996.50	£0.00	£996.50	OS
Single Grave not exceeding 9' x 4' (50 years) (B)	£309.50	£309.50	3%	£9.50	£319.00	£0.00	£319.00	OS
Double Grave not exceeding 9' x 4' (50 years) (B)	£432.50	£432.50	3%	£13.00	£445.50	£0.00	£445.50	OS
Triple Grave not exceeding 9' x 4' (50 years) (B)	£484.00	£484.00	3%	£14.50	£498.50	£0.00	£498.50	OS
Cremated remains only grave not exceeding 4' 6" x 4' (C)	£371.00	£371.00	3%	£11.00	£382.00	£0.00	£382.00	OS
Cremated remains only grave not exceeding 4' 6" x 4' (C) (child up to 12 years)	£100.00	£100.00	3%	£3.00	£103.00	£0.00	£103.00	OS
Exhumation:								
Body	£537.50	£537.50	3%	£16.00	£553.50	£0.00	£553.50	OS
Cremated remains	£269.00	£269.00	3%	£8.00	£277.00	£0.00	£277.00	OS

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

	£	£	%	£	£	£	£	
Headstone up to 18 inches (C)	£124.00	£124.00	3%	£3.50	£127.50	£0.00	£127.50	OS
Headstone 18 inches to 3ft (B)	£148.00	£148.00	3%	£4.50	£152.50	£0.00	£152.50	OS
Headstone over 3ft but under 4ft (B)	£269.00	£269.00	3%	£8.00	£277.00	£0.00	£277.00	OS
Small vase (up to 6 inches) (B) (C)	£53.50	£53.50	3%	£1.50	£55.00	£0.00	£55.00	OS
Vase (6 inches to 1ft) (B) (C)	£99.00	£99.00	3%	£3.00	£102.00	£0.00	£102.00	OS
Plaque (not exceeding 9" x 4" (fixed)) (B) (C)	£53.50	£53.50	3%	£1.50	£55.00	£0.00	£55.00	OS
Plaque (not exceeding 12" x 6" (fixed)) (B) (C)	£99.00	£99.00	3%	£3.00	£102.00	£0.00	£102.00	OS
Flat stone (not exceeding 12" x 12") (B) (C)	£99.00	£99.00	3%	£3.00	£102.00	£0.00	£102.00	OS
Flat stone (not exceeding 12" x 18") (B) (C)	£109.50	£109.50	3%	£3.50	£113.00	£0.00	£113.00	OS
Memorial figurine (not exceeding 12" (fixed)) (B) (C)	£99.00	£99.00	3%	£3.00	£102.00	£0.00	£102.00	OS
Memorial figurine (12" up to 24" (fixed)) (B) (C)	£118.00	£118.00	3%	£3.50	£121.50	£0.00	£121.50	OS
For each inscription after the first	£44.00	£44.00	3%	£1.50	£45.50	£0.00	£45.50	OS

Registration Fees

Per certified copy of a certificate or grant of exclusive Right of Burial	£70.50	£70.50	3%	£2.00	£72.50	£0.00	£72.50	OS
Per certified copy of entry in Register of Burials	£70.50	£70.50	3%	£2.00	£72.50	£0.00	£72.50	OS

Copies of Certificates

Permission to plant memorial tree	£80.50	£80.50	3%	£2.50	£83.00	£0.00	£83.00	OS
Permission to install memorial seat	£80.50	£80.50	3%	£2.50	£83.00	£0.00	£83.00	OS

NB. Burial grounds are at Market Rasen &

Prosperous Communities Committee

Operational Services

2020/21 Excl. VAT	2020/21 Inc. VAT	Proposed Increase		2021/22 £	VAT Amount £	2021/22 Charge Inc. VAT £	VAT Rate
		% Type	or £				

Garden Waste and Additional Blue Sacks	Per 5 sacks	£8.85	£8.85	3%	£0.30	£9.15	£0.00	£9.15	OS
	Postage & packaging of 5 sacks	£2.25	£2.25	4%	£0.10	£2.35	£0.00	£2.35	OS
Garden Waste Wheeled Bin (Annual charge)	Collection of 1st bin	£35.00	£35.00	0%	£0.00	£35.00	£0.00	£35.00	OS
Garden Waste Wheeled Bin (Annual charge)	Collection of 2nd and subsequent bins	£35.00	£35.00	0%	£0.00	£35.00	£0.00	£35.00	OS
Wheeled Bin Replacement (supply & delivery)	Residual/blue recycling	£33.00	£33.00	6%	£2.00	£35.00	£0.00	£35.00	OS
	Garden Waste 2nd and subsequent bins	£15.00	£15.00	133%	£20.00	£35.00	£0.00	£35.00	OS
Wheeled Bins for New Properties (supply & delivery)	Residual/blue recycling	£33.00	£33.00	6%	£2.00	£35.00	£0.00	£35.00	OS
	Garden Waste 2nd and subsequent bins	£15.00	£15.00	133%	£20.00	£35.00	£0.00	£35.00	OS
Bulky Household Waste Collections	Collection articles worth up to 6 points	£32.00	£32.00	3%	£1.00	£33.00	£0.00	£33.00	OS
	Additional articles worth 1 point collected at the same time	£4.15	£4.15	3%	£0.15	£4.30	£0.00	£4.30	OS
Collection and Disposal of Fridges and Freezers from Commercial Premises		£88.60	£88.60	3%	£3.00	£91.60	£0.00	£91.60	OS

** Minimum charge for domestic sized appliances. For larger commercial sized appliances please contact for a quote.

Prosperous Communities Committee

Crematorium

	2020/21 Excl. VAT	2020/21 Inc. VAT	Proposed Increase		2021/22 £	VAT Amount £	2021/22 Charge Inc. VAT £	VAT Rate
			% Type	or £				
Cremation	£805.00	£805.00	3%	£24.00	£829.00	£0.00	£829.00	X
Early start (09:00 & 09:45)	£650.00	£650.00	3%	£19.50	£669.50	£0.00	£669.50	X
Direct Cremation (no attendance 08:45)	£450.00	£450.00	3%	£13.50	£463.50	£0.00	£463.50	X
Body parts/slides and blocks	£75.00	£75.00	3%	£2.50	£77.50	£0.00	£77.50	X
Saturday service (with discussion with Manager)	£1,127.00	£1,127.00	3%	£34.00	£1,161.00	£0.00	£1,161.00	X
Late cancellation fee (cancellations within 72 hours of service)	£110.00	£110.00	3%	£3.50	£113.50	£0.00	£113.50	X
Chapel fee (extension 20 minutes)	£175.00	£175.00	3%	£5.50	£180.50	£0.00	£180.50	X
Chapel fee (extension 40 minutes)	£225.00	£225.00	3%	£7.00	£232.00	£0.00	£232.00	X
Strewings/scattering of cremated remains from elsewhere	£55.00	£55.00	0%	£0.00	£55.00	£0.00	£55.00	X
The Farewell Service								
			A 10 minute service, for 6 mourners, 1 piece of music played on repeat. No minister.					
	£500.00	£500.00	3%	£15.00	£515.00	£0.00	£515.00	X
Webcast recording	£40.00	£48.00	0%	£0.00	£40.00	£8.00	£48.00	S
Webcast recording (available for 28 days and download)	£45.00	£54.00	0%	£0.00	£45.00	£9.00	£54.00	S
DVD recording (1st copy)	£50.00	£60.00	0%	£0.00	£50.00	£10.00	£60.00	S
DVD recording (each subsequent copy)	£25.00	£30.00	0%	£0.00	£25.00	£5.00	£30.00	S
Visual tribute (1 photograph)	£15.00	£18.00	0%	£0.00	£15.00	£3.00	£18.00	S
Visual tribute (2-25 photographs)			Slideshow played on a loop throughout service					
	£40.00	£48.00	0%	£0.00	£40.00	£8.00	£48.00	S
Pro Visual tribute (2-25 photographs)			Professionally edited slideshow					
	£66.67	£80.00	0%	£0.00	£66.67	£13.33	£80.00	S
Visual tribute (for additional 25 photos)			Both standard and professionally edited slideshow					
	£25.83	£31.00	0%	£0.00	£25.83	£5.17	£31.00	S
Video tribute (up to 5 minutes)	£35.00	£42.00	0%	£0.00	£35.00	£7.00	£42.00	S
DVD containing the tribute (1st copy)	£25.00	£30.00	0%	£0.00	£25.00	£5.00	£30.00	S
DVD containing the tribute (each subsequent copy)	£20.00	£24.00	0%	£0.00	£20.00	£4.00	£24.00	S
Downloadable copy of Visual Tribute	£10.00	£12.00	0%	£0.00	£10.00	£2.00	£12.00	S

Prosperous Communities Committee

Crematorium (Continued)

2020/21 Excl. VAT	2020/21 Inc. VAT	Proposed Increase		2021/22	VAT Amount	2021/22 Charge Inc. VAT	VAT Rate	
		% Type	or £					
£	£			£	£	£		
Book of Remembrance (2 lines)	£75.00	£90.00	0%	£0.00	£75.00	£15.00	£90.00	S
Book of Remembrance (each additional line) (to a maximum of 8 lines)	£8.33	£10.00	0%	£0.00	£8.33	£1.67	£10.00	S
Book of Remembrance (illustrations)		plus Admin Fee £10-£30 dependent on requirements						
	POA	POA			POA		POA	S
Miniature book (leather - 2 lines)	£90.00	£108.00	0%	£0.00	£90.00	£18.00	£108.00	S
Miniature book (leather - 5 lines)	£110.00	£132.00	0%	£0.00	£110.00	£22.00	£132.00	S
Miniature book (leather - 8 lines)	£120.00	£144.00	0%	£0.00	£120.00	£24.00	£144.00	S
Memorial card (2 lines)	£40.00	£48.00	0%	£0.00	£40.00	£8.00	£48.00	S
Memorial card (5 lines)	£60.00	£72.00	0%	£0.00	£60.00	£12.00	£72.00	S
Memorial card (8 lines)	£70.00	£84.00	0%	£0.00	£70.00	£14.00	£84.00	S
Additional inscription to existing books and cards	£18.33	£22.00	0%	£0.00	£18.33	£3.67	£22.00	S
Floral design (available for 5 and 8 lines only)	£40.00	£48.00	0%	£0.00	£40.00	£8.00	£48.00	S
Caskets*	£45.00	£54.00	0%	£0.00	£45.00	£9.00	£54.00	S
Temporary deposit of Cremated remains per month after initial month	£10.00	£12.00	0%	£0.00	£10.00	£2.00	£12.00	S
Witnessed scattering	£20.00	£20.00	0%	£0.00	£20.00	£0.00	£20.00	X
Sanctum 2000 vault (leased for 10 years) including up to 80 letters**	£791.67	£950.00	0%	£0.00	£791.67	£158.33	£950.00	S
Sanctum 2000 vault - per letter above 80	£1.75	£2.10	0%	£0.00	£1.75	£0.35	£2.10	S
Barbican memorial (space lease for 5 years)**	£192.50	£231.00	0%	£0.00	£192.50	£38.50	£231.00	S
Mulberry Tree - per leaf, space leased for 5 years**	£137.50	£165.00	0%	£0.00	£137.50	£27.50	£165.00	S

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

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

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

Prosperous Communities Committee

Trinity Arts Centre

2020/21 Excl. VAT	2020/21 Inc. VAT	Proposed Increase		2021/22 £	VAT Amount £	2021/22 Charge Inc. VAT £	VAT Rate		
		% Type	or £						
Theatre (rehearsal) (Mon-Thurs)	per hour	£55.00	£66.00	3%	£1.50	£56.50	£11.30	£67.80	S
Theatre (rehearsal) (Mon-Thurs)	per half day	£180.00	£216.00	3%	£5.50	£185.50	£37.10	£222.60	S
Theatre (rehearsal) (Mon-Thurs)	per full day	£280.00	£336.00	3%	£8.50	£288.50	£57.70	£346.20	S
Theatre (rehearsal) (Fri-Sun)	per hour	£55.00	£66.00	3%	£1.50	£56.50	£11.30	£67.80	S
Theatre (rehearsal) (Fri-Sun)	per half day	£216.00	£259.20	3%	£6.50	£222.50	£44.50	£267.00	S
Theatre (rehearsal) (Fri-Sun)	per full day	£340.00	£408.00	3%	£10.00	£350.00	£70.00	£420.00	S
Theatre (performance) (Mon-Thurs)	per hour	£65.00	£78.00	3%	£2.00	£67.00	£13.40	£80.40	S
Theatre (performance) (Mon-Thurs)	per half day	£230.00	£276.00	3%	£7.00	£237.00	£47.40	£284.40	S
Theatre (performance) (Mon-Thurs)	per full day	£375.00	£450.00	3%	£11.50	£386.50	£77.30	£463.80	S
Theatre (performance) (Fri-Sun)	per hour	£65.00	£78.00	3%	£2.00	£67.00	£13.40	£80.40	S
Theatre (performance) (Fri-Sun)	per half day	£275.00	£330.00	3%	£8.50	£283.50	£56.70	£340.20	S
Theatre (performance) (Fri-Sun)	per full day	£450.00	£540.00	3%	£13.50	£463.50	£92.70	£556.20	S
Studio One/Two (Mon-Sat) (educational/charity)	per hour	£13.33	£16.00	3%	£0.17	£13.50	£2.70	£16.20	S
Studio One/Two (Mon-Sat)	per hour	£20.00	£24.00	3%	£0.50	£20.50	£4.10	£24.60	S
Studio One/Two (Mon-Sat)	per half day	£65.83	£79.00	3%	£2.17	£68.00	£13.60	£81.60	S
Studio One/Two (Mon-Sat)	per full day	£115.83	£139.00	3%	£3.67	£119.50	£23.90	£143.40	S
The Lounge (including duty manager)	per half day	£115.83	£139.00	3%	£3.67	£119.50	£23.90	£143.40	S
The Lounge (including duty manager)	per full day	£222.50	£267.00	3%	£6.50	£229.00	£45.80	£274.80	S
Duty Manager/Technician	per hour	£13.33	£16.00	3%	£0.17	£13.50	£2.70	£16.20	S
Booking Fee (face to face / phone)		£1.00	£1.20	0%	£0.00	£1.00	£0.20	£1.20	S
Film showings - adult		£5.00	£6.00	0%	£0.00	£5.00	£1.00	£6.00	S
Film showings - concessionary *		£4.17	£5.00	0%	£0.00	£4.17	£0.83	£5.00	S
Film showings - TAC member		£3.75	£4.50	0%	£0.00	£3.75	£0.75	£4.50	S

Box office commission for community production hire agreements is 10%

Box office commission for professional production hire agreements is 15%

* concessionary prices eligibility are school children, those on income support, senior citizens, students and those on disability allowance

APPENDIX 4

CAPITAL INVESTMENT STRATEGY 2021/22 – 2025/26

1. Introduction

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

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

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

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

Key elements of the strategy;

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

1. Principles Supporting the Capital Investment Strategy

a) Strategy Principles

- The investment programme will support the Council's strategic priorities, therefore, the capital investment programme will link to all key strategic planning

documents: specifically the Corporate Plan, Executive Business Plan, Medium Term Financial Plan and the Asset Management Plan.

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

b) Capital Investment Policy

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

c) Finance Principles

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

d) Asset Management Principles

The Asset Management Policy ensures that;

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

3. Capital Investment Priorities

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

- Our People – Health and Wellbeing, Leisure, Skills, Vulnerable Groups and Communities
- Our Place – Economic Growth, External Investment, Social Regeneration, Infrastructure, Enhanced Environment
- Our Council – Finances, Structures, Partnerships, Policies, Governance

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

- The Corporate Plan – priorities for the medium term
- The Medium Term Financial Plan - incorporates the Financial Strategy, revenue budget financial impacts of capital investment decisions.
- The Reserves Strategy- prioritises the use of reserves for capital and revenue purposes.
- The Treasury Management Strategy (including Investment Strategy) informs the affordability and sustainability of prudent investment decisions.
- The Commercial Portfolio Strategy – informs how acquisitions of investment properties will be made on a risk based approach
- The Value for Money Strategy – Ensuring VFM is achieved from investment decisions.
- The Housing Strategy – Supporting housing growth and regeneration within the district.
- The Land and Property Investment Strategy -
- The Asset Management Policy – Investment needs of our own land and property holdings
- Service Plans – Investment need for delivery of quality services

4. The Capital Investment Strategy Process

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

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

The process for includes:

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

- Consider core service funding requirements and opportunities to invest in non-Treasury assets to generate returns

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

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

The Capital Programme consists of 4 levels of activity;

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

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

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

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

5. Governance of the Capital Investment Programme

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

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

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

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

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

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

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

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

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

The Programme Board will receive monthly highlight reports

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

Budget Managers will receive monthly monitoring reports.

6. Capital Financing

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

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

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

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

7 Prudential Borrowing

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

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

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

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

8 Revenue Contributions and Earmarked Reserves

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

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

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

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

9 Capital Receipts

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

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

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

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

11 Leasing

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

12 Other Sources of Funding

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

13. Investment in Commercial Properties (Non Treasury Investments)

Any acquisition of Commercial Properties will be in accordance with the Commercial Portfolio Strategy and are being acquired to support delivery of services in a financially sustainable organisation. Up to £30m has been approved for investment in Commercial Property in support and protection of Council Services.

Appropriate experts are engaged as required.

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

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

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

A Valuation Volatility Earmarked Reserve has been created with a target balance of 5% of purchase price of the portfolio. This will help mitigate any financial loss of investment upon the sale of an asset should there be any shortfall against outstanding debt. A proportion of the annual revenue income generated from the investment will be allocated for risk provision.

A Commercial Contingency revenue base budget is also included within the MTFP to mitigate the risk of not achieving the desired level of yield from the Portfolio in year.

These investment assets are not deemed to be liquid over the short term but are likely to be held for the medium term of 5-10 years.

A number of prudential indicators in relation to these investments are contained within the Treasury Management Strategy and will be monitored throughout the year.

14. Risk

All capital projects have a risk register, with all risks affecting the project considered.

A specific risk of capital investment is the impact on the Council's VAT partial exemption (recovery of exempt VAT up to 5% of overall VAT). If exempt VAT exceeds 5% the whole amount is then irrecoverable. Each scheme is therefore assessed for its impact

15. Conclusion

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

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

APPENDIX 5 CAPITAL PROGRAMME SUMMARY

Analysed by cluster

Cluster	Sum of 2021/22	Sum of 2022/23	Sum of 2023/24	Sum of 2024/25	Sum of 2025/26
Investment	0	3,000,000			
Our Council	695,000	375,000	200,000	265,000	100,000
Our People	2,456,261	595,000	595,000	595,000	595,000
Our Place	6,245,284	3,667,500	302,000	608,000	412,000
Grand Total	9,396,545	7,637,500	1,097,000	1,468,000	1,107,000

Analysed by current status

Stage	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£	£	£	£	£	£
BAU	1,346,114	1,513,000	917,000	1,275,000	1,107,000	6,158,114
Pre-Stage 1	523,800	616,000	30,000	0	0	1,169,800
Stage 1	1,892,300	1,900,000	0	0	0	3,792,300
Stage 2	3,655,784	608,500	150,000	193,000	0	4,607,284
Stage 3	1,978,547	3,000,000	0	0	0	4,978,547
Grand Total	9,396,545	7,637,500	1,097,000	1,468,000	1,107,000	20,706,045

Key:

BAU Business as Usual

APPENDIX 6

Analysis of Capital Financing						
Source	Estimate 2021/22	Estimate 2022/23	Estimate 2023/24	Estimate 2024/25	Estimate 2025/26	TOTAL
	£	£	£	£	£	£
Use of Earmarked Reserves						
IT Upgrades/Refresh	-70,000	-95,000	0	-175,000	0	-340,000
Maintenance of Facilities	-117,000	-70,000	-170,000	-90,000	-100,000	-547,000
Property Asset Fund	-433,800	0	0	0	0	-433,800
Investment for Growth Fund	-2,727,247	0	0	0	0	-2,727,247
Project Investment	-365,000	-210,000	0	0	0	-575,000
Communities at Risk	-100,000	0	0	0	0	-100,000
Vehicle Replacement	-438,400	-828,000	-152,000	-415,000	-412,000	-2,245,400
Civic Fund	0	0	-20,000	0	0	-20,000
Total Use of Earmarked Reserves	-4,251,447	-1,203,000	-342,000	-680,000	-512,000	-6,988,447
Grants & Contributions etc	-2,859,798	-1,674,500	-745,000	-788,000	-595,000	-6,662,298
Usable Capital Receipts	-542,300	-3,176,000	-10,000	0	0	-3,728,300
Prudential Borrowing	-1,743,000	-1,584,000	0	0	0	-3,327,000
Capital Financing Total	-9,396,545	-7,637,500	-1,097,000	-1,468,000	-1,107,000	-20,706,045

1. INTRODUCTION

1.1 Background

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

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

The Councils Corporate Plan identifies the Corporate Objectives of the Council and which then informs capital investment requirements. The 2021/22 to 2025/26 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.

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

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

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

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

1.2 Reporting requirements

1.2.1 Capital Investment Strategy

The CIPFA 2017 Prudential and Treasury Management Codes require all Local Authorities to prepare 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.

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

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

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

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

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

Scrutiny

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

1.3 Treasury Management Strategy for 2021/22

The strategy for 2021/22 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 7 January 2021. 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 Group, 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 2021/22 – 2023/24

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

2.1 Capital expenditure

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	2019/20 Actual	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
Our People	1.455	2.796	2.456	0.595	0.595
Our Place	10.669	10.434	6.245	3.668	0.302
Our Council	0.224	0.833	0.695	0.375	0.200
Investment*	5.681	0	0	3.000	0
Total	18.029	14.063	9.396	7.638	1.097

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

Capital expenditure can be financed from a range of external and internal sources. External sources include private sector contributions 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 funding borrowing need.

Financing of capital expenditure £m	2019/20 Actual	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
Capital receipts	0.359	2.565	0.542	3.176	0.010
External Grants	0.734	6.304	2.860	1.675	0.745
S106	0.202	0.928	0	0	0
Earmarked Reserves	1.801	1.792	4.251	1.203	0.342
Revenue Resources	0	0	0	0	0
Net financing need for the year	14.933	2.474	1.743	1.584	0
Total Financing	18.029	14.063	9.396	7.638	1.097

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

Commercial activities / non-financial investments £m	2019/20 Actual	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
Capital Expenditure	5.681	0	0	3.000	0
Financing costs	.099	0	0	0	0
Net financing need for the year	5.681	0	0	0	0
Percentage of total net financing need %	38.04	0	0	0	0

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	2019/20 Actual	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
General Fund Balance	4.234	5.148	2.740	2.740	2.716
Earmarked Reserves	15.787	16.380	13.816	12.357	12.247
Total Revenue Reserves	20.021	21.528	16.556	15.097	14.963
Capital receipts	3.462	1.036	0.558	0.624	0.689
Capital Grants Unapplied	0.538	2.274	0.501	0.501	0.501
Total Capital Reserves	4.000	3.310	1.059	1.125	1.190
Total Useable Reserves	24.021	24.838	17.615	16.222	16.153

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

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

The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge which broadly reduces the indebtedness in line with each 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 Actual	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
Capital Financing Requirement					
Accounting Adj	1.065	1.065	1.065	1.065	1.065
Finance Leases	0	0	0	0	0
Prudential Borrowing	36.840	38.997	42.175	40.821	40.226
Total CFR	37.905	40.062	43.240	41.886	41.291
Of which: Commercial Investment Property	21.665	21.665	21.665	21.665	21.665
Movement in CFR	14.823	2.166	3.178	-1.354	-0.595

Movement in CFR represented by					
Net financing need for the year (above)	14.933	2.473	3.643	0	0
Less MRP and other financing movements	-0.092	-0.279	-0.443	-0.573	-0.573
Loan Principal repaid	-0.018	-0.028	-0.022	-0.781	-0.022
Movement in CFR	14,823	2.166	3.178	-1.354	-0.595

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

3. BORROWING

The capital expenditure plans set out in Section 2 provide details of the service activity of the Council. The treasury management function ensures that the Council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet this service activity and the Council's

capital strategy. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury / prudential indicators, the current and projected debt positions and the annual investment strategy.

3.1 Core funds and expected investment balances

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

Year End Resources £m	2019/20 Actual	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
CFR	37.896	40.062	41.340	39.986	39.391
Less Leases	0	0	0	0	0
Borrowing CFR	37.896	40.062	41.340	39.986	39.391
Less Borrowing	20.000	20.000	31.000	36.000	36.000
Over(-)/Under Borrowing	17.896	20.062	10.340	3.986	3.391
General Fund Balance	-4.234	-5.148	-2.740	-2.740	-2.740
Earmarked Reserves	-15.787	-16.380	-13.816	-12.357	-12.247
Capital receipts	-3.462	-1.036	-0.558	-0.624	-0.689
Capital Grants Unapplied	-0.537	-2.274	-0.501	-0.501	-0.501
Provisions	-0.947	-0.947	-0.947	-0.947	-0.947
Working capital*	-7.062	-3.062	-1.018	-1.58	-0.288
TOTAL FUND	-32.029	-28.846	-19.580	-18.748	-17.412
Expected investments (-) /Borrowing	-14.133	-8.784	-9.240	-14.763	-14.021

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

3.2 Current portfolio position

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

£m	2019/20 Actual	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
External Debt					
Debt at 1 April	16.500	20.000	20.000	31.000	36.000
Expected change in Debt	3.500	0	11.000	5.000	0.000
Gross external debt at 31 March	20.000	20.000	31.000	36.000	36.000
Internal Borrowing (at 31 March)	17.905	20.062	12.240	5.886	5.291
The Capital Financing Requirement	37.905	40.062	43.240	41.886	41.291
Internal Borrowing %	47.24	50.08	28.31	14.05	12.81

Within the range of prudential indicators there are a number of key indicators to ensure that the Council operates its activities within well-defined limits. One of these is that the Council needs to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2021/22 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 Assistant Director of Finance, Business and Property Services 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	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
External Debt	20.000	31.000	36.000	36.000
Operational Boundary	37.905	40.062	43.240	41.886

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	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
Gross Debt*	20.000	31.000	36.000	36.000
Authorised Limit	55.307	45.000	48.000	47.000

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

3.4 Prospects for interest rates

The Council has appointed Link Group as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. Link provided the following forecasts on 11 August 2020. However, following the conclusion of the review of PWLB margins over gilt yields on 25 November 2020, all forecasts below have been reduced by 1%. These are forecasts for certainty rates, gilt yields plus 80bps:

Link Group Interest Rate View 9.11.20														
These Link forecasts have been amended for the reduction in PWLB margins by 1.0% from 26.11.20														
	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24
BANK RATE	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
3 month ave earnings	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
6 month ave earnings	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
12 month ave earnings	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20
5 yr PWLB	0.80	0.80	0.80	0.80	0.80	0.90	0.90	0.90	0.90	0.90	1.00	1.00	1.00	1.00
10 yr PWLB	1.10	1.10	1.10	1.10	1.10	1.20	1.20	1.20	1.20	1.20	1.30	1.30	1.30	1.30
25 yr PWLB	1.50	1.50	1.60	1.60	1.60	1.60	1.70	1.70	1.70	1.70	1.80	1.80	1.80	1.80
50 yr PWLB	1.30	1.30	1.40	1.40	1.40	1.40	1.50	1.50	1.50	1.50	1.60	1.60	1.60	1.60

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

The coronavirus outbreak has done huge economic damage to the UK and economies around the world. After the Bank of England took emergency action in March to cut Bank Rate to first 0.25%, and then to 0.10%, it left Bank Rate unchanged at its subsequent meetings to 5th November, although some forecasters had suggested that a cut into negative territory could happen. However, the Governor of the Bank of England has made it clear that he currently thinks that such a move would do more damage than good and that more quantitative easing is the favoured tool if further action becomes necessary. As shown in the forecast table above, no increase in Bank Rate is expected in the forecast table above as economic recovery is expected to be only gradual and, therefore, prolonged.

Gilt yields / PWLB rates

The PWLB borrowing rates are based on Gilt yields and therefore the movement in gilt prices is of significant interest. There was much speculation during the second half of 2019 that bond markets were trading above their true worth, driving bond prices up and yields down to historically very low levels. The context for that was a heightened expectation that the US could have been heading for a recession in 2020. In addition, there were growing expectations of a downturn in world economic growth, especially due to fears around the impact of the trade war between the US and China, together with inflation generally at low levels in most countries and expected to remain subdued. Combined, these conditions were conducive to very low bond yields. While inflation targeting by the major central banks has been successful over the last thirty years in lowering inflation expectations, the real equilibrium rate for central rates has fallen considerably due to the high level of borrowing by consumers. This means that central banks do not need to raise rates as much now to have a major impact on consumer spending, inflation, etc. The consequence of this has been the gradual lowering of the overall level of interest rates and bond yields in financial markets over the last 30 years. Over the year prior to the coronavirus crisis, this has seen many bond yields up to 10 years turn negative in the Eurozone. In addition, there has, at times, been an inversion of bond yields in the US whereby 10 year yields have fallen below shorter term yields. In the past, this has been a precursor of a recession. The other side of this coin is that bond prices are elevated as investors would be expected to be moving out of riskier assets i.e. shares, in anticipation of a downturn in corporate earnings and so selling out of equities.

Gilt yields had therefore already been on a generally falling trend up until the coronavirus crisis hit western economies during March 2020. After gilt yields spiked up during the financial crisis in March, we have seen these yields fall sharply to unprecedented lows as investors panicked during March in selling shares in anticipation of impending recessions in western economies, and moved cash into safe haven assets i.e. government bonds. However, major western central banks took rapid action to deal with excessive stress in financial markets during March, and started massive quantitative easing purchases of government bonds: this also acted to put downward pressure on government bond yields at a time when there has been a huge and quick expansion of government expenditure financed by issuing government bonds. Such unprecedented levels of issuance in “normal” times would have caused bond yields to rise sharply. Gilt yields and PWLB rates have been at remarkably low rates so far during 2020/21.

As the interest forecast table for PWLB certainty rates above shows, there is expected to be little upward movement in PWLB rates over the next two years as it will take economies, including the UK, a prolonged period to recover all the momentum they have lost in the sharp recession caused during the coronavirus shut down period. 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, (as shown on 9th November when the first results of a successful

COVID-19 vaccine trial were announced). Such volatility could occur at any time during the forecast period.

Investment and borrowing rates

- **Investment returns** are likely to remain exceptionally low during 2021/22 with little increase in the following two years.
- **Borrowing interest rates** fell to historically very low rates as a result of the COVID crisis and the quantitative easing operations of the Bank of England: indeed, gilt yields up to 6 years were negative during most of the first half of 2020/21. The policy of avoiding new borrowing by running down spare cash balances has served local authorities well over the last few years. The unexpected increase of 100 bps in PWLB rates on top of the then current margin over gilt yields of 80 bps in October 2019, required an initial major rethink of local authority treasury management strategy and risk management. However, the Government undertook a review after this rise was prohibiting capital investment in regeneration activity due to increased costs. A review and consultation process was therefore undertaken. It also introduced the following rates for borrowing for different types of capital expenditure: -
 - **PWLB Standard Rate** is gilt plus 200 basis points (G+200bps)
 - **PWLB Certainty Rate** is gilt plus 180 basis points (G+180bps)
 - **PWLB HRA Standard Rate** is gilt plus 100 basis points (G+100bps)
 - **PWLB HRA Certainty Rate** is gilt plus 80bps (G+80bps)
 - **Local Infrastructure Rate** is gilt plus 60bps (G+60bps)
- As a consequence of these increases in margins, we, as did many other local authorities decided to refrain from PWLB borrowing unless it was for HRA or local infrastructure financing, until such time as the review of margins was concluded.
- On 25 November, the Chancellor announced the conclusion to the review of margins over gilt yields for PWLB rates; the standard and certainty margins were reduced by 1% but a prohibition was introduced to deny access to borrowing from the PWLB for any local authority which had purchase of assets for yield in its three year capital programme. The new margins over gilt yields are as follows: -
 - **PWLB Standard Rate** is gilt plus 100 basis points (G+100bps)
 - **PWLB Certainty Rate** is gilt plus 80 basis points (G+80bps)
 - **PWLB HRA Standard Rate** is gilt plus 100 basis points (G+100bps)
 - **PWLB HRA Certainty Rate** is gilt plus 80bps (G+80bps)
 - **Local Infrastructure Rate** is gilt plus 60bps (G+60bps)
- **Borrowing for capital expenditure.** As Link's long-term forecast for Bank Rate is 2.00%, and all PWLB rates are under 2.00%, there is now value in borrowing from the PWLB for all types of capital expenditure for all maturity periods, especially as current rates are at historic lows. However, greater value can be obtained in borrowing for shorter maturity periods so the Council will assess its risk appetite in conjunction with budgetary pressures to reduce total interest costs. Longer-term

borrowing could also be undertaken for the purpose of certainty, where that is desirable, or for flattening the profile of a heavily unbalanced maturity profile.

- While this authority will not be able to avoid borrowing to finance new capital expenditure, to replace maturing debt and the rundown of reserves, there will be a cost of carry, (the difference between higher borrowing costs and lower investment returns), to any new borrowing that causes a temporary increase in cash balances 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 support schemes with a socio-economic value i.e. for the regeneration and growth of the District.
- to support significant service investment where the cost of borrowing will be offset by efficiencies and/or cost savings
- all external debt undertaken will be repaid on loan maturities

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

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

Against this background and the risks within the economic forecast, caution will be adopted with the 2021/22 treasury operations. The Assistant Director Finance, Business Support and Property Services will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:

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

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

3.6 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 Debt Rescheduling

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

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

3.8 New financial institutions as a source of borrowing

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

- Local authorities (primarily shorter dated maturities)
- Financial institutions (primarily insurance companies and pension funds but also some banks, out of spot or forward dates)
- Municipal Bonds Agency (no issuance at present but there is potential)

The degree which any of these options proves cheaper than PWLB Certainty Rate is still evolving at the time of writing but our advisors will keep us informed.

3.9 Approved sources of Long and Short Term Borrowing

On Balance Sheet	Fixed	Variable
PWLB	Unlimited	25%
Municipal bond agency	Unlimited	0
Local authorities	Unlimited	0
Banks	25%	10%
Market (long-term)	25%	10%
Market (temporary)	25%	10%
Local authorities temporary	25%	N/A
Local / Community Bonds	25%	10%
Overdraft (notified in advance)		£1m

Internal (capital receipts & revenue balances)	50%	N/A
Finance leases	Unlimited	N/A

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). The Council will aim to achieve the optimum return (yield) on its investments commensurate with proper levels of security and liquidity and with the Council’s risk appetite. In the current economic climate it is considered appropriate to keep investments short term to cover cash flow needs. However, where appropriate (from an internal as well as external perspective), the Council will also consider the value available in periods up to 12 months with high credit rated financial institutions, as well as wider range fund options.

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

1. Minimum acceptable **credit criteria** are applied in order to generate a list of highly creditworthy counterparties. This also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the short term and long-term ratings.
2. **Other information:** ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To achieve this consideration the Council will engage with its advisors to maintain a monitor on market pricing such as “**credit default swaps**” and overlay that information on top of the credit ratings.
3. **Other information sources** used will include the financial press, share price and other such information pertaining to the financial sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.

4. This authority has defined the list of **types of investment instruments** that the treasury management team are authorised to use. There are two lists in Appendix D under the categories of 'specified' and 'non-specified' investments.
 - **Specified investments** are those with a high level of credit quality and subject to a maturity limit of one year or have less than a year left to run to maturity if originally they were originally classified as being non-specified investments solely due to the maturity period exceeding one year.
 - **Non-specified investments** are those with less high credit quality, may be for periods in excess of one year, and/or are more complex instruments which require greater consideration by members and officers before being authorised for use.
5. **Non-specified and loan investment limits.** The Council has determined that it will set a limit to the maximum exposure of the total treasury management investment portfolio to non-specified treasury management investments of 40%.
6. **Lending limits**, (amounts and maturity), for each counterparty will be set through applying the matrix table in paragraph 4.2.
7. **Transaction limits** are set for each type of investment in 4.2.
8. This authority will set a limit for its investments which are invested for **longer than 365 days**, (see paragraph 4.4).
9. Investments will only be placed with counterparties from countries with a specified minimum **sovereign rating**, (see paragraph 4.3).
10. This authority has engaged **external consultants**, (see paragraph 1.5), to provide expert advice on how to optimise an appropriate balance of security, liquidity and yield, given the risk appetite of this authority in the context of the expected level of cash balances and need for liquidity throughout the year.
11. All investments will be denominated in **sterling**.
12. As a result of the change in accounting standards for 2020/21 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 ending 31 March 2023.

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

4.2 Creditworthiness policy

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

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

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

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

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

- Banks 1 - good credit quality – the Council will only use banks which:
 - i. are UK banks; and/or
 - ii. are non-UK and domiciled in a country which has a minimum sovereign Long Term rating of AAand have, as a minimum, the following Fitch, Moody's and Standard & Poor's credit ratings (where rated):

- i. Short Term – F1
 - ii. Long Term – A
- Banks 2 – Part nationalised UK bank – Royal Bank of Scotland ring-fenced operations. This bank can be included provided they continue to be part nationalised or meet the ratings in Banks 1 above.
- Banks 3 – The Council’s own banker for transactional purposes if the bank falls below the above criteria, although in this case balances will be minimised in both monetary size and time invested.
- Bank subsidiary and treasury operation -. The Council will use these where the parent bank has provided an appropriate guarantee or has the necessary ratings outlined above.
- Building societies - The Council will use all societies which:
 - i. Meet the ratings for banks outlined above;
- Money Market Funds (MMFs) CNAV – AAA
- Money Market Funds (MMFs standard) LNVAV – AAA
- Money Market Funds (MMFs enhanced) VNAV – AAA
- UK Government (including gilts, Treasury Bills and the DMADF)
- Local authorities, parish councils etc.
- Housing associations
- Supranational institutions
- Local Authority Property Asset Fund (CCLA)
- Local/Community Bonds
- Corporate Bond Funds
- Covered Bonds

Use of additional information other than credit ratings. Additional requirements under the Code require the Council to supplement credit rating information. Whilst the above criteria 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, rating Watches/Outlooks) will be applied to compare the relative security of differing investment opportunities.

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

	Fitch	Moody's	Standard & Poors	Money Limit	Time Limit
Banks 1 – up to 1 year	F1	P1	A1	£7.5m per counterparty at Group level	1 year
Banks 1 – over 1 year	AA	Aa2	AA	£2m maximum exposure	1 year to 5 years
Banks 2 – UK part nationalised				£5m per counterparty at Group Level	1 year
Banks 3 – Council's own bank if not covered by 1 or 2				£1m	1 Day
Other Local Authorities				£5m per counterparty	5 years
Housing Associations				£1m maximum exposure	6 mths
Bank of England DMADF				No limit	6 mths
Gilts/Treasury Bills – where no loss of principal if held to maturity				£5m maximum exposure	5 years
Supranational				£5m per counterparty	1 year
Quality Corporate Bonds Funds				£2m	5 years
Local Authority Property Asset Funds				£4m	5 years
Certificates of Deposit				£2m	5 years
Covered Bonds				£1m	5 years

	Fund rating			Money and/or % Limit	Time Limit
Money market funds CNAV	AAA			£7.5m per counterparty	Overnight
Money market funds LVNAV (standard)	AAA			£7.5m per counterparty	Overnight
Money market funds VNAV (Enhanced)	AAA			£5m	5 years

4.3 Other Limits

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

- a) **Non-specified treasury management investment limit.** The Council has determined that it will limit the maximum total exposure of treasury management investments to non-specified treasury management investments as being 40% of the total treasury management investment portfolio.
- b) The Council has determined that it will only use approved counterparties from countries with a minimum sovereign credit rating of AA from Fitch. The list of countries that qualify using this credit criteria as at the date of this report are shown in Appendix E. This list will be added to, or deducted from, by officers should ratings change in accordance with this policy.
- c) Other limits. In addition:
 - No more than £2m will be placed with any non-UK country at any time;
 - Limits in place above will apply to a group of companies;
 - Sector limits will be monitored regularly for appropriateness

4.4 Investment strategy

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

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

Investment returns expectations.

Bank Rate is unlikely to rise from 0.10% for a considerable period. It is very difficult to say when it may start rising so it may be best to assume that investment earnings from money market-related instruments will be sub 0.50% for the foreseeable future.

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 long term forecast is for periods over 10 years in the future):

Average earnings in each year	
2020/21	0.10%
2021/22	0.10%
2022/23	0.10%
2023/24	0.10%
2024/25	0.25%
Long term later years	2.00%

- The overall balance of risks to economic growth in the UK is probably now skewed to the upside, but is subject to major uncertainty due to the virus and how quickly successful vaccines may become available and widely administered to the population. It may also be affected by what, if any, deal the UK agrees as part of Brexit.
- There is relatively little UK domestic risk of increases or decreases in Bank Rate and significant changes in shorter term PWLB rates. The Bank of England has effectively ruled out the use of negative interest rates in the near term and increases in Bank Rate are likely to be some years away given the underlying economic expectations. However, it is always possible that safe haven flows, due to unexpected domestic developments and those in other major economies, or a return of investor confidence in equities, could impact gilt yields, (and so PWLB rates), in the UK.

Negative investment rates

While the Bank of England said in August / September 2020 that it is unlikely to introduce a negative Bank Rate, at least in the next 6 -12 months, and in November omitted any mention of negative rates in the minutes of the meeting of the Monetary Policy Committee, some deposit accounts are already offering negative rates for shorter periods. As part of the response to the pandemic and lockdown, the Bank and the Government have provided financial markets and businesses with plentiful access to credit, either directly or through commercial banks. In addition, the Government has provided large sums of grants to local authorities to help deal with the COVID crisis; this has caused some local authorities to have sudden large increases in cash balances searching for an investment home, some of which was only very short term until those sums were able to be passed on.

As for money market funds (MMFs), yields have continued to drift lower. Some managers have already resorted to trimming fee levels to ensure that net yields for investors remain in positive territory where possible and practical. Investor cash flow uncertainty, and the need to maintain liquidity in these unprecedented times, has meant there is a surfeit of money at the very short end of the market. This has seen a number of market operators, now including the DMADF, offer nil or negative rates for very short term maturities. This is not universal, and MMFs are still offering a marginally positive return, as are a number of financial institutions for investments at the very short end of the yield curve.

Inter-local authority lending and borrowing rates have also declined due to the surge in the levels of cash seeking a short-term home at a time when many local authorities are probably having difficulties over accurately forecasting when disbursements of funds received will occur or when further large receipts will be received from the Government in support of Covid-19 response/recovery funds.

CCLA Property fund issues

Dealing in the Property Fund was suspended in March 2020 as difficult market conditions in the property sector has resulted in material uncertainty in the fund's assets. Since then conditions in the property market have stabilised and valuation clarity and certainty have improved across its various segments. Trading recommenced 30 September 2020.

The Property Fund has now introduced a 90 day notice period for redemptions which will have to be taken into account when assessing the Council's cashflow forecasting.

As a result of Covid-19 the Property Fund Managers are anticipating a 10% reduction in the value of investments by the end of 2020 and they expect to pay 75% of income payments for the second and third quarters of 2020, the proportion rising in the final quarter as recovery arrives. The income from the fund still remains attractive in this period of ultra-low interest rates.

Ethical Investing

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

However, the Treasury function is controlled by statute and professional guidance and its main priorities must remain as security, liquidity and yield.

Work will be ongoing throughout 2021/22 to understand the ESG policies and risks associated with such investments and to inform future strategy.

Consideration of ESG will be undertaken when considering new investment opportunities.

Treasury Investment Portfolio

The Council is expecting to have an average investment portfolio of £13m throughout 2021/22 and expects to receive investment income totalling £0.100m as shown below:

Treasury Investment Portfolio	Average Portfolio £m	Interest Rate %	Interest £m
Liquidity Investments	10.0	0.10	0.010
Long Term Investments	3.00	3.00	0.090
Total Investment Income (2021/2022)	13.00	0.08	0.100

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	2021/22	2022/23	2023/24
Principal sums invested > 365 days	£5m	£5m	£5m

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

4.5 Investment risk benchmarking

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

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

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

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

- Liquid short term deposits of at least £4m available with a week's notice.

- Weighted average life benchmark is expected to be 0.25 years, with a maximum of 1 years.

Yield - local measures of yield benchmarks are;

- Investments – internal returns above the 7 day 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.

The Council is appreciative that the provision of LIBOR and associated LIBID rates is expected to cease at the end of 2021. It will work with its advisors in determining suitable replacement investment benchmark(s) ahead of this cessation and will report back to members accordingly.

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 6 properties, with £21.666m having been spent on these acquisitions (includes costs) to date and the gross return 2021/22 is estimated to be 6.34%.

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 £8m in commercial property over the next 3 years to generate a target net income of £500,000 - £600,000 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 investment strategy for the Council that aims to balance risk across the portfolio whilst achieving the target returns required.

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

The strategy included;

1. To acquire an investment portfolio of commercial property assets in lot sizes of £1.0m to £10.0m, targeting an average lot size of circa £3.5m to £4m across the portfolio and total investment of £30.0m.

2. Authority to complete on acquisitions should be delegated to the Chief Executive in consultation with the Chief Finance Officer and Leader of the Council, provided that the purchase is within agreed criteria. All assets will be assessed against these criteria and the Chief Executive will have delegated Authority to complete on the acquisition of assets which score 50 or more out of 70. Any asset which falls below this threshold or registers a zero against any criteria may still be considered but specific justification will need to be provided and the decision to proceed taken to the Corporate Policy and Resources Committee for approval. An example of how this scoring criteria will be applied is provided at Appendix D of the attached report.

3. Reserves will be utilised to fund any further acquisitions. Business case modelling will be developed using an opportunity cost of capital based on debt funded through Prudential Borrowing. The business case will be made on the basis of borrowing the full amount each time to ensure that resources are able to be recycled.

4. All assets will be acquired against a target hold period of 5 to 10 years with consideration given to asset management to enhance/protect value over the period of ownership (and any additional resource required/expected in this respect) and risks relating to disposal after the proposed hold period. A proportion of the income will be allocated for risk provision. Further returns would depend on investment performance relative to target and might be achieved through release of the risk provision and/or capital returns.

5. The financial position will be thoroughly monitored throughout the hold period and adequate response made to any change in market conditions and portfolio performance. Decisions regarding the funding of acquisitions will be made by the 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 attached at Appendix H.

5 APPENDICES to the Treasury Management Strategy

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

APPENDIX A

THE CAPITAL PRUDENTIAL AND TREASURY INDICATORS 2021/22 – 2023/24 AND MRP STATEMENT

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

Capital Expenditure

Capital Expenditure By Cluster £m	2019/20 Actual	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate
Our People	1.455	2.796	2.456	0.595	0.595
Our Place	10.669	10.434	6.245	3.668	0.302
Our Council	0.224	0.833	0.695	0.375	0.200
Investment*	5.681	0	0	3.000	0
Total	18.029	14.063	9.396	7.638	1.097

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);

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

The estimated useful life of assets will not exceed 50 years except as otherwise permitted by the guidance (and supported by valuer's advice).

If no useful life can be attributed to the asset, i.e. land, then the estimated useful life will be taken as 50 years

- **Asset life method – Annuity Method**
Under this approach the debt is repaid over the expected useful life of the asset financed from borrowing. For, regeneration schemes or administrative projects, where revenue benefits are only realised in future years or increase in future years, and will be based on an appropriate rate.
- **Loan Principal repayment as proxy for MRP**
The council considers that where borrowing has funded capital loan advances, the loan principal repaid (or in the event of default the realisation of security) as a capital receipt will be utilised to repay the borrowing and therefore negates the requirement to set aside an annual MRP charge.
- **Borrowing for Non-Treasury Investments**
Where the Council has borrowed and anticipates a capital receipt will be realised within the short/medium term, i.e. 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 Voluntary Minimum Revenue Provision 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 and contribute to Voluntary MRP.

- **Finance Leases**
MRP for finance leases and service concessions will be charged over the primary period of the lease, in line with the guidance.
- **Voluntary MRP Overpayments** – The Council has the ability to repay additional amounts for MRP as voluntary contributions as it considers appropriate.

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

Affordability prudential indicators

The previous sections cover the overall capital and control of borrowing prudential indicators, but within this framework prudential indicators are

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

a. Ratio of financing costs to net revenue stream

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

%	2021/22	2022/23	2023/24	2024/25	2025/26
	Estimate	Estimate	Estimate	Estimate	Estimate
Net Revenue Expenditure £m	13.279	12.910	13.196	13.765	14.144
Interest Payable £m	0.378	0.837	0.837	0.837	0.837
Interest Receivable (-) £m	0.125	0.087	0.098	0.101	0.101
MRP £m	0.443	0.573	0.573	0.573	0.573
Capital Financing Charges	0.945	1.497	1.508	1.510	1.510
Ratio	7.12%	11.60%	11.43%	10.97%	10.68%

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:

£	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate
Council tax - band D	-0.77	0	0	1.16	1.17	1.17

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	2021/22	2022/23	2023/24
Interest rate exposures			
	Upper	Upper	Upper
Limits on fixed interest rates:			
• Debt only		100%	100%
• Investments only		75%	75%
Limits on variable interest rates			
• Debt only	25%	25%	20%
• Investments only	100%	100%	100%
Maturity structure of fixed interest rate borrowing 2021/22			
	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 2021/22			
	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

The PWLB rates below are based on the new margins over gilts announced on 26th November 2020. PWLB forecasts shown below have taken into account the 20 basis point certainty rate reduction effective as of the 1st November 2012.

Link Group Interest Rate View		9.11.20 (The Capital Economics forecasts were done 11.11.20)													
These Link forecasts have been amended for the reduction in PWLB margins by 1.0% from 26.11.20															
	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22	Jun-22	Sep-22	Dec-22	Mar-23	Jun-23	Sep-23	Dec-23	Mar-24	
BANK RATE	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	
3 month ave earnings	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	
6 month ave earnings	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	
12 month ave earnings	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	
5yr PWLB	0.80	0.80	0.80	0.80	0.80	0.90	0.90	0.90	0.90	0.90	1.00	1.00	1.00	1.00	
10yr PWLB	1.10	1.10	1.10	1.10	1.10	1.20	1.20	1.20	1.20	1.20	1.30	1.30	1.30	1.30	
25yr PWLB	1.50	1.50	1.60	1.60	1.60	1.60	1.70	1.70	1.70	1.70	1.80	1.80	1.80	1.80	
50yr PWLB	1.30	1.30	1.40	1.40	1.40	1.40	1.50	1.50	1.50	1.50	1.60	1.60	1.60	1.60	
Bank Rate															
Link	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	
Capital Economics	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	-	-	-	-	-	
5yr PWLB Rate															
Link	0.80	0.80	0.80	0.80	0.80	0.90	0.90	0.90	0.90	0.90	1.00	1.00	1.00	1.00	
Capital Economics	0.90	0.90	0.90	0.90	0.90	0.90	0.90	0.90	0.90	-	-	-	-	-	
10yr PWLB Rate															
Link	1.10	1.10	1.10	1.10	1.10	1.20	1.20	1.20	1.20	1.20	1.30	1.30	1.30	1.30	
Capital Economics	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	1.30	-	-	-	-	-	
25yr PWLB Rate															
Link	1.50	1.50	1.60	1.60	1.60	1.60	1.70	1.70	1.70	1.70	1.80	1.80	1.80	1.80	
Capital Economics	1.80	1.80	1.80	1.80	1.80	1.80	1.80	1.80	1.80	-	-	-	-	-	
50yr PWLB Rate															
Link	1.30	1.30	1.40	1.40	1.40	1.40	1.50	1.50	1.50	1.50	1.60	1.60	1.60	1.60	
Capital Economics	1.70	1.70	1.70	1.70	1.70	1.70	1.70	1.70	1.70	-	-	-	-	-	

APPENDIX C

ECONOMIC BACKGROUND (as at November 2020)

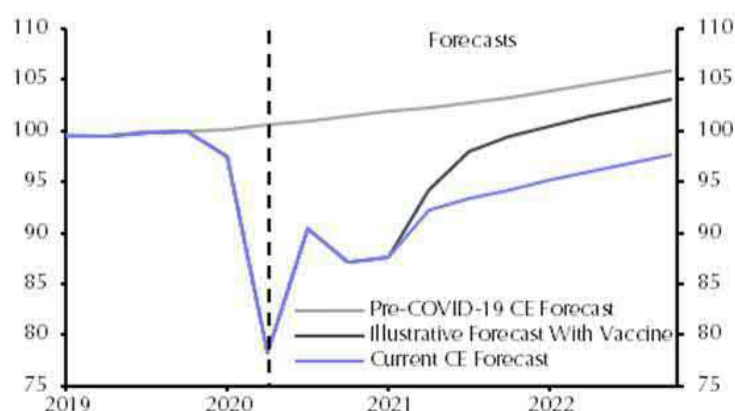
- **UK.** The Bank of England's Monetary Policy Committee kept **Bank Rate** unchanged on 5th November. However, it revised its economic forecasts to take account of a second national lockdown from 5th November to 2nd December which is obviously going to put back economic recovery and do further damage to the economy. It therefore decided to do a further tranche of **quantitative easing (QE) of £150bn**, to start in January when the current programme of £300bn of QE announced in March to June, runs out. It did this so that "announcing further asset purchases now should support the economy and help to ensure the unavoidable near-term slowdown in activity was not amplified by a tightening in monetary conditions that could slow the return of inflation to the target".
- Its forecasts appeared, at the time, to be rather optimistic in terms of three areas:
 - The economy would recover to reach its pre-pandemic level in Q1 2022
 - The Bank also expects there to be excess demand in the economy by Q4 2022.
 - CPI inflation is therefore projected to be a bit above its 2% target by the start of 2023 and the "inflation risks were judged to be balanced".
- Significantly, there was no mention of **negative interest rates** in the minutes or Monetary Policy Report, suggesting that the MPC remains some way from being persuaded of the case for such a policy, at least for the next 6 -12 months. However, rather than saying that it "stands ready to adjust monetary policy", the MPC this time said that it will take "whatever additional action was necessary to achieve its remit". The latter seems stronger and wider and may indicate the Bank's willingness to embrace new tools.
- One key addition to **the Bank's forward guidance** in August was a new phrase in the policy statement, namely that "it does not intend to tighten monetary policy until there is clear evidence that significant progress is being made in eliminating spare capacity and achieving the 2% target sustainably". That seems designed to say, in effect, that even if inflation rises to 2% in a couple of years' time, do not expect any action from the MPC to raise Bank Rate – until they can clearly see that level of inflation is going to be persistently above target if it takes no action to raise Bank Rate. Our Bank Rate forecast currently shows no increase through to quarter 1 2024 but there could well be no increase during the next five years due to the slow rate of recovery of the economy and the need for the Government to see the burden of the elevated debt to GDP ratio falling significantly. **Inflation** is unlikely to pose a threat requiring increases in Bank Rate during this period as there is likely to be spare capacity in the economy for a considerable time. It is expected to briefly peak at around 2% towards the end of 2021, but this is a temporary short lived factor and so not a concern.

- However, the minutes did contain several references to **downside risks**. The MPC reiterated that the “recovery would take time, and the risks around the GDP projection were judged to be skewed to the downside”. It also said “the risk of a more persistent period of elevated unemployment remained material”. Downside risks could well include severe restrictions remaining in place in some form during the rest of December and most of January too. That could involve some or all of the lockdown being extended beyond 2nd December, a temporary relaxation of restrictions over Christmas, a resumption of the lockdown in January and lots of regions being subject to Tier 3 restrictions when the lockdown ends. Hopefully, restrictions should progressively ease during the spring. It is only to be expected that some businesses that have barely survived the first lockdown, will fail to survive the second lockdown, especially those businesses that depend on a surge of business in the run up to Christmas each year. This will mean that there will be some level of further permanent loss of economic activity, although the extension of the furlough scheme to the end of 31st March will limit the degree of damage done.
- As for **upside risks**, we have been waiting expectantly for news that various **COVID19 vaccines** would be cleared as being safe and effective for administering to the general public. The Pfizer announcement on 9th November was very encouraging as its 90% effectiveness was much higher than the 50-60% rate of effectiveness of flu vaccines which might otherwise have been expected. However, their phase three trials are still only two-thirds complete. More data needs to be collected to make sure there are no serious side effects. We don’t know exactly how long immunity will last or whether it is effective across all age groups. The Pfizer vaccine specifically also has demanding cold storage requirements of minus 70C that might make it more difficult to roll out. However, the logistics of production and deployment can surely be worked out over the next few months.
- However, there has been even further encouraging news since then with another two vaccines announcing high success rates. Together, these three announcements have enormously boosted confidence that **life could largely return to normal during the second half of 2021**, with activity in the still-depressed sectors like restaurants, travel and hotels returning to their pre-pandemic levels, which would help to bring the unemployment rate down. With the household saving rate currently being exceptionally high, there is plenty of pent-up demand and purchasing power stored up for these services. A comprehensive roll-out of vaccines might take into late 2021 to fully complete; but if these vaccines prove to be highly effective, then there is a possibility that restrictions could begin to be eased, possibly in Q2 2021, once vulnerable people and front-line workers had been vaccinated. At that point, there would be less reason to fear that hospitals could become overwhelmed any more. Effective vaccines would radically improve the economic outlook once they have been widely administered; it may allow GDP to rise to its pre-virus level a year earlier than otherwise and mean that the unemployment rate peaks at 7% next year instead of 9%. But while this would reduce the need for more QE and/or negative interest rates, increases in Bank Rate would still remain some years away. There is also a potential question as to whether the relatively optimistic outlook of the Monetary Policy Report was swayed by making positive assumptions

around effective vaccines being available soon. It should also be borne in mind that as effective vaccines will take time to administer, economic news could well get worse before it starts getting better.

- **Public borrowing** is now forecast by the Office for Budget Responsibility (the OBR) to reach £394bn in the current financial year, the highest ever peace time deficit and equivalent to 19% of GDP. In normal times, such an increase in total gilt issuance would lead to a rise in gilt yields, and so PWLB rates. However, the QE done by the Bank of England has depressed gilt yields to historic low levels, (as has similarly occurred with QE and debt issued in the US, the EU and Japan). This means that new UK debt being issued, and this is being done across the whole yield curve in all maturities, is locking in those historic low levels through until maturity. In addition, the UK has one of the longest average maturities for its entire debt portfolio, of any country in the world. Overall, this means that the total interest bill paid by the Government is manageable despite the huge increase in the total amount of debt. The OBR was also forecasting that the government will still be running a budget deficit of £102bn (3.9% of GDP) by 2025/26. However, initial impressions are that they have taken a pessimistic view of the impact that vaccines could make in the speed of economic recovery.
- Overall, **the pace of recovery** was not expected to be in the form of a rapid V shape, but a more elongated and prolonged one. The initial recovery was sharp but after a disappointing increase in GDP of only 2.1% in August, this left the economy still 9.2% smaller than in February; this suggested that the economic recovery was running out of steam after recovering 64% of its total fall during the crisis. The last three months of 2020 were originally expected to show zero growth due to the impact of widespread local lockdowns, consumers probably remaining cautious in spending, and uncertainty over the outcome of the UK/EU trade negotiations concluding at the end of the year also being a headwind. However, the second national lockdown starting on 5th November for one month is expected to depress GDP by 8% in November while the rebound in December is likely to be muted and vulnerable to the previously mentioned downside risks. It was expected that the second national lockdown would push back recovery of GDP to pre pandemic levels by six months and into sometime during 2023. However, the graph below shows what Capital Economics forecast could happen if successful vaccines were widely administered in the UK in the first half of 2021; this would cause a much quicker recovery.

Level of real GDP (Q4 2019 = 100)



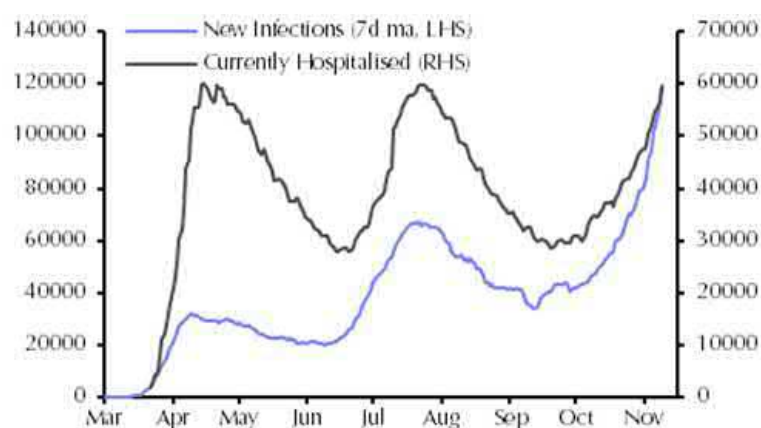
- There will be some **painful longer term adjustments** as e.g. office space and travel by planes, trains and buses may not recover to their previous level of use for several years, or possibly ever, even if vaccines are fully successful in overcoming the current virus. There is also likely to be a reversal of globalisation as this crisis has exposed how vulnerable long-distance supply chains are. On the other hand, digital services are one area that has already seen huge growth.
- The **Financial Policy Committee** (FPC) report on 6th August revised down their expected credit losses for the banking sector to “somewhat less than £80bn”. It stated that in its assessment “banks have buffers of capital more than sufficient to absorb the losses that are likely to arise under the MPC’s central projection”. The FPC stated that for real stress in the sector, the economic output would need to be twice as bad as the MPC’s projection, with unemployment rising to above 15%.

US. The result of **the November elections** means that while the Democrats have gained the presidency and a majority in the House of Representatives, it looks as if the Republicans will retain their slim majority in the Senate. This means that the Democrats will not be able to do a massive fiscal stimulus, as they had been hoping to do after the elections, as they will have to get agreement from the Republicans. That would have resulted in another surge of debt issuance and could have put particular upward pressure on debt yields – which could then have also put upward pressure on gilt yields. On the other hand, equity prices leapt up on 9th November on the first news of a successful vaccine and have risen further during November as more vaccines announced successful results. This could cause a big shift in investor sentiment i.e. a swing to sell out of government debt to buy into equities which would normally be expected to cause debt prices to fall and yields to rise. However, the rise in yields has been quite muted so far and it is too early to say whether the Fed would feel it necessary to take action to suppress any further rise in debt yields. It is likely that the next two years, and possibly four years in the US, could be a political stalemate where neither party can do anything radical.

The economy had been recovering quite strongly from its contraction in 2020 of 10.2% due to the **pandemic** with GDP only 3.5% below its pre-pandemic level and the unemployment rate dropping below 7%. However, the rise in new cases during quarter 4, to the highest level since mid-August, suggests that the US could be in the early stages of a third wave. While the first wave in March

and April was concentrated in the Northeast, and the second wave in the South and West, the latest wave has been driven by a growing outbreak in the Midwest. The latest upturn poses a threat that the recovery in the economy could stall. This is **the single biggest downside risk** to the shorter term outlook – a more widespread and severe wave of infections over the winter months, which is compounded by the impact of the regular flu season and, as a consequence, threatens to overwhelm health care facilities. Under those circumstances, states might feel it necessary to return to more draconian lockdowns.

COVID-19 New infections & hospitalisations



After Chair Jerome Powell unveiled the **Fed's adoption of a flexible average inflation target** in his Jackson Hole speech in late August, the mid-September meeting of the Fed agreed by a majority to a toned down version of the new inflation target in his speech - that *"it would likely be appropriate to maintain the current target range until labour market conditions were judged to be consistent with the Committee's assessments of maximum employment and inflation had risen to 2% and was on track to moderately exceed 2% for some time."* This change was aimed to provide more stimulus for economic growth and higher levels of employment and to avoid the danger of getting caught in a deflationary "trap" like Japan. It is to be noted that inflation has actually been under-shooting the 2% target significantly for most of the last decade, (and this year), so financial markets took note that higher levels of inflation are likely to be in the pipeline; long-term bond yields duly rose after the meeting. The Fed also called on Congress to end its political disagreement over providing more support for the unemployed as there is a limit to what monetary policy can do compared to more directed central government fiscal policy. The FOMC's updated economic and rate projections in mid-September showed that officials expect to leave the fed funds rate at near-zero until at least end-2023 and probably for another year or two beyond that. There is now some expectation that where the Fed has led in changing its inflation target, other major central banks will follow. The increase in tension over the last year between the US and China is likely to lead to a lack of momentum in progressing the initial positive moves to agree a phase one trade deal. The Fed's meeting on 5 November was unremarkable - but at a politically sensitive time around the elections.

EU. The economy was recovering well towards the end of Q2 and into Q3 after a sharp drop in GDP caused by the virus, (e.g. France 18.9%, Italy 17.6%). However, growth is likely to stagnate during Q4, and Q1 of 2021, as a second wave of the virus has affected many countries, and is likely to hit hardest those countries more dependent on tourism. The €750bn fiscal support package eventually agreed by the EU after prolonged disagreement between various countries, is unlikely to provide significant support, and quickly enough, to make an appreciable difference in the worst affected countries. With inflation expected to be unlikely to get much above 1% over the next two years, the ECB has been struggling to get inflation up to its 2% target. It is currently unlikely that it will cut its central rate even further into negative territory from -0.5%, although the ECB has stated that it retains this as a possible tool to use. It is therefore expected that it will have to provide more monetary policy support through more quantitative easing purchases of bonds in the absence of sufficient fiscal support from governments. The current PEPP scheme of €1,350bn of QE which started in March 2020 is providing protection to the sovereign bond yields of weaker countries like Italy. There is therefore unlikely to be a euro crisis while the ECB is able to maintain this level of support. However, the PEPP scheme is regarded as being a temporary measure during this crisis so it may need to be increased once the first PEPP runs out during early 2021. It could also decide to focus on using the Asset Purchase Programme to make more monthly purchases, rather than the PEPP scheme, and it does have other monetary policy options.

China. After a concerted effort to get on top of the virus outbreak in Q1, economic recovery was strong in Q2 and then into Q3 and Q4; this has enabled China to recover all of the contraction in Q1. Policy makers have both quashed the virus and implemented a programme of monetary and fiscal support that has been particularly effective at stimulating short-term growth. At the same time, China's economy has benefited from the shift towards online spending by consumers in developed markets. These factors help to explain its comparative outperformance compared to western economies.

However, this was achieved by major central government funding of yet more infrastructure spending. After years of growth having been focused on this same area, any further spending in this area is likely to lead to increasingly weaker economic returns in the longer term. This could, therefore, lead to a further misallocation of resources which will weigh on growth in future years.

Japan. Japan's success in containing the virus without imposing draconian restrictions on activity should enable a faster return to pre-virus levels of output than in many major economies. While the second wave of the virus has been abating, the economy has been continuing to recover at a reasonable pace from its earlier total contraction of 8.5% in GDP. However, there now appears to be the early stages of the start of a third wave. It has also been struggling to get out of a deflation trap for many years and to stimulate consistent significant GDP growth and to get inflation up to its target of 2%, despite huge monetary and fiscal stimulus. There has also been little progress on fundamental reform of the economy. The change of Prime Minister is not expected to result in any significant change in economic policy.

World growth. While Latin America and India have, until recently, been hotspots for virus infections, infection rates have begun to stabilise. World growth will be in recession this year. Inflation is unlikely to be a problem for some years due to the creation of excess production capacity and depressed demand caused by the coronavirus crisis.

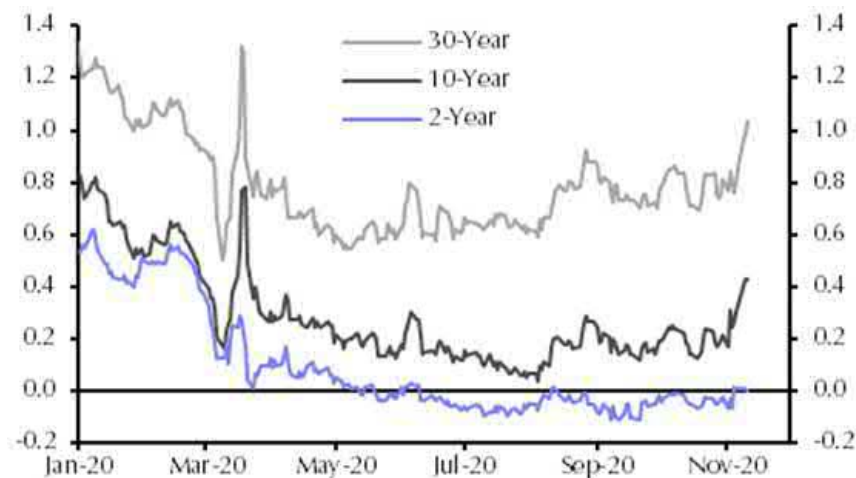
Until recent years, world growth has been boosted by increasing **globalisation** i.e. countries specialising in producing goods and commodities in which they have an economic advantage and which they then trade with the rest of the world. This has boosted worldwide productivity and growth, and, by lowering costs, has also depressed inflation. However, the rise of China as an economic superpower over the last thirty years, which now accounts for nearly 20% of total world GDP, has unbalanced the world economy. The Chinese government has targeted achieving major world positions in specific key sectors and products, especially high tech areas and production of rare earth minerals used in high tech products. It is achieving this by massive financial support, (i.e. subsidies), to state owned firms, government directions to other firms, technology theft, restrictions on market access by foreign firms and informal targets for the domestic market share of Chinese producers in the selected sectors. This is regarded as being unfair competition that is putting western firms at an unfair disadvantage or even putting some out of business. It is also regarded with suspicion on the political front as China is an authoritarian country that is not averse to using economic and military power for political advantage. The current trade war between the US and China therefore needs to be seen against that backdrop. It is, therefore, likely that we are heading into a period where there will be a **reversal of world globalisation and a decoupling of western countries** from dependence on China to supply products. This is likely to produce a backdrop in the coming years of weak global growth and so weak inflation.

Summary

Central banks are, therefore, likely to come under more pressure to support growth by looser monetary policy measures and this is likely to result in more quantitative easing and keeping rates very low for longer. It will also put pressure on governments to provide more fiscal support for their economies.

If there is a huge surge in investor confidence as a result of successful vaccines which leads to a major switch out of government bonds into equities, which, in turn, causes government debt yields to rise, then there will be pressure on central banks to actively manage debt yields by further QE purchases of government debt; this would help to suppress the rise in debt yields and so keep the total interest bill on greatly expanded government debt portfolios within manageable parameters. It is also the main alternative to a programme of austerity.

The graph below as at 10th November, shows how the 10 and 30 year gilt yields in the UK spiked up after the Pfizer vaccine announcement on the previous day, (though they have levelled off during late November at around the same elevated levels): -



INTEREST RATE FORECASTS

Brexit. The interest rate forecasts provided by Link in paragraph 3.3 are predicated on an assumption of a reasonable agreement being reached on trade negotiations between the UK and the EU by 31.12.20. However, as the differences between a Brexit deal and a no deal are not as big as they once were, the economic costs of a no deal have diminished. The bigger risk is that relations between the UK and the EU deteriorate to such an extent that both sides start to unravel the agreements already put in place. So what really matters now is not whether there is a deal or a no deal, but what type of no deal it could be.

The differences between a deal and a no deal were much greater immediately after the EU Referendum in June 2016, and also just before the original Brexit deadline of 29.3.19. That's partly because leaving the EU's Single Market and Customs Union makes this Brexit a relatively "hard" one. But it's mostly because a lot of arrangements have already been put in place. Indeed, since the Withdrawal Agreement laid down the terms of the break-up, both the UK and the EU have made substantial progress in granting financial services equivalence and the UK has replicated the bulk of the trade deals it had with non-EU countries via the EU. In a no deal in these circumstances (a "cooperative no deal"), GDP in 2021 as a whole may be only 1.0% lower than if there were a deal. In this situation, financial services equivalence would probably be granted during 2021 and, if necessary, the UK and the EU would probably rollover any temporary arrangements in the future.

The real risk is if the UK and the EU completely fall out. The UK could override part or all of the Withdrawal Agreement while the EU could respond by starting legal proceedings and few measures could be implemented to mitigate the disruption on 1.1.21. In such an "uncooperative no deal", GDP could be 2.5%

lower in 2021 as a whole than if there was a deal. The acrimony would probably continue beyond 2021 too, which may lead to fewer agreements in the future and the expiry of any temporary measures.

Relative to the slump in GDP endured during the COVID crisis, any hit from a no deal would be small. But the pandemic does mean there is less scope for policy to respond. Even so, the Chancellor could loosen fiscal policy by about £10bn (0.5% of GDP) and target it at those sectors hit hardest. The Bank of England could also prop up demand, most likely through more gilt and corporate bond purchases rather than negative interest rates.

Brexit may reduce the economy's potential growth rate in the long run. However, much of that drag is now likely to be offset by an acceleration of productivity growth triggered by the digital revolution brought about by the COVID crisis.

So in summary there is not likely to be any change in Bank Rate in 20/21 – 21/22 due to whatever outcome there is from the trade negotiations and while there will probably be some movement in gilt yields / PWLB rates after the deadline date, there will probably be minimal enduring impact beyond the initial reaction.

The balance of risks to the UK

- The overall balance of risks to economic growth in the UK is probably now skewed to the upside, but is subject to major uncertainty due to the virus and how quickly successful vaccines may become available and widely administered to the population. It may also be affected by what, if any, deal the UK agrees as part of Brexit.
- There is relatively little UK domestic risk of increases or decreases in Bank Rate and significant changes in shorter term PWLB rates. The Bank of England has effectively ruled out the use of negative interest rates in the near term and increases in Bank Rate are likely to be some years away given the underlying economic expectations. However, it is always possible that safe haven flows, due to unexpected domestic developments and those in other major economies, could impact gilt yields, (and so PWLB rates), in the UK.

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

- **UK** - further national lockdowns or severe regional restrictions in major conurbations during 2021.
- **UK / EU trade negotiations** – if they were to cause significant economic disruption and downturn in the rate of growth.
- **UK - Bank of England** 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**. The ECB has taken monetary policy action to support the bonds of EU states, with the positive impact most likely for “weaker” countries. In addition, the EU agreed a €750bn fiscal support package. These actions will help shield

weaker economic regions for the next year or so. However, in the case of Italy, the cost of the virus crisis has added to its already huge debt mountain and its slow economic growth will leave it vulnerable to markets returning to taking the view that its level of debt is unsupportable. There remains a sharp divide between northern EU countries favouring low debt to GDP and annual balanced budgets and southern countries who want to see jointly issued Eurobonds to finance economic recovery. This divide could undermine the unity of the EU in time to come.

- Weak capitalisation of some **European banks**, which could be undermined further depending on extent of credit losses resultant of the pandemic.
- **German minority government & general election in 2017**. 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. The CDU has done badly in subsequent state elections but the SPD has done particularly badly. Angela Merkel has stepped down from being the CDU party leader but she intends to remain as Chancellor until the general election in 2017. This then leaves a major question mark over who will be the major guiding hand and driver of EU unity when she steps down.
- **Other minority EU governments**. Austria, Sweden, Spain, Portugal, Netherlands, Ireland and Belgium also have vulnerable minority governments dependent on coalitions which could prove fragile.
- **Austria, the Czech Republic, Poland and Hungary** now form a strongly anti-immigration bloc within the EU. In November, Hungary and Poland threatened to veto the 7 year EU budget due to the inclusion of a rule of law requirement that poses major challenges to both countries. There has also been a rise in anti-immigration sentiment in Germany and France.
- **Geopolitical risks**, for example in China, Iran or North Korea, but also in Europe and other Middle Eastern countries, which could lead to increasing safe haven flows.

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

- **UK** - stronger than currently expected recovery in UK economy, especially if effective vaccines are administered quickly to the UK population and lead to a resumption of normal life and a return to full economic activity across all sectors of the economy.
- **Post-Brexit** – if an agreement was reached that removed the majority of threats of economic disruption between the EU and the UK.
- The **Bank of England is too slow** in its pace and strength of increases in Bank Rate and, therefore, allows inflationary pressures to build up too strongly within the UK economy, which then necessitates a later rapid series of increases in Bank Rate faster than we currently expect.

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 Assistant Director of Finance, Business Support and Property Services 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	Enhanced Money Market Funds AA rated	£2m
E	Corporate Bond Funds	£2m
F	Local/Community Bonds	£2m
G	Local Authority Property Asset Fund	£4m
H	Certificates of Deposit	£2m
I	Covered Bonds	£1m
J	Property Funds – The use of these instruments can be deemed to be capital expenditure, and as such will be an application (spending) of capital resources. This Authority	£4m

	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 Assistant Director of Finance, Business Support and Property Services, 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 27.11.2020)

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

Based on lowest available rating

AAA

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

AA+

- Canada
- Finland
- U.S.A.

AA

- Abu Dhabi (UAE)
- France

AA-

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

APPENDIX F

TREASURY MANAGEMENT SCHEME OF DELEGATION

(i) Full Council

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

(ii) Corporate Policy and Resources Committee

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

(iii) Governance and Audit Committee

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

APPENDIX G

THE TREASURY MANAGEMENT ROLE OF THE SECTION 151 OFFICER

The S151 (responsible) officer

- recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance;
- submitting regular treasury management policy reports;
- submitting budgets and 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.

APPENDIX H

CAPITAL INVESTMENT STRATEGY 2021/22 – 2025/26

1. Introduction

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

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

The Strategy forms part of the Council's overall Corporate Planning Framework. It provides a mechanism by which the Council's capital investment and financing decisions can be aligned with the Council's corporate priorities and objectives over a medium term (five year) planning horizon and ensures that the revenue implications of investments are both affordable and sustainable. The strategy provides a framework for determining the relative importance of individual capital projects. It defines how the capital programme is to be formulated, and it identifies issues and options that influence revenue and capital spending, and sets out how the resources will be managed.

Key elements of the strategy;

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

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 (ESG), as well as any investment strategy which seeks to consider both financial return and social good.

b) Capital Investment Policy

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

c) Finance Principles

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

d) Asset Management Principles

The Asset Management Policy ensures that;

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

3. Capital Investment Priorities

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

- Our People – Health and Wellbeing, Leisure, Skills, Vulnerable Groups and Communities
- Our Place – Economic Growth, External Investment, Social Regeneration, Infrastructure, Enhanced Environment
- Our Council – Finances, Structures, Partnerships, Policies, Governance

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

- The Corporate Plan – priorities for the medium term
- The Medium Term Financial Plan - incorporates the Financial Strategy, revenue budget financial impacts of capital investment decisions.
- The Reserves Strategy- prioritises the use of reserves for capital and revenue purposes.
- The Treasury Management Strategy (including Investment Strategy) informs the affordability and sustainability of prudent investment decisions.
- The Commercial Portfolio Strategy – informs how acquisitions of investment properties will be made on a risk based approach
- The Value for Money Strategy – Ensuring VFM is achieved from investment decisions.
- The Housing Strategy – Supporting housing growth and regeneration within the district.
- The Land and Property Investment Strategy -
- The Asset Management Policy – Investment needs of our own land and property holdings
- Service Plans – Investment need for delivery of quality services

4. The Capital Investment Strategy Process

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

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

The process for includes:

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

- Consider core service funding requirements and opportunities to invest in non-Treasury assets to generate returns

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

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

The Capital Programme consists of 4 levels of activity;

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

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

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

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

5. Governance of the Capital Investment Programme

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

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

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

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

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

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

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

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

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

The Programme Board will receive monthly highlight reports

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

Budget Managers will receive monthly monitoring reports.

6. Capital Financing

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

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

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

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

7 Prudential Borrowing

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

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

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

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

8 Revenue Contributions and Earmarked Reserves

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

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

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

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

9 Capital Receipts

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

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

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

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

11 Leasing

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

12 Other Sources of Funding

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

13. Investment in Commercial Properties (Non Treasury Investments)

Any acquisition of Commercial Properties will be in accordance with the Commercial Portfolio Strategy and are being acquired to support delivery of services in a financially sustainable organisation. Up to £30m has been approved for investment in Commercial Property in support and protection of Council Services.

Appropriate experts are engaged as required.

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

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

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

A Valuation Volatility Earmarked Reserve has been created with a target balance of 5% of purchase price of the portfolio. This will help mitigate any financial loss of investment upon the sale of an asset should there be any shortfall against outstanding debt. A proportion of the annual revenue income generated from the investment will be allocated for risk provision.

A Commercial Contingency revenue base budget is also included within the MTFP to mitigate the risk of not achieving the desired level of yield from the Portfolio in year.

These investment assets are not deemed to be liquid over the short term but are likely to be held for the medium term of 5-10 years.

A number of prudential indicators in relation to these investments are contained within the Treasury Management Strategy and will be monitored throughout the year.

14. Risk

All capital projects have a risk register, with all risks affecting the project considered.

A specific risk of capital investment is the impact on the Council's VAT partial exemption (recovery of exempt VAT up to 5% of overall VAT). If exempt VAT exceeds 5% the whole amount is then irrecoverable. Each scheme is therefore assessed for its impact

15. Conclusion

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

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

THE COUNCIL TAX REQUIREMENT 2021/22

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 2021/22, an increase above 2% 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 2021/22 is £222.74 (2020/21 £217.74) a £5 increase.

3 Council Tax levels 2021/22

- 2.1 The level of Council Tax will vary between households throughout the District and will depend upon which band and in which Town/Parish the taxpayer lives. A full schedule of Council Taxes by Parish is attached at Appendix 11.
- 2.2 Taking account of the above council tax requirements the average Council Tax at Band D for 2021/22 will be set as follows:-

	2020/21	2021/22	Variance	
	£	£	£	%
Lincolnshire County Council	1,337.58	1,364.16	26.58	1.99%
Police	251.37	266.31	14.94	5.94%
West Lindsey District Council	217.74	222.74	5.00	2.3%
Direct Parish Precept Charges	71.17	72.57	1.40	1.97%
Total Average Council Tax	1,877.86	1,925.78	47.92	2.55%

- 2.3 Although the increases in Town/Parish Precepts average 1.97% 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 2021/22

- 3.1 It be noted that on 30 November 2020 the Council calculated the Council Tax Base 2021/22.
- a) for the whole Council area as 30,128.37 (29,986.98 2020/21) [Item T in the formula in Section 31b of the Local Government Finance Act 1992, as amended (the “Act”)]; and
 - b) for dwellings in those parts of its area to which a Parish precept relates as in the attached Appendix 11.
- 3.2 The council tax requirement for the Council’s own purposes for 2021/22 (excluding Parish precepts) is £6,710,775
- 3.3 The following amounts be calculated for the year 2020/21 in accordance with Sections 31 to 36 of the Act:
- a) £47,475,200 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) £38,577,800 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) £8,897,331 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) £295.31 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) £2,186,556 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) £222.74 being the amount at 3.3(d) above less the result given by dividing the amount at 3.3(e) above by Item T (3.1(a) above), calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no Parish precept relates. **(WLDC Band D average)**
- 3.4 That the amounts stated in the “Total” column of Appendix 10 to this resolution be calculated by adding to the amount at (f) above the amounts of special item or items relating to dwellings in those parts of

the Council's area mentioned in Appendix 10 divided in each case by the individual tax bases (Appendix 9) set by the Council in accordance with Section 34(3) of the Act, as the basic amounts of its Council Tax for the year for dwellings in those parts of its area to which one or more special items relate. **(Band D Council Taxes for the WLDC and individual parishes)**

- 3.5 That the amounts stated in Appendix 11 to this resolution be calculated by multiplying the aggregate of the amounts at (f) above and 3.4 above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in valuation Band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands. **(All valuation band council taxes for WLDC and individual parishes).**
- 3.6 To note that the County Council and the Police Authority have issued precepts to the Council in accordance with Section 40 of the local Government Finance Act 1992 for each category of dwellings in the Council's area as indicated in the table below.
- 3.7 That the Council, in accordance with Sections 30 to 36 of the local Government Finance Act 1992, hereby sets the aggregate amounts shown in the table below as the amounts of Council Tax for 2021/22 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	148.49	909.44	177.54	1,235.47
B	173.24	1,061.01	207.13	1,441.38
C	197.99	1,212.59	236.72	1,647.30
D	222.74	1,364.16	266.31	1,853.21
E	272.24	1,667.31	325.49	2,265.04
F	321.74	1,970.45	384.67	2,676.86
G	371.23	2,273.60	443.85	3,088.68
H	445.48	2,728.32	532.62	3,706.42

- 3.8 That having calculated the aggregate in each case of the amounts at 3.5 and 3.6 above, the Council in accordance with Section 30(2) of the Local Government Finance Act 1992, hereby sets the amounts in Appendix 12 as the levels of Council Tax for the year 2021/22 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 2021/22 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 2021/22 in respect of each of the areas in the District as set out in the appendices to this report.

Parish Tax Base 2021-22

Parish	2021/22 Tax Base
Aisthorpe	39.45
Bardney - Apley - Stainfield	723.39
Bigby	168.64
Bishop Norton	132.03
Blyborough	32.89
Blyton	384.04
Brampton	32.04
Brattleby	50.54
Broadholme	36.32
Brocklesby	34.36
Brookenby	160.16
Broxholme	30.14
Bullington	11.74
Burton	415.88
Buslingthorpe	18.59
Cabourne	27.80
Caenby	25.28
Caistor	975.06
Cammeringham	47.19
Cherry Willingham	1,355.80
Claxby	67.78
Corringham	159.83
Dunholme	714.93
East Ferry	40.66
East Stockwith	69.84
Faldingworth	187.18
Fenton	149.58
Fillingham	83.99
Fiskerton	364.62
Friesthorpe	10.58
Fulnetby	4.77
Gainsborough	4,649.71
Glentham	168.09
Glentworth	113.51
Golto	29.41
Grange de Lings	10.36
Grasby	183.85
Grayingham	59.87
Great Limber	78.61
Greetwell	295.65
Hackthorn - Cold Hanworth	84.03
Hardwick	17.54
Harpswell	22.49
Heapham	40.47
Hemswell	118.94

Appendix 9

Parish	2021/22 Tax Base
Hemswell Cliff	160.90
Holton Beckering	44.97
Holton le Moor	60.87
Ingham	330.31
Keelby	680.99
Kettlethorpe	162.16
Kexby	115.93
Kirmond le Mire	13.94
Knaith	123.22
Langworth - Barlings - Newball	220.52
Laughton	149.01
Lea	375.92
Legsby	79.56
Linwood	38.52
Lissington	52.57
Market Rasen	1,236.48
Marton - Gate Burton	241.94
Middle Rasen	712.03
Morton	431.19
Nettleham	1,514.02
Nettleton	227.54
Newton-On-Trent	136.06
Normanby-By-Spital	139.58
Normanby le Wold	18.21
North Carlton	89.89
North Kelsey	341.52
North Willingham	48.49
Northorpe	49.95
Osgodby	210.41
Owersby	89.44
Owmbly-By-Spital	111.60
Pilham	26.74
Rand	18.05
Reepham	326.35
Riby	45.14
Riseholme	116.76
Rothwell	62.04
Saxby	16.49
Saxilby - Ingleby	1,418.87
Scampton	378.38
Scothern	354.94
Scotter	1,155.08
Scotton	217.38
Searby cum Owmbly	81.36
Sixhills	14.39

Parish	2021/22 Tax Base
Snarford	15.00
Snelland	29.59
Snitterby	88.83
Somerby	24.66
South Carlton	35.89
South Kelsey	205.75
Spridlington	91.17
Springthorpe	57.47
Stainton le Vale	36.32
Stow	124.98
Sturton-By-Stow	499.32
Sudbrooke	692.44
Swallow	88.67
Swinhope	51.17
Tealby	264.64
Thonock	9.16
Thoresway	38.41
Thorganby	11.73
Thorpe le Fallows	6.26
Toft Newton	128.50
Torksey	282.73
Upton	163.17
Waddingham	212.58
Walesby	106.06
Walkerith	25.51
Welton	1,514.42
West Firsby	10.83
West Rasen	32.71
Wickenby	81.02
Wildsworth	27.24
Willingham	195.05
Willoughton	109.75
Total	30,128.37

APPENDIX 10

PARISH PRECEPTS

(DETERMINATION OF COUNCIL TAX WHERE SPECIAL ITEMS APPLY)

PARISH	PARISH PRECEPT	PARISH COUNCIL TAX	DISTRICT COUNCIL TAX	TOTAL
	£	£	£	£
Bardney - Apley - Stainfield	68,035.00	94.05	222.74	316.79
Bigby	6,400.00	37.95	222.74	260.69
Bishop Norton	6,450.00	48.85	222.74	271.59
Blyton	37,400.00	97.39	222.74	320.13
Brattleby	1,900.00	37.59	222.74	260.33
Broadholme	450.00	12.39	222.74	235.13
Brookenby	20,900.00	130.49	222.74	353.23
Burton	4,900.00	11.78	222.74	234.52
Caistor	96,855.00	99.33	222.74	322.07
Cammeringham	900.00	19.07	222.74	241.81
Cherry Willingham	74,318.00	54.81	222.74	277.55
Claxby	5,307.00	78.30	222.74	301.04
Corringham	10,100.00	63.19	222.74	285.93
Dunholme	44,771.00	62.62	222.74	285.36
East Stockwith	4,900.00	70.16	222.74	292.90
Faldingworth	9,630.00	51.45	222.74	274.19
Fenton	5,200.00	34.76	222.74	257.50
Fillingham	4,683.00	55.76	222.74	278.50
Fiskerton	23,870.00	65.47	222.74	288.21
Gainsborough	527,860.00	113.53	222.74	336.27
Glentham	8,672.00	51.59	222.74	274.33
Glentworth	9,743.00	85.83	222.74	308.57
Grasby	4,665.00	25.37	222.74	248.11
Great Limber	9,350.00	118.94	222.74	341.68
Greetwell	9,500.00	32.13	222.74	254.87
Hackthorn - Cold Hanworth	1,850.00	22.02	222.74	244.76
Heapham	200.00	4.94	222.74	227.68
Hemswell	6,700.00	56.33	222.74	279.07
Hemswell Cliff	13,290.00	82.60	222.74	305.34
Ingham	21,896.00	66.29	222.74	289.03
Keelby	21,116.00	31.01	222.74	253.75
Kettlethorpe	9,400.00	57.97	222.74	280.71

PARISH	PARISH PRECEPT	PARISH COUNCIL TAX	DISTRICT COUNCIL TAX	TOTAL
	£	£	£	£
Kexby	1,900.00	16.39	222.74	239.13
Knaith	3,097.00	25.13	222.74	247.87
Langworth - Barlings - Newball	23,520.00	106.66	222.74	329.40
Laughton	6,330.00	42.48	222.74	265.22
Lea	19,400.00	51.61	222.74	274.35
Legsby	1,650.00	20.74	222.74	243.48
Market Rasen	129,396.00	104.65	222.74	327.39
Marton - Gate Burton	9,400.00	38.85	222.74	261.59
Middle Rasen	17,900.00	25.14	222.74	247.88
Morton	14,863.00	34.47	222.74	257.21
Nettleham	184,200.00	121.66	222.74	344.40
Nettleton	11,900.00	52.30	222.74	275.04
Newton-On-Trent	16,400.00	120.54	222.74	343.28
Normanby-By-Spital	5,648.00	40.46	222.74	263.20
North Kelsey	17,900.00	52.41	222.74	275.15
Northorpe	1,900.00	38.04	222.74	260.78
Osgodby	7,560.00	35.93	222.74	258.67
Owersby	1,900.00	21.24	222.74	243.98
Owmbly-By-Spital	7,000.00	62.72	222.74	285.46
Reepham	8,400.00	25.74	222.74	248.48
Riby	800.00	17.72	222.74	240.46
Riseholme	1,900.00	16.27	222.74	239.01
Rothwell	3,900.00	62.86	222.74	285.60
Saxby	150.00	9.10	222.74	231.84
Saxilby - Ingleby	207,360.00	146.14	222.74	368.88
Scampton	7,900.00	20.88	222.74	243.62
Scothern	26,600.00	74.94	222.74	297.68
Scotter	67,540.00	58.47	222.74	281.21
Scotton	10,400.00	47.84	222.74	270.58
Snitterby	2,900.00	32.65	222.74	255.39
South Kelsey	6,755.00	32.83	222.74	255.57
Spridlington	3,136.00	34.40	222.74	257.14
Springthorpe	700.00	12.18	222.74	234.92
Stow	4,900.00	39.21	222.74	261.95
Sturton-By-Stow	28,594.00	57.27	222.74	280.01
Sudbrooke	27,540.00	39.77	222.74	262.51
Swallow	6,410.00	72.29	222.74	295.03
Tealby	12,900.00	48.75	222.74	271.49

PARISH	PARISH PRECEPT	PARISH COUNCIL TAX	DISTRICT COUNCIL TAX	TOTAL
	£	£	£	£
Toft Newton	9,900.00	77.04	222.74	299.78
Torksey	14,400.00	50.93	222.74	273.67
Upton	7,400.00	45.35	222.74	268.09
Waddingham	8,400.00	39.51	222.74	262.25
Walesby	2,300.00	21.69	222.74	244.43
Welton	139,893.00	92.37	222.74	315.11
Wickenby	3,903.00	48.17	222.74	270.91
Willingham	10,900.00	55.88	222.74	278.62
Willoughton	7,600.00	69.25	222.74	291.99
TOTAL	2,186,556.00	4,234.88		

Appendix 11

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

Parish	A	B	C	D	E	F	G	H	Parish Band D
	£	£	£	£	£	£	£	£	£
Aisthorpe	148.49	173.24	197.99	222.74	272.24	321.74	371.23	445.48	0.00
Apley	211.19	246.39	281.59	316.79	387.19	457.59	527.98	633.58	94.05
Bardney	211.19	246.39	281.59	316.79	387.19	457.59	527.98	633.58	94.05
Barlings	219.60	256.20	292.80	329.40	402.60	475.80	549.00	658.80	106.66
Bigby	173.79	202.76	231.72	260.69	318.62	376.56	434.48	521.38	37.95
Bishop Norton	181.06	211.23	241.41	271.59	331.95	392.30	452.65	543.18	48.85
Blyborough	148.49	173.24	197.99	222.74	272.24	321.74	371.23	445.48	0.00
Blyton	213.42	248.99	284.56	320.13	391.27	462.41	533.55	640.26	97.39
Brampton	148.49	173.24	197.99	222.74	272.24	321.74	371.23	445.48	0.00
Brattleby	173.55	202.48	231.40	260.33	318.18	376.04	433.88	520.66	37.59
Broadholme	156.75	182.88	209.00	235.13	287.38	339.64	391.88	470.26	12.39
Brocklesby	148.49	173.24	197.99	222.74	272.24	321.74	371.23	445.48	0.00
Brookenby	235.48	274.73	313.98	353.23	431.73	510.23	588.71	706.46	130.49
Broxholme	148.49	173.24	197.99	222.74	272.24	321.74	371.23	445.48	0.00
Bullington	148.49	173.24	197.99	222.74	272.24	321.74	371.23	445.48	0.00
Burton	156.34	182.40	208.46	234.52	286.64	338.76	390.86	469.04	11.78
Buslingthorpe	148.49	173.24	197.99	222.74	272.24	321.74	371.23	445.48	0.00
Cabourne	148.49	173.24	197.99	222.74	272.24	321.74	371.23	445.48	0.00
Caenby	148.49	173.24	197.99	222.74	272.24	321.74	371.23	445.48	0.00
Caistor	214.71	250.50	286.28	322.07	393.64	465.22	536.78	644.14	99.33

Parish	A	B	C	D	E	F	G	H	Parish Band D
	£	£	£	£	£	£	£	£	£
Cammeringham	161.20	188.07	214.94	241.81	295.55	349.29	403.01	483.62	19.07
Cherry Willingham	185.03	215.87	246.71	277.55	339.23	400.91	462.58	555.10	54.81
Claxby	200.69	234.14	267.59	301.04	367.94	434.84	501.73	602.08	78.30
Cold Hanworth	163.17	190.37	217.56	244.76	299.15	353.55	407.93	489.52	22.02
Corringham	190.62	222.39	254.16	285.93	349.47	413.01	476.55	571.86	63.19
Dunholme	190.24	221.94	253.65	285.36	348.78	412.19	475.60	570.72	62.62
East Ferry	148.49	173.24	197.99	222.74	272.24	321.74	371.23	445.48	0.00
East Stockwith	195.26	227.81	260.35	292.90	357.99	423.08	488.16	585.80	70.16
Faldingworth	182.79	213.26	243.72	274.19	335.12	396.06	456.98	548.38	51.45
Fenton	171.66	200.28	228.89	257.50	314.72	371.95	429.16	515.00	34.76
Fillingham	185.66	216.61	247.55	278.50	340.39	402.28	464.16	557.00	55.76
Fiskerton	192.14	224.16	256.19	288.21	352.26	416.31	480.35	576.42	65.47
Friesthorpe	148.49	173.24	197.99	222.74	272.24	321.74	371.23	445.48	0.00
Fulnetby	148.49	173.24	197.99	222.74	272.24	321.74	371.23	445.48	0.00
Gainsborough	224.18	261.54	298.91	336.27	411.00	485.73	560.45	672.54	113.53
Gate Burton	174.39	203.46	232.52	261.59	319.72	377.86	435.98	523.18	38.85
Glentham	182.88	213.37	243.85	274.33	335.29	396.26	457.21	548.66	51.59
Glentworth	205.71	240.00	274.28	308.57	377.14	445.72	514.28	617.14	85.83
Golto	148.49	173.24	197.99	222.74	272.24	321.74	371.23	445.48	0.00
Grange de Lings	148.49	173.24	197.99	222.74	272.24	321.74	371.23	445.48	0.00
Grasby	165.40	192.97	220.54	248.11	303.25	358.39	413.51	496.22	25.37
Grayingham	148.49	173.24	197.99	222.74	272.24	321.74	371.23	445.48	0.00
Great Limber	227.78	265.75	303.71	341.68	417.61	493.54	569.46	683.36	118.94
Greetwell	169.91	198.23	226.55	254.87	311.51	368.15	424.78	509.74	32.13

Parish	A	B	C	D	E	F	G	H	Parish Band D
	£	£	£	£	£	£	£	£	£
Hackthorn	163.17	190.37	217.56	244.76	299.15	353.55	407.93	489.52	22.02
Hardwick	148.49	173.24	197.99	222.74	272.24	321.74	371.23	445.48	0.00
Harpwell	148.49	173.24	197.99	222.74	272.24	321.74	371.23	445.48	0.00
Heapham	151.78	177.08	202.38	227.68	278.28	328.88	379.46	455.36	4.94
Hemswell	186.04	217.05	248.06	279.07	341.09	403.11	465.11	558.14	56.33
Hemswell Cliff	203.56	237.48	271.41	305.34	373.20	441.05	508.90	610.68	82.60
Holton Beckering	148.49	173.24	197.99	222.74	272.24	321.74	371.23	445.48	0.00
Holton Le Moor	148.49	173.24	197.99	222.74	272.24	321.74	371.23	445.48	0.00
Ingham	192.68	224.80	256.91	289.03	353.26	417.49	481.71	578.06	66.29
Keelby	169.16	197.36	225.55	253.75	310.14	366.53	422.91	507.50	31.01
Kettlethorpe	187.14	218.33	249.52	280.71	343.09	405.47	467.85	561.42	57.97
Kexby	159.42	185.99	212.56	239.13	292.27	345.41	398.55	478.26	16.39
Kirmond Le Mire	148.49	173.24	197.99	222.74	272.24	321.74	371.23	445.48	0.00
Knaith	165.24	192.79	220.33	247.87	302.95	358.04	413.11	495.74	25.13
Langworth	219.60	256.20	292.80	329.40	402.60	475.80	549.00	658.80	106.66
Laughton	176.81	206.28	235.75	265.22	324.16	383.10	442.03	530.44	42.48
Lea	182.90	213.38	243.87	274.35	335.32	396.29	457.25	548.70	51.61
Legsby	162.32	189.37	216.43	243.48	297.59	351.70	405.80	486.96	20.74
Linwood	148.49	173.24	197.99	222.74	272.24	321.74	371.23	445.48	0.00
Lissington	148.49	173.24	197.99	222.74	272.24	321.74	371.23	445.48	0.00
Market Rasen	218.26	254.63	291.01	327.39	400.15	472.90	545.65	654.78	104.65
Marton	174.39	203.46	232.52	261.59	319.72	377.86	435.98	523.18	38.85
Middle Rasen	165.25	192.79	220.34	247.88	302.97	358.05	413.13	495.76	25.14
Morton	171.47	200.05	228.63	257.21	314.37	371.53	428.68	514.42	34.47

Parish	A	B	C	D	E	F	G	H	Parish Band D
	£	£	£	£	£	£	£	£	£
Nettleham	229.60	267.86	306.13	344.40	420.94	497.47	574.00	688.80	121.66
Nettleton	183.36	213.92	244.48	275.04	336.16	397.28	458.40	550.08	52.30
Newball	219.60	256.20	292.80	329.40	402.60	475.80	549.00	658.80	106.66
Newton on Trent	228.85	266.99	305.14	343.28	419.57	495.85	572.13	686.56	120.54
Normanby by Spital	175.46	204.71	233.95	263.20	321.69	380.18	438.66	526.40	40.46
Normanby Le Wold	148.49	173.24	197.99	222.74	272.24	321.74	371.23	445.48	0.00
North Carlton	148.49	173.24	197.99	222.74	272.24	321.74	371.23	445.48	0.00
North Kelsey	183.43	214.00	244.58	275.15	336.30	397.44	458.58	550.30	52.41
North Willingham	148.49	173.24	197.99	222.74	272.24	321.74	371.23	445.48	0.00
Northorpe	173.85	202.83	231.80	260.78	318.73	376.69	434.63	521.56	38.04
Osgodby	172.44	201.19	229.93	258.67	316.15	373.64	431.11	517.34	35.93
Owersby	162.65	189.76	216.87	243.98	298.20	352.42	406.63	487.96	21.24
Owmby by Spital	190.30	222.02	253.74	285.46	348.90	412.34	475.76	570.92	62.72
Pilham	148.49	173.24	197.99	222.74	272.24	321.74	371.23	445.48	0.00
Rand	148.49	173.24	197.99	222.74	272.24	321.74	371.23	445.48	0.00
Reepham	165.65	193.26	220.87	248.48	303.70	358.92	414.13	496.96	25.74
Riby	160.30	187.02	213.74	240.46	293.90	347.34	400.76	480.92	17.72
Riseholme	159.34	185.89	212.45	239.01	292.13	345.24	398.35	478.02	16.27
Rothwell	190.40	222.13	253.87	285.60	349.07	412.54	476.00	571.20	62.86
Saxby	154.56	180.32	206.08	231.84	283.36	334.88	386.40	463.68	9.10
Saxilby	245.92	286.90	327.89	368.88	450.86	532.83	614.80	737.76	146.14
Scampton	162.41	189.48	216.55	243.62	297.76	351.90	406.03	487.24	20.88
Scothern	198.45	231.53	264.60	297.68	363.83	429.99	496.13	595.36	74.94
Scotter	187.47	218.72	249.96	281.21	343.70	406.20	468.68	562.42	58.47

Parish	A	B	C	D	E	F	G	H	Parish Band D
	£	£	£	£	£	£	£	£	£
Scotton	180.38	210.45	240.51	270.58	330.71	390.84	450.96	541.16	47.84
Searby Cum Owmbly	148.49	173.24	197.99	222.74	272.24	321.74	371.23	445.48	0.00
Sixhills	148.49	173.24	197.99	222.74	272.24	321.74	371.23	445.48	0.00
Snarford	148.49	173.24	197.99	222.74	272.24	321.74	371.23	445.48	0.00
Snelland	148.49	173.24	197.99	222.74	272.24	321.74	371.23	445.48	0.00
Snitterby	170.26	198.63	227.01	255.39	312.15	368.90	425.65	510.78	32.65
Somerby	148.49	173.24	197.99	222.74	272.24	321.74	371.23	445.48	0.00
South Carlton	148.49	173.24	197.99	222.74	272.24	321.74	371.23	445.48	0.00
South Kelsey	170.38	198.77	227.17	255.57	312.37	369.16	425.95	511.14	32.83
Spridlington	171.42	200.00	228.57	257.14	314.28	371.43	428.56	514.28	34.40
Springthorpe	156.61	182.71	208.82	234.92	287.13	339.33	391.53	469.84	12.18
Stainfield	211.19	246.39	281.59	316.79	387.19	457.59	527.98	633.58	94.05
Stainton Le Vale	148.49	173.24	197.99	222.74	272.24	321.74	371.23	445.48	0.00
Stow	174.63	203.74	232.84	261.95	320.16	378.38	436.58	523.90	39.21
Sturton by Stow	186.67	217.78	248.90	280.01	342.24	404.46	466.68	560.02	57.27
Sudbrooke	175.00	204.17	233.34	262.51	320.85	379.19	437.51	525.02	39.77
Swallow	196.68	229.47	262.25	295.03	360.59	426.16	491.71	590.06	72.29
Swinhope	148.49	173.24	197.99	222.74	272.24	321.74	371.23	445.48	0.00
Tealby	180.99	211.16	241.32	271.49	331.82	392.16	452.48	542.98	48.75
Thonock	148.49	173.24	197.99	222.74	272.24	321.74	371.23	445.48	0.00
Thoresway	148.49	173.24	197.99	222.74	272.24	321.74	371.23	445.48	0.00
Thorganby	148.49	173.24	197.99	222.74	272.24	321.74	371.23	445.48	0.00
Thorpe Le Fallows	148.49	173.24	197.99	222.74	272.24	321.74	371.23	445.48	0.00
Toft Newton	199.85	233.16	266.47	299.78	366.40	433.02	499.63	599.56	77.04

Parish	A	B	C	D	E	F	G	H	Parish Band D
	£	£	£	£	£	£	£	£	£
Torksey	182.44	212.85	243.26	273.67	334.49	395.31	456.11	547.34	50.93
Upton	178.72	208.51	238.30	268.09	327.67	387.25	446.81	536.18	45.35
Waddingham	174.83	203.97	233.11	262.25	320.53	378.81	437.08	524.50	39.51
Walesby	162.95	190.11	217.27	244.43	298.75	353.07	407.38	488.86	21.69
Walkerith	148.49	173.24	197.99	222.74	272.24	321.74	371.23	445.48	0.00
Welton	210.07	245.08	280.10	315.11	385.14	455.16	525.18	630.22	92.37
West Firsby	148.49	173.24	197.99	222.74	272.24	321.74	371.23	445.48	0.00
West Rasen	148.49	173.24	197.99	222.74	272.24	321.74	371.23	445.48	0.00
Wickenby	180.60	210.71	240.81	270.91	331.11	391.32	451.51	541.82	48.17
Wildsworth	148.49	173.24	197.99	222.74	272.24	321.74	371.23	445.48	0.00
Willingham	185.74	216.70	247.66	278.62	340.54	402.46	464.36	557.24	55.88
Willoughton	194.66	227.10	259.55	291.99	356.88	421.77	486.65	583.98	69.25

Appendix 12

Overall Levels of Council Tax 2021-2022

Parish	A	B	C	D	E	F	G	H	Parish Band D
	£	£	£	£	£	£	£	£	£
Aisthorpe	1,235.47	1,441.38	1,647.30	1,853.21	2,265.04	2,676.86	3,088.68	3,706.42	0.00
Apley	1,298.17	1,514.53	1,730.90	1,947.26	2,379.99	2,812.71	3,245.43	3,894.52	94.05
Bardney	1,298.17	1,514.53	1,730.90	1,947.26	2,379.99	2,812.71	3,245.43	3,894.52	94.05
Barlings	1,306.58	1,524.34	1,742.11	1,959.87	2,395.40	2,830.92	3,266.45	3,919.74	106.66
Bigby	1,260.77	1,470.90	1,681.03	1,891.16	2,311.42	2,731.68	3,151.93	3,782.32	37.95
Bishop Norton	1,268.04	1,479.37	1,690.72	1,902.06	2,324.75	2,747.42	3,170.10	3,804.12	48.85
Blyborough	1,235.47	1,441.38	1,647.30	1,853.21	2,265.04	2,676.86	3,088.68	3,706.42	0.00
Blyton	1,300.40	1,517.13	1,733.87	1,950.60	2,384.07	2,817.53	3,251.00	3,901.20	97.39
Brampton	1,235.47	1,441.38	1,647.30	1,853.21	2,265.04	2,676.86	3,088.68	3,706.42	0.00
Brattleby	1,260.53	1,470.62	1,680.71	1,890.80	2,310.98	2,731.16	3,151.33	3,781.60	37.59
Broadholme	1,243.73	1,451.02	1,658.31	1,865.60	2,280.18	2,694.76	3,109.33	3,731.20	12.39
Brocklesby	1,235.47	1,441.38	1,647.30	1,853.21	2,265.04	2,676.86	3,088.68	3,706.42	0.00
Brookenby	1,322.46	1,542.87	1,763.29	1,983.70	2,424.53	2,865.35	3,306.16	3,967.40	130.49
Broxholme	1,235.47	1,441.38	1,647.30	1,853.21	2,265.04	2,676.86	3,088.68	3,706.42	0.00
Bullington	1,235.47	1,441.38	1,647.30	1,853.21	2,265.04	2,676.86	3,088.68	3,706.42	0.00
Burton	1,243.32	1,450.54	1,657.77	1,864.99	2,279.44	2,693.88	3,108.31	3,729.98	11.78
Buslingthorpe	1,235.47	1,441.38	1,647.30	1,853.21	2,265.04	2,676.86	3,088.68	3,706.42	0.00
Cabourne	1,235.47	1,441.38	1,647.30	1,853.21	2,265.04	2,676.86	3,088.68	3,706.42	0.00
Caenby	1,235.47	1,441.38	1,647.30	1,853.21	2,265.04	2,676.86	3,088.68	3,706.42	0.00
Caistor	1,301.69	1,518.64	1,735.59	1,952.54	2,386.44	2,820.34	3,254.23	3,905.08	99.33
Cammeringham	1,248.18	1,456.21	1,664.25	1,872.28	2,288.35	2,704.41	3,120.46	3,744.56	19.07

Parish	A	B	C	D	E	F	G	H	Parish Band D
	£	£	£	£	£	£	£	£	£
Cherry Willingham	1,272.01	1,484.01	1,696.02	1,908.02	2,332.03	2,756.03	3,180.03	3,816.04	54.81
Claxby	1,287.67	1,502.28	1,716.90	1,931.51	2,360.74	2,789.96	3,219.18	3,863.02	78.30
Cold Hanworth	1,250.15	1,458.51	1,666.87	1,875.23	2,291.95	2,708.67	3,125.38	3,750.46	22.02
Corringham	1,277.60	1,490.53	1,703.47	1,916.40	2,342.27	2,768.13	3,194.00	3,832.80	63.19
Dunholme	1,277.22	1,490.08	1,702.96	1,915.83	2,341.58	2,767.31	3,193.05	3,831.66	62.62
East Ferry	1,235.47	1,441.38	1,647.30	1,853.21	2,265.04	2,676.86	3,088.68	3,706.42	0.00
East Stockwith	1,282.24	1,495.95	1,709.66	1,923.37	2,350.79	2,778.20	3,205.61	3,846.74	70.16
Faldingworth	1,269.77	1,481.40	1,693.03	1,904.66	2,327.92	2,751.18	3,174.43	3,809.32	51.45
Fenton	1,258.64	1,468.42	1,678.20	1,887.97	2,307.52	2,727.07	3,146.61	3,775.94	34.76
Fillingham	1,272.64	1,484.75	1,696.86	1,908.97	2,333.19	2,757.40	3,181.61	3,817.94	55.76
Fiskerton	1,279.12	1,492.30	1,705.50	1,918.68	2,345.06	2,771.43	3,197.80	3,837.36	65.47
Friesthorpe	1,235.47	1,441.38	1,647.30	1,853.21	2,265.04	2,676.86	3,088.68	3,706.42	0.00
Fulnetby	1,235.47	1,441.38	1,647.30	1,853.21	2,265.04	2,676.86	3,088.68	3,706.42	0.00
Gainsborough	1,311.16	1,529.68	1,748.22	1,966.74	2,403.80	2,840.85	3,277.90	3,933.48	113.53
Gate Burton	1,261.37	1,471.60	1,681.83	1,892.06	2,312.52	2,732.98	3,153.43	3,784.12	38.85
Glentham	1,269.86	1,481.51	1,693.16	1,904.80	2,328.09	2,751.38	3,174.66	3,809.60	51.59
Glentworth	1,292.69	1,508.14	1,723.59	1,939.04	2,369.94	2,800.84	3,231.73	3,878.08	85.83
Goltho	1,235.47	1,441.38	1,647.30	1,853.21	2,265.04	2,676.86	3,088.68	3,706.42	0.00
Grange de Lings	1,235.47	1,441.38	1,647.30	1,853.21	2,265.04	2,676.86	3,088.68	3,706.42	0.00
Grasby	1,252.38	1,461.11	1,669.85	1,878.58	2,296.05	2,713.51	3,130.96	3,757.16	25.37
Grayingham	1,235.47	1,441.38	1,647.30	1,853.21	2,265.04	2,676.86	3,088.68	3,706.42	0.00
Great Limber	1,314.76	1,533.89	1,753.02	1,972.15	2,410.41	2,848.66	3,286.91	3,944.30	118.94
Greetwell	1,256.89	1,466.37	1,675.86	1,885.34	2,304.31	2,723.27	3,142.23	3,770.68	32.13
Hackthorn	1,250.15	1,458.51	1,666.87	1,875.23	2,291.95	2,708.67	3,125.38	3,750.46	22.02

Parish	A	B	C	D	E	F	G	H	Parish Band D
	£	£	£	£	£	£	£	£	£
Hardwick	1,235.47	1,441.38	1,647.30	1,853.21	2,265.04	2,676.86	3,088.68	3,706.42	0.00
Harpswell	1,235.47	1,441.38	1,647.30	1,853.21	2,265.04	2,676.86	3,088.68	3,706.42	0.00
Heapham	1,238.76	1,445.22	1,651.69	1,858.15	2,271.08	2,684.00	3,096.91	3,716.30	4.94
Hemswell	1,273.02	1,485.19	1,697.37	1,909.54	2,333.89	2,758.23	3,182.56	3,819.08	56.33
Hemswell Cliff	1,290.54	1,505.62	1,720.72	1,935.81	2,366.00	2,796.17	3,226.35	3,871.62	82.60
Holton Beckering	1,235.47	1,441.38	1,647.30	1,853.21	2,265.04	2,676.86	3,088.68	3,706.42	0.00
Holton Le Moor	1,235.47	1,441.38	1,647.30	1,853.21	2,265.04	2,676.86	3,088.68	3,706.42	0.00
Ingham	1,279.66	1,492.94	1,706.22	1,919.50	2,346.06	2,772.61	3,199.16	3,839.00	66.29
Keelby	1,256.14	1,465.50	1,674.86	1,884.22	2,302.94	2,721.65	3,140.36	3,768.44	31.01
Kettlethorpe	1,274.12	1,486.47	1,698.83	1,911.18	2,335.89	2,760.59	3,185.30	3,822.36	57.97
Kexby	1,246.40	1,454.13	1,661.87	1,869.60	2,285.07	2,700.53	3,116.00	3,739.20	16.39
Kirmond Le Mire	1,235.47	1,441.38	1,647.30	1,853.21	2,265.04	2,676.86	3,088.68	3,706.42	0.00
Knaith	1,252.22	1,460.93	1,669.64	1,878.34	2,295.75	2,713.16	3,130.56	3,756.68	25.13
Langworth	1,306.58	1,524.34	1,742.11	1,959.87	2,395.40	2,830.92	3,266.45	3,919.74	106.66
Laughton	1,263.79	1,474.42	1,685.06	1,895.69	2,316.96	2,738.22	3,159.48	3,791.38	42.48
Lea	1,269.88	1,481.52	1,693.18	1,904.82	2,328.12	2,751.41	3,174.70	3,809.64	51.61
Legsby	1,249.30	1,457.51	1,665.74	1,873.95	2,290.39	2,706.82	3,123.25	3,747.90	20.74
Linwood	1,235.47	1,441.38	1,647.30	1,853.21	2,265.04	2,676.86	3,088.68	3,706.42	0.00
Lissington	1,235.47	1,441.38	1,647.30	1,853.21	2,265.04	2,676.86	3,088.68	3,706.42	0.00
Market Rasen	1,305.24	1,522.77	1,740.32	1,957.86	2,392.95	2,828.02	3,263.10	3,915.72	104.65
Marton	1,261.37	1,471.60	1,681.83	1,892.06	2,312.52	2,732.98	3,153.43	3,784.12	38.85
Middle Rasen	1,252.23	1,460.93	1,669.65	1,878.35	2,295.77	2,713.17	3,130.58	3,756.70	25.14
Morton	1,258.45	1,468.19	1,677.94	1,887.68	2,307.17	2,726.65	3,146.13	3,775.36	34.47
Nettleham	1,316.58	1,536.00	1,755.44	1,974.87	2,413.74	2,852.59	3,291.45	3,949.74	121.66

Parish	A	B	C	D	E	F	G	H	Parish Band D
	£	£	£	£	£	£	£	£	£
Nettleton	1,270.34	1,482.06	1,693.79	1,905.51	2,328.96	2,752.40	3,175.85	3,811.02	52.30
Newball	1,306.58	1,524.34	1,742.11	1,959.87	2,395.40	2,830.92	3,266.45	3,919.74	106.66
Newton on Trent	1,315.83	1,535.13	1,754.45	1,973.75	2,412.37	2,850.97	3,289.58	3,947.50	120.54
Normanby by Spital	1,262.44	1,472.85	1,683.26	1,893.67	2,314.49	2,735.30	3,156.11	3,787.34	40.46
Normanby Le Wold	1,235.47	1,441.38	1,647.30	1,853.21	2,265.04	2,676.86	3,088.68	3,706.42	0.00
North Carlton	1,235.47	1,441.38	1,647.30	1,853.21	2,265.04	2,676.86	3,088.68	3,706.42	0.00
North Kelsey	1,270.41	1,482.14	1,693.89	1,905.62	2,329.10	2,752.56	3,176.03	3,811.24	52.41
North Willingham	1,235.47	1,441.38	1,647.30	1,853.21	2,265.04	2,676.86	3,088.68	3,706.42	0.00
Northorpe	1,260.83	1,470.97	1,681.11	1,891.25	2,311.53	2,731.81	3,152.08	3,782.50	38.04
Osgodby	1,259.42	1,469.33	1,679.24	1,889.14	2,308.95	2,728.76	3,148.56	3,778.28	35.93
Owersby	1,249.63	1,457.90	1,666.18	1,874.45	2,291.00	2,707.54	3,124.08	3,748.90	21.24
Owmby by Spital	1,277.28	1,490.16	1,703.05	1,915.93	2,341.70	2,767.46	3,193.21	3,831.86	62.72
Pilham	1,235.47	1,441.38	1,647.30	1,853.21	2,265.04	2,676.86	3,088.68	3,706.42	0.00
Rand	1,235.47	1,441.38	1,647.30	1,853.21	2,265.04	2,676.86	3,088.68	3,706.42	0.00
Reepham	1,252.63	1,461.40	1,670.18	1,878.95	2,296.50	2,714.04	3,131.58	3,757.90	25.74
Riby	1,247.28	1,455.16	1,663.05	1,870.93	2,286.70	2,702.46	3,118.21	3,741.86	17.72
Riseholme	1,246.32	1,454.03	1,661.76	1,869.48	2,284.93	2,700.36	3,115.80	3,738.96	16.27
Rothwell	1,277.38	1,490.27	1,703.18	1,916.07	2,341.87	2,767.66	3,193.45	3,832.14	62.86
Saxby	1,241.54	1,448.46	1,655.39	1,862.31	2,276.16	2,690.00	3,103.85	3,724.62	9.10
Saxilby	1,332.90	1,555.04	1,777.20	1,999.35	2,443.66	2,887.95	3,332.25	3,998.70	146.14
Scampton	1,249.39	1,457.62	1,665.86	1,874.09	2,290.56	2,707.02	3,123.48	3,748.18	20.88
Scothern	1,285.43	1,499.67	1,713.91	1,928.15	2,356.63	2,785.11	3,213.58	3,856.30	74.94
Scotter	1,274.45	1,486.86	1,699.27	1,911.68	2,336.50	2,761.32	3,186.13	3,823.36	58.47
Scotton	1,267.36	1,478.59	1,689.82	1,901.05	2,323.51	2,745.96	3,168.41	3,802.10	47.84

Parish	A	B	C	D	E	F	G	H	Parish Band D
	£	£	£	£	£	£	£	£	£
Searby Cum Owmbly	1,235.47	1,441.38	1,647.30	1,853.21	2,265.04	2,676.86	3,088.68	3,706.42	0.00
Sixhills	1,235.47	1,441.38	1,647.30	1,853.21	2,265.04	2,676.86	3,088.68	3,706.42	0.00
Snarford	1,235.47	1,441.38	1,647.30	1,853.21	2,265.04	2,676.86	3,088.68	3,706.42	0.00
Snelland	1,235.47	1,441.38	1,647.30	1,853.21	2,265.04	2,676.86	3,088.68	3,706.42	0.00
Snitterby	1,257.24	1,466.77	1,676.32	1,885.86	2,304.95	2,724.02	3,143.10	3,771.72	32.65
Somerby	1,235.47	1,441.38	1,647.30	1,853.21	2,265.04	2,676.86	3,088.68	3,706.42	0.00
South Carlton	1,235.47	1,441.38	1,647.30	1,853.21	2,265.04	2,676.86	3,088.68	3,706.42	0.00
South Kelsey	1,257.36	1,466.91	1,676.48	1,886.04	2,305.17	2,724.28	3,143.40	3,772.08	32.83
Spridlington	1,258.40	1,468.14	1,677.88	1,887.61	2,307.08	2,726.55	3,146.01	3,775.22	34.40
Springthorpe	1,243.59	1,450.85	1,658.13	1,865.39	2,279.93	2,694.45	3,108.98	3,730.78	12.18
Stainfield	1,298.17	1,514.53	1,730.90	1,947.26	2,379.99	2,812.71	3,245.43	3,894.52	94.05
Stainton Le Vale	1,235.47	1,441.38	1,647.30	1,853.21	2,265.04	2,676.86	3,088.68	3,706.42	0.00
Stow	1,261.61	1,471.88	1,682.15	1,892.42	2,312.96	2,733.50	3,154.03	3,784.84	39.21
Sturton by Stow	1,273.65	1,485.92	1,698.21	1,910.48	2,335.04	2,759.58	3,184.13	3,820.96	57.27
Sudbrooke	1,261.98	1,472.31	1,682.65	1,892.98	2,313.65	2,734.31	3,154.96	3,785.96	39.77
Swallow	1,283.66	1,497.61	1,711.56	1,925.50	2,353.39	2,781.28	3,209.16	3,851.00	72.29
Swinhope	1,235.47	1,441.38	1,647.30	1,853.21	2,265.04	2,676.86	3,088.68	3,706.42	0.00
Tealby	1,267.97	1,479.30	1,690.63	1,901.96	2,324.62	2,747.28	3,169.93	3,803.92	48.75
Thonock	1,235.47	1,441.38	1,647.30	1,853.21	2,265.04	2,676.86	3,088.68	3,706.42	0.00
Thoresway	1,235.47	1,441.38	1,647.30	1,853.21	2,265.04	2,676.86	3,088.68	3,706.42	0.00
Thorganby	1,235.47	1,441.38	1,647.30	1,853.21	2,265.04	2,676.86	3,088.68	3,706.42	0.00
Thorpe Le Fallows	1,235.47	1,441.38	1,647.30	1,853.21	2,265.04	2,676.86	3,088.68	3,706.42	0.00
Toft Newton	1,286.83	1,501.30	1,715.78	1,930.25	2,359.20	2,788.14	3,217.08	3,860.50	77.04
Torksey	1,269.42	1,480.99	1,692.57	1,904.14	2,327.29	2,750.43	3,173.56	3,808.28	50.93

Parish	A	B	C	D	E	F	G	H	Parish Band D
	£	£	£	£	£	£	£	£	£
Upton	1,265.70	1,476.65	1,687.61	1,898.56	2,320.47	2,742.37	3,164.26	3,797.12	45.35
Waddingham	1,261.81	1,472.11	1,682.42	1,892.72	2,313.33	2,733.93	3,154.53	3,785.44	39.51
Walesby	1,249.93	1,458.25	1,666.58	1,874.90	2,291.55	2,708.19	3,124.83	3,749.80	21.69
Walkerith	1,235.47	1,441.38	1,647.30	1,853.21	2,265.04	2,676.86	3,088.68	3,706.42	0.00
Welton	1,297.05	1,513.22	1,729.41	1,945.58	2,377.94	2,810.28	3,242.63	3,891.16	92.37
West Firsby	1,235.47	1,441.38	1,647.30	1,853.21	2,265.04	2,676.86	3,088.68	3,706.42	0.00
West Rasen	1,235.47	1,441.38	1,647.30	1,853.21	2,265.04	2,676.86	3,088.68	3,706.42	0.00
Wickenby	1,267.58	1,478.85	1,690.12	1,901.38	2,323.91	2,746.44	3,168.96	3,802.76	48.17
Wildsworth	1,235.47	1,441.38	1,647.30	1,853.21	2,265.04	2,676.86	3,088.68	3,706.42	0.00
Willingham	1,272.72	1,484.84	1,696.97	1,909.09	2,333.34	2,757.58	3,181.81	3,818.18	55.88
Willoughton	1,281.64	1,495.24	1,708.86	1,922.46	2,349.68	2,776.89	3,204.10	3,844.92	69.25

Pay Policy Statement

2021/22

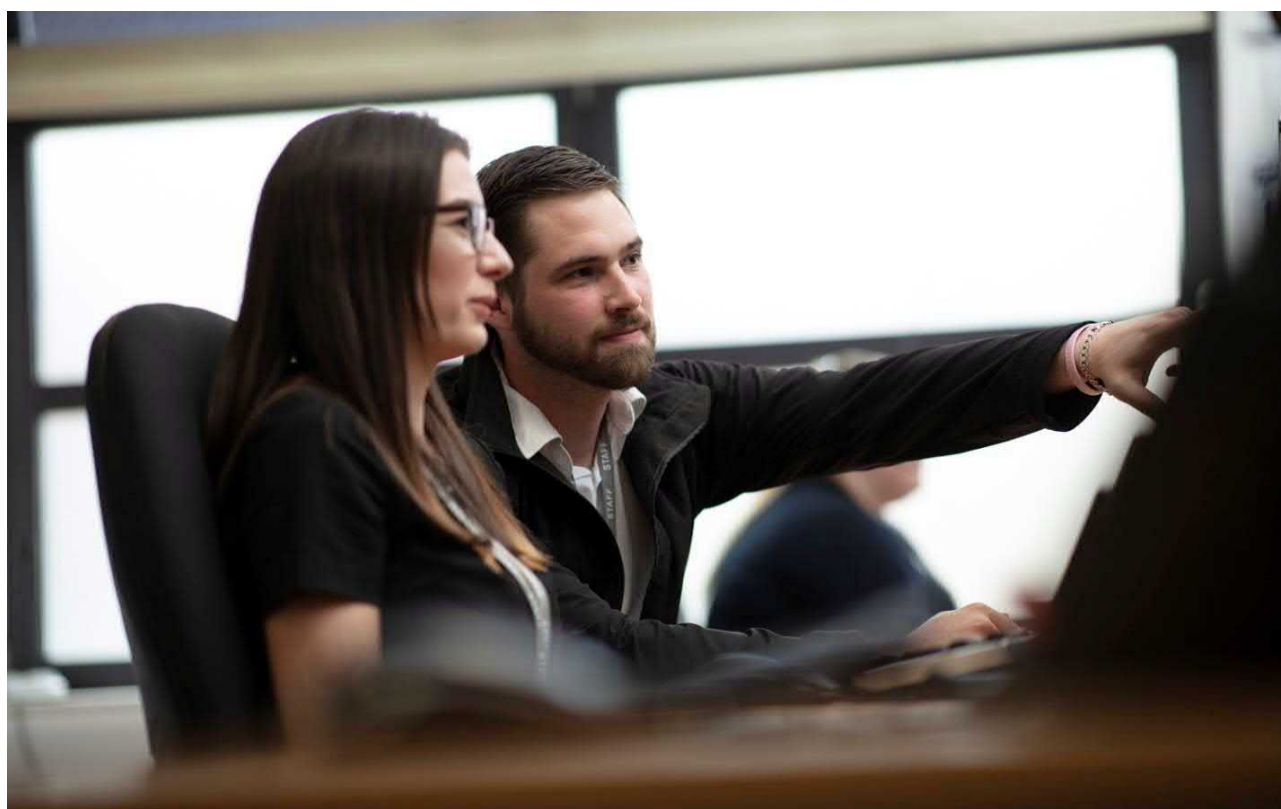
January 2021

Introduction

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

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

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



Legislation

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

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

The Council will comply with the National Living Wage legislation.

Context

This pay policy includes a policy on:

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

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

Senior Officer Pay

In this policy the senior pay group covers posts in the top tier of the organisation and any statutory officers i.e. Section 151 Officer or Monitoring Officer that are not included in the tier.

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

- 1x Chief Executive
- 1x Monitoring Officer, at Director Level
- 1x Section 151 Officer, at Assistant Director Level

The policy for each group is as follows:

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

Salaries in this policy are as at 1 March 2021.

Chief Executive

The salary for the above post has been established as a range of £112,000 to £125,000. This is a local grade established following an analysis of the degree of responsibility in the role, benchmarking with other comparators and the ability to recruit and retain exceptional candidates.

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

Chief Finance Officer (S151)

The salary for this post is between £60,000 and £72,000

Monitoring Officer

The salary for this post is paid at a spot salary of £78,094 per annum.

Chief Officer Pay Awards

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

Chief Executive Recruitment

Recruitment to the post of Chief Executive is undertaken by a committee of councillors appointed by Council.

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

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

Returning Officer Fees

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

Lowest Paid Employees

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

Band 3 ranges from £18,562 to £18,933 per annum.

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

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

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

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

Pay Supplements

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

Market supplements:

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

Special payments:

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

Apprentices

The council operates an apprenticeship scheme, apprentices are employed with the council as part of a training and development scheme for a minimum of a 12 month period.

Apprentices provide an additional staffing resource to the council, however they are not a substitute for established posts; the emphasis of the apprenticeship programme is learning and development.



The salary paid to all apprentices is based on the National Minimum Wage requirement and therefore is increased in line with Government recommendations.

- Year: April 2020
- Apprentice: £4.15

Apprentices are entitled to the apprentice rate if they're either:

- Aged under 19
- Aged 19 or over and in the first year of their apprenticeship

Payments/Charges and Contributions

All officers of the Council are entitled to join the Local Government Pension Scheme (LGPS). The LGPS is a contributory scheme; employees contribute 5.5%-12.5% of their own salaries to the scheme. Employers' contributions to the LGPS vary depending upon how much is needed to ensure benefits under the Scheme are properly funded, and are set independently. The rules governing the pension scheme are contained in regulations made by Parliament.

The Council makes employer's contributions into the scheme, which are reviewed every 3 years by the actuary. The current rate is 17.2% of pensionable pay, in addition the Council makes lump sum pension deficit contribution to the local government pension fund which equates to approximately 7.7% of pensionable pay.

Multipliers

The idea of publishing the ratio of the pay of an organisation's top earner to that of its median earner has been recommended in order to support the principles of Fair Pay following the 2011 report on public sector pay and the transparency agenda.

- The highest paid officer of the council is the Chief Executive at £125,000
- The ratio between the highest and lowest salary pay point is 1:6.7
- The median salary of all the Council staff is £23,541



The Council does not have a policy on maintaining or reaching a specific pay ratio between the lowest and highest paid staff.

Discretionary Payments

The policy for the award of any discretionary payments is the same for all staff regardless of their pay level. The following arrangements apply:

'Redundancy payments under regulation 5 of the Local Government (Early Termination of Employment) (Discretionary Compensation) (England & Wales) regulations 2006.'

The Council calculates redundancy payments by reference to an individual's actual week's pay, rather than the statutory maximum, where it is greater than the statutory maximum. This is payable to employees made redundant with 2 or more years local government service.

Severance payments under section 6

No severance payments: Employees aged 55 and over who are retiring early in the interests of efficiency will receive immediate payment of their pension benefits with no additional years service or compensatory payments. The capital cost of the early payment of pension benefits will be met by the Council but approval is subject to the cost being met by savings over a 3 year period.

Additional memberships for revision purposes under regulation 12 of the Local Government Pension Scheme (Benefits, Membership & Contributions) Regulations 2007. Additional payments under regulation 13 of the same legislation.

No discretionary additional membership or payment provisions are applied. Any proposals will be considered alongside the Exit Payment Regulations.

Re-employment

The Council's recruitment and selection policy recognises the importance of making appointments on merit, and ensuring equality of opportunity. Consequently, as a general principal, individual applicants for employment will be considered in accordance with this policy and will not be denied employment purely on the basis of having previously been employed by the council.

However, an individual in receipt of a severance payment and/or early retirement pension will not normally be immediately re-employed or re-engaged by the Council, either under a contract of employment or a contract for services. It is expected that the Council, when agreeing severance arrangements, will do so in the context of anticipated future requirements and plan its resources accordingly.

It is, however, recognised that in some limited, exceptional circumstances re-employment would be in the council's interests, in which case approval may be given by the Chief Executive in consultation with the People & OD Manager.

Where an employee retires on the grounds of ill health and later applies for employment this will be considered carefully in the context of the Equality Act and advice from the occupational health advisor.

Disclosure

Upon approval by Full Council this Pay Policy statement will be published on the Council's website.



Human Resources Statement 2021/22

Cluster	Business Units	Budgeted Full Time Equivalent
Corporate	Investment Properties	0.50
Corporate Total		0.50
Our Council	Change Management	4.45
	Chief Executive	1.00
	Civic Responsibilities	1.00
	Closer to the Customer	2.60
	Committee Administration	4.46
	Communications	4.00
	Corporate Services	0.75
	Corporate Support Services	5.55
	Crematorium	3.00
	Customer Relations	15.20
	Debtors	1.15
	Electoral Registration	2.91
	Financial Services - Accountancy	10.87
	Green Waste Service	0.81
	Health & Safety At Work	1.20
	Human Resources	3.98
	IT & Contracts Team	3.60
	Local Land Charges	3.15
	Local Tax Collection	12.28
	Markets	1.40
	Members' Costs	0.45
	Policy & Governance	3.95
	Property Services	7.74
Supplementary Services (Chargeable)	2.18	
Systems Development	10.34	
Trade Waste	1.73	
WLDC - Apprentices	5.81	
Our Council Total		115.55
Our People	Communities	5.94
	Housing Advice & Homelessness	8.79
	Housing Benefit Administration	13.41
	Housing Renewal Activity	5.01
	Housing Standards	5.40
	Leisure Centre - Gainsborough	0.05
	Trinity Arts Centre	4.22
	Wellbeing Delivery	8.00
Our People Total		50.82

Cluster	Business Units	Budgeted Full Time Equivalent
Our Place	Building Regulations - Fee Earning	3.30
	Building Regulations - Non-Fee Earning	2.70
	Car Parks	1.02
	CCTV Service	3.00
	Cemeteries	0.25
	Civil Parking Enforcement	0.33
	Community Licences	2.30
	Community Safety	2.75
	Conservation & Listed Buildings	2.05
	Development Control	19.33
	Economic Regeneration	4.31
	Emergency Planning	0.10
	Food Safety	4.59
	Gainsborough Heritage Regeneration	1.00
	Housing Zone	1.81
	Mayflower 400	0.00
	Neighbourhood Planning	1.00
	Pest And Dog Control	0.05
	Planning Enforcement	2.25
	Pollution Reduction	3.45
	Strategic Manager-Services	1.60
	Street Cleansing	15.77
	Street Naming & Numbering	0.81
Visitor Economy	1.00	
Waste Collection	48.42	
Waste Collection Vehicles	1.00	
Our Place Total		124.18
Grand Total		291.06



Committee and Business Unit Budgets 2021/22 – 2025/26

Corporate Policy and Resources Committee

The following tables detail Business Unit Income and Expenditure Budgets

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

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

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

Corporate Policy and Resources Committee

The following tables detail Business Unit Income and Expenditure Budgets

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

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

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

Corporate Policy and Resources Committee

The following tables detail Business Unit Income and Expenditure Budgets

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

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

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

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

Corporate Policy and Resources Committee

The following tables detail Business Unit Income and Expenditure Budgets

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

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

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

Corporate Policy and Resources Committee

The following tables detail Business Unit Income and Expenditure Budgets

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

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

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

Corporate Policy and Resources Committee

The following tables detail Business Unit Income and Expenditure Budgets

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

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

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

Corporate Policy and Resources Committee

The following tables detail Business Unit Income and Expenditure Budgets

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

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

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

Corporate Policy and Resources Committee

The following tables detail Business Unit Income and Expenditure Budgets

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

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

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

Corporate Policy and Resources Committee

The following tables detail Business Unit Income and Expenditure Budgets

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

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

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

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

Corporate Policy and Resources Committee

The following tables detail Business Unit Income and Expenditure Budgets

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

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

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

Corporate Policy and Resources Committee

The following tables detail Business Unit Income and Expenditure Budgets

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

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

Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

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

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

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

Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

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

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

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

Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

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

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

Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

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

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

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

Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

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

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

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

Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

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

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

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

Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

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

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

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

Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

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

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

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

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

Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

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

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

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

Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

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

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

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

Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

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

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

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

Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

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

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

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

Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

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

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

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