



---

# **BUDGET BOOK**

## **2024/25 TO 2028/29**

Our Medium Term Financial Plan and  
Budgetary Forecasts

**THE FINANCIAL STRATEGY & MEDIUM TERM FINANCIAL PLAN 2024/25  
TO 2028/29**

**List of Appendices**

Appendix	Page
<b>Executive Business Plan and Medium Term Financial Plan 2024/25 – 2028/29 and 2024/25 Budget</b>	<b>1 – 73</b>
- 1 : Medium Term Financial Plan	74 – 76
- 2 : Risk Register	77 – 79
- 3 : Fees and Charges	80 – 94
- 4 : Capital Investment Strategy	95 – 103
- 5 : Capital Programme Summary	104 - 105
- 6 : Capital Financing	106
- 7 : Capital Investment Strategy, Treasury Management reporting, Capital Prudential Indicators, Borrowing, Annual Investment Strategy	107 – 132
Appendix A. Capital Prudential and Treasury Indicators 2024/25 – 2026/27 and MRP Statement	133 – 136
Appendix B. Interest Rate Forecasts 2024 - 2027	137
Appendix C. Economic Background	138 – 141
Appendix D. Treasury Management Practice	142 – 144
Appendix E. Approved Countries for Investments	145
Appendix F. Treasury Management Scheme of Delegation	146
Appendix G. Role of the Section 151 Officer	147 – 148
Appendix H. Capital Investment Strategy 2024/25 – 2028/29	149 - 157
- 8 : Council Tax Requirement for 2024/25	158 – 161
- 9 : Parish Council Tax Base 2024/25	162 - 163
- 10 : Parish Precepts 2024/25 (Determination of Council Tax where Special Items Apply)	164 – 165
- 11 : Determination of Amounts of Council Tax for each category and dwelling in each part of the area	166 – 170
- 12 : Overall Levels of Council Tax for 2024/25	171 – 175
- 13 : Pay Policy Statement 2024/25	176 – 183
- 14 : Human Resources Statement 2024/25	184 - 185
<b>Committee and Business Unit Budgets 2024/25 to 2028/29</b>	<b>186 – 202</b>



Council

Monday, 4<sup>th</sup> March 2024

**Subject: Executive Business Plan 2024/25 to 2026/27  
Medium Term Financial Plan 2024/25 to 2028/29  
The Budget 2024/25  
Capital Programme 2024/25 to 2028/29**

Report by:

Director of Corporate Services (Section 151 Officer)

Contact Officer:

Emma Foy  
Director of Corporate Services (Section 151 Officer)

[emma.foy@west-lindsey.gov.uk](mailto:emma.foy@west-lindsey.gov.uk)

Purpose / Summary:

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

The purpose of the Medium-Term Financial Plan (MTFP) is to set a robust overall framework for the Council's Financial Strategy and spending plans over the next 5 years in support of delivering the Corporate Plan. The report also sets out the Council Tax for 2024/25.

The Medium Term Financial Analysis includes the budget for 2024/25 and estimates to 2028/2. It is based on assumptions for levels of future Government Funding and revised previous estimates up to 2027/28.

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

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

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

- 1. Recognise the external environment and the financial challenges which the Council could face in the medium to longer term depending on future government policy.**
- 2. Accept the Statement of the Director of Corporate Services (Section 151 officer) on the Robustness of Estimates and Adequacy of Reserves at paragraph 1.10.**
- 3. Approve the Medium Term Financial Plan 2024/25 to 2028/29 and are aware of the risks associated with it as detailed at appendix 2.**
- 4. Approve the formal Council tax resolution as detailed in Appendix 8, this proposes a band D equivalent amount of £241.55**
- 5. Approve the Revenue budget 2024/25 detailed at paragraph 1.4**
- 6. Approve the movement in earmarked reserves detailed at paragraph 1.6**
- 7. Approve the level of fees and charges for 2024/25 as detailed at appendix 3**
- 8. Approve the Capital Investment Strategy at Appendix 4**
- 9. Approve the capital Programme 2024/25 – 2028/29 and financing detailed at Appendices 5 and 6**
- 10. Approve the Treasury Management Strategy 2024/25 and adopt the Treasury Investment Strategy, the Borrowing Strategy and the Treasury and Borrowing Prudential Indicators detailed at Appendix 7**
- 11. Approve the Minimum Revenue Provision (MRP) Policy as contained in the Treasury Management Strategy at Appendix 7.**
- 12. Approve the 2024/25 Pay Policy Statement and Human Resources statement at appendices 13 and 14.**
- 13. Approve the introduction of a new Markets fee and charge for operators who deliver between eight and twenty five stalls on a specialist market be charged £10 per stall and for the age range for Young Traders to change to 16 – 30 to align with National Market Trader Federation guidelines.**

**14. Approve that delegation is given to Corporate Policy and Resources committee to approve any change to an existing Fees and Charges required during the year, which are required after the budget is set.**

## 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/155/24/SL**

The report presents a balanced budget for 2024/25, 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 2024/25 taking into account the approved Tax Base 32,093.99 and Council Tax Surplus £0.290m.

The Final local government finance settlement was announced on the 5th of February 2024 and has been incorporated into this report. Allocations were made for 2024/25 only, therefore it is not clear whether these grant streams will continue after 2024/25.

The 2024/25 Final Budget totals £18.499m and is fully funded and is a balanced budget.

Contributions to Earmarked Reserves total £1.866m and Use of Earmarked Reserves total £0.617m, these exclude capital reserve movements.

The movement on the General Fund Balance is a reduction of £0.053m and is forecast to be £2.674m at the end of 2024/25.

The Capital Programme totals £36.160m over the Medium-Term Financial Plan and is fully funded.

**Staffing:** The Medium-Term Financial Analysis includes budget provision for all approved posts, some of which are funded from grant, capital budgets or Earmarked Reserves.

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

**Data Protection Implications:** None directly from this report

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

**Section 17 Crime and Disorder Considerations:** The budget provides resources to fund the costs of the CCTV service

**Health and Well Being Implications:** The budget provides resources to support the health and wellbeing of our residents. In addition, the Health and Wellbeing Reserve of £0.206m is available to support delivery of better outcomes for our residents.

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

N/A

**Risk Assessment:**

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

An analysis of possible budget risks and comment on the level of reserves are included at Appendix 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

X

**Key Decision:**

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

Yes

X

No

## 1. Executive Summary

- 1.1 Presented below is the Executive Business Plan and Medium-Term Financial Plan 2024/25 – 2028/29 (which includes the Financial Strategy and Medium-Term Financial Analysis). An Executive Summary is contained therein.
- 1.2 The documents are central to our financial planning and play a key role in the budget setting process to ensure that resources are aligned to the Corporate Plan priorities through the setting of the Revenue Budget and Capital Programme. Their impact and risks are considered in the Treasury Management Strategy (scrutinised by the Governance and Audit Committee and recommended to Council for approval).



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

**The Medium-Term Financial Plan** – Aims to deliver an annual balanced and sustainable budget whilst considering the context of National and Local funding and its projections over a 5 year period. It ensures that 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 five 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 Council Tax 2024/25

The proposal for the Council to approve a Council Tax of £241.55 (£234.54 2023/24), reflects an increase of £7.01p or 2.99% which is the maximum allowable under the government’s referendum limit of up to 3% or £5 whichever is the greater.

With an approved taxbase of 32,093.99, Council tax income of £7,752,300 will be budgeted for (31,696.76 and £7,434,100 2023/24). The medium term financial analysis assumes a 1.5% increase in the taxbase and a Council Tax increase of 1.99% in future years.

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

	2023/24	2024/25	Variance	
	£	£	£	%
Lincolnshire County Council	1,503.63	1,578.69	75.06	4.99
Police and Crime Commissioner	291.24	304.20	12.96	4.45
West Lindsey District Council	234.54	241.55	7.01	2.99
Parish Council Average	81.30	84.15	2.85	3.51
<b>Total Average Council Tax</b>	<b>2,110.71</b>	<b>2,208.59</b>	<b>97.88</b>	<b>4.64</b>

### 1.4 The Revenue Budget 2024/25

The General Fund Revenue Budget 2024/25 (detailed in the table below) reflects a balanced budget and a Net Revenue Budget Requirement of £18.499m (£16.739m 2023/24)

The Budget for 2024/25 assumes that the Council approve a Council Tax of £241.55 (£234.54 2023/24), an increase of 2.99% being the maximum amount



allowable under the Government’s referendum limit of up to 3% or £5 (whichever is the greater). This approach supports our future financial sustainability.

With an approved tax base of 32,093.99 Council Tax income of £7,752,300 will be budgeted for (31,696.76 and £7,434,100 2023/24). (The Medium-Term Financial Analysis assumes an ongoing 1.5% increase in taxbase each year.) The Revenue Budget is detailed below and is analysed by our Service Clusters

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

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

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

The table below details the proposed revenue budget 2024/25 for approval and is compared to the original budget 2023/24 and analysed over our Service Clusters (Corporate Plan themes) and includes other elements of operating expenditure and movements in reserves resulting in a £18.499m Budget Requirement (£16.739 2022/23), an increase of £1.760m. Further analysis of the Budget is contained within Appendix 1 of the Medium-Term Financial Analysis.

Cluster	Base Budget 2023/24 £	Forecast Budget 2024/25 £
Our Council	7,785,400	8,224,800
Our People	1,832,400	1,715,100
Our Place	4,726,400	4,705,100
<b>Grand Total</b>	<b>14,344,200</b>	<b>14,645,000</b>
Interest Receivable	(577,300)	(658,200)
Investment Income - Property Portfolio	(1,576,700)	(1,568,400)
Drainage Board Levies	459,200	531,900

Parish Precepts	2,577,100	2,700,700
Interest Payable	794,400	692,700
MRP/VRP (repayment of borrowing)	906,100	959,300
<b>Net Revenue Expenditure</b>	<b>16,927,000</b>	<b>17,303,000</b>
Transfer to / (from) General Fund	(684,400)	(52,700)
Transfer to / (from) Earmarked Reserves	496,600	1,248,600
<b>Amount to be met from Government Grant or Council Tax</b>	<b>16,739,200</b>	<b>18,498,900</b>
<b>Funding Income</b>		
Business Rate Retention Scheme	4,633,200	5,796,700
Collection Fund Surplus - Council Tax	290,000	290,000
Parish Councils Tax Requirement	2,577,100	2,700,700
New Homes Bonus	561,500	845,300
Other Government Grants	1,243,300	1,113,900
<b>Council Tax Requirement</b>	<b>7,434,100</b>	<b>7,752,300</b>
<b>TOTAL FUNDING</b>	<b>16,739,200</b>	<b>18,498,900</b>
<b>Balanced Budget / Funding Target</b>	<b>0</b>	<b>0</b>

## 1.5 Significant Movements

The significant movements between the 2023/24 and 2024/25 budget include.

### Expenditure Pressures

- £0.874m staff resourcing, pay awards and changes to Employers National Insurance, employers contribution rates and reduced Pension Deficit Contribution
- £0.116m inflation applied to supplies and services, premises, transport and employees
- £0.0112m increase in staff budgets to fund Member led development officer posts
- £0.077m Contracts
- £0.073m Drainage Board Levies
- £0.053m increase in Minimum Revenue Provision (MRP)

### Expenditure Savings

- £0.102m saving in interest payable on borrowing

### Additional Income

- £0.016m property rental income
- £0.146m Fees and Charge Review
- £0.018m Housing Benefit administration grant

- £0.081m increase in interest receivable

### Additional Funding

- £0.318m Council Tax – increase of 2.99%
- £1.164m Business Rates – 1-year Financial Settlement

The movement in net contributions from reserves total £1.384m.

## 1.6 Review of Earmarked Reserves

The Council's Corporate Policy and Resources committee considered the level of earmarked and general fund reserves at its meeting on 17<sup>th</sup> January. Members considered the purpose and balance on each of the Council's reserves. Reserves no longer required were removed and a transfer of £1m was agreed between the general fund and the budget stability reserve. The committee also set a new minimum general fund balance of £2m which is due to be reviewed annually.

In addition and detailed in full at 2.8 of the Medium-Term Financial Plan the table below details the estimated year end reserve balances over the medium term. It takes account of current expectations of the 2023/24 outturn position, the movement in reserves for capital investment financing, contributions to and from reserves for the purposes of service and project investment.

RESERVE	CURRENT YEAR	MTFP				
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
General Fund Working Balance	2,726,691	2,673,991	2,553,391	2,432,691	2,432,691	2,432,691
Earmarked Reserves	19,461,608	11,343,808	10,846,208	11,397,509	11,356,308	11,088,008
Capital Receipts	1,757,655	6,187,608	6,309,236	6,435,939	6,454,659	6,474,033
<b>TOTAL</b>	<b>23,945,954</b>	<b>20,205,407</b>	<b>19,708,835</b>	<b>20,266,139</b>	<b>20,243,658</b>	<b>19,994,732</b>

EARMARKED RESERVES	CURRENT YEAR	MTFP				
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Service Investment/Renewals	3,958,404	2,740,504	2,517,304	3,151,604	3,110,404	2,842,104
Contingency/Risk	5,609,834	5,650,234	5,375,834	5,292,834	5,292,834	5,292,834
Investment for Priorities	9,893,370	2,953,070	2,953,070	2,953,070	2,953,070	2,953,070
<b>Grand Total</b>	<b>19,461,608</b>	<b>11,343,808</b>	<b>10,846,208</b>	<b>11,397,508</b>	<b>11,356,308</b>	<b>11,088,008</b>

## 1.7 Fees and Charges (Appendix 3)

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

## 1.8 The Capital Investment Strategy (Appendix 4)

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

## 1.9 The Capital Investment Programme (Appendix 5)

The Capital Programme 2024/25 to 2028/29 provides a plan of future capital investments totalling £36.160m with £30.716m estimated for 2024/25. The programme is monitored in year through the Corporate Policy and Resources Committee and is reviewed bi-annually and may result in significant changes as business cases for schemes are developed or schemes re-profiled over financial years due to external factors.

Service Cluster	Estimate 2024/25 £	Estimate 2025/26 £	Estimate 2026/27 £	Estimate 2027/28 £	Estimate 2028/29 £	Total Capital Programme £
Our Council	799,900	292,100	99,300	149,600	96,100	1,437,000
Our People	10,802,400	674,900	674,900	674,900	674,900	13,502,000
Our Place	19,113,434	634,400	50,000	479,400	943,800	21,221,034
<b>Grand Total</b>	<b>30,715,734</b>	<b>1,601,400</b>	<b>824,200</b>	<b>1,303,900</b>	<b>1,714,800</b>	<b>36,160,034</b>

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

Members are asked to approve the Budget only and receive reports for specific schemes prior to approval to spend, in accordance with financial regulations. This excludes business as usual schemes such as replacement and renewal programmes i.e. Strategic Asset Management Plan, Vehicle replacement programme, ICT replacement programme where approval to spend is recommended within this report.

The Capital Investment Programme is to be funded from.

CAPITAL FINANCING	Estimate 2024/25 £	Estimate 2025/26 £	Estimate 2026/27 £	Estimate 2027/28 £	Estimate 2028/29 £	Total Capital Programme £

Grants & Contributions etc	-19,525,534	-674,900	-674,900	-674,900	-674,900	-22,225,134
Useable Capital Receipts	-450,500	0	0	0	-10,000	-460,500
Reserves	-9,392,900	-926,500	-149,300	-629,000	-1,029,900	-12,127,600
Section 106 Contributions	-1,203,800	0	0	0	0	-1,203,800
Borrowing	-143,000	0	0	0	0	-143,000
<b>Total Capital Programme Funding</b>	<b>-30,715,734</b>	<b>-1,601,400</b>	<b>-824,200</b>	<b>-1,303,900</b>	<b>-1,714,800</b>	<b>-36,160,034</b>

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

### 1.10 Robustness of Estimates and Adequacy of Reserves

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

It is the professional opinion of the Chief Finance Officer that the overall adequacy of the total level of reserves and the robustness of estimates is integral to the sign off of the overall agreed budget. The Chief Finance Officer having taken into consideration risks, sensitivity analysis, benchmarking and resilience information, can confirm that the budget assumptions are relevant, estimates are robust, the adequacy of reserves is satisfactory, and the capital programme is affordable; further detail is included within the Medium Term Financial Analysis (Section 2 of the MTFP)

This year a detailed report on reserves was brought to the Corporate Policy and Resources Committee to enable debate, challenge and scrutiny of the level of reserves held by West Lindsey.

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

Section 38/11 of the Localism Act 2011 requires local authorities to produce a Pay Policy Statement each financial year. This document is attached at Appendix 13 and is proposed for adoption.

# Delivering Our Vision

The Executive Business Plan: 2024/25 - 2026/27





## Introduction

Welcome to the Council's Executive Business Plan which outlines the national, regional and local policy context in which the Council operates and sets out a rolling programme of strategic activity for the next three years.

Against a backdrop of rising uncertainty in a rapidly changing world, the environment in which local government operates is constantly shifting and it is therefore vital that the Council appraises all current and possible future scenarios to ensure it can deliver our Vision for West Lindsey.

Our Vision for West Lindsey is the Council's Corporate Plan; the primary strategic document which states our strategic aims, objectives and outcomes for 2023-2027 and beyond.

This Executive Business Plan is the strategic delivery plan which sets out a rolling three-year programme of key deliverables designed to achieve the required objectives. In doing so, the Plan acts as a guide for elected members, the Senior Management Team, managers and staff regarding current and future decisions and activity.

The supporting financial strategy is set out in the Medium-Term Financial Plan and focuses on growth, efficiencies and future sustainability. This details how key activity and projects identified in this Executive Business Plan 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.





### **Economic Uncertainty and the Rising Cost of Living:**

Nationally and globally, economic uncertainty remains a key concern. The ongoing war in Ukraine continues to impact food prices globally which, in turn, is contributing to high inflation, particularly with regard to food and fuel prices. Rising oil prices and a possible slowdown in China's economy are cited by economists as cause for concern regarding the global economic outlook in 2024.

In the UK, economic activity has fallen at its fastest pace since January 2021, with over half of businesses reporting a contraction in activity according to the Purchasing Managers' Index (PMI). Weakened service activity, a contraction in manufacturing and an abrupt decline in private sector employment numbers raises the likelihood of a UK recession in 2024, although the outlook remains uncertain with current estimates predicting a 0.4% growth in GDP in the UK in 2024.

Uncertainty also remains on the future path for interest rates. In December 2023, the Bank of England's Monetary Policy Committee left interest rates unchanged for only the second time since 2021 in response to a slight drop in consumer price inflation (CPI). However, CPI remains significantly higher than the Bank of England's 2% target and the current interest rate of 5.25% is the highest for 15 years. With the Bank of England signalling that interest rates are likely to remain above 5% for the medium-term, this is likely to lead to further stagnation in the UK economy..

For local government, the impacts of such economic uncertainty are significant. High interest rates and high inflation will add further pressure to already strained local government finances. More widely, public finances remain vulnerable to a fragile economy and tighter financial conditions.

With a general election due to be held by the end of 2024, uncertainty remains over local government funding in the longer-term, which is covered in more detail below. With 1.6 million fixed-rate mortgage deals due to end in

2024, homeowners will feel a further cost of living squeeze as the average mortgage payment is expected to increase by £2,900 per year.

This is likely to place increased demand on Council services, particularly from those households on the lowest incomes who may find themselves facing increased financial difficulty.

### **Local Government Finance:**

For some time the Government has been consulting on a number of proposals as part of the reform of local government funding, including a Fairer Funding methodology and a Business Rates Reset. However, with a general election due to be held by the end of 2024, the review will now not happen during this parliament, with the government instead stating that it "remains committed to improving the local government finance landscape in the next Parliament."

The focus for the remainder of the parliamentary term is on stability for the local government sector, rather than fundamental reform. At the time of writing (December 2023), none of the three main political parties have announced detailed policy or funding proposals for local government and so a period of uncertainty around the future of local government funding is likely to remain until after the General Election.

In recognition of the financial strain on local authorities, the government has committed to a Funding Guarantee on the Revenue Support Grant; ensuring that all councils will see at least a 3% increase in their Core Spending Power before any decisions are needed regarding organisational efficiencies or use of reserves. The Core Funding Settlement announced in December 2023 is worth £64.1 billion for 2024/25, an increase of £3.9 billion compared to the previous year. Shire district councils such as West Lindsey will be able to raise Council Tax by a maximum of 3% or £5 (whichever is higher) before a Council Tax referendum is required.

The small business rating multiplier has been frozen at 49.9p, and the standard business rating multiplier will increase to 54.6p. In 2024/2025, baseline funding levels will increase to reflect the uprating of the standard multiplier and local authorities will also be compensated for the reduction in income caused by the decision to freeze the small business multiplier.

The government has also committed to new rounds of New Homes Bonus payments in 2024/2025, applying the same calculation process used in 2023/24. Additionally, the Rural Services Delivery Grant, applicable to West Lindsey, will also continue on the same basis as in 2023/2024.

To maintain financial sustainability across the sector, local authorities are asked to continue to consider how they can use their reserves to maintain services over the remainder of 2023/24 and throughout 2024/2025, recognising that not all reserves can be reallocated.

### **Climate Change, Sustainability and the Environment:**

Climate change remains one of the world's biggest challenges and there is global recognition that governments have a decreasing window of opportunity to act. 2023 saw a significant increase in extreme weather events across the globe, with record high global average surface temperatures and unprecedented weather events ranging from wildfires in Canada and Hawaii to extreme flooding and storms all over the world. Parts of West Lindsey experienced significant flooding thanks to Storm Babet, which caused significant disruption and damage in October 2023, including residents being forced to leave their homes.

In December 2023, 154 world leaders reached what was described as a 'historic' agreement at the COP28 Climate Summit held in Dubai. Commitments were made to significantly increase the Green Climate Fund; to strengthen collaboration between governments and key stakeholders; to reduce emissions from agriculture and methane, and to boost the resilience of food and public health systems. The agreement acknowledged that the next two years are critical and re-stated the urgency of ensuring the global temperature rise is limited to 1.5 degrees Celsius.

In 2019, the UK government enshrined its goal of net zero carbon emissions into law, accompanied by a Climate Change Strategy in 2021 which set out a roadmap and key actions to position the UK as international leaders in tackling climate change.

In September 2023, the Prime Minister, Rishi Sunak announced in a keynote speech that his government would revise key climate targets, including:

- Pushing back the ban on the sale of new petrol/diesel cars by 5 years
- Setting an exemption to the phase-out of fossil fuel boilers, including gas boilers
- Scrapping policies which would have forced landlords to upgrade the energy efficiency of their properties to a minimum standard
- Allowing new oil and gas developments in the North Sea

The government has also committed to blocking local councils from imposing 20mph speed limit zones as part of its 'Plan for Motorists'. Despite this policy shift, the government remains committed to its net zero by 2050 target, but without placing undue financial burden or restrictions on people at a time of increased living costs.

At the time of writing (December 2023), there has been no detail published on how the government intends to meet its 2050 target following these policy changes and so the impact for local government is unclear.



## **The Environment Act 2021:**

In October 2023, the government confirmed changes to household waste and recycling collections originally included in the Environment Act 2021 would go ahead.

These reforms are designed to standardise refuse collections across the country and to increase recycling rates. As a result, all Councils in England will be required to offer three waste containers for dry recycling, food waste and residual waste, with all households to be offered an optional garden waste collection. Additionally, changes to the collection frequency will ensure that most households in England will receive weekly food waste collections by 2026.

Councils in England are expecting around £295m in capital funding to allow them to prepare to implement free separate food waste collections for all households although the final financial support package remains unclear.

Additionally, the Environment Act places a legal duty on developers to deliver a biodiversity net gain of 10%. Biodiversity net gain (BNG) is an approach to development and land management that aims to leave the natural environment in better condition than it was before the development took place by creating new or enhancing existing habitats.

The Department for the Environment, Food and Rural Affairs (DEFRA) has produced a ten point action plan for local authorities in preparation for the BNG requirements coming into force from January 2024. This includes for councils to consider how BNG requirements can be included in the Local Plan, engaging with local partners and considering how BNG aligns with other local policy priorities.

## **Digital Connectivity:**

Many pledges have been made by Government over recent years to improve and expand the digital infrastructure across the country; particularly in rural areas such as West Lindsey where many residents and businesses suffer from poor broadband speeds.

Most recently, digital connectivity formed one of the central missions of the Levelling Up and Regeneration Act 2023, backed by a commitment to achieve at least 85% gigabit coverage by 2025 and at least 99% gigabit coverage by 2030. Currently, 92% of UK landmass is covered by a 'good' 4G signal, with the government aiming to extend this to a 5G signal by 2027.

The Public Affairs Committee has expressed concern that rural areas will continue to be locked out of gigabit broadband coverage for "years to come." This is pertinent for West Lindsey which has already experienced significant delays in the roll-out of superfast broadband across the District under the BDUK scheme.

47.4% of West Lindsey is covered by gigabit broadband, an increase of just over 7% on the previous year, while 90.2% of the district is covered by superfast broadband, an increase of 0.3% (figures correct as at December 2023).

Source: Think Broadband

## Housing:

While West Lindsey District Council is a non-stock holding authority, it has a key role to play in ensuring everyone has access to good quality housing which meets their needs and aspirations.

In 2019, the government set a target of building 300,000 homes a year in England by 2025, although it is not currently on track. In response, in July 2023, the Secretary of State for Levelling Up, Housing and Communities announced a new long-term plan for housing, designed to accelerate house-building and to build on work already underway through the Levelling-Up and Regeneration Act.

The plan represents a major update to the National Planning Policy Framework which should make development and regeneration in and around existing town centres easier to progress. The plan includes the establishment of an Office for Place, a new body set up to ensure new homes are built according to a simple design code supported by local people.

The government is also proposing to simplify the process for developing a Local Plan, working with councils to reduce the cost and bureaucracy associated with getting an updated Local Plan in place. Additional reforms to the Planning System are designed to speed up new housing developments and unlock planning decisions with a new fund of £24m to scale up local planning capacity. A further £800m is being invested from the Brownfield, Infrastructure and Land Fund to unlock up to 56,000 homes across England; while Homes England will receive further funding of £550m.

To support the climate agenda and improve the quality of housing stock across the country, a number of schemes are currently in operation. Firstly, the Great British Insulation Scheme (GBIS) whereby families in lower Council Tax bands with fewer energy efficient homes will be offered upgrades such as roof, loft or cavity wall insulation, designed to cut energy bills by an average of £300-£400 per household per annum. This is likely to benefit 300,000 households in the UK.

Secondly, the second phase of the Home Upgrade Grant (HUG2) has been launched to help qualifying homeowners and private renters to improve the energy efficiency of their homes, where those homes are off-grid. In West Lindsey, 23% (or 9,941) of all homes are not in receipt of mains gas and so HUG2 may receive a high level of demand across the district from qualifying households.

Finally, £500m in funding has been allocated to local authorities through the Local Authority Delivery (LAD) scheme. This is designed to improve the energy efficiency of low income and low energy performance households by helping to reduce fuel poverty and phasing out fossil fuel heating. Local authorities can bid for funding under this scheme to improve the energy efficiency of low-income households in their area.

The Future Homes Standard requires new build homes to be futureproofed with low carbon heating and world-leading levels of energy efficiency. From 2025, the target is for all new homes to produce between 75% and 80% less carbon emissions than homes delivered under current regulations.





### **Government Proposals for an asylum accommodation centre at former RAF Scampton site:**

In 2018, the Ministry of Defence announced the closure of RAF Scampton, with the Red Arrows to be relocated to RAF Waddington. In April 2022, West Lindsey District Council formally expressed an interest in acquiring the site, partnering with an investor to deliver the RAF Scampton regeneration project, which could yield £300m inward investment into the district, create hundreds of jobs and protect the nationally important heritage of the former RAF base, which was once home to the Dambusters.

In January 2023, the Home Office announced proposals to turn the former RAF Scampton site into an accommodation centre for asylum seekers.

The Home Office plans include a phased approach to moving people on site, increasing to 2,000 single adult males at full capacity. The plans have been described by the Home Office as 'temporary', however neither the definition of this timescale, nor the status of the migrants has been made clear.

In February 2023, the Council sought a High Court Judicial Review of the Home Office's decision on the basis that the Home Office acted unlawfully in their decision-making. Following a full Judicial Review hearing at the High Court in October 2023, Mrs Justice Thornton dismissed the Council's claim, although in handing down her judgement, acknowledged that there were compelling reasons to allow an appeal on all grounds.

The Council remains of the firm belief that the site is not suitable for a large asylum site and, on 19th December 2023, members resolved to appeal the High Court decision. An enforcement notice and stop notice remain in place at the site, preventing the Home Office undertaking any work on site that does not fall within Planning regulations.

At the time of writing (December 2023), the Council has formally lodged an appeal with the High Court and is awaiting the outcome of the appeal.

### **Greater Lincolnshire Devolution Deal:**

The Levelling Up and Regeneration Act 2023 committed to devolution deals by 2030 for "every area of England that wants one" in an effort to empower local leaders and communities.

In the 2023 Autumn Statement, the Chancellor of the Exchequer confirmed in principle that Greater Lincolnshire would be granted a 'level three' devolution deal following months of negotiation and development of a vision for the area. The terms of the deal, which covers the county of Lincolnshire and the unitary areas of North Lincolnshire and North-East Lincolnshire, is currently out for consultation until January 2024. Worth £750m, the deal proposed includes the following:

- Formation of a Mayoral County Combined Authority (MCCA), and the election of a directly elected Greater Lincolnshire Mayor. The role of the Mayor will be to champion the area's interests, deliver on local priorities and be accountable to local people.
- Long-term funding and greater freedoms for local leaders to decide how best to meet local needs and create new opportunities for the 1.1 million people who live in the Greater Lincolnshire devolved area. This includes control of £24 million per year allocation of investment funding for 30 years to drive growth; and £28.4 million one-off capital funding to drive place-based economic regeneration.
- New powers shape local skills, to drive the regeneration of the area, build more affordable homes and to improve local transport.

It is important to note that devolution is not the same as local government re-organisation and therefore has no impact on the functions of local authorities in Greater Lincolnshire. As such, the powers and duties of West Lindsey District Council will remain unchanged by a devolution deal.

At the end of the consultation period, Lincolnshire County Council, North Lincolnshire Council and North-East Lincolnshire Council will decide whether to agree the final proposal for submission to government.

### **The Future of the Greater Lincolnshire Local Enterprise Partnership:**

In August 2023, the government confirmed the withdrawal of funding for Local Enterprise Partnerships (LEPs) from April 2024, and that their activities would be absorbed by upper-tier local authorities, or the Mayoral Combined Authority where one exists, who would be required to establish an Economic Growth Board. Such Boards will comprise of local business leaders representing local businesses in regional decision-making and working with local leaders to develop a broad economic strategy for the area.

The Greater Lincolnshire Local Enterprise Partnership (GLLEP) covers the Lincolnshire County, as well as North Lincolnshire, North-East Lincolnshire and Rutland unitary authorities. The GLLEP has been responsible for delivering an Industrial Strategy and Strategic Economic Plan for the area and, in 2021, it launched the UK Food Valley which supports 75,000 food sector jobs in the region.

Following the announcement of a Greater Lincolnshire Devolution Deal, it was confirmed that the GLLEP will be disbanded and incorporated into the new Greater Lincolnshire Mayoral Combined County Authority.

### **Central Lincolnshire Local Plan:**

In April 2023, the Central Lincolnshire Joint Strategic Planning Committee adopted the Central Lincolnshire Local Plan (CLLP) as the Development Plan for West Lindsey, North Kesteven and the City of Lincoln.

The new CLLP is pioneering; placing climate change at its core to help ensure central Lincolnshire becomes a carbon net zero area. The Plan includes a number of ambitious and groundbreaking policies to achieve this ambition, including making sure new homes are energy efficient, attracting renewable energy generation and ensuring new homes are adaptable to climate change.

The Environment Act, 2021 introduced a mandatory requirement for new development to deliver a net gain for biodiversity, with developers

required to deliver a 10% biodiversity net gain. The Central Lincolnshire Local Plan seeks to deliver sustainable development that meets the needs of the present without compromising the ability of future generations to meet their own needs. The Local Plan seeks to build on progress made in conserving the natural environment to a position where habitats are also enhanced and extended by development.

### **The UK Shared Prosperity Fund and other Grant Funding:**

In order to address geographical inequalities, enhance opportunity across all regions and increase pride in place, the government's central mission is to level up the whole of the United Kingdom, as outlined in the Levelling Up and Regeneration Act, which was granted Royal Assent in November 2023.

A £2.6 billion UK Shared Prosperity Fund (UKSPF) has been introduced to replace the previous EU Structural and Investment Programme, with the money designed to go straight to local places through a long-term funding stream for investment in three priority areas:

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

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

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

The Council has identified the following four interventions for approval by central government:

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

**West Lindsey's Commitment to Sustainability and the Environment:**

In June 2021, West Lindsey District Council formally adopted its first Environment, Sustainability and Climate Change Strategy, underpinned by Member and Officer Working Groups and led by a newly appointed Climate Change and Sustainability Officer with responsibility for ensuring the Council's Climate Change Action Plan is implemented in full in order to meet the authority's commitment to reducing its carbon footprint to netzero by 2050.

Additionally, the new Corporate Plan includes a 'green thread' of strategic objectives, thus ensuring that our commitment to mitigating climate change is embedded in every area of the Council's operations..





## Our Corporate Plan

In June 2023, the Council adopted a new Corporate Plan, which sets out a Vision for West Lindsey and the strategic priorities that the Council will focus on to deliver this. The overall vision is that:

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

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



Each theme includes a number of strategic aims and objectives, along with the desired outcomes to be achieved:

### Our Council:

- Finances
- Customers
- Staff and Members

### Our People:

- Health and Wellbeing
- Vulnerable Groups and Communities
- Education and Skills

### Our Place:

- Economy
- Housing Growth
- Public Safety and Environment

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.

## Key Deliverables: 2024/25 - 2026/27

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 delivering the Corporate Plan; and to offer suggestions that could achieve greater value for money or efficiency, new or increased income streams, improved performance or higher levels of customer satisfaction.

The suggestions put forward are analysed to evaluate the potential financial benefits, investment requirements and the likelihood of successful implementation.

Each year a set of initiatives are approved for implementation, with the financial impacts reflected within the Medium-Term Financial Plan (MTFP) and capital programme and delivery monitored via the relevant Programme Board.

This Executive Business Plan provides details of the work to be carried out over the next three years to deliver against Corporate Plan objectives.

It includes work currently in progress that will be completed within the 3 year timeframe and new initiatives that will be commenced during 2024-25.

All of the deliverables have been aligned to at least one objective within the Council's Corporate Plan which sit within the themes of 'Our People', 'Our Place' and 'Our Council'.





## Our People

**Health and Wellbeing:** To reduce health inequalities, promote healthy lifestyles and improve wellbeing across the district.

Strategic Corporate Plan Objectives	Corporate Plan Outcome	Key Deliverable	Year of Delivery	Portfolio	Service Area	
Ensure housing solutions provide choice and support independence	Appropriate housing solutions are in place to meet need and demand	Respond to and deliver new and existing Resettlement Schemes in relation to housing across the district	2024	Planning, Regeneration & Communities	Homes, Health & Wellbeing	
	People are enabled to live independently at home	Working with partners to understand need and enable delivery of specialist housing	Ongoing	Planning, Regeneration & Communities	Homes, Health & Wellbeing	
	A local Health & Wellbeing Strategy that embeds the role of housing in improved health outcomes	Prepare the first annual report to Prosperous Communities Committee which will update members on progress against delivery of the Strategy	2024/25	Planning, Regeneration & Communities	Homes, Health & Wellbeing	
Increase opportunities for participating in sport, leisure and cultural activities across the district	Increased levels of physical activity across all age groups	Develop and implement a new Sports Development Strategy, including the establishment of a Sports Officer post to create capacity to support and enable sports development across the district	2024/25	Planning, Regeneration & Communities	Communities	
	A reduction in obesity levels across all age groups	There are a number of cross-cutting deliverables that will feed in to this, including delivery of the Health and Wellbeing Strategy, Cultural Strategy, Sports Development Strategy	2024/25 - 2026/27	Various	Various	
	A co-ordinated cultural events and activity programme that increase participation and meets the needs of our people across the district	Deliver the Cultural Strategy and associated three-year action plan		2024/25 - 2026/27	Operational & Commercial Services	Commercial Services
		Re-design Trinity Arts Centre to increase financial viability and enhance the cultural site		2024/25	Operational & Commercial Services	Commercial Services

Continued...

Strategic Corporate Plan Objectives	Corporate Plan Outcome	Key Deliverable	Year of Delivery	Portfolio	Service Area
		Deliver enhancements to Gainsborough town centre which will deliver a vibrant marketplace, increased number of market traders, and promote town centre businesses	2024/25 - 2025/26	Operational & Commercial Services	Commercial Services
		Apply to Arts Council England for events grants, the Creative People and Places Fund, and the National Portfolio Organisation to create long-term sustainability for cultural activity	2024/25	Operational & Commercial Services	Commercial Services
Deliver services and health improvements that enable the re-establishment of lives after crisis	A reduction in the gap in health inequalities between the most deprived and least deprived neighbourhoods	Deliver the actions identified in the Health and Wellbeing Strategy – progress to be reported annually to Prosperous Communities Committee	2024/25 - 2026/27	Various	Various
	Improved mental and physical health outcomes (including dental health) across all age groups	Continued delivery of the Community Defibrillator service, including new installations and the maintenance service	2024/25 - 2026/27	Planning, Regeneration & Communities	Communities
	The right partnerships are in place to understand and meet the holistic needs of our people	Implement a Rough Sleeper Initiative with West Lindsey as the lead authority	2025/26	Planning, Regeneration & Communities	Homes, Health & Wellbeing



Communities and Vulnerable Groups: To facilitate the creation of a highly skilled workforce that meets the current and future needs of the local economy.

Strategic Corporate Plan Objectives	Corporate Plan Outcome	Key Deliverable	Year of Delivery	Portfolio	Service Area
Improve communities and transform places	Improved standards of housing, community spaces and community facilities	Support the development of an accessible community meeting space in Hemswell Cliff, including sporting/community activity	2024/25	Planning, Regeneration & Communities	Communities
		Adopt a new Community at Risk Action Plan for Hemswell Cliff, setting out the Council's approach to the identified challenges	2024/25 - 2026/27	Planning, Regeneration & Communities	Communities
	Increased accessibility of high-speed broadband across the district	Develop a Community and Rural Broadband Strategy	2025/26	Planning, Regeneration & Communities	Communities
	Increased engagement in local communities and a strong sense of community pride	Develop a Communities Strategy which sets out the Council's strategic approach to delivering community support, services and intervention in support of delivering the Corporate Plan priorities.	2025/26	Planning, Regeneration & Communities	Communities
Support our voluntary and community sector to thrive and be sustainable	Increase and sustain the number of volunteering opportunities and community led activity	Support for local place leaders to develop community capacity to plan for, and deliver investment in infrastructure	2024/25	Planning, Regeneration & Communities	Communities
	Achieve growth in the local social economy through targeted support to the community and voluntary sector	Deliver the Community Grants Programme	2024/25 - 2026/27	Planning, Regeneration & Communities	Communities
	Appropriate support is available to help our community and voluntary sector grow and develop	Review the one-year Core Funding Agreement for West Lindsey VCS	2024/25	Planning, Regeneration & Communities	Communities

Continued...

Strategic Corporate Plan Objectives	Corporate Plan Outcome	Key Deliverable	Year of Delivery	Portfolio	Service Area
Reduce inequalities across the district and support identified communities at risk	A reduction in levels of deprivation in the most deprived neighbourhoods	There are a number of cross-cutting deliverables that will feed into this, including delivery of the Health and Wellbeing Strategy, Cultural Strategy, Sports Development Strategy, green space management in the South-West Ward	2024/25 - 2026/27	Various	Various
	Appropriate solutions are in place to meet the needs of our identified communities at risk	Adopt a new Community at Risk Action Plan setting out the Council's approach to addressing the identified challenges in Scampton following the closure of the base	2024/25 - 2026/27	Planning, Regeneration & Communities	Communities
		Respond to, and mitigate the impact of the government's decision to site an asylum accommodation centre at RAF Scampton	Ongoing	All	Various
		Develop a Communities at Risk Policy	2024/25	Planning, Regeneration & Communities	Communities
		Increase and improve temporary accommodation provision across the district	2024/25	Planning, Regeneration & Communities	Homes, Health & Wellbeing



Employment and Skills: To facilitate the creation of a highly-skilled workforce that meets the current and future needs of the local economy.

Strategic Corporate Plan Objectives	Corporate Plan Outcome	Key Deliverable	Year of Delivery	Portfolio	Service Area
Work with key stakeholders to ensure appropriate skills training and provision is in place	Delivery of careers advice and skills training programmes that meet recognised standards and area tailored towards key sectors	Deliver the Employment and Skills Partnership Action Plan, including recommendations from the West Lindsey Skills Research Report	2024/25	Planning, Regeneration & Communities	Communities
	Increase and sustain the number of young people in education or training	Develop a Youth Aspiration Programme that directs support to young people in the district, including mentoring & facilitation of activities between local employers/schools	2024/25	Planning, Regeneration & Communities	Communities
	Increased opportunities for young people in education to experience the workplace	See above	2024/25	Planning, Regeneration & Communities	Communities
Improve access to training and increase employment prospects for West Lindsey residents	An increase in the number of economically active people in the district	Continued delivery of the Employment and Skills Partnership Action Plan	2024/25	Planning, Regeneration & Communities	Communities
	Employment levels that are on a par with the national average or higher	See above	2024/25	Planning, Regeneration & Communities	Communities
	Low levels of youth unemployment	See above	2024/25	Planning, Regeneration & Communities	Communities



Continued...

Strategic Corporate Plan Objectives	Corporate Plan Outcome	Key Deliverable	Year of Delivery	Portfolio	Service Area
Provide support in meeting the skills needs of local employers	A reduction in the skills gap across key sectors	Establish a Further Education Taskforce and action plan	2024/25	Planning, Regeneration & Communities	Communities
	Barriers that prevent people gaining employment are removed	Continued delivery of the Employment and Skills Partnership Action Plan	2024/25	Planning, Regeneration & Communities	Communities
	Employers are actively engaged with employment and skills programmes	Continued delivery of the Employment and Skills Partnership Action Plan	2024/25	Planning, Regeneration & Communities	Communities

## Our Place

**Economic Growth and Regeneration:** To ensure that economic growth and regeneration is sustainable and benefits all our communities.

Strategic Corporate Plan Objectives	Corporate Plan Outcome	Key Deliverable	Year of Delivery	Portfolio	Service Area
Create a thriving and dynamic economic environment in which businesses can reach their full potential	An increase in the economic performance of our market towns and an increase in rural productivity levels	Development of an Economic Growth Strategy and the Cultural Strategy will support this aim, alongside delivery of the markets action plan	2024/25 - 2025/26	Planning, Regeneration & Communities  Operational & Commercial Services	Economic Growth  Commercial Services
	A circular local economy that reduces waste in line with our commitments to sustainability	Educate and support businesses to reduce, recycle and re-use materials as part of a sustainable circular economy	2024/25	Planning, Regeneration & Communities	Economic Growth
	Sustained growth in our existing and emerging priority sectors	Develop a new Economic Growth Strategy which determines the economic direction of the district over the medium-term	2024/25	Planning, Regeneration & Communities	Economic Growth
Diversify the economic base and support the creation of more highly-skilled jobs	An increase in the number of new jobs, including the creation of jobs that support environmental sustainability	Develop a new Economic Growth Strategy which determines the economic direction of the district over the medium-term	2024/25	Planning, Regeneration & Communities	Economic Growth
	An increase in the number of businesses located in the district	Develop our approach to inward investment, key account management and business support	2024/25	Planning, Regeneration & Communities	Economic Growth
	Appropriate support is available to help our businesses grow and develop	Evolve our approach to business engagement and communication, including establishment of a district wide Business Forum	2024/25	Planning, Regeneration & Communities	Economic Growth

Continued...

Strategic Corporate Plan Objectives	Corporate Plan Outcome	Key Deliverable	Year of Delivery	Portfolio	Service Area
Maintain a sustainable Local Plan for Central Lincolnshire	Deliver homes and jobs to meet identified need and drive sustainable economic growth	Developing a new Economic Growth Strategy and delivering the Central Lincolnshire Local Plan will contribute to this outcome	2024/25	Planning, Regeneration & Communities Chief Executive	Economic Growth Policy & Strategy
	Central Lincolnshire is a net zero area resilient to the effects of climate change, through careful planning and design of the built and natural environment	Deliver the Central Lincolnshire Local Plan, which includes clear policy direction for priorities around climate change	2024/25 - 2026/27	Chief Executive	Policy & Strategy
	Regeneration that maximises benefits for our most deprived areas and communities promoting access to services, healthy lifestyles, and reducing social exclusion	Deliver the Central Lincolnshire Local Plan, which includes clear policy direction relating to design codes, reflecting the vernacular of an area, support for affordable housing and priority plans for infrastructure	2024/25 - 2026/27	Chief Executive	Policy & Strategy



**Quality Housing:** To facilitate quality, choice and diversity in the housing market, assist in meeting housing need and demand, and to deliver high quality housing related services that support growth.

Strategic Corporate Plan Objectives	Corporate Plan Outcome	Key Deliverable	Year of Delivery	Portfolio	Service Area
Maintain housing growth to meet need and demand, using private sector solutions where appropriate	Improved quality and choice across the housing market	Deliver the Central Lincolnshire Local Plan	2024/25 - 2025/26	Chief Executive	Policy & Strategy
	Housing that is affordable relative to people's income	Deliver additional affordable housing through S106 spend	2024/25 - 2025/26	Planning, Regeneration & Communities	Homes, Health & Wellbeing
	Neighbourhood Plans that are developed and delivered in line with local needs and aspirations	Ensure Neighbourhood Plans are reviewed in accordance with the new Central Lincolnshire Local Plan adopted in 2023, providing clear policy direction for priorities around Climate Change, Design Codes reflecting the vernacular of an area, support for affordable housing and self-build, and priority plans for infrastructure within an area	2024/25 - 2025/26	Planning, Regeneration & Communities	Local Plan & Housing Delivery
Improve housing standards and take appropriate enforcement action where necessary	An increase in the levels of tenancy sustainment	Develop a PRS Strategic Policy designed to improve standards in the private rented sector	2024/25	Change, ICT & Regulatory Services	Housing & Environmental Enforcement
	Improved housing standards and reduction in the number of criminal landlords	Understand and respond to the requirements of the Renters Reform Bill	2024/25	Change, ICT & Regulatory Services	Housing & Environmental Enforcement
	An effective enforcement service that meets need and demand	Implement the recommendations from the upcoming Together 24 review of the service	2024/25	Change, ICT & Regulatory Services	Housing & Environmental Enforcement

Continued...

Strategic Corporate Plan Objectives	Corporate Plan Outcome	Key Deliverable	Year of Delivery	Portfolio	Service Area
A long-term plan for housing investment that maximises opportunities for affordable housing	A comprehensive understanding of current and future housing need through improved partnership working	Develop an Integrated Impact Assessment for new Local Plan measures	2024/25	Chief Executive	Policy & Strategy
	Delivery of additional affordable homes through Section 106 spend	Increase the number of affordable housing units delivered across the district	2024/25 - 2026/27	Planning, Regeneration & Communities	Homes, Health & Wellbeing



Clean, Green and Safe Communities: To create a safer, cleaner and greener district in which to live, work and socialise.

Strategic Corporate Plan Objectives	Corporate Plan Outcome	Key Deliverable	Year of Delivery	Portfolio	Service Area
Connecting our local communities and increasing the quality and provision of green space	Increased rural connectivity via key walking and cycling routes	Feasibility study and project development to deliver plans for walking, cycling and wayfinding interventions across the district	2024/25	Planning, Regeneration & Communities	Communities
	An increase in green space provision so that everyone has access to good quality green space within five minutes of their home	Support the acquisition of the Anglian Water site on Ashcroft Road, Gainsborough to create an expanded community accessible green space in the Gainsborough South-West Ward	2024/25	Planning, Regeneration & Communities	Communities
		Improve the management and operation of Council owned green spaces, including adoption of woodland management plans to improve accessibility and biodiversity	2024/25	Planning, Regeneration & Communities	Communities
	Established nature recovery networks which promote and conserve biodiversity and geodiversity	Continue funding the Lincolnshire Wolds Area of Outstanding Natural Beauty MoA agreement in order to secure further funding from external partners which is required to continue delivering the Lincolnshire Wolds AONB Management Plan	2025/26	Planning, Regeneration & Communities	Communities
Using the Council's statutory functions to reduce anti-social behaviour and increase people's feelings of safety in their local communities	A sustained increase in people's perception of safety in their local community	Review the CCTV operation	2024/25	Planning, Regeneration & Communities	Communities
		Phased upgrade of WLDC streetlights to LED which will increase feelings of safety, as well as reducing operating costs and reducing the Council's carbon footprint	2024/25	Planning, Regeneration & Communities	Communities

Continued...

Strategic Corporate Plan Objectives	Corporate Plan Outcome	Key Deliverable	Year of Delivery	Portfolio	Service Area
	A reduction in incidents of anti-social behaviour	Expand the Shop Watch Scheme	2024/25	Planning, Regeneration & Communities	Communities
	A high standard of quality and compliance across all regulated areas	Produce the Food Health & Safety Workplan for 2024/25 to ensure all statutory obligations are met	2024/25	Change, ICT & Regulatory Services	Housing & Environmental Enforcement
		Review and re-introduce the Caravan Site Licensing Scheme	2024/25	Change, ICT & Regulatory Services	Housing & Environmental Enforcement
Ensure the Council is meeting its new duties and obligations under the Environment Act 2021	A reduction in the amount of household waste and an increase in the quantity and quality of recycling	Prepare for food waste collection as a policy emerging from the Environment Act 2021 (still awaiting government guidance at time of writing)	2025/26	Operational & Commercial Services	Operational Services
		Prepare for free green waste collections as a policy emerging from the Environment Act 2021 (still awaiting government guidance at the time of writing)	2025/26	Operational & Commercial Services	Operational Services
	A reduction in environmental related crime such as fly-tipping and littering	Review the implementation of mobile fly-tipping cameras and consider options for additional cameras	2024/25	Change, ICT & Regulatory Services	Housing & Environmental Enforcement
		Develop proposals for additional enforcement relating to ASB and fly-tipping aligned to the Environmental Crime Commitment	2024/25	Change, ICT & Regulatory Services	Housing & Environmental Enforcement



## Our Council

Finance and Governance: To remain financially sustainable and maintain our position as a well-governed and well-managed Council.

Strategic Corporate Plan Objectives	Corporate Plan Outcome	Key Deliverable	Year of Delivery	Portfolio	Service Area
Services that deliver value for money to local taxpayers	A sustainable Medium-Term Financial Plan that is aligned to corporate objectives	Refresh the Treasury Management Strategy to ensure the Council uses its cash resources to ensure security, liquidity, and yield whilst also taking into account ethical, sustainable and governance factors	2024/25	Corporate Services	Financial Services
		Conduct a feasibility study on the replacement of the West Lindsey Leisure Centre in Gainsborough	2024/25	Corporate Services	Financial Services
	A value for money framework that is embedded across the organisation	Audited Statement of Accounts and an unqualified Value for Money Opinion	Annual	Corporate Services	Financial Services
	Improved financial performance and financial decision-making	Continued roll-out of the Council's 'One Finance' System, including an improved reporting dashboard for budget holders and implementation of the Asset Accounting module	2024/25	Corporate Services	Financial Services
Delivery of a sound assurance framework	Completion of an internal and external review of governance and risk management	Conduct a review of all working groups to ensure they operate effectively and have sound governance arrangements in place	2024/25	Corporate Services	Elections & Democratic Services
		Review and update the Risk Management Strategy	2024/25 - 2025/26	Corporate Services	Elections & Democratic Services
	Elected members are equipped with appropriate skills to enable effective decision-making	Deliver the Member Development and Training Plan	2024/25 - 2025/26	Corporate Services	Elections & Democratic Services

Continued...

Strategic Corporate Plan Objectives	Corporate Plan Outcome	Key Deliverable	Year of Delivery	Portfolio	Service Area
	Local democracy operates in an effective and ethical manner	Explore options that enable hybrid public participation in Council meetings to increase public engagement and enhance open democracy	2024/25	Corporate Services	Elections & Democratic Services
		Replace microphone equipment in the Council chamber due to age of current equipment (10 years old)	2024/25	Corporate Services	Elections & Democratic Services
		Replace AV equipment in the Chamber, including TV screens, due to age of current equipment (6 years old)	2024/25	Corporate Services	Elections & Democratic Services
		Replace the camera equipment in the Council chamber due to age of current equipment (14 years old and not covered under the existing maintenance contract)	2025/26	Corporate Services	Elections & Democratic Services
		Move the electoral registration and elections management software to a cloud-based solution as per the requirements of the Elections Bill	2025/26	Corporate Services	Elections & Democratic Services
		Review and adopt a new Parish Charter which will result in improved engagement and relationships with Parish and Town Councils	2024/25	Planning, Regeneration & Communities	Communities



Continued...

Strategic Corporate Plan Objectives	Corporate Plan Outcome	Key Deliverable	Year of Delivery	Portfolio	Service Area
Climate responsibility is on a par with fiscal responsibility when making key decisions	Staff and members are equipped with the knowledge and skills to deliver our commitment to becoming carbon net zero by 2050	Implement the Carbon Reduction Plan	2024 - 2027	Operational & Commercial Services	Operational Services
		Deliver staff training on Climate Change to ensure staff are aware of, and actively engaged in delivering the Council's climate change objectives	2024/25	Chief Executive	Policy & Strategy
	A 'green thread' of environment and sustainability considerations is embedded in key processes such as business planning and policy development	Actions in support of delivering the Strategy have been identified through Business Planning and are reported to Prosperous Communities each year as part of an annual progress report, which is managed by the E&S Member Working Group	Annual	Chief Executive	Policy & Strategy
	A robust, targeted environment and sustainability action plan that delivers on our commitments to tackle climate change	The Climate Change Strategy and Action Plan will be reviewed every four years in line with the review of the Corporate Plan (aligned to each administrative cycle)	Annual	Chief Executive	Policy & Strategy
		Deliver the Council's Carbon Management Action Plan	2024/25 - 2026/27	Chief Executive	Policy & Strategy
		Deliver projects identified in the Council's Estate Decarbonisation Action Plan	2024/25 - 2026/27	Chief Executive Corporate Services	Policy & Strategy / Property & Assets
		Refresh the Vehicle Replacement Strategy which will reduce emissions across the fleet	2024/25	Operational & Commercial Services	Operational Services

Our Customers: To put our customers at the centre of everything we do.

Strategic Corporate Plan Objectives	Corporate Plan Outcome	Key Deliverable	Year of Delivery	Portfolio	Service Area
Deliver high quality, customer-centric services that offer an excellent customer experience	Maintain high levels of customer satisfaction across all services	Implement the Customer Experience Strategy	2024/25	Operational & Commercial Services	Customer Services
		Procure and implement new customer satisfaction software	2024/25	Operational & Commercial Services	Customer Services
	The right resources in place to support vulnerable customers and those with complex needs	Procure and implement a Customer Contact Centre solution, including chatbots and artificial intelligence, which will increase the capacity within Customer Services to support vulnerable customers	2024/25	Operational & Commercial Services	Customer Services
Modern, sustainable services that offer equality of access to all	Multi-channel access to services that meet the needs of all our customers	Prepare a business case and specification for replacement of the Income Management System	2024/25	Operational & Commercial Services	Customer Services
		De-commission Tiger reporting, to be replaced with a new reporting tool within the Customer Contact Centre	2024/25	Operational & Commercial Services	Customer Services
	Customers are supported to self-serve where possible	Implement the Customer Experience Strategy	2024/25	Operational & Commercial Services	Customer Services
	Reduce the cost of demand through innovation and effective re-design of Council services	Bring the Out of Hours Dangerous Structures service back in house	2024/25	Operational & Commercial Services	Customer Services



Continued...

Strategic Corporate Plan Objectives	Corporate Plan Outcome	Key Deliverable	Year of Delivery	Portfolio	Service Area
A 'whole systems' approach to data and intelligence that enables strategic understanding of current and future need and demand		Deliver a Digital Mail solution so that all incoming and outgoing mail is handled remotely by a 3rd party	2024/25	Operational & Commercial Services	Customer Services
		Review all multi-function ICT devices across the Council's estate to support staff in the continued use of digital mail, paperless technologies and working practices in order to reduce requirements on the printing fleet	2024/25	Change, ICT & Regulatory Services	ICT
		Provide strategic direction and focus to pulling together data, evidence and insight from across the organisation in a Business Intelligence approach to support evidence-led decision making. This includes supporting the development of a socio-economic evidence base and all Local Plan evidence of need work (see below)	2024/25 - 2026/27	Chief Executive	Policy & Strategy
		Work in partnership with the Central Lincolnshire Local Plan Team to review the evidence that will shape the review of the CLLP	2024/25 - 2026/27	Chief Executive	Policy & Strategy
		Develop a socio-economic evidence base for the district, which will inform future strategy, funding bids and updates to statutory documents such as the Economic Needs Assessment	2024/25	Planning, Regeneration & Communities	Economic Growth

Continued...

Strategic Corporate Plan Objectives	Corporate Plan Outcome	Key Deliverable	Year of Delivery	Portfolio	Service Area
The ability to understand and meet current and future need and demand based on evidence and insight	Capacity and capability to generate data insights at the local level to aid understanding of current and future needs	This is a longer-term action that will form part of the development of a Business Intelligence approach	2025/26 - 2026/27	Chief Executive	Policy & Strategy
	An evidence-led approach to decision-making that is embedded in key processes such as business planning and policy development	Review and update the Council's Consultation and Engagement Strategy	2024/25	Corporate Services	Comms & Governance

Our Staff and Members: To be a progressive Council that gets things done.

Strategic Corporate Plan Objectives	Desired Corporate Plan Outcome	Key Deliverable	Year of Delivery	Portfolio	Service Area
High performing services that demonstrate a culture of continuous learning and improvement	A robust performance management framework that is aligned to the outcomes of the Corporate Plan	Develop a new performance management framework that is aligned to the new Corporate Plan	2024/25	Change, ICT & Regulatory Services	Change, Performance & Programmes
	High-performing teams that consistently meet agreed targets	Automation of manual processes within the Local Land Charges service to increase resilience	2024/25	Change, ICT & Regulatory Services	Local Land Charges
		Procure new software that identifies those properties not on the Council Tax banding list in order to increase collection rates	2024/25	Change, ICT & Regulatory Services	Revenues
	Teams are supported to improve performance through continuous learning and improvement	Continued roll-out of the Together 24 Programme and implementation of recommendations arising from each service re-design	2024/25	All	Led by Change, Performance & Programmes
		Develop an approach to continuous learning and improvement post-T24	2024/25	Change, ICT & Regulatory Services	Change, Performance & Programmes
Maintain an effective, highly-skilled workforce and ensure members are equipped to fulfil their role and duties	The 'West Lindsey Way' is developed and embedded through a high-quality corporate training and development offer that equips our staff with appropriate skills and knowledge in core areas of Council business	Develop and implement a Workforce Strategy, which includes objectives relating to workforce development	2024/25	Corporate Services	People Services



Continued...

Strategic Corporate Plan Objectives	Corporate Plan Outcome	Key Deliverable	Year of Delivery	Portfolio	Service Area
	Talent is recognised, nurtured and developed through delivery of a Future Leaders' Programme that enables workforce resilience and succession planning	As above	2024/25	Corporate Services	People Services
	Members are equipped with appropriate IT solutions and can access a high-quality rolling programme of training and development	Deliver years 2-4 of the Member Development and Training Plan	2024/25 - 2025/26	Corporate Services	Elections & Democratic Services
Refresh Member IT devices		2026/27	Corporate Services	Elections & Democratic Services	
Replacement of the civic car, dependent on direction from the administration		2024/25	Corporate Services	Elections & Democratic Services	



If you would like a copy of this document in large, clear print, audio, braille or in another language, please contact us via the details below.

За повече информация на телефон 01427 676676  
Stkaka informācija pa tālruni 01427 676676  
Daugiau informacijos telefonu 01427 676676  
Więcej informacji można uzyskać pod numerem 01427 676676  
Pentru mai multe informatii sunati la 01427 676676  
За више информација назовите 01427 676676  
Para más información llama 01427 676676  
ب لصتا تاراسفتسالا نم دي زم لل 676676 01427  
Para mais informações ligue 01427 676676  
欲了解更多信息，请致电 01427 676676

**Get In Touch:**

[www.west-lindsey.gov.uk](http://www.west-lindsey.gov.uk)  
[corporate.plan@west-lindsey.gov.uk](mailto:corporate.plan@west-lindsey.gov.uk)  
01427 676676



## SECTION 2 – THE FINANCIAL CONTEXT

### 2.1 Introduction

Since the commencement of government funding cuts in 2010/11 the Council has effectively managed a reduction of circa £5m 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) is 74% (46.6% 2010/11)

Income from Customer and Client receipts and Investment Property Portfolio has increased income levels from £3.363m to £8.304m (247%) during that period and reflects the success of the fees and charges policy and commercial strategies.

The Council is proud to have continued to deliver award winning services for our residents during a prolonged period of austerity. Our budget setting process has been given the accolade of a High Assurance rating by our internal auditors and our Statement of Accounts and Value for Money assessments receive Unqualified Audit Opinions, confirming that our financial management is sound, and statements provide a true and fair view of the organisation's financial standing.

### 2.2 National Context

The final financial settlement for Local Government 2024/25 was announced in February 2024 by the Secretary of State for the Department of Levelling Up, Housing and Communities, The Rt Hon Michael Gove MP.

The main points affecting this Council were.

- £4.5bn more funding for local Councils
- Providing a 7.5% increase in national level core spending power
- Council Tax referendum limit of 3% or £5 whichever is the greater for district councils to help councils invest in services

they provide to residents whilst protecting hard-working taxpayers from unfair hikes in rates.

- A one-off Funding Guarantee to ensure every Council sees at least a 4% increase in Core Spending Power for 2024/25 before any local decisions on Council Tax rates are made.
- A new one-off allocation of New Homes Bonus Funding for 2024/25.
- Keeping the Rural Services Delivery Grant
- Maintaining the Services Grant

## 2.3 Local Context

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

### National Economy and inflation

We are currently seeing inflation at levels not seen in the last decade, with the cost of food, fuel and utilities being the main factors. We are currently seeing increased costs across our revenue expenditure for the supply of contracts, goods and services. Our General Fund Working Balance is currently above the £2.0m minimum and will mitigate any in year budget pressures.

### Levelling Up

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

### Fairer Funding and Business Rates Retention Scheme

A one-year financial settlement has been announced, and again delays to both the reviews of local government funding are now expected for 2025/26. This results in continued uncertainty of future funding for the Council. We have been pro-active in ensuring that we prepare for any reductions by taking a prudent approach to setting the Medium-Term Financial Plan forecasts. Whilst we have assumed our settlement funding remains comparable, we are anticipating a loss in grant funding from 2025/26. The one-year settlement has however given us another year of resources we otherwise may not have had. The table below shows the Core Spending Power for West Lindsey DC based on the Local Government Settlement 2024/25.

West Lindsey	2020/21	2021/22	2022/23	2023/24	2024/25
	£m	£m	£m	£m	£m



Settlement Funding Assessment	3.023	3.023	3.023	3.252	3.375
Compensation for under-indexing the business rates multiplier	0.121	0.157	0.309	0.534	0.657
Council Tax Requirement excluding parish precepts	6.529	6.711	7.069	7.434	7.794
New Homes Bonus	0.736	0.719	0.924	0.561	0.845
Rural Services Delivery Grant	0.474	0.498	0.498	0.556	0.644
Lower Tier Services Grant	0.000	0.129	0.138	0.000	0.000
Services Grant	0.000	0.000	0.208	0.122	0.021
Grants rolled in	0.116	0.118	0.116	0.000	0.000
Funding Guarantee Grant	0.000	0.000	0.000	0.448	0.316
<b>Core Spending Power</b>	<b>11.000</b>	<b>11.355</b>	<b>12.286</b>	<b>12.907</b>	<b>13.652</b>

## 2.4 How we compare – Financial Resilience.



## 2.5 General Fund Balances

The Council sets a minimum revenue balance of £2.0m. This was approved by Corporate Policy and Resources Committee in January 2024.

## **2.6 Earmarked Reserves**

The Council holds Earmarked reserves for the purpose of

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

We estimate that there will be a balance of £19.462m of earmarked reserves as at 31.3.2024 reducing to £11,088m by 2028/29 taking into account revenue and capital spending plans.



## **MEDIUM TERM FINANCIAL PLAN 2024/25 – 2028/29**

**Including: Financial Strategy,  
Medium Term Financial Analysis  
2024/25 to 2028/29, Budget 2024/25,  
Capital Programme 2024/25 to  
2028/29**



## **MEDIUM TERM FINANCIAL PLAN**

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

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

**Section 3 - The 2024/25 Revenue Budget**

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

**Section 5 – Treasury Management Strategy**

**Section 6 – Human Resources Statement**

## **APPENDICES**

**Appendix 1 Medium Term Financial Analysis (Revenue Budget Summary)**

**Appendix 2 Risk Register**

**Appendix 3 Fees and Charges**

**Appendix 4 Capital Investment Strategy**

**Appendix 5 Capital Investment Programme 2024/25 – 2028/29**

**Appendix 6 Analysis of Capital Financing**

**Appendix 7 Treasury Management Strategy**

**Appendix 8 The Council Tax Requirement 2024/25**

**Appendix 9 Parish Tax Base 2024/25**

**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 2024/25**

**Appendix 14 Human Resources Statement 2024/25**

**Appendix 15 Executive Business Plan**

# MEDIUM TERM FINANCIAL PLAN

2024/25 - 2028/29

## 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.

### Governance

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

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

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

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

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

### 1.1 Introduction

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

The Financial Strategy will focus on the delivery of growth to increase our tax bases and subsequently funding from local taxation and the reduction of costs through the realisation of cashable savings from efficiencies gained from the review of services and introduction of new technology to contribute to the financial sustainability of the Council.

The MTFP is designed to complement the values set out in the Corporate Plan and deliver the key priorities of the Council by supporting the following values and approach. It also takes reflects the implications and resourcing needs to deliver the Executive Business Plan initiatives.



The Corporate Plan details the values which guide our working:

1. To put the customer at the centre of everything we do
2. To act as One Council



3. To be business smart, to act on evidence and take advantage of opportunities, thinking creatively and getting things done.
4. To communicate effectively with all stakeholders
5. To have integrity in everything we do

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

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

The MTFP will deliver against these objectives and principles by:

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

## 1.2 Value for Money

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

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

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

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

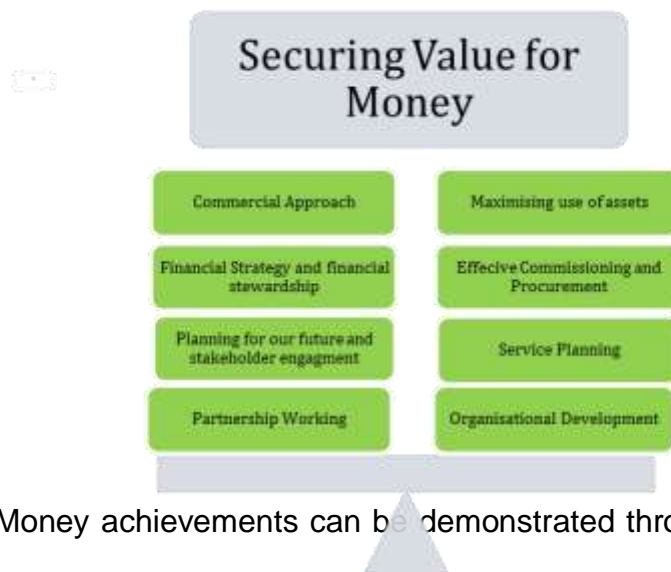
- Investing in communities (to help themselves and others)
- A more commercial council – to generate additional income and identifying opportunities that align with resident’s needs.
- Modern, innovative and collaborative – utilising the best technology and commissioning delivery to achieve outcomes.

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

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

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

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



Value for Money achievements can be demonstrated throughout the following actions:

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

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

### **1.3 Commercial Approach**

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

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

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

### **1.4 Partnership Working**

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

### **1.5 Strategic Asset Management Plan**

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

### **1.6 Organisational Development**

In order to deliver an ambitious Corporate Plan against finite resources, the Council needs people who have the skills, knowledge, attitude and flexibility which supports this. We will look to embed a Value for Money culture where staff are empowered to deliver against Council values and to encourage them to challenge inefficiencies and waste. Team leaders and managers are



responsible for delivering services 'right first time' and ensure VFM exists in the day-to-day management of their services.

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

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

## **1.7 Business Planning**

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

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

## **1.8 Commissioning and Procurement**

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

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

## **1.9 Capital Investment Strategy (Appendix 4) and Capital Investment Programme and Financing (Appendix 5/6)**

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

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

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

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

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

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

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

### **1.11 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 taxpayer.

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

### **1.12 Financial Sustainability**

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

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

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

The key assumptions are:

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

### **1.13 The Pay Policy Statement (Appendix 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 our approach to setting pay.

The Pay Policy Statement identifies.

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

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

## **2. The Medium-Term Financial Analysis**

### **2.1 Introduction**



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

For 2024/25 the Budget has been based on the approved budgets for each Committee and in line with the 2024/25 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 assumed a reduction in government grants from 2025/26. In addition, we have assumed that there will continue to be some element of funding to reflect rurality.

These unknown impacts and the level of financial risk that the Council may be exposed to will require regular monitoring and a mid-year update will provide some indication of likely outcomes as the consequences become clear.

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

## **2.2 The Budget Planning Cycle**

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

- Meetings with Budget Managers to ensure resources align to the delivery of Corporate Priorities and to review budgets, identifying ongoing pressures/savings and horizon scanning for future issues, including political, economic or legislative implications.
- Business Planning reviews have been undertaken to identify further income generation opportunities and budget reduction proposals, which can be delivered to ensure a sustainable budget.
- A robust Fees and Charges review, which resulted in an increase in income budgets of £0.001m. Full details of proposed fees and charges were presented to Policy and Resources Committee in November 2023
- Regular updates have been provided to Management Team who have also reviewed, challenged and proposed inclusion of the pressures and savings incorporated into this budget which have not already been approved by this Committee.
- Regular meetings have been held with the Chairs and Vice Chairs of Committees to ensure they are fully engaged in the process.
- Inclusion of the revenue implications of the Capital Programme 2024/25-2028/29

- Consultation with Parish Councils, residents and business rate payers has been undertaken and feedback has been considered when setting the budget.
- The review of Earmarked Reserves has identified a need to increase reserves to support delivery of strategies and plans.

## 2.3 Budget Assumptions

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

- Employees – Pay award 3.5% 2024/25 and 2% thereafter.
- Pensions – Employers contribution primary rate (employers' contribution) assumed at a 1% increase for each tri-annual period from 2026/27 onwards. Employers' contribution secondary rate (deficit reduction payment) assumed at a 9% increase for each year from 2026/27 onwards.
- Council Tax increases of 2.99% in 2024/25 and then 1.99% onwards with annual tax base growth of 1.5%
- NNDR as per the financial settlement.
- Contractual inflation applied where required.
- New Homes Bonus no new allocations from 2025/26 onwards.
- Utilities – Electricity 10%, Gas 0% and Water 7.5%
- Capital Programme is based on best estimates of total investment, total borrowing; use of reserves; impact on revenue.

## 2.4 Council Tax

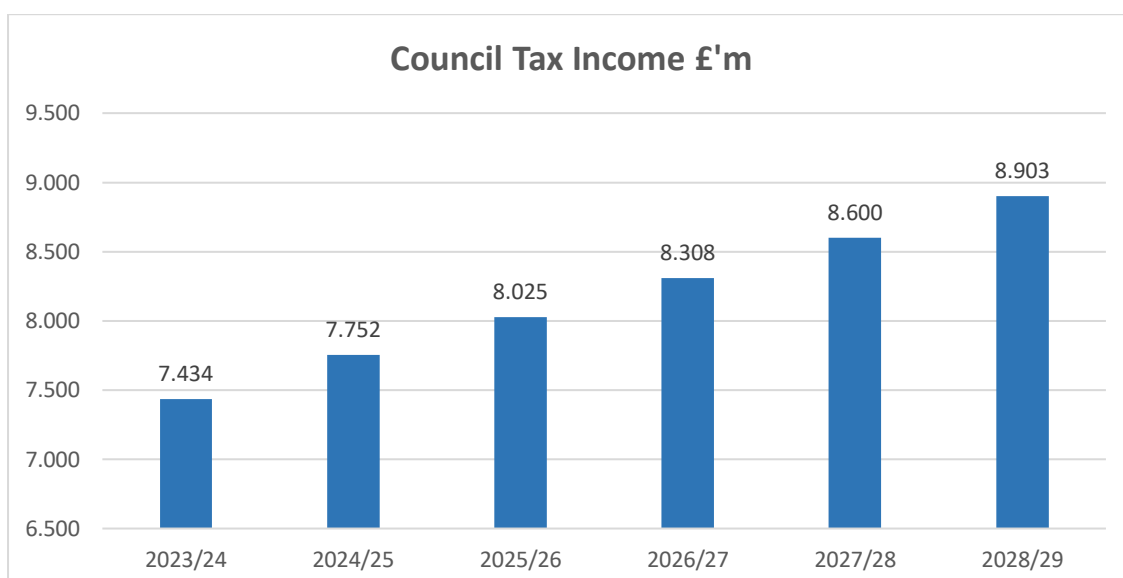
The Tax Base for 2024/25 has been approved at 32,093.99 (31,696.76 2023/24) reflecting growth of 1.25% (2.12% 2023/24). The MTFP includes annual growth rate of 1.5% for future years.

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

The Council Tax increase for 2024/25 is proposed at a 2.99% increase (2.99% in 2023/24) giving a Band D equivalent Council Tax of £241.55 (£234.54).

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

In addition, the Council Tax Surplus for 2024/25 has been calculated to be £0.290m (£0.290m 2023/24) and will be included in the budget.



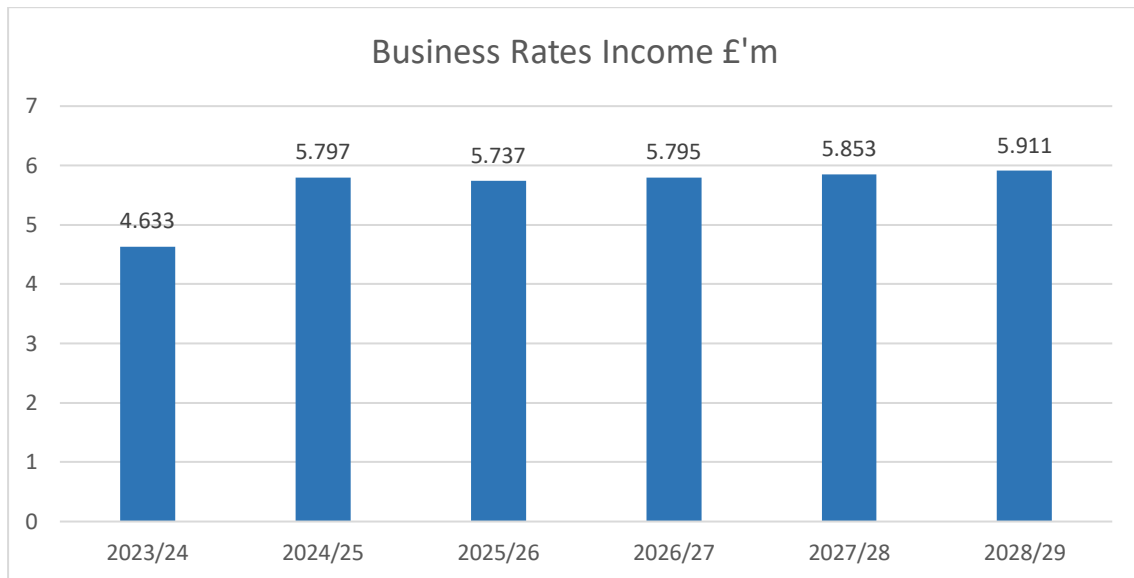
## 2.5 Business Rates

A further one-year settlement for 2024/25 is estimated to provide business rates income of £5.797m (£4.633m 2023/24).

We will continue to benefit of continuing to be a part of the Lincolnshire Business Rates Pool, provides an additional benefit of £0.518m (£0.484m 2023/24) being 60% of the levy which would have been payable to the Government.

For future years, with the impending review of the Business Rates Retention Scheme and in addition a potential full or partial reset, we are likely to experience reductions in business rates income.

Whilst full details of any new schemes not yet known there will also be the impact of the Fairer Funding Review, both of these proposals bring significant change to the local government financing and have been delayed, initially due to the need to focus on the Brexit deal and subsequently due to the demands in responding to the Covid-19 pandemic and the effect this has had on local government finances. It is expected that the new funding models will be implemented by 2025/26, and there are ongoing demands from the sector that a 3-year settlement funding deal would aid future financial planning for Local Government. We have taken a prudent approach to our forecasts and are estimating income from Retained Business Rates over the medium term detailed below:



## 2.6 New Homes Bonus

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

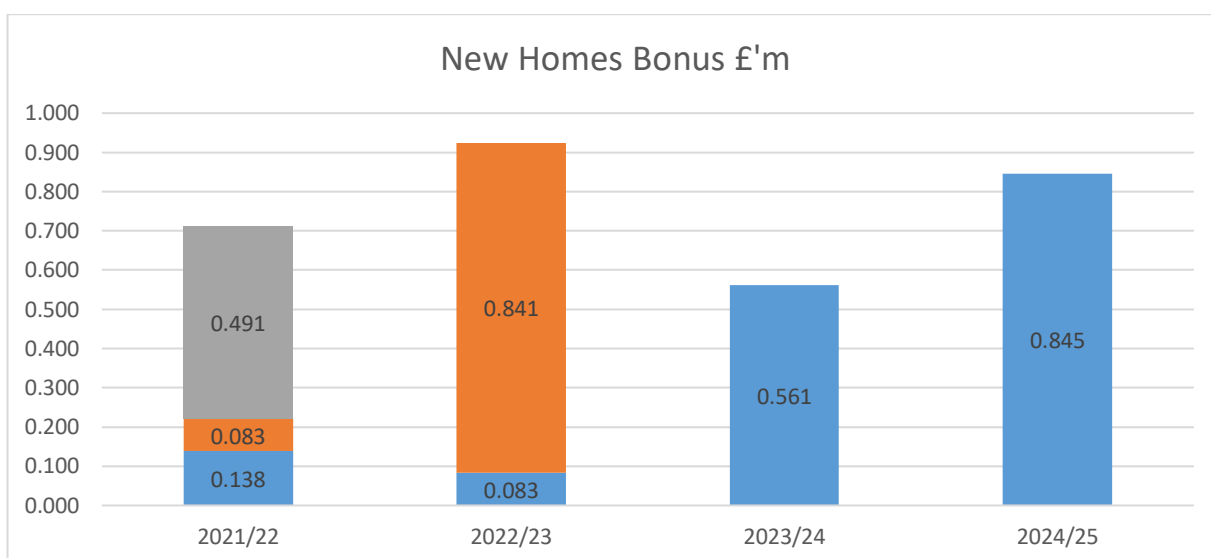
As part of the one-year funding Settlement the scheme has again been extended for a further year and will result in an additional £0.845m being received in 2024/25.

In total the Council will have received £16.232m of New Homes Bonus Grant which has been earmarked and or used to support investment in growth and regeneration.

It is assumed that there will be no new allocations beyond 2024/25 but if a share of the central balance is distributed it will be contributed to the Investment for Growth Reserve.

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





## 2.7 Pension Contributions

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

The employer's contribution rate for the period 2024/25 has been determined at 23.5% per annum.

In relation to the pension deficit, currently £8.793m as of 31 March 2023 (£40.099m 2022), the Council's strategy is to contribute an appropriate amount with the aim of removing the deficit over a 20-year period. The payment for 2024/25 is £0.666m (£0.642m 2023/24).

## 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 £2.0m. 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 2025/26 and other market factors.

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

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

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

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

RESERVE	CURRENT YEAR	MTFP				
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
General Fund Working Balance	2,726,691	2,673,991	2,553,391	2,432,691	2,432,691	2,432,691
Earmarked Reserves	19,461,608	11,343,808	10,846,208	11,397,509	11,356,308	11,088,008
Capital Receipts	1,757,655	6,187,608	6,309,236	6,435,939	6,454,659	6,474,033
<b>TOTAL</b>	<b>23,945,954</b>	<b>20,205,407</b>	<b>19,708,835</b>	<b>20,266,139</b>	<b>20,243,658</b>	<b>19,994,732</b>

The table below reflects the movement on the General Fund Balance 2024/25

GENERAL FUND WORKING BALANCE MOVEMENTS	2024/25
Estimated Balance Brought Forward	2,726,691
Less Approved Use of Reserves	(78,100)
Add Contributions to Reserves	25,400
<b>Grand Total</b>	<b>2,673,991</b>

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

EARMARKED RESERVES	CURRENT YEAR	MTFP				
	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
Service Investment/Renewals	3,958,404	2,740,504	2,517,304	3,151,604	3,110,404	2,842,104
Contingency/Risk	5,609,834	5,650,234	5,375,834	5,292,834	5,292,834	5,292,834
Investment for Priorities	9,893,370	2,953,070	2,953,070	2,953,070	2,953,070	2,953,070
<b>Grand Total</b>	<b>19,461,608</b>	<b>11,343,808</b>	<b>10,846,208</b>	<b>11,397,508</b>	<b>11,356,308</b>	<b>11,088,008</b>

## 2.9 Medium Term Financial Analysis (Appendix 1)

The 5-year Medium Term Financial Plan 2023/24 has been updated during the budgeted process and reflects the total Funding Gap from 2024/25 to 2028/29, the Council has a number of projects and initiatives which will help meet the future funding gaps detailed in the table below.

	MTFP 2024/25 - 2028/29 5 YRS				
	2024/25 £	2025/26 £	2026/27 £	2027/28 £	2028/29 £
<b>MTFP - FUNDING GAP B/FWD</b>	<b>326,000</b>	<b>1,584,900</b>	<b>1,567,900</b>	<b>1,552,100</b>	<b>1,572,700</b>
Establishment	795,900	1,016,000	1,155,500	1,248,300	1,356,700
Pressures	101,100	129,100	161,400	203,900	195,900
Income Loss	76,700	78,700	80,700	40,200	32,400
Savings	(444,100)	(531,400)	(564,500)	(511,600)	(511,600)
Income Gain	(411,300)	(373,200)	(338,700)	(367,500)	(461,100)
Inflation	60,400	64,500	72,400	97,900	180,200
Contribution to Reserves	180,000	115,000	115,000	115,000	115,000
Increase MRP	46,000	71,600	71,600	71,600	68,300
Contribution to Revenue Contingency Budgets	254,200	251,700	260,800	267,100	273,600
In Year Surplus - Transfer to Budget Stability Reserve	157,400	(157,400)	0	0	0
<b>Movement in Funding:</b>					
Council Tax Surplus	(290,000)	0	0	0	0
Council Tax Yield	18,900	19,500	20,300	20,900	21,700
Other Government Grants	(441,100)	(103,700)	(103,700)	(103,700)	(103,700)
Business Rates	(430,100)	(1,446,100)	(1,400,000)	(1,375,500)	(1,434,000)
<b>MTFP - FUNDING GAP</b>	<b>0</b>	<b>719,200</b>	<b>1,098,700</b>	<b>1,258,700</b>	<b>1,306,100</b>

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

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

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

Budget changes have been built on amounts approved by the Corporate Policy and Resources Committee throughout the year, and changes approved under delegation. Changes to the base budget have been reported to both Prosperous Communities Committee and Corporate Policy and Resources Committee in February 2024.

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

The balance of General Reserves is considered to be adequate to cover risks, peaks and troughs and the investments proposed. A minimum General Fund Balance has been set at £2.0m and is forecast to exceed this target over the MTFP.

This represents.

- 110% of MTFP total 2-year deficit (£1.818m)
- 11% of budget requirement
- 18 days of average gross expenditure cover (£0.113m per day)

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

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

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

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

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

## **2.11 Risk Analysis (Appendix 2)**

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

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

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



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

## 2.12 Sensitivity Analysis

<b>RISK</b>	<b>MITIGATION</b>
Future Funding Levels	10% or £2.0m minimum General Fund Balance set. Which can be used to support a balanced budget should it be required giving the Council time to manage the implications of future settlement funding
Inflation underestimated	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.
Changes to Grant Funding	Initiatives and Projects would cease/reduce in line with Grant levels Earmarked £1m for Fairer Funding and Business Rates Review impacts
Demand for services reduces level of income receivable	Commercial Contingency Budget of £0.173m in base budget and General Fund Working balance of £2.0m
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 £2.0m
Savings not achieved	General Fund Working Balance of £2.0m Commercial Contingency Budget £0.173m Budget Stability Reserve of £2.4m

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

<b>Impact of +/-</b>	<b>Equates to +/-</b>
1% Pay award	£0.100m
1% Council Tax	£0.074m
1% Business Rates	£0.058m
1% Non-Pay Budget	£0.105m
1% Interest on balances	£0.100m
1% on Borrowing	£0.265m
1% on Fees and Charges	£0.067m

### 3. COUNCIL TAX AND REVENUE BUDGET 2024/25

#### 3.1 Council Tax 2024/25 (Appendix 8-12)

The Council Tax for West Lindsey District Council of £241.55 represents an increase of £7.01 (2.99%) and with a tax base of 32,093.99 is budgeted to generate £7,752,300

The average Band D equivalent Council Tax for West Lindsey residents including Lincolnshire County Council, the Police and Crime Commissioner and an average Parish Precept totals £2,208.59 as detailed below: -

	2023/24	2024/25	Variance	
	£	£	£	%
Lincolnshire County Council	1,503.63	1,578.69	75.06	4.99
Police and Crime Commissioner	291.24	304.20	12.96	4.45
West Lindsey District Council	234.54	241.55	7.01	2.99
Parish Council Average	81.30	84.15	2.85	3.51
<b>Total Average Council Tax</b>	<b>2,110.71</b>	<b>2,208.59</b>	<b>97.88</b>	<b>4.64</b>

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

Band	West Lindsey DC	Lincolnshire CC	Police and Crime Commissioner	Aggregate Council Tax
<b>A</b>	161.03	1,052.46	202.80	1,416.29
<b>B</b>	187.87	1,227.87	236.60	1,652.34
<b>C</b>	214.71	1,403.28	270.40	1,888.39
<b>D</b>	241.55	1,578.69	304.20	2,124.44
<b>E</b>	295.23	1,929.51	371.80	2,596.54
<b>F</b>	348.91	2,280.33	439.40	3,068.64
<b>G</b>	402.58	2,631.15	507.00	3,540.73
<b>H</b>	483.10	3,157.38	608.40	4,248.88

#### 3.2 Revenue Budget 2024/25

The Council presents a Balanced Revenue Budget for 2024/25 and is represented over our Service Clusters.

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

**Our Place** – Strategic Focus: Economy, Housing Growth, Public Safety and Environment i.e. Building Control, Licensing, Food Safety, Car Parks, Asset

Management, CCTV, Domestic Waste Collections, Development Control, Economic Development

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

### 3.3 Settlement Funding 2024/25

The Settlement Funding Assessment determines the Council’s local share of Business Rates and provides details of other Core Funding Grants, and any additional Grants the Minister announces. This budget has been prepared based on the Final Settlement issued in February 2024 after which only minor changes were made from the provisional settlement announced in December 2023.

The announcement for West Lindsey included.

A one-year Settlement covering 2024/25 which included the following: -

- An additional year of New Homes Bonus - £0.845m
- A one -off Funding Guarantee grant worth £316k.
- Continuation of the Rural Services Delivery Grant of £0.644m
- Continuation of the Services Grant but reduced to £21k.

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

The elements of our Core Funding are detailed in the table below.

<b>West Lindsey</b>	<b>Actual 2023/24</b>	<b>Actual 2024/25</b>
	<b>£m</b>	<b>£m</b>
Settlement Funding Assessment	3.252	3.375
Compensation for under-indexing the business rates multiplier	0.534	0.657
Council Tax Requirement excluding parish precepts	7.434	7.794
New Homes Bonus	0.561	0.845
Rural Services Delivery Grant	0.556	0.644
Services Grant	0.122	0.021
Funding Guarantee Grant	0.448	0.316
<b>Core Spending Power</b>	<b>12.907</b>	<b>13.652</b>

### 3.4 Revenue Budget 2024/25

Cluster	Base Budget 2023/24 £	Forecast Budget 2024/25 £	Forecast Budget 2025/26 £	Forecast Budget 2026/27 £	Forecast Budget 2027/28 £	Forecast Budget 2028/29 £
Our Council	7,785,400	8,224,800	8,313,600	8,607,700	9,048,500	9,129,300
Our People	1,832,400	1,715,100	1,969,100	1,984,300	1,914,500	1,958,600
Our Place	4,726,400	4,705,100	4,488,700	4,587,000	4,717,800	4,839,500
<b>Grand Total</b>	<b>14,344,200</b>	<b>14,645,000</b>	<b>14,771,400</b>	<b>15,179,000</b>	<b>15,680,800</b>	<b>15,927,400</b>
Interest Receivable	(577,300)	(658,200)	(450,800)	(387,400)	(376,300)	(375,700)
Investment Income - Property Portfolio	(1,576,700)	(1,568,400)	(1,567,300)	(1,606,400)	(1,694,700)	(1,716,700)
Drainage Board Levies	459,200	531,900	558,000	584,700	614,300	645,200
Parish Precepts	2,577,100	2,700,700	2,754,700	2,809,800	2,866,000	2,923,300
Interest Payable	794,400	692,700	653,600	642,700	744,100	744,100
MRP/VRP (repayment of borrowing)	906,100	959,300	984,900	984,900	931,800	910,500
<b>Net Revenue Expenditure</b>	<b>16,927,000</b>	<b>17,303,000</b>	<b>17,704,500</b>	<b>18,207,300</b>	<b>18,766,000</b>	<b>19,058,100</b>
Transfer to / (from) General Fund	(684,400)	(52,700)	(120,600)	(120,700)	0	0
Transfer to / (from) Earmarked Reserves	496,600	1,248,600	428,900	700,600	587,800	761,600
<b>Amount to be met from Government Grant or Council Tax</b>	<b>16,739,200</b>	<b>18,498,900</b>	<b>18,012,800</b>	<b>18,787,200</b>	<b>19,353,800</b>	<b>19,819,700</b>
<b>Funding Income</b>						
Business Rate Retention Scheme	4,633,200	5,796,700	5,737,200	5,794,600	5,852,500	5,911,000
Collection Fund Surplus - Council Tax	290,000	290,000	0	0	0	0
Parish Councils Tax Requirement	2,577,100	2,700,700	2,754,700	2,809,800	2,866,000	2,923,300
New Homes Bonus	561,500	845,300	0	0	0	0
Other Government Grants	1,243,300	1,113,900	776,500	776,500	776,500	776,500
<b>Council Tax Requirement</b>	<b>7,434,100</b>	<b>7,752,300</b>	<b>8,025,200</b>	<b>8,307,600</b>	<b>8,600,100</b>	<b>8,902,800</b>
<b>TOTAL FUNDING</b>	<b>16,739,200</b>	<b>18,498,900</b>	<b>17,293,600</b>	<b>17,688,500</b>	<b>18,095,100</b>	<b>18,513,600</b>
<b>Balanced Budget / Funding Target</b>	<b>0</b>	<b>0</b>	<b>719,200</b>	<b>1,098,700</b>	<b>1,258,700</b>	<b>1,306,100</b>

### 3.4 Base budget movements

The Budget of £18,498,900 (£16,739,200 2023/24) is proposed for approval and reflects an increase of £1,759,700 (including movements in reserves). The significant movements are detailed below.

#### Service Clusters

- Employee costs increase £0.874m includes impact of pay awards.

#### Other Operating Expenditure

- Interest payable on borrowing budget reduces due to predicted decreases in interest rates and expected actual borrowing for treasury purposes and changes to the capital programme £ (0.102) m.
- Interest receivables increase due to higher balances and interest rates in the early part of the year in interest rates meaning the Council can expect increased returns on its investments (£0.081m).
- Increase in Drainage Board Levies £0.073m.
- Increase in the repayment of borrowing (MRP/VRP) £0.053m.

#### Additional Funding

- £0.318m Council Tax – increase of 2.99%
- £1.164m Business Rates – 1-year Financial Settlement



## 4. CAPITAL INVESTMENT PROGRAMME 2024/25 – 2028/29

### 4.1 Introduction

The draft Capital Programme 2024/25 to 2028/29 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 2024/45.

### 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.

### 4.3 The Summary Capital Programme

Service Cluster	Estimate 2024/25 £	Estimate 2025/26 £	Estimate 2026/27 £	Estimate 2027/28 £	Estimate 2028/29 £	Total Capital Programme £
Our Council	799,900	292,100	99,300	149,600	96,100	1,437,000
Our People	10,802,400	674,900	674,900	674,900	674,900	13,502,000
Our Place	19,113,434	634,400	50,000	479,400	943,800	21,221,034
<b>Grand Total</b>	<b>30,715,734</b>	<b>1,601,400</b>	<b>824,200</b>	<b>1,303,900</b>	<b>1,714,800</b>	<b>36,160,034</b>

The overall Capital Investment Programme totals £36.160m however, £26.766m relates to the approved Capital Budgets (Stage 3 and Business as usual) with the remainder of £9.394m being pipeline projects. Only approved Capital Budgets will be monitored throughout the financial year.

The 4 levels of the Programme are detailed below.

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

Stage	2024/25	2025/26	2026/27	2027/28	2028/29	Total
	£	£	£	£	£	£
BAU	1,951,400	1,291,400	788,200	1,218,900	1,684,800	6,934,700
Pre-Stage 1	2,550,000	30,000	0	10,000	30,000	2,620,000

Stage 2	6,419,160	280,000	0	0	0	6,699,160
Stage 3	19,795,174	0	36,000	0	0	19,831,174
Stage 4	0	0	0	75,000	0	75,000
<b>Grand Total</b>	<b>30,715,734</b>	<b>1,601,400</b>	<b>824,200</b>	<b>1,303,900</b>	<b>1,714,800</b>	<b>36,160,034</b>

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

The details Capital Investment Programme is attached at Appendix 5 for Council approval.

#### 4.4 Capital Investment Financing

The proposed funding for the Capital Programme 2024/25 – 2028/29 is analysed below.

<b>CAPITAL FINANCING</b>	<b>Estimate 2024/25 £</b>	<b>Estimate 2025/26 £</b>	<b>Estimate 2026/27 £</b>	<b>Estimate 2027/28 £</b>	<b>Estimate 2028/29 £</b>	<b>TOTAL CAPITAL INVESTMENT £</b>
Grants & Contributions etc	-19,525,534	-674,900	-674,900	-674,900	-674,900	-22,225,134
Useable Capital Receipts	-450,500	0	0	0	-10,000	-460,500
Reserves	-9,392,900	-926,500	-149,300	-629,000	-1,029,900	-12,127,600
Section 106 Contributions	-1,203,800	0	0	0	0	-1,203,800
Borrowing	-143,000	0	0	0	0	-143,000
<b>Total Capital Programme Funding</b>	<b>-30,715,734</b>	<b>-1,601,400</b>	<b>-824,200</b>	<b>-1,303,900</b>	<b>-1,714,800</b>	<b>-36,160,034</b>

#### 4.5 New Bids

Members should be aware that the Capital Investment Programme has a new bid for 2024/25.

- Collection of Food Waste

## 5 TREASURY MANAGEMENT 2024/25

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

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

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

£m	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate
<b>Capital Financing Requirement</b>					
Accounting Adj.	1.065	1.065	1.065	1.065	1.065
Finance Leases	0.210	0.155	0.097	0.038	0.019
Prudential Borrowing	38.162	35.986	35.177	34.192	33.207
<b>Total CFR</b>	<b>39.437</b>	<b>37.206</b>	<b>36.339</b>	<b>35.295</b>	<b>34.292</b>
Of which: Commercial Investment Property	20.211	19.537	19.099	18.661	18.224
<b>Movement in CFR</b>	<b>-0.858</b>	<b>-2.231</b>	<b>-0.866</b>	<b>-1.044</b>	<b>-1.004</b>

<b>Movement in CFR represented by</b>					
Net borrowing need for the year	0.056	-0.713	0.143	0.000	0.000
Less Net Lease movements	0.000	-0.155	-0.097	-0.039	-0.019
Less MRP and other financing movements	-0.906	-1.314	-0.897	-0.991	-0.970
Capital Receipts from Loan Principal repaid	-0.008	-0.500	-0.015	-0.015	-0.015
<b>Movement in CFR</b>	<b>-0.858</b>	<b>-2.231</b>	<b>-0.866</b>	<b>-1.044</b>	<b>-1.004</b>

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

### 6.1 The Pay Policy Statement

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

The Act and supporting statutory guidance provides details of matters that must be included in this statutory pay policy but also emphasis that each local authority has the autonomy to take its own decisions on pay and pay policies.

The Pay Policy statement must be approved formally by Council by the end of March each year, can be amended in year, must be published on the Council's website and must be complied with when setting the terms and conditions of chief officer employees.

The Council will comply with the National Wage legislation.

The pay policy includes a policy on:

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

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

## **6.2 The Human Resource Statement**

The Human Resource Statement details the budgeted full-time equivalents of 270.69 By Cluster and Business Unit.



## APPENDIX 1

### High Level Summary Excluding Central Recharges and Capital

Cluster	Base Budget 2023/24	Forecast Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
Our Council	7,785,400	8,224,800	8,313,600	8,607,700	9,048,500	9,129,300
Our People	1,832,400	1,715,100	1,969,100	1,984,300	1,914,500	1,958,600
Our Place	4,726,400	4,705,100	4,488,700	4,587,000	4,717,800	4,839,500
<b>Grand Total</b>	<b>14,344,200</b>	<b>14,645,000</b>	<b>14,771,400</b>	<b>15,179,000</b>	<b>15,680,800</b>	<b>15,927,400</b>
Interest Receivable	(577,300)	(658,200)	(450,800)	(387,400)	(376,300)	(375,700)
Investment Income - Property Portfolio	(1,576,700)	(1,568,400)	(1,567,300)	(1,606,400)	(1,694,700)	(1,716,700)
Drainage Board Levies	459,200	531,900	558,000	584,700	614,300	645,200
Parish Precepts	2,577,100	2,700,700	2,754,700	2,809,800	2,866,000	2,923,300
Interest Payable	794,400	692,700	653,600	642,700	744,100	744,100
MRP/VRP (repayment of borrowing)	906,100	959,300	984,900	984,900	931,800	910,500
<b>Net Revenue Expenditure</b>	<b>16,927,000</b>	<b>17,303,000</b>	<b>17,704,500</b>	<b>18,207,300</b>	<b>18,766,000</b>	<b>19,058,100</b>
Transfer to / (from) General Fund	(684,400)	(52,700)	(120,600)	(120,700)	0	0
Transfer to / (from) Earmarked Reserves	496,600	1,248,600	428,900	700,600	587,800	761,600
<b>Amount to be met from Government Grant or Council Tax</b>	<b>16,739,200</b>	<b>18,498,900</b>	<b>18,012,800</b>	<b>18,787,200</b>	<b>19,353,800</b>	<b>19,819,700</b>
<b>Funding Income</b>						
Business Rate Retention Scheme	4,633,200	5,796,700	5,737,200	5,794,600	5,852,500	5,911,000
Collection Fund Surplus - Council Tax	290,000	290,000	0	0	0	0
Parish Councils Tax Requirement	2,577,100	2,700,700	2,754,700	2,809,800	2,866,000	2,923,300
New Homes Bonus	561,500	845,300	0	0	0	0
Other Government Grants	1,243,300	1,113,900	776,500	776,500	776,500	776,500
<b>Council Tax Requirement</b>	<b>7,434,100</b>	<b>7,752,300</b>	<b>8,025,200</b>	<b>8,307,600</b>	<b>8,600,100</b>	<b>8,902,800</b>
<b>TOTAL FUNDING</b>	<b>16,739,200</b>	<b>18,498,900</b>	<b>17,293,600</b>	<b>17,688,500</b>	<b>18,095,100</b>	<b>18,513,600</b>
<b>Balanced Budget / Funding Target</b>	<b>0</b>	<b>0</b>	<b>719,200</b>	<b>1,098,700</b>	<b>1,258,700</b>	<b>1,306,100</b>

## Medium Term Financial Analysis by Type

	Base Budget 2023/24	Forecast Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Expenditure</b>	<b>38,666,300</b>	<b>41,074,300</b>	<b>38,974,200</b>	<b>39,521,800</b>	<b>40,327,700</b>	<b>40,728,500</b>
Employees	14,338,800	15,355,600	14,896,600	15,303,700	15,763,800	16,220,700
Interest Payable	794,400	692,700	653,600	642,700	744,100	744,100
Other Operating Expenditure-Drainage Board Levies	459,200	531,900	558,000	584,700	614,300	645,200
Other Operating Expenditure-Parish Precepts	2,577,100	2,700,700	2,754,700	2,809,800	2,866,000	2,923,300
Premises	1,210,300	1,479,400	1,203,500	1,227,800	1,279,400	1,279,400
Supplies and Services	4,910,000	5,936,000	4,551,200	4,584,500	4,679,300	4,522,300
Transfer Payments	13,388,500	13,373,100	13,373,100	13,373,100	13,373,100	13,373,100
Transport	988,000	1,004,900	983,500	995,500	1,007,700	1,020,400
<b>Income</b>	<b>(22,645,400)</b>	<b>(24,730,600)</b>	<b>(22,254,600)</b>	<b>(22,299,400)</b>	<b>(22,493,500)</b>	<b>(22,580,900)</b>
Income, Fees and Charges	(6,393,700)	(6,703,400)	(6,409,200)	(6,524,400)	(6,633,900)	(6,692,200)
Government Grants and Contributions	(14,076,600)	(15,768,500)	(13,794,100)	(13,747,200)	(13,753,900)	(13,760,800)
Interest Receivable	(577,300)	(658,200)	(450,800)	(387,400)	(376,300)	(375,700)
Investment Income - Property Portfolio	(1,597,800)	(1,600,500)	(1,600,500)	(1,640,400)	(1,729,400)	(1,752,200)
<b>Transfers To / (From) Reserves</b>	<b>718,300</b>	<b>2,155,200</b>	<b>1,293,200</b>	<b>1,564,800</b>	<b>1,519,600</b>	<b>1,672,100</b>
Transfer to / (from) General Fund	(684,400)	(52,700)	(120,600)	(120,700)	0	0
Transfer to / (from) Earmarked Reserves	496,600	1,248,600	428,900	700,600	587,800	761,600
MRP/VRP (repayment of borrowing)	906,100	959,300	984,900	984,900	931,800	910,500
<b>Amount to be met from Government Grant or Council Tax</b>	<b>16,739,200</b>	<b>18,498,900</b>	<b>18,012,800</b>	<b>18,787,200</b>	<b>19,353,800</b>	<b>19,819,700</b>
<b>FUNDED BY:</b>						
Business Rate Retention Scheme	4,633,200	5,796,700	5,737,200	5,794,600	5,852,500	5,911,000
Collection Fund Surplus - Council Tax	290,000	290,000	0	0	0	0
Parish Council Tax Requirement	2,577,100	2,700,700	2,754,700	2,809,800	2,866,000	2,923,300
New Homes Bonus	561,500	845,300	0	0	0	0
Other Government Grants	1,243,300	1,113,900	776,500	776,500	776,500	776,500
<b>Council Tax Requirement</b>	<b>7,434,100</b>	<b>7,752,300</b>	<b>8,025,200</b>	<b>8,307,600</b>	<b>8,600,100</b>	<b>8,902,800</b>
<b>Grand Total</b>	<b>16,739,200</b>	<b>18,498,900</b>	<b>17,293,600</b>	<b>17,688,500</b>	<b>18,095,100</b>	<b>18,513,600</b>
<b>Balanced Budget/Cumulative Savings Target</b>	<b>0</b>	<b>0</b>	<b>719,200</b>	<b>1,098,700</b>	<b>1,258,700</b>	<b>1,306,100</b>

## Medium Term Financial Analysis by Business Unit

Cluster and Business Unit	Base Budget	Proposed	Forecast	Forecast	Forecast	Forecast
	2023/24	Budget 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	£	£	£	£	£	£
<b>Our People</b>	<b>1,832,400</b>	<b>1,715,100</b>	<b>1,969,100</b>	<b>1,984,300</b>	<b>1,914,500</b>	<b>1,958,600</b>
Benefits	364,500	411,100	434,500	453,000	467,900	483,100
Community Action	334,500	348,900	350,100	339,300	348,900	379,900
Community Environment	36,000	36,000	0	0	0	0
Community Support	181,700	194,500	321,800	322,200	186,200	186,200
Culture and Theatres	210,100	218,300	227,500	236,300	244,600	251,300
Homelessness	396,400	402,600	425,100	412,300	421,100	431,100
Homes, Health and Wellbeing	38,000	34,600	35,100	35,200	35,500	36,100
Housing Standards	178,700	191,000	197,700	204,400	276,500	244,300
Leisure	29,600	(177,500)	(175,200)	(172,900)	(213,100)	(212,100)
Parks & Open Spaces	90,700	71,900	73,000	73,700	64,800	73,200
Safeguarding	0	7,600	7,600	7,600	7,600	7,600
Safer Communities - Parish Lighting	66,000	70,600	71,900	73,200	74,500	77,900
Wellbeing Lincs	(93,800)	(94,500)	0	0	0	0
<b>Our Place</b>	<b>4,726,400</b>	<b>4,705,100</b>	<b>4,488,700</b>	<b>4,587,000</b>	<b>4,717,800</b>	<b>4,839,500</b>
Building Control	118,300	177,800	192,600	206,300	219,300	231,100
Business Support	13,300	13,100	13,100	13,100	13,100	13,100
Cemeteries	65,100	75,000	72,900	75,000	77,100	79,200
Commercial Services	116,700	124,000	128,500	134,300	137,600	141,200
Community Environment	59,800	59,900	60,000	60,100	60,200	60,300
Community Safety	144,900	146,800	149,800	153,400	156,800	160,300
Culture and Theatres	0	21,200	0	0	0	0
Development Management	89,300	(74,600)	(132,400)	(184,800)	(189,700)	(196,500)
Economic Development	399,700	445,500	330,500	344,300	352,700	361,400
Emergency Planning	23,000	23,700	24,200	24,800	25,400	26,000
Environmental Protection	166,100	184,300	198,300	203,800	211,000	215,900
Food Safety	243,000	260,200	267,500	274,000	280,800	288,500
Housing	64,200	66,300	67,600	69,500	70,900	72,300
Licensing	(2,300)	5,100	5,000	4,300	4,100	3,700
Lincolnshire Show	7,700	7,700	7,700	7,700	7,700	7,700
Markets	117,000	130,800	69,100	69,900	72,100	74,400
Neighbourhood Planning	4,300	8,700	2,900	2,500	2,500	2,500
Parking Services	(64,900)	(90,900)	(120,900)	(118,100)	(115,600)	(112,800)
Planning Enforcement	113,900	114,700	120,000	125,600	130,200	135,400
Planning Policy	213,500	217,200	220,000	224,000	227,000	230,300
Property - Commercial	(200,600)	(201,700)	(200,800)	(199,400)	(198,000)	(201,200)
Property - Houses	(1,200)	5,400	5,600	5,600	5,700	5,800
Property - Operational	194,700	203,300	209,600	215,400	224,100	228,100
Safer Communities - CCTV	204,000	132,100	135,400	140,100	143,800	147,500
Street Cleansing	712,700	795,000	813,500	834,700	852,300	870,200
Street Naming and Numbering	10,400	12,400	12,900	13,900	14,900	15,900
Visitor Economy	55,300	56,500	57,700	59,000	60,200	61,400
Waste Management	1,858,500	1,785,600	1,778,400	1,828,000	1,871,600	1,917,800
<b>Our Council</b>	<b>7,785,400</b>	<b>8,224,800</b>	<b>8,313,600</b>	<b>8,607,700</b>	<b>9,048,500</b>	<b>9,129,300</b>
Audit	183,400	190,700	192,700	195,800	196,800	197,800
Change Management	391,500	385,700	354,700	369,200	380,700	391,800
Commercial Waste Service	(255,600)	(170,600)	(188,300)	(206,200)	(200,400)	(197,800)
Communications	210,000	178,500	184,400	190,900	195,400	200,200
Corporate Finance	735,900	392,600	388,900	396,800	396,300	396,100
Crematorium	(163,700)	(73,700)	(107,300)	(141,300)	(177,100)	(215,000)
Customer Services	633,000	693,600	709,500	739,100	761,300	780,400
Debtors	64,000	68,100	71,000	74,200	75,700	78,500
Democratic Representation	617,700	632,300	648,100	667,100	692,500	701,300
Elections	338,300	195,000	198,800	202,900	366,400	209,900
Financial Services	813,800	1,560,300	1,609,400	1,705,300	1,787,100	1,879,100
Fraud	3,000	3,000	0	3,300	15,000	3,700
Governance & Legal Compliance	985,700	1,198,500	1,239,400	1,278,800	1,306,700	1,337,700
Human Resources	553,600	582,700	594,700	609,000	620,700	633,800
ICT Infrastructure	443,300	510,900	514,600	530,100	545,300	555,700
Land Charges	46,700	38,300	35,800	34,000	31,000	28,200
Local Taxation	472,800	523,000	534,400	542,700	557,500	574,300
Policy, Strategy and Environment	215,100	222,400	227,900	235,000	240,600	246,700
Property - Administrative	165,500	115,600	127,300	141,900	158,600	170,600
Property - Miscellaneous Property	41,300	42,800	43,000	43,400	43,900	44,600
Property Services	408,300	445,200	466,900	472,600	484,300	495,000
Support Services	174,900	180,500	188,000	197,500	204,500	211,000
Systems Development	859,600	611,100	568,200	588,900	607,300	625,300
Waste Management - Chargeable Services	(152,700)	(301,700)	(288,500)	(263,300)	(241,600)	(219,600)
<b>Investment Income - Property Portfolio</b>	<b>(1,576,700)</b>	<b>(1,568,400)</b>	<b>(1,567,300)</b>	<b>(1,606,400)</b>	<b>(1,694,700)</b>	<b>(1,716,700)</b>
Investment Properties	(1,576,700)	(1,568,400)	(1,567,300)	(1,606,400)	(1,694,700)	(1,716,700)
<b>Grand Total</b>	<b>12,767,500</b>	<b>13,076,600</b>	<b>13,204,100</b>	<b>13,572,600</b>	<b>13,986,100</b>	<b>14,210,700</b>

## APPENDIX 2

	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigation</b>
<b>Future available resources less than assumed</b>	<b>Likely</b>	<b>High</b>	Annual review of reserves. General Fund Working Balance increased Volatility/Contingency earmarked reserves in place. Planning for future reductions above those assumed in the MTFP would be implemented. However the GFB can support any medium term shortfall.
<b>Commercial Projects do not deliver anticipated benefits</b>	<b>Possible</b>	<b>Medium</b>	Project management and monitoring. Risk Register for each project Appropriate and robust due diligence. Commercial contingency of £173k in base budget
<b>Council is unable to provide a balanced budget in future years.</b>	<b>Unlikely</b>	<b>Medium</b>	The Council has an adequate level of General Fund Reserves to support balancing the budget over the MTFP should it be required.
<b>Volatility of Business Rates</b>	<b>Possible</b>	<b>Medium</b>	Volatility of funding stream outside of Council control and effects of the latest revaluation on rateable values. Impact mitigated by establishment of contributions to an earmarked reserve.
<b>Pay and price increases above budgeted assumptions</b>	<b>Possible</b>	<b>Medium</b>	Assumption of 3.5% pay increase for 2024/25 and then 2% annually built into MTFP. Contractual inflation is included in budget. Average utilities % applied. Improved commissioning and procurement expected
<b>Future spending plans</b>	<b>Possible</b>	<b>Low</b>	All Services carry out effective horizon scanning with profile of service demands (past and future). This informs the MTFP budget modelling throughout the year. Pressures are dealt with as they arise. Contingencies and risk reserves in place.
<b>Anticipated service savings/ efficiencies not achieved.</b>	<b>Possible</b>	<b>Medium</b>	Efficiency programmes currently underway which may not achieve the level of savings required. If achievement of savings did not occur this would require compensating reductions in planned spending within services

	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigation</b>
<b>Inability to balance budget in medium term</b>	<b>Possible</b>	<b>High</b>	Future funding unknown post 2025/26 but the size of the funding cuts increase the likelihood of this risk. Non. A principle is in place to maintain General Reserve at £2.0m due to future funding and economic uncertainty. Balance of £2.4m in the budget stability reserve
<b>Income targets not achieved.</b>	<b>Likely</b>	<b>Medium</b>	Income has been substantially affected and in the current economic climate recovery is likely to take some time. A commercial contingency budget of £173k mitigates impacts and government funding for impact of covid announced for April-June. Regular monitoring and reporting is undertaken with a full review of fees and charges annually which incorporates trend analysis and future demand estimations. Commercial trading monitor volumes and pricing. Appropriate due diligence for commercial property investments undertaken.
<b>Revenue implications of capital programmes not fully anticipated</b>	<b>Possible</b>	<b>Low</b>	Capital bid approval identifies revenue implications and links to Council priorities. Full analysis of revenue implications assessed and considered in scenario planning and in business case development.
<b>Loss of principal investments</b>	<b>Unlikely</b>	<b>Medium</b>	Limited by the controls in the Treasury Management Strategy which prioritise security of deposit over returns on a risk based approach. Impact limited due to the strategy of a diverse portfolio with high rated institutions.
<b>New duties imposed by Government</b>	<b>Likely</b>	<b>Low</b>	It has already been stated that new duties will be transferred to districts, however this will be considered in line with the retention of NNDR. Proactive preparation will be undertaken to engage early and influence the outcome. The availability of general reserves will also help smooth any initial financial impact, pending any reallocation of resources. In the event of new requirements being imposed 'new burdens' funding would also be sought.



	<b>Likelihood</b>	<b>Impact</b>	<b>Mitigation</b>
<b>Review of NNDR Retention Scheme</b>	<b>Likely</b>	<b>Medium</b>	Government proposals for 75% of NNDR retention locally will have an impact on the resourcing of WLDC it is not yet known what future income levels will be. There will still be a need for government to distribute resources through a Top Up and Tariff system. MTFP assumes minimal growth in NNDR income from 2025/26 onwards. A contingency reserve created to mitigate any medium term funding gaps.
<b>The cultural change and capability required to deliver against the Council's aspiration may not be realised as quickly as the financial cuts, as changes in business models can take large organisations a number of years to realise regardless of the sector.</b>	<b>Possible</b>	<b>Low</b>	The officer Portfolio Board will ensure that the project management framework is effective and that robust business cases are developed prior to approval of projects and that projects are monitored, with issues being raised and escalated at an early stage for consideration.
<b>The assumptions contained within the MTFP are not realised.</b>	<b>Likely</b>	<b>Low</b>	Prudent assumptions are included in MTFP. A contingency budget, the General Fund Working Balance, in addition to a significant amount of reserves are held to mitigate any in year financial risks or volatility relating to income, or increases in expenditure, and which can be utilised in the event of variations to the assumptions made
<b>Recruitment and Retention of skilled staff</b>	<b>Likely</b>	<b>High</b>	The increased use of agency/ consultants brought in to do the right jobs.

## APPENDIX 3 – FEES AND CHARGES 2024/2025

Policy and Resources Committee		Electoral Services							
Statutory fees are set by section 110 of the Representation of the People Regulations 2001.		2023/24	Proposed Increase / (Decrease)		2024/25	VAT Amount	2024/25 Charge Inc. VAT	VAT Rate	
		£	%	Type	£	£	£		
<b>Electoral Services (Statutory):</b>									
<b>Printed Format</b>									
Sale of Full Register/ Notice of Alteration		£10.00	0.0%		£0.00	£10.00	£0.00	£10.00	0%
- Per thousand names or part		£5.00	0.0%		£0.00	£5.00	£0.00	£5.00	0%
Supply of Overseas Register		£10.00	0.0%		£0.00	£10.00	£0.00	£10.00	0%
- Per hundred names or part		£5.00	0.0%		£0.00	£5.00	£0.00	£5.00	0%
<b>Data Format</b>									
Sale of Full Register/ Notice of Alteration		£20.00	0.0%		£0.00	£20.00	£0.00	£20.00	0%
- Per thousand names or part		£1.50	0.0%		£0.00	£1.50	£0.00	£1.50	0%
Supply of Overseas Register		£20.00	0.0%		£0.00	£20.00	£0.00	£20.00	0%
- Per hundred names or part		£1.50	0.0%		£0.00	£1.50	£0.00	£1.50	0%
<b>Marked Register:</b>									
<b>Printed Format</b>									
Sale of the whole or any part of the marked register/ Postal Vote Return Report following an election		£10.00	0.0%		£0.00	£10.00	£0.00	£10.00	0%
- Per thousand names or part		£2.00	0.0%		£0.00	£2.00	£0.00	£2.00	0%
<b>Data Format</b>									
Sale of the whole or any part of the marked register /Postal Vote Return Report following an election		£10.00	0.0%		£0.00	£10.00	£0.00	£10.00	0%
- Per thousand names or part		£1.00	0.0%		£0.00	£1.00	£0.00	£1.00	0%

Policy and Resources Committee		Street Naming and Numbering							
		2023/24	Proposed Increase / (Decrease)		2024/25	VAT Amount	2024/25 Charge Inc. VAT	VAT Rate	
		£	%	Type	£	£	£		
<b>Street Naming and Numbering:</b>									
Naming or renaming of a registered property		£81.00	6.2%		£5.00	£86.00	£0.00	£86.00	0%
Renaming an existing street at resident request, per street		£284.00	6.0%		£17.00	£301.00	£0.00	£301.00	0%
Renumbering an existing street at resident request, per property		£57.00	5.3%		£3.00	£60.00	£0.00	£60.00	0%
Naming a new street		£113.00	6.2%		£7.00	£120.00	£0.00	£120.00	0%
Naming of additional streets on the same application		£34.00	5.9%		£2.00	£36.00	£0.00	£36.00	0%
Numbering new development (plots 1-10), per plot		£34.00	5.9%		£2.00	£36.00	£0.00	£36.00	0%
Numbering new development (plots 11+), per plot		£23.00	4.3%		£1.00	£24.00	£0.00	£24.00	0%
Numbering a block of flats, per block		£113.00	6.2%		£7.00	£120.00	£0.00	£120.00	0%
Renumbering due to change in layout plan by developer (plots 1-10), per plot		£23.00	4.3%		£1.00	£24.00	£0.00	£24.00	0%
Renumbering due to change in layout plan by developer (plots 11+), per plot		£18.00	5.6%		£1.00	£19.00	£0.00	£19.00	0%
Confirmation of address details		£57.00	5.3%		£3.00	£60.00	£0.00	£60.00	0%

Policy and Resources Committee		Revenue Services							
		2023/24	Proposed Increase / (Decrease)		2024/25	VAT Amount	2024/25 Charge Inc. VAT	VAT Rate	
		£	%	Type	£	£	£		
<b>Revenues *</b>									
Court costs added to Council Tax accounts		£73.50	0.0%		£0.00	£73.50	£0.00	£73.50	0%
Court costs added to NHDR accounts		£85.00	-3.9%		£2.50	£82.50	£0.00	£82.50	0%

\* Charges agreed with Magistrates

2023/24	Proposed Increase / (Decrease)		2024/25	VAT Amount	2024/25 Charge Inc. VAT	VAT Rate
	£	% Type or £				

Car Parks								
Gainsborough not including Roseway	Mon-Sat 0-1 hours	£0.00	0.0%	£0.00	£0.00	£0.00	£0.00	S
	Mon-Sat 1-2 hours	£0.92	0.0%	£0.00	£0.92	£0.18	£1.10	S
	Mon-Sat 2-3 hours	£1.33	0.0%	£0.00	£1.33	£0.27	£1.60	S
	Mon-Sat 3-4 hours	£1.67	0.0%	£0.00	£1.67	£0.33	£2.00	S
	Mon-Sat 4-6 hours	£2.75	0.0%	£0.00	£2.75	£0.55	£3.30	S
	Mon-Sat 6+ hours	£3.25	0.0%	£0.00	£3.25	£0.65	£3.90	S
Roseway only	Mon-Sat 0-1 hours	£0.00	0.0%	£0.00	£0.00	£0.00	£0.00	S
	Mon-Sat 1-2 hours	£1.17	0.0%	£0.00	£1.17	£0.23	£1.40	S
	Mon-Sat 2-3 hours	£1.66	0.0%	£0.00	£1.66	£0.33	£2.00	S
	Mon-Sat 3-4 hours	£2.08	0.0%	£0.00	£2.08	£0.42	£2.50	S
	Travelodge permit	£5.42	0.0%	£0.00	£5.42	£1.08	£6.50	S
	Market Rasen	£0.00	0.0%	£0.00	£0.00	£0.00	£0.00	S
Market Rasen	Mon-Sat 0-1 hours	£0.00	0.0%	£0.00	£0.00	£0.00	£0.00	S
	Mon-Sat 1-2 hours	£0.67	0.0%	£0.00	£0.67	£0.13	£0.80	S
	Mon-Sat 2-3 hours	£0.83	0.0%	£0.00	£0.83	£0.17	£1.00	S
	Mon-Sat 3-4 hours	£1.42	0.0%	£0.00	£1.42	£0.28	£1.70	S
	Mon-Sat 4-6 hours	£1.67	0.0%	£0.00	£1.67	£0.33	£2.00	S
	Mon-Sat 6+ hours	£1.67	0.0%	£0.00	£1.67	£0.33	£2.00	S

Annual Season Tickets								
Gainsborough only	Mon-Sat	£510.00	0.0%	£0.00	£510.00	£102.00	£612.00	S
	Mon-Sat (If paid by monthly DD)	£440.00	0.0%	£0.00	£440.00	£88.00	£528.00	S
	Mon-Fri	£430.00	0.0%	£0.00	£430.00	£86.00	£516.00	S
Market Rasen Only	Mon-Fri (If paid by monthly DD)	£350.00	0.0%	£0.00	£350.00	£70.00	£420.00	S
	Mon-Sat	£255.00	0.0%	£0.00	£255.00	£51.00	£306.00	S
	Mon-Sat (If paid by monthly DD)	£220.00	0.0%	£0.00	£220.00	£44.00	£264.00	S
Market Rasen Only	Mon-Fri	£215.00	0.0%	£0.00	£215.00	£43.00	£258.00	S
	Mon-Fri (If paid by monthly DD)	£175.00	0.0%	£0.00	£175.00	£35.00	£210.00	S

Sunday - parking is free all day (except Travelodge permit which applies 7 days per week)

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

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

Electric Vehicle Charging	charge per kWh	£0.46	0.0%	£0.00	£0.46	£0.09	£0.55	S
---------------------------	----------------	-------	------	-------	-------	-------	-------	---

**Free Christmas Parking** - one day free parking at Gainsborough and Market Rasen during the Christmas period - Dates TBC.

Bus Station								
Allocated stand	Per quarter for first stand	£251.00	9.0%	£22.50	£273.50	£0.00	£273.50	OS
	Per quarter for second stand	£154.00	9.1%	£14.00	£168.00	£0.00	£168.00	OS
Registered Casual Users Per Quarter		£57.50	8.7%	£5.00	£62.50	£0.00	£62.50	OS

Prosperous Communities Committee

Markets

2023/24	Proposed Increase / (Decrease)		2024/25	YAT Amount	2024/25 Charge Inc. VAT	YAT Rate
	£	% Type				

Gainsborough Market

Tuesday Market

Registered Trader

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

Casual Trader

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

Saturday Market

Registered Trader

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

Casual Trader

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

Young Market Traders (16 - 30 years)

50% discount when trading for 12 continuous weeks.	n/a	n/a	n/a	n/a	n/a	n/a	n/a
--	-----	-----	-----	-----	-----	-----	-----

Larger Stall Discount

Discount for market traders bringing between 8 and 25 stalls on a specialist market	n/a	n/a	n/a	£10.00	£0.00	£10.00	OS
Discount for market traders bringing more than 25 stalls to Gainsborough market on either a Tuesday or Saturday	n/a	n/a	n/a	£7.50	£0.00	£7.50	OS

Other Units (Yending Vans, Trailers etc.)

Tuesday Market

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

Saturday Market

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

Prosperous Communities Committee

Pre Application Advice

2023/24	Proposed Increase / (Decrease)		2024/25	YAT Amount	2024/25 Charge Inc. VAT	YAT Rate
	£	% Type				

Development

Householder development - do I need planning permission?	£35.00	7.1%	£2.50	£37.50	£7.50	£45.00	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)	£93.33	6.3%	£5.84	£99.17	£19.83	£119.00	S	
Non-residential changes of use including siting of caravans for sites under 1 ha or buildings under 1,000 m2 (gross)	£200.83	5.8%	£11.67	£212.50	£42.50	£255.00	S	
Non-residential changes of use including siting of caravans for sites of 1 ha or above or buildings of 1,000 m2 or above (gross)	£350.83	5.9%	£20.84	£371.67	£74.33	£446.00	S	
Development of 1-9 dwellings including changes of use to residential	1st dwelling	£240.83	5.9%	£14.17	£255.00	£51.00	£306.00	S
	Additional dwellings	£134.17	6.2%	£8.34	£142.50	£28.50	£171.00	S
Development of 10-49 dwellings including changes of use to residential	10th dwelling	£1,447.50	6.0%	£86.67	£1,534.17	£306.83	£1,841.00	S
	Additional dwellings	£71.67	5.8%	£4.16	£75.83	£15.17	£91.00	S
Development of 50 or more dwellings	minimum fee	£4,338.33	6.0%	£260.00	£4,598.33	£919.67	£5,518.00	S
	additional fee subject to complexity of proposal	£0.00		£0.00				
Non-residential development where no floor space is created.	£129.17	5.8%	£7.50	£136.67	£27.33	£164.00	S	
Non-residential development up to 499 m2 floor area, or 0.5 ha site area	£175.83	6.2%	£10.84	£186.67	£37.33	£224.00	S	
Non-residential development between 500 and 999 m2 floor area, or between 0.5ha and 1.0 ha.	For 500 m2 or 0.51ha	£265.00	6.0%	£15.83	£280.83	£56.17	£337.00	S
	Each additional 100 m2 or 0.1 ha	£134.17	6.2%	£8.34	£142.50	£28.50	£171.00	S
Non-residential development between 1,000 and 4,999 m2 floor area, or between 1.1ha and 2.0ha.	For 1,000 m2 or 1.1ha	£908.33	6.0%	£54.17	£962.50	£192.50	£1,155.00	S
	Each additional 100 m2 or 0.1 ha	£68.33	6.1%	£4.17	£72.50	£14.50	£87.00	S
Non-residential development of 5,000 m2 or more or 2.1ha or more.	Minimum fee	£3,691.67	6.0%	£221.66	£3,913.33	£782.67	£4,696.00	S
	additional fee subject to complexity of proposal	£0.00		£0.00				
Variation or removal of condition.	£93.33	6.3%	£5.84	£99.17	£19.83	£119.00	S	
Advertisements	£93.33	6.3%	£5.84	£99.17	£19.83	£119.00	S	
Non-householder listed building consent	£182.50	5.9%	£10.83	£193.33	£38.67	£232.00	S	
Additional site visit	£159.17	5.8%	£9.16	£168.33	£33.67	£202.00	S	
Hazardous Substances	£88.33	5.7%	£5.00	£93.33	£18.67	£112.00	S	

N.B.

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

Prosperous Communities Committee		Planning						
		2023/24	Proposed Increase / (Decrease)		2024/25	VAT Amount	2024/25 Charge Inc. VAT	VAT Rate
		£	% Type	or £	£	£	£	
Paper copies of plans, drawings and documents	per side of A4	£0.27	6.0%	£0.02	£0.29	£0.00	£0.29	OS
	per side of A3	£0.58	6.0%	£0.03	£0.61	£0.00	£0.61	OS
	per side A2, A1, A0	£7.00	6.0%	£0.42	£7.42	£0.00	£7.42	OS
Requests for Planning Information		£68.33	6.1%	£4.17	£72.50	£14.50	£87.00	S
Entry onto Self-Build and Custom-Build Housing Register		£52.00	5.8%	£3.00	£55.00	£0.00	£55.00	OS
Public Path Orders, i.e. Diversion Orders	Minimum charge	£615.00	6.0%	£37.00	£652.00	£0.00	£652.00	OS
	Maximum charge	£1,839.00	6.0%	£110.00	£1,949.00	£0.00	£1,949.00	OS

Prosperous Communities Committee		Planning Applications						
		2023/24	Proposed Increase / (Decrease)		2024/25	VAT Amount	2024/25 Charge Inc. VAT	VAT Rate
		£	% Type	or £	£	£	£	
<b>Outline Applications</b>								
Site area (erection of dwellinghouses)	Every 0.1 ha where the site does not exceed 0.5 ha	£462.00	25.1%	£116.00	£578.00	£0.00	£578.00	OS
	Every 0.1 ha between 0.5 ha and 2.5 ha	£462.00	35.1%	£162.00	£624.00	£0.00	£624.00	OS
	Where the site area exceeds 2.5 ha, £15,433 and an additional £186 for each 0.1 ha in excess of 2.5 hectares, subject to a maximum in total of £205,500	£138.00	34.8%	£48.00	£186.00	£0.00	£186.00	OS
Site area (erection of buildings)	Every 0.1 ha where the site does not exceed 1 ha	£462.00	25.1%	£116.00	£578.00	£0.00	£578.00	OS
	Every 0.1 ha between 1 ha and 2.5 ha	£462.00	35.1%	£162.00	£624.00	£0.00	£624.00	OS
	Where the site area exceeds 2.5 ha, £15,433 and an additional £186 for each 0.1 ha in excess of 2.5 hectares, subject to a maximum in total of £205,500	£138.00	34.8%	£48.00	£186.00	£0.00	£186.00	OS
<b>Full Applications (and First Submissions of Reserved Matters, or Technical Details Consent)</b>								
Alterations/extensions to dwellinghouses, including works within boundaries	Where the application relates to a single dwellinghouse (or single flat)	£206.00	25.2%	£52.00	£258.00	£0.00	£258.00	OS
	Where the application relates to 2 or more dwellinghouses (or two or more flats)	£407.00	25.1%	£102.00	£509.00	£0.00	£509.00	OS
New dwellinghouses	Where number of new dwellinghouses is not more than 10	£462.00	25.1%	£116.00	£578.00	£0.00	£578.00	OS
	Between 10 and 50 dwellinghouses	£462.00	35.1%	£162.00	£624.00	£0.00	£624.00	OS
	Where the number of dwellinghouses exceeds 50, £30,860 and an additional £186 for each dwelling in excess of 50 subject to a maximum in total of £405,000	£138.00	34.8%	£48.00	£186.00	£0.00	£186.00	OS
Erection of building (not dwellinghouses, agricultural, glasshouses, plant or machinery)	No increase in gross floor space or no more than 40m <sup>2</sup>	£234.00	25.2%	£59.00	£293.00	£0.00	£293.00	OS
	More than 40m <sup>2</sup> but no more than 1,000m <sup>2</sup> . £578 for each 75m <sup>2</sup> or part thereof	£462.00	25.1%	£116.00	£578.00	£0.00	£578.00	OS
	Between 1000m <sup>2</sup> and 3,750m <sup>2</sup> . £624 for each 75m <sup>2</sup> or part thereof	£462.00	35.1%	£162.00	£624.00	£0.00	£624.00	OS
	More than 3,750m <sup>2</sup> , £30,860 and an additional £186 for each 75m <sup>2</sup> in excess of 3,750m <sup>2</sup> up to a maximum of £405,000	£138.00	34.8%	£48.00	£186.00	£0.00	£186.00	OS
Erection/alterations/replacement of plant and machinery	Where site area does not exceed 1 ha; per 0.1 ha or part thereof	£462.00	25.1%	£116.00	£578.00	£0.00	£578.00	OS
	More than 1 ha but not more than 5ha; per 0.1 ha or part thereof	£462.00	35.1%	£162.00	£624.00	£0.00	£624.00	OS
	Over 5 ha £30,860 and an additional £186 for each 0.1 ha in excess of 5 ha to a maximum of £405,000	£138.00	34.8%	£48.00	£186.00	£0.00	£186.00	OS
The erection of buildings (on land used for agriculture for agricultural purposes)	Not more than 465 m <sup>2</sup> gross floor space created	£96.00	25.0%	£24.00	£120.00	£0.00	£120.00	OS
	More than 465m <sup>2</sup> but no more than 540m <sup>2</sup>	£462.00	25.1%	£116.00	£578.00	£0.00	£578.00	OS
	More than 540m <sup>2</sup> but no more than 1000m <sup>2</sup> . £578 for the first 540 m <sup>2</sup> then £578 per additional 75 m <sup>2</sup> (or part thereof) in excess of 540m <sup>2</sup>	£462.00	25.1%	£116.00	£578.00	£0.00	£578.00	OS
	Between 1000m <sup>2</sup> and 4,215m <sup>2</sup> . £624 for the first 1000 m <sup>2</sup> then £624 per additional 75 m <sup>2</sup> (or part thereof) in excess of 1000m <sup>2</sup>	£462.00	35.1%	£162.00	£624.00	£0.00	£624.00	OS
	More than 4,215 m <sup>2</sup> , £30,860 and an additional £186 for each 75 m <sup>2</sup> in excess of 4,215 m <sup>2</sup> up to a maximum of £405,000	£138.00	34.8%	£48.00	£186.00	£0.00	£186.00	OS
Erection of glasshouses (on land used for the purposes of agriculture)	Not more than 465 m <sup>2</sup> gross floor space created	£96.00	25.0%	£24.00	£120.00	£0.00	£120.00	OS
	More than 465 m <sup>2</sup> gross floor space created but not more than 1000 m <sup>2</sup>	£2,580.00	25.0%	£645.00	£3,225.00	£0.00	£3,225.00	OS
	More than 1000 m <sup>2</sup> gross floor space created	£2,580.00	35.0%	£903.00	£3,483.00	£0.00	£3,483.00	OS



2023/24	Proposed Increase / (Decrease)		2024/25	VAT Amount	2024/25 Charge Inc. VAT	VAT Rate
£	% Type	or £	£	£	£	

**Applications other than Building Works**

Car parks, service roads or other accesses	For existing uses	£234.00	25.2%	£59.00	£293.00	£0.00	£293.00	OS
Other Operations (not coming within any of the above categories)	Any site area. £293 for each 0.1 ha (or part thereof) up to a maximum of £2,535	£234.00	25.2%	£59.00	£293.00	£0.00	£293.00	OS
<b>Lawful Development Certificate</b>								
	Existing use or operation	Same as Full						OS
	Existing use or operation - lawful not to comply with any condition or limitation	£234.00	25.2%	£59.00	£293.00	£0.00	£293.00	OS
	Proposed use or operation	Half the normal planning fee						OS
<b>Prior Approval</b>								
Larger home extensions		£96.00	25.0%	£24.00	£120.00	£0.00	£120.00	OS
Additional Storeys on a home		£96.00	25.0%	£24.00	£120.00	£0.00	£120.00	OS
Agricultural and Forestry buildings & operations		£96.00	25.0%	£24.00	£120.00	£0.00	£120.00	OS
Demolition of buildings		£96.00	25.0%	£24.00	£120.00	£0.00	£120.00	OS
Communications (previously referred to as 'Telecommunications Code Systems Operators')		£462.00	25.1%	£116.00	£578.00	£0.00	£578.00	OS
Change of use from Commercial/Business/Service (Use Class E), or Betting Office or Pay Day Loan Shop to mixed use including up to two flats (Use Class C3)		£96.00	25.0%	£24.00	£120.00	£0.00	£120.00	OS
Change of Use of a building and any land within its curtilage from Commercial/Business/Service (Use Class E), Hotels (Use Class C1), Residential Institutions (Use Class C2), Secure Residential Institutions (Use Class C2A) to a State Funded School		£96.00	25.0%	£24.00	£120.00	£0.00	£120.00	OS
Change of Use of a building and any land within its curtilage from an Agricultural Building to a State-Funded School		£96.00	25.0%	£24.00	£120.00	£0.00	£120.00	OS
Change of Use of a building and any land within its curtilage from an Agricultural Building to a flexible commercial use within Commercial/Business/Service (Use Class E), Storage or Distribution (Use Class B8), or Hotels (Use Class C1)		£96.00	25.0%	£24.00	£120.00	£0.00	£120.00	OS
Change of Use of a building and any land within its curtilage from Commercial/Business/Service (Use Class E) to Dwellinghouses (Use Class C3)	£125 for each dwellinghouse	£100.00	25.0%	£25.00	£125.00	£0.00	£125.00	OS
Change of Use of a building and any land within its curtilage from an Agricultural Building to Dwellinghouses (Use Class C3)		£96.00	25.0%	£24.00	£120.00	£0.00	£120.00	OS
	if it includes building operations in connection with the change of use	£206.00	25.2%	£52.00	£258.00	£0.00	£258.00	OS
Change of use of a building from Betting Office, Pay Day Loan Shop, Laundrette; a mixed use combining one of these uses and use as Dwellinghouse(s); or Hot Food Takeaways to Dwellinghouses (Use Class C3)		£96.00	25.0%	£24.00	£120.00	£0.00	£120.00	OS
	if it includes building operations in connection with the change of use	£206.00	25.2%	£52.00	£258.00	£0.00	£258.00	OS
Provision of Temporary School Building on Vacant Commercial Land and the use of that land as a State-funded School, for up to 3 Academic Years		£96.00	25.0%	£24.00	£120.00	£0.00	£120.00	OS
Change of Use of a building and any land within its curtilage from Amusement Arcades/Centres and Casinos to Dwellinghouses (Use Class C3)		£96.00	25.0%	£24.00	£120.00	£0.00	£120.00	OS
	if it includes building operations in connection with the change of use	£206.00	25.2%	£52.00	£258.00	£0.00	£258.00	OS
Development Consisting of the Erection or Construction of a Collection Facility within the Curtilage of a Shop		£96.00	25.0%	£24.00	£120.00	£0.00	£120.00	OS

Prosperous Communities Committee

Planning Applications Continued

	2023/24	Proposed Increase / (Decrease)		2024/25	VAT Amount	2024/25 Charge Inc. VAT	VAT Rate	
		£	% Type or £					£
<b>Prior Approval</b>								
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	25.0%	£24.00	£120.00	£0.00	£120.00	OS	
Installation, Alterations or Replacement of other Solar Photovoltaics (PV) equipment on the Roofs of Non-domestic Buildings, up to a Capacity of 1 Megawatt	£96.00	25.0%	£24.00	£120.00	£0.00	£120.00	OS	
Erection, extension, or alteration of a university building	£96.00	25.0%	£24.00	£120.00	£0.00	£120.00	OS	
Movable structure within the curtilage of a historic visitor attraction, or listed pub/restaurant/etc	£96.00	25.0%	£24.00	£120.00	£0.00	£120.00	OS	
Erection, extension or alteration on a closed defence site by or on behalf of the Crown of single living accommodation and/or non-residential buildings	£0.00	100.0%	£120.00	£120.00	£0.00	£120.00	OS	
Construction of new dwellinghouses	Not more than 10 Dwellinghouses	£334.00	25.1%	£84.00	£418.00	£0.00	£418.00	OS
	Between 10 and 50 dwellinghouses	£334.00	35.0%	£117.00	£451.00	£0.00	£451.00	OS
	more than 50 dwellinghouses: £22,309 - £135 for each dwellinghouse in excess of 50. Maximum fee of £405,000	£100.00	35.0%	£35.00	£135.00	£0.00	£135.00	OS
<b>Reserved Matters</b>								
Application for approval of reserved matters following outline approval	Full fee due or if full fee already paid then £578 due						OS	
<b>Approval/Variation/Discharge of condition</b>								
Removal or variation of a condition following grant of planning permission	£234.00	25.2%	£59.00	£293.00	£0.00	£293.00	OS	
Discharge of condition(s) - Approval of details and/or confirmation that one of more planning conditions have been complied with	Householder Permissions	£34.00	26.5%	£9.00	£43.00	£0.00	£43.00	OS
	All other permissions	£116.00	25.0%	£29.00	£145.00	£0.00	£145.00	OS
<b>Change of Use of a building to use as one or more separate dwellinghouses, or other cases</b>								
	Not more than 10 Dwellinghouses	£462.00	25.1%	£116.00	£578.00	£0.00	£578.00	OS
	Between 10 and 50 dwellinghouses	£462.00	35.1%	£162.00	£624.00	£0.00	£624.00	OS
	more than 50 dwellings, £30,860 and an additional £186 for each dwelling in excess of 50 dwellings up to a maximum of £405,000	£138.00	34.8%	£48.00	£186.00	£0.00	£186.00	OS
Other Changes of Use of a building or land	£462.00	25.1%	£116.00	£578.00	£0.00	£578.00	OS	
<b>Advertising</b>								
Relating to the business on the premises	£132.00	25.0%	£33.00	£165.00	£0.00	£165.00	OS	
Advance signs which are not situated on or visible from the site, directing the public to a business	£132.00	25.0%	£33.00	£165.00	£0.00	£165.00	OS	
Other advertisements	£462.00	25.1%	£116.00	£578.00	£0.00	£578.00	OS	
<b>Application for a Non-material Amendment Following a Grant of Planning Permission</b>								
Applications in respect of householder developments	£34.00	26.5%	£9.00	£43.00	£0.00	£43.00	OS	
Applications in respect of other developments	£234.00	25.2%	£59.00	£293.00	£0.00	£293.00	OS	
<b>Application for Permission in Principle</b>								
Site Area per 0.1ha (or part thereof)	£402.00	25.1%	£101.00	£503.00	£0.00	£503.00	OS	
<b>Concessions</b>								
Non-Profit making club, society, organisation or trust, providing sports or recreational facilities	£462.00	25.1%	£116.00	£578.00	£0.00	£578.00	OS	

Prosperous Communities Committee

Community Infrastructure Levy (CIL)

	2023/24	Proposed Increase / (Decrease)		2024/25	VAT Amount	2024/25 Charge Inc. VAT	VAT Rate	
		£	% Type or £					£
<b>CIL Charging Schedule - residential charging zones (charge per m<sup>2</sup>)</b>								
Zone 1 Lincoln Strategy Area (LSA)	£25.00	0.0%	£0.00	£25.00	£0.00	£25.00	OS	
Zone 2 Non Lincoln Strategy Area	£15.00	0.0%	£0.00	£15.00	£0.00	£15.00	OS	
Zone 3 North East Quadrant Sustainable Urban Extension	£20.00	0.0%	£0.00	£20.00	£0.00	£20.00	OS	
Zone 4 Gainsborough West (as shown shaded green on the charging schedule map of Gainsborough)	£0.00	0.0%	£0.00	£0.00	£0.00	£0.00	OS	
£0 charge for apartments across all zones								
<b>CIL Charging Schedule - commercial charging zones (applicable to whole district) (charge per m<sup>2</sup>)</b>								
Convenience Retail**	£40.00	0.0%	£0.00	£40.00	£0.00	£40.00	OS	
All Other Uses***	£0.00	0.0%	£0.00	£0.00	£0.00	£0.00	OS	

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

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

\*\*\* CIL charges subject to indexation

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

Prosperous Communities Committee			Fixed Penalty Notices								
			2023/24		Proposed Increase / (Decrease)		2024/25		YAT Amount	2024/25 Charge Inc. VAT	YAT Rate
			£	%	Type	or £	£	£			
Depositing Litter	Fee set by Government		£500.00	0.0%	£0.00		£500.00	£0.00	£500.00	OS	
Graffiti Offence	Fee set by Government		£500.00	0.0%	£0.00		£500.00	£0.00	£500.00	OS	
Household Waste Duty of Care Offence	Fee set by Government		£600.00	0.0%	£0.00		£600.00	£0.00	£600.00	OS	
Failure to produce Waste Documents	Fee set by Government - payable within 14 days of issue		£300.00	0.0%	£0.00		£300.00	£0.00	£300.00	OS	
Failure to produce Authority to Transport Waste	Fee set by Government - payable within 14 days of issue		£300.00	0.0%	£0.00		£300.00	£0.00	£300.00	OS	
Unauthorised Distribution of Free Printed Matter	Fee set by Government - payable within 14 days of issue		£75.00	0.0%	£0.00		£75.00	£0.00	£75.00	OS	
Failure to comply with a Domestic Waste Receptacles Notice	Fee set by Government - payable within 14 days of issue		£100.00	0.0%	£0.00		£100.00	£0.00	£100.00	OS	
	Fee set by Government - discounted if paid within 10 days		£75.00	0.0%	£0.00		£75.00	£0.00	£75.00	OS	
Failure to comply with an Industrial and Commercial Waste Receptacles Notice	Fee set by Government - payable within 14 days of issue		£100.00	0.0%	£0.00		£100.00	£0.00	£100.00	OS	
	Fee set by Government - discounted if paid within 10 days		£75.00	0.0%	£0.00		£75.00	£0.00	£75.00	OS	
Abandoning a Vehicle	Fee set by Government - payable within 14 days of issue		£200.00	0.0%	£0.00		£200.00	£0.00	£200.00	OS	
Nuisance Parking	Fee set by Government - payable within 14 days of issue		£100.00	0.0%	£0.00		£100.00	£0.00	£100.00	OS	
	Fee set by Government - payable within 14 days of issue		£100.00	0.0%	£0.00		£100.00	£0.00	£100.00	OS	
Anti Social Behaviour Crime and Policing Act 2014 - Community Protection Notice	Fee set by Government - payable within 14 days of issue		£100.00	0.0%	£0.00		£100.00	£0.00	£100.00	OS	
	Fee set by Government - discounted if paid within 10 days		£75.00	0.0%	£0.00		£75.00	£0.00	£75.00	OS	
Anti Social Behaviour Crime and Policing Act 2014 - Public Space Protection Order	Fee set by Government - payable within 14 days of issue		£100.00	0.0%	£0.00		£100.00	£0.00	£100.00	OS	
	Fee set by Government - discounted if paid within 10 days		£75.00	0.0%	£0.00		£75.00	£0.00	£75.00	OS	
Fly tipping	Fee set by Government		£1000.00	0.0%	£0.00		£1000.00	£0.00	£1000.00	OS	
High Hedge Fee	Fee set locally		£631.00	6.0%	£38.00		£669.00	£0.00	£669.00	OS	
Fee for abandoned shopping trolleys	Fee set locally (maximum charge)		£100.00	0.0%	£0.00		£100.00	£0.00	£100.00	OS	

Prosperous Communities Committee			Strategic Housing								
			2023/24		Proposed Increase / (Decrease)		2024/25		YAT Amount	2024/25 Charge Inc. VAT	YAT Rate
			£	%	Type	or £	£	£			
<b>Housing Enforcement Charges</b>											
Mandatory HMO Licence Application	Up to 5 units / bedrooms		£901.00	6.0%	£54.00		£955.00	£0.00	£955.00	OS	
	Per additional unit		£55.00	7.3%	£4.00		£59.00	£0.00	£59.00	OS	
	Maximum charge - n/a										
Mandatory HMO Licence Renewal	Up to 5 units / bedrooms		£764.00	6.0%	£46.00		£810.00	£0.00	£810.00	OS	
	Per additional unit		£55.00	7.3%	£4.00		£59.00	£0.00	£59.00	OS	
	Maximum charge - n/a										
Hazard Awareness Notice	None		£0.00	0.0%	£0.00		£0.00	£0.00	£0.00	OS	
Improvement Notice			£397.00	6.0%	£24.00		£421.00	£0.00	£421.00	OS	
Emergency Remedial Action Notice (plus work - see below)	Cost of works plus hourly rate of officer time									OS	
	Officer time charged at £39 per hour										
Prohibition Order			£382.00	6.0%	£23.00		£405.00	£0.00	£405.00	OS	
Emergency Prohibition Order			£397.00	6.0%	£24.00		£421.00	£0.00	£421.00	OS	
Demolition Order			£397.00	6.0%	£24.00		£421.00	£0.00	£421.00	OS	
Immigration Procedure Inspection	Per inspection		£79.17	6.3%	£5.00		£84.17	£16.83	£101.00	S	
Mobile Homes Act 2013 - Compliance Notice	Hourly rate of relevant officers with on costs plus work in default costs of works									OS	
Mobile Homes Act 2014 - Emergency Remedial Action Notice	Hourly rate of relevant officers with on costs plus work in default cost of works									OS	
Penalty Charge Notice (Smoke and Carbon Monoxide Alarm (England) Regulations 2015)	Up to £5,000									OS	
Monetary penalty (Redress Schemes for Lettings Agency Work and Property Management Work (Requirement to Belong to a Scheme etc.) (England) Order 2014)	Up to £5,000									OS	
Financial Penalty - Electrical Safety Standards in the Private Rented Sector (England) Regulations 2020	up to £30,000									OS	
Works In Default of any Legislation or Emergency Remedial Action	Base charge									OS	
Enforcement of the Domestic Minimum Level of Energy Efficiency (under the Energy Efficiency (Private Rented Property)(England and Wales) Regulations 2015, as amended)	up to £5,000									OS	
Housing and Planning Act - Civil Penalties	up to £30,000										

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

Prosperous Communities Committee		Homes, Health and Wellbeing					
2023/24	Proposed Increase / (Decrease)		2024/25	VAT Amount	2024/25 Charge Inc. VAT	VAT Rate	
	£	% Type or £					£
Standard First Home Checks	£150.00	0.0%	£0.00	£150.00	£0.00	£150.00	OS

Prosperous Communities Committee		Communities					
2023/24	Proposed Increase / (Decrease)		2024/25	VAT Amount	2024/25 Charge Inc. VAT	VAT Rate	
	£	% Type or £					£
Defibrillator maintenance service (annual charge)	£83.33	6.0%	£5.00	£88.33	£17.67	£106.00	S

Prosperous Communities Committee		Environment Services Local Air Pollution					
2023/24	Proposed Increase / (Decrease)		2024/25	VAT Amount	2024/25 Charge Inc. VAT	VAT Rate	
	£	% Type or £					£
<b>All charges are set by DEFRA</b>							
Application Fee							
- Standard Process	£1,650.00	0.0%	£0.00	£1,650.00	£0.00	£1,650.00	OS
- Reduced fee activities	£155.00	0.0%	£0.00	£155.00	£0.00	£155.00	OS
PVR I and PVR II activities	£257.00	0.0%	£0.00	£257.00	£0.00	£257.00	OS
Vehicle refinishers, & Parts 2, 3, 4 reduced fee activity	£362.00	0.0%	£0.00	£362.00	£0.00	£362.00	OS
- Mobile Screening and crushing plant	£1,650.00	0.0%	£0.00	£1,650.00	£0.00	£1,650.00	OS
- For the third to seventh applications	£985.00	0.0%	£0.00	£985.00	£0.00	£985.00	OS
- For the eighth and subsequent applications	£498.00	0.0%	£0.00	£498.00	£0.00	£498.00	OS
An additional charge of £297 applies to the above where the permit is for a combined part B and waste installation.							
Late Application Fee Schedule B reduce fee activity	£71.00	0.0%	£0.00	£71.00	£0.00	£71.00	OS
Late Application for other Part B activity, or any other solvent emission	£1,188.00	0.0%	£0.00	£1,188.00	£0.00	£1,188.00	OS
Late Application for Mobile Plant	£1,188.00	0.0%	£0.00	£1,188.00	£0.00	£1,188.00	OS
Late Application Fee Schedule B Vehicle refinishers or any other Part B	£279.00	0.0%	£0.00	£279.00	£0.00	£279.00	OS
Annual Subsistence Fee - Standard Process							
	£772.00	0.0%	£0.00	£772.00	£0.00	£772.00	OS
	£1,161.00	0.0%	£0.00	£1,161.00	£0.00	£1,161.00	OS
	£1,747.00	0.0%	£0.00	£1,747.00	£0.00	£1,747.00	OS
An additional charge of £104 for Low, £156 for Medium and £207 for High applies to the above where the permit is for a combined part B and waste installation.							
- Reduced fee activities							
	£79.00	0.0%	£0.00	£79.00	£0.00	£79.00	OS
	£158.00	0.0%	£0.00	£158.00	£0.00	£158.00	OS
	£237.00	0.0%	£0.00	£237.00	£0.00	£237.00	OS
- PVR I & II Combined							
	£113.00	0.0%	£0.00	£113.00	£0.00	£113.00	OS
	£226.00	0.0%	£0.00	£226.00	£0.00	£226.00	OS
	£341.00	0.0%	£0.00	£341.00	£0.00	£341.00	OS
- Vehicle refinishers							
	£228.00	0.0%	£0.00	£228.00	£0.00	£228.00	OS
	£365.00	0.0%	£0.00	£365.00	£0.00	£365.00	OS
	£548.00	0.0%	£0.00	£548.00	£0.00	£548.00	OS
- Mobile Screening and crushing plant 1st to 2nd Permits							
	£626.00	0.0%	£0.00	£626.00	£0.00	£626.00	OS
	£1,034.00	0.0%	£0.00	£1,034.00	£0.00	£1,034.00	OS
	£1,551.00	0.0%	£0.00	£1,551.00	£0.00	£1,551.00	OS
- Mobile Screening and crushing plant 3rd to 7th Permits							
	£385.00	0.0%	£0.00	£385.00	£0.00	£385.00	OS
	£617.00	0.0%	£0.00	£617.00	£0.00	£617.00	OS
	£924.00	0.0%	£0.00	£924.00	£0.00	£924.00	OS
- Mobile Screening and crushing plant 8th and Subsequent permits							
	£198.00	0.0%	£0.00	£198.00	£0.00	£198.00	OS
	£314.00	0.0%	£0.00	£314.00	£0.00	£314.00	OS
	£473.00	0.0%	£0.00	£473.00	£0.00	£473.00	OS

Prosperous Communities Committee		Environment Services Local Air Pollution					
2023/24	Proposed Increase / (Decrease)		2024/25	VAT Amount	2024/25 Charge Inc. VAT	VAT Rate	
	£	% Type or £					£
<b>All charges are set by DEFRA</b>							
<b>Application Fee for Part A(2) Activity</b>							
For Each Part A(2)	£3,363.00	0.0%	£0.00	£3,363.00	£0.00	£3,363.00	OS
SWIP (Small Waste Incineration Plant Installation)	£3,363.00	0.0%	£0.00	£3,363.00	£0.00	£3,363.00	OS
Mobile Small Waste Incineration Plant	£3,363.00	0.0%	£0.00	£3,363.00	£0.00	£3,363.00	OS
Late Fee Application Part A(2)	£1,188.00	0.0%	£0.00	£1,188.00	£0.00	£1,188.00	OS
Variation of Part A(2) Permit	£1,368.00	0.0%	£0.00	£1,368.00	£0.00	£1,368.00	OS
Subsistence Charge for Part A(2)							
	£1,343.00	0.0%	£0.00	£1,343.00	£0.00	£1,343.00	OS
	£1,507.00	0.0%	£0.00	£1,507.00	£0.00	£1,507.00	OS
	£2,230.00	0.0%	£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.							
<b>Transfer and Surrender</b>							
Transfer Schedule B Part B Reduced Fee Activity	Total Transfer	£0.00	0.0%	£0.00	£0.00	£0.00	OS
Transfer Schedule B Part B Reduced Fee Activity	Partial Transfer	£47.00	0.0%	£0.00	£47.00	£0.00	OS
Transfer Schedule B Part B Any Other Part B or Solvent Emission Activity	Total Transfer	£169.00	0.0%	£0.00	£169.00	£0.00	OS
Transfer Schedule B Part B Any Other Part B or Solvent Emission Activity	Partial Transfer	£497.00	0.0%	£0.00	£497.00	£0.00	OS
Joint Application to Transfer Part B Mobile Plant		£53.00	0.0%	£0.00	£53.00	£0.00	OS
Surrender Part B Permit		£0.00	0.0%	£0.00	£0.00	£0.00	OS
Part A(2) Total Transfer		£235.00	0.0%	£0.00	£235.00	£0.00	OS
Part A(2) Partial Transfer		£698.00	0.0%	£0.00	£698.00	£0.00	OS
Part A(2) Surrender Permit		£698.00	0.0%	£0.00	£698.00	£0.00	OS
Part A(2) where the substantial change results in SWIP		£3,363.00	0.0%	£0.00	£3,363.00	£0.00	OS
<b>Substantial Change</b>							
Reduce Fee Activity		£102.00	0.0%	£0.00	£102.00	£0.00	OS
Other Part B or Solvent Emission Activity		£1,050.00	0.0%	£0.00	£1,050.00	£0.00	OS
- Standard process where the substantial change results in a new PPC activity		£1,650.00	0.0%	£0.00	£1,650.00	£0.00	OS
- New operator at low risk reduced fee		£78.00	0.0%	£0.00	£78.00	£0.00	OS
Subsistence charges can be paid in four equal instalments at an additional cost of £38 p.a.							
Reduced Subsistence Charge		£52.00	0.0%	£0.00	£52.00	£0.00	OS
Late Fee Payment of Subsistence Fees		£52.00	0.0%	£0.00	£52.00	£0.00	OS

Prosperous Communities Committee

Environment Services Local Air Pollution

	2023/24	Proposed Increase / (Decrease)		2024/25	VAT Amount	2024/25 Charge Inc. VAT	VAT Rate	
		£	% Type or £					£
<b>**Statutory charges are set by DEFRA</b>								
**Request for Information / Document Disclosure where Charging is Permitted	Minimum per request plus cost of materials	£78.00	6.4%	£5.00	£83.00	£0.00	£83.00	OS
	Thereafter per hour	£46.00	6.5%	£3.00	£49.00	£0.00	£49.00	OS
Health Certificates		£63.00	6.3%	£4.00	£67.00	£0.00	£67.00	OS
Food Premises Register	Per page	£3.00	0.0%	£0.00	£3.00	£0.00	£3.00	OS
SFBB Pack	(including diary)	£1167	7.1%	£0.83	£12.50	£2.50	£15.00	S
Diary Retail		£6.67	12.4%	£0.83	£7.50	£1.50	£9.00	S
Private Water Supply Work	Cost Recovery - Mileage (Per Mile)	£0.40	0.0%	£0.00	£0.40	£0.00	£0.40	OS
	Risk assessment - Maximum Hourly Charge	£46.68	24.1%	£11.23	£57.91	£0.00	£57.91	OS
	Sampling (each visit) - Maximum Hourly Charge	£46.68	24.1%	£11.23	£57.91	£0.00	£57.91	OS
	Investigation - Maximum Hourly Charge	£46.68	24.1%	£11.23	£57.91	£0.00	£57.91	OS
	Granting an authorisation (each authorisation) - Maximum Hourly Charge	£4149	39.6%	£16.42	£57.91	£0.00	£57.91	OS
	Analysing a sample:-							
	Full Laboratory Costs	as per laboratory costs			as per laboratory costs	£0.00	£0.00	OS
	Full Courier Charges	as per laboratory costs			as per laboratory costs	£0.00	£0.00	OS
Public Health Exhumation		£1,060.00	6.0%	£64.00	£1,124.00	£0.00	£1,124.00	OS
Food Advisory	Charge for a visit (up to a maximum 2 hours contact time)	£181.67	6.0%	£10.83	£192.50	£38.50	£231.00	S
	Charge for additional hours	£58.33	5.7%	£3.34	£61.67	£12.33	£74.00	S
Food Hygiene Rating Scheme	Re-inspections	£188.00	5.9%	£11.00	£199.00	£0.00	£199.00	OS
	Additional inspections (outside routine plan)	£188.00	5.9%	£11.00	£199.00	£0.00	£188.00	OS
** Health Act 2006	Smoking in a smoke free place	£100.00	0.0%	£0.00	£100.00	£0.00	£100.00	OS
	Failure to display no smoking sign	£100.00	0.0%	£0.00	£100.00	£0.00	£100.00	OS
Environment Act 2021	Penalty for emission of some in smoke control areas	£300.00						

Prosperous Communities Committee

Licensing - Gambling Act

	2023/24	Proposed Increase / (Decrease)		2024/25	VAT Amount	2024/25 Charge Inc. VAT	VAT Rate	
		£	% Type or £					£
<b>Bingo Premises Licence</b>								
	Application Fee for Provisional Statement	£1,186.00	6.0%	£71.00	£1,257.00	£0.00	£1,257.00	OS
	Licence for Provisional Statement Premises	£1,068.00	6.0%	£64.00	£1,132.00	£0.00	£1,132.00	OS
	Application Fee New Premises	£1,186.00	6.0%	£71.00	£1,257.00	£0.00	£1,257.00	OS
	Annual Fee	£990.00	1.0%	£10.00	£1,000.00	£0.00	£1,000.00	OS
	Variation of Licence	£1,186.00	6.0%	£71.00	£1,257.00	£0.00	£1,257.00	OS
	Transfer Fee	£1,027.00	6.0%	£62.00	£1,089.00	£0.00	£1,089.00	OS
	Application for Reinstatement	£1,027.00	6.0%	£62.00	£1,089.00	£0.00	£1,089.00	OS
<b>Adult Gaming Centre</b>								
	Application Fee for Provisional Statement	£1,186.00	6.0%	£71.00	£1,257.00	£0.00	£1,257.00	OS
	Licence for Provisional Statement Premises	£1,068.00	6.0%	£64.00	£1,132.00	£0.00	£1,132.00	OS
	Application Fee New Premises	£1,000.00	0.0%	£0.00	£1,000.00	£0.00	£1,000.00	OS
	Annual Fee	£1,000.00	0.0%	£0.00	£1,000.00	£0.00	£1,000.00	OS
	Variation of Licence	£1,000.00	0.0%	£0.00	£1,000.00	£0.00	£1,000.00	OS
	Transfer Fee	£1,027.00	6.0%	£62.00	£1,089.00	£0.00	£1,089.00	OS
	Application for Reinstatement	£1,027.00	6.0%	£62.00	£1,089.00	£0.00	£1,089.00	OS
<b>Family Entertainment Centre</b>								
	Application Fee for Provisional Statement	£1,186.00	6.0%	£71.00	£1,257.00	£0.00	£1,257.00	OS
	Licence for Provisional Statement Premises	£950.00	0.0%	£0.00	£950.00	£0.00	£950.00	OS
	Application Fee New Premises	£1,000.00	0.0%	£0.00	£1,000.00	£0.00	£1,000.00	OS
	Annual Fee	£750.00	0.0%	£0.00	£750.00	£0.00	£750.00	OS
	Variation of Licence	£1,000.00	0.0%	£0.00	£1,000.00	£0.00	£1,000.00	OS
	Transfer Fee	£950.00	0.0%	£0.00	£950.00	£0.00	£950.00	OS
	Application for Reinstatement	£950.00	0.0%	£0.00	£950.00	£0.00	£950.00	OS
<b>Betting Premises (Other)</b>								
	Application Fee for Provisional Statement	£1,186.00	6.0%	£71.00	£1,257.00	£0.00	£1,257.00	OS
	Licence for Provisional Statement Premises	£1,067.00	6.0%	£64.00	£1,131.00	£0.00	£1,131.00	OS
	Application Fee New Premises	£1,186.00	6.0%	£71.00	£1,257.00	£0.00	£1,257.00	OS
	Annual Fee	£600.00	0.0%	£0.00	£600.00	£0.00	£600.00	OS
	Variation of Licence	£1,186.00	6.0%	£71.00	£1,257.00	£0.00	£1,257.00	OS
	Transfer Fee	£1,027.00	6.0%	£62.00	£1,089.00	£0.00	£1,089.00	OS
	Application for Reinstatement	£1,027.00	6.0%	£62.00	£1,089.00	£0.00	£1,089.00	OS
<b>Betting Premises (Tracks)</b>								
	Application Fee for Provisional Statement	£1,186.00	6.0%	£71.00	£1,257.00	£0.00	£1,257.00	OS
	Licence for Provisional Statement Premises	£950.00	0.0%	£0.00	£950.00	£0.00	£950.00	OS
	Application Fee New Premises	£1,186.00	5.4%	£64.00	£1,250.00	£0.00	£1,250.00	OS
	Annual Fee	£932.00	6.0%	£56.00	£988.00	£0.00	£988.00	OS
	Variation of Licence	£1,186.00	5.4%	£64.00	£1,250.00	£0.00	£1,250.00	OS
	Transfer Fee	£950.00	0.0%	£0.00	£950.00	£0.00	£950.00	OS
	Application for Reinstatement	£950.00	0.0%	£0.00	£950.00	£0.00	£950.00	OS



Prosperous Communities Committee

Licensing - Gambling Act (contd)

	2023/24	Proposed Increase / (Decrease)		2024/25	VAT Amount	2024/25 Charge Inc. VAT	VAT Rate
		£	% Type or £				
<b>Miscellaneous</b>							
Change of Circumstances	£50.00	0.0%	£0.00	£50.00	£0.00	£50.00	OS
Fee for Copy of a Licence Under the Gambling Act 2005	£25.00	0.0%	£0.00	£25.00	£0.00	£25.00	OS
Temporary Usage License	£443.00	6.1%	£27.00	£470.00	£0.00	£470.00	OS
<b>Unlicensed FEC's &amp; Prize gaming Permits (10 year duration)</b>							
New Gaming Machine Permit (no annual fee)	£300.00	0.0%	£0.00	£300.00	£0.00	£300.00	OS
Renewal	£300.00	0.0%	£0.00	£300.00	£0.00	£300.00	OS
Change of name on permit	£25.00	0.0%	£0.00	£25.00	£0.00	£25.00	OS
Copy of permit	£15.00	0.0%	£0.00	£15.00	£0.00	£15.00	OS
New Prize Gaming Permit (no annual fee)	£300.00	0.0%	£0.00	£300.00	£0.00	£300.00	OS
Renewal	£300.00	0.0%	£0.00	£300.00	£0.00	£300.00	OS
Change of name on permit	£25.00	0.0%	£0.00	£25.00	£0.00	£25.00	OS
Copy of permit	£15.00	0.0%	£0.00	£15.00	£0.00	£15.00	OS
<b>Club Gaming Permit &amp; Club Machine Permit (10 year duration)</b>							
New grant Club Gaming Permit	£200.00	0.0%	£0.00	£200.00	£0.00	£200.00	OS
New grant Club Gaming Permit with Club Premises Certificate (fast track)	£100.00	0.0%	£0.00	£100.00	£0.00	£100.00	OS
Renewal	£200.00	0.0%	£0.00	£200.00	£0.00	£200.00	OS
Renewal of Club Gaming Permit with Club Premises Certificate (fast track)	£100.00	0.0%	£0.00	£100.00	£0.00	£100.00	OS
Annual Fee	£50.00	0.0%	£0.00	£50.00	£0.00	£50.00	OS
Variation	£100.00	0.0%	£0.00	£100.00	£0.00	£100.00	OS
Copy of permit	£15.00	0.0%	£0.00	£15.00	£0.00	£15.00	OS
<b>Lotteries</b>							
Society Lottery - New	£40.00	0.0%	£0.00	£40.00	£0.00	£40.00	OS
Society Lottery - Renewal	£20.00	0.0%	£0.00	£20.00	£0.00	£20.00	OS
<b>Machines in Alcohol Licensed premises - 3 or more machines</b>							
New	£150.00	0.0%	£0.00	£150.00	£0.00	£150.00	OS
Annual Fee	£50.00	0.0%	£0.00	£50.00	£0.00	£50.00	OS
Transfer	£25.00	0.0%	£0.00	£25.00	£0.00	£25.00	OS
Variation	£100.00	0.0%	£0.00	£100.00	£0.00	£100.00	OS
Change of name on permit	£25.00	0.0%	£0.00	£25.00	£0.00	£25.00	OS
Copy of gaming machine permit	£15.00	0.0%	£0.00	£15.00	£0.00	£15.00	OS
Gambling Machine Permit - Up to 2 Machines	£50.00	0.0%	£0.00	£50.00	£0.00	£50.00	OS

Prosperous Communities Committee

Licensing

	2023/24	Proposed Increase / (Decrease)		2024/25	VAT Amount	2024/25 Charge Inc. VAT	VAT Rate
		£	% Type or £				
<b>Taxi Licensing (Including Horse Drawn Omnibus)</b>							
Driver's License Application (3Yr)	£199.00	6.0%	£12.00	£211.00	£0.00	£211.00	OS
Knowledge Test Fee Including ID check	£40.00	5.0%	£2.00	£42.00	£0.00	£42.00	OS
Knowledge Test Fee - Resit	£38.00	5.3%	£2.00	£40.00	£0.00	£40.00	OS
DBS Check	£38.00	0.0%	£0.00	£38.00	£0.00	£38.00	OS
DBS Admin Fee*	£10.00	0.0%	£0.00	£10.00	£0.00	£10.00	OS
Vehicle License	£282.00	0.0%	£0.00	£282.00	£0.00	£282.00	OS
Vehicle License	£282.00	0.0%	£0.00	£282.00	£0.00	£282.00	OS
Replacement Plate ADD cost of materials	£33.00	6.1%	£2.00	£35.00	£0.00	£35.00	OS
Replacement Plate & Bracket ADD cost of materials	£43.00	7.0%	£3.00	£46.00	£0.00	£46.00	OS
Private Hire Operators Licence (5Yr)	£246.00	0.0%	£0.00	£246.00	£0.00	£246.00	OS
Transfer of Ownership of Taxi/Private Hire Vehicle License	£32.00	6.3%	£2.00	£34.00	£0.00	£34.00	OS
<b>Charges set by Licensing Act 2003</b>							
<b>Alcohol and Entertainment Licenses</b>							
<b>New Premise Licence</b>							
Category A	£100.00	0.0%	£0.00	£100.00	£0.00	£100.00	OS
Category B	£190.00	0.0%	£0.00	£190.00	£0.00	£190.00	OS
Category C	£315.00	0.0%	£0.00	£315.00	£0.00	£315.00	OS
Category D	£450.00	0.0%	£0.00	£450.00	£0.00	£450.00	OS
Category E	£635.00	0.0%	£0.00	£635.00	£0.00	£635.00	OS
Large scale application > 4999 (minimum fee applies)	£1,000.00	0.0%	£0.00	£1,000.00	£0.00	£1,000.00	OS
Variation of Premises Licence	£100 - £635	0.0%	£0.00	£100 - £635	£0.00	£100 - £635	OS
Change of DPS or Disapplication of DPS	£23.00	0.0%	£0.00	£23.00	£0.00	£23.00	OS
<b>Annual fee demand</b>							
Category A	£70.00	0.0%	£0.00	£70.00	£0.00	£70.00	OS
Category B	£180.00	0.0%	£0.00	£180.00	£0.00	£180.00	OS
Category C	£295.00	0.0%	£0.00	£295.00	£0.00	£295.00	OS
Category D	£320.00	0.0%	£0.00	£320.00	£0.00	£320.00	OS
Category E	£350.00	0.0%	£0.00	£350.00	£0.00	£350.00	OS
Large scale annual fee > 4999 (minimum fee applies)	£500.00	0.0%	£0.00	£500.00	£0.00	£500.00	OS
Minor Variation	£89.00	0.0%	£0.00	£89.00	£0.00	£89.00	OS
Provisional Statement	£195.00	0.0%	£0.00	£195.00	£0.00	£195.00	OS
Register of Interest	£21.00	0.0%	£0.00	£21.00	£0.00	£21.00	OS
Copy of Licence	£10.50	0.0%	£0.00	£10.50	£0.00	£10.50	OS
Club Premises Certificate - New	£100 - £635	0.0%	£0.00	£100 - £635	£0.00	£100 - £635	OS
Club Premises Certificate - Variation	£100 - £635	0.0%	£0.00	£100 - £635	£0.00	£100 - £635	OS
Club Premises Certificate - Minor Variation	£89.00	0.0%	£0.00	£89.00	£0.00	£89.00	OS
Personal Licence - New	£37.00	0.0%	£0.00	£37.00	£0.00	£37.00	OS
Personal Licence - Change of name /address	£10.50	0.0%	£0.00	£10.50	£0.00	£10.50	OS
Personal Licence - Copy of Licence (card part, paper part or both)	£10.50	0.0%	£0.00	£10.50	£0.00	£10.50	OS
Transfer of Premises Licence	£23.00	0.0%	£0.00	£23.00	£0.00	£23.00	OS
Temporary Event Notice	£21.00	0.0%	£0.00	£21.00	£0.00	£21.00	OS
Skin Piercing	£210.00	0.0%	£0.00	£210.00	£0.00	£210.00	OS
	£59.00	6.8%	£4.00	£63.00	£0.00	£63.00	OS
				£20.00	£0.00	£20.00	OS
Street Trading Consents	£219.00	5.9%	£13.00	£232.00	£0.00	£232.00	OS
Copy of Any License Not Covered by the Licensing Act 2003 or Gambling Act 2005	£28.00	-53.6%	£-15.00	£13.00	£0.00	£13.00	OS

		2023/24		Proposed Increase / (Decrease)		2024/25		VAT Amount	2024/25 Charge Inc. VAT	VAT Rate
		£	%	Type	or £	£	£			
Sale of Animals	New (Part A)	£226.00	6.2%	£14.00	£240.00	£0.00	£240.00		OS	
	New (Part B)	£122.00	5.7%	£7.00	£129.00	£0.00	£129.00		OS	
Animal Boarding Establishments (Excludes vet fees payable direct to vet)	Renewal (Part A)	£219.00	5.9%	£13.00	£232.00	£0.00	£232.00		OS	
	Renewal (Part B)	£119.00	5.9%	£7.00	£126.00	£0.00	£126.00		OS	
Cats or Dogs - New (Part A)	Cats or Dogs - New (Part A)	£283.00	6.0%	£17.00	£300.00	£0.00	£300.00		OS	
	Cats or Dogs - New (Part B)	£122.00	5.7%	£7.00	£129.00	£0.00	£129.00		OS	
	Cats or Dogs - Renewal (Part A)	£275.00	6.2%	£17.00	£292.00	£0.00	£292.00		OS	
	Cats or Dogs - Renewal (Part B)	£119.00	5.9%	£7.00	£126.00	£0.00	£126.00		OS	
	Cats and Dogs (Dual) - New (Part A)	£333.00	6.0%	£20.00	£353.00	£0.00	£353.00		OS	
	Cats and Dogs (Dual) - New (Part B)	£122.00	5.7%	£7.00	£129.00	£0.00	£129.00		OS	
	Cats and Dogs (Dual) - Renewal (Part A)	£323.00	5.9%	£19.00	£342.00	£0.00	£342.00		OS	
	Cats and Dogs (Dual) - Renewal (Part B)	£119.00	5.9%	£7.00	£126.00	£0.00	£126.00		OS	
	Home Boarding - New (Part A)	£188.00	5.9%	£11.00	£199.00	£0.00	£199.00		OS	
	Home Boarding - New (Part B)	£122.00	5.7%	£7.00	£129.00	£0.00	£129.00		OS	
	Home Boarding - Renewal (Part A)	£181.00	6.1%	£11.00	£192.00	£0.00	£192.00		OS	
	Home Boarding - Renewal (Part B)	£119.00	5.9%	£7.00	£126.00	£0.00	£126.00		OS	
	Hiring of Horses	New or Renewal (Part A) + vet fee	£283.00	6.0%	£17.00	£300.00	£0.00	£300.00		OS
		New or Renewal (Part B) + vet fee	£125.00	6.4%	£8.00	£133.00	£0.00	£133.00		OS
Dog Breeding	New (part A) + vet fee	£283.00	6.0%	£17.00	£300.00	£0.00	£300.00		OS	
	New (part B)	£125.00	6.4%	£8.00	£133.00	£0.00	£133.00		OS	
Dog Day Care	Renewal (Part A)	£275.00	6.2%	£17.00	£292.00	£0.00	£292.00		OS	
	Renewal (Part B)	£125.00	6.4%	£8.00	£133.00	£0.00	£133.00		OS	
Dog Day Care	New (Part A)	£188.00	5.9%	£11.00	£199.00	£0.00	£199.00		OS	
	New (Part B)	£125.00	6.4%	£8.00	£133.00	£0.00	£133.00		OS	
Dog Day Care	Renewal (Part A)	£181.00	6.1%	£11.00	£192.00	£0.00	£192.00		OS	
	Renewal (Part B)	£119.00	5.9%	£7.00	£126.00	£0.00	£126.00		OS	
Exhibition Of Animals	New or Renewal (Part A)	£188.00	5.9%	£11.00	£199.00	£0.00	£199.00		OS	
Application to be re-rated	per hour or part of	£72.00	5.6%	£4.00	£76.00	£0.00	£76.00		OS	
Variation to the licence	per hour or part of	£72.00	5.6%	£4.00	£76.00	£0.00	£76.00		OS	
Dangerous Wild Animals (Excluding vet fees)	Vets fees plus admin costs of	£187.00	5.9%	£11.00	£198.00	£0.00	£198.00		OS	
Zoos (Excluding vet fees) - 4 yr. initial application	Application fee plus Vets fees plus admin/costs Inc. initial inspection and informal visits	£813.00	6.0%	£49.00	£862.00	£0.00	£862.00		OS	
Zoos (Excluding vet fees) - 6 yr. licence	Application fee plus Vets fees plus admin/costs Inc. initial inspection and informal visits	£1,985.00	6.0%	£119.00	£2,104.00	£0.00	£2,104.00		OS	
<b>Scrap Metal</b>										
New/Renewal Collectors fee - 3 yr.	Admin/processing of application (part A)	£124.00	5.6%	£7.00	£131.00	£0.00	£131.00		OS	
	Document inspection - year 1 (part B)	£45.00	6.7%	£3.00	£48.00	£0.00	£48.00		OS	
	Document inspection - year 2 (part B)	£47.00	6.4%	£3.00	£50.00	£0.00	£50.00		OS	
	Document inspection - year 3 (part B)	£47.00	6.4%	£3.00	£50.00	£0.00	£50.00		OS	
Change of details, name / address		£47.00	-68.1%	-£32.00	£15.00	£0.00	£15.00		OS	
New/Renewal Site fee - 3 yr.	Part A Admin of application includes initial yr. 1 inspection by 2 officers	£476.00	6.1%	£29.00	£505.00	£0.00	£505.00		OS	
	Part B Follow up compliance inspection by 2 officers - year 1	£299.00	6.0%	£18.00	£317.00	£0.00	£317.00		OS	
	Part B Follow up compliance inspection - year 2 by 2 officers	£310.00	6.1%	£19.00	£329.00	£0.00	£329.00		OS	
Change of site manager		£46.00	6.5%	£3.00	£49.00	£0.00	£49.00		OS	
Sex Shop Licences and Sexual Entertainment Venues	Initial application (part A)	£2,079.00	6.0%	£125.00	£2,204.00	£0.00	£2,204.00		OS	
	compliance check (part B)	£155.00	5.8%	£9.00	£164.00	£0.00	£164.00		OS	
	Renewal (part A)	£370.00	5.9%	£22.00	£392.00	£0.00	£392.00		OS	
	compliance check (part B)	£155.00	5.8%	£9.00	£164.00	£0.00	£164.00		OS	
	Transfer fee	£258.00	5.8%	£15.00	£273.00	£0.00	£273.00		OS	

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

Prosperous Communities Committee

Mobile Homes

2023/24	Proposed Increase / (Decrease)		2024/25	VAT Amount	2024/25 Charge Inc. VAT	VAT Rate
	£	% Type or £				

Mobile Homes Act 2013

Caravan Site - Fit & Proper Person	One-off license	£258.00	5.8%	£15.00	£273.00	£0.00	£273.00	OS
Issue of a New Licence		£340.00	5.9%	£20.00	£360.00	£0.00	£360.00	OS
Deposit of Site Rules		£34.00	5.9%	£2.00	£36.00	£0.00	£36.00	OS
Transfer and Alteration of a Licence		£113.00	6.2%	£7.00	£120.00	£0.00	£120.00	OS

Prosperous Communities Committee

Land Charges

2023/24	Proposed Increase / (Decrease)		2024/25	VAT Amount	2024/25 Charge Inc. VAT	VAT Rate
	£	% Type or £				

Access to data	Access to information not held on public registers (includes £5 admin fee)	£26.45	5.9%	£1.55	£28.00	£0.00	£28.00	OS
	Cancellation Fee	£7.00	7.1%	£0.50	£7.50	£0.00	£7.50	OS
CON 29R	One parcel	£83.17	0.0%	£0.00	£83.17	£16.63	£99.80	S
	Each additional parcel	£18.33	5.5%	£1.00	£19.33	£3.87	£23.20	S
	Lincolnshire County Council Fee**	£52.50	12.7%	£6.67	£59.17	£11.83	£71.00	S
CON 29D	Each printed enquiry	£23.33	0.0%	£0.00	£23.33	£4.67	£28.00	S
submitted with CON29R	Each printed enquiry	£23.33	0.0%	£0.00	£23.33	£4.67	£28.00	S
submitted on its own								
Administration Fee		£15.00	0.0%	£0.00	£15.00	£3.00	£18.00	S
Additional Enquiries*	Per additional enquiry	£35.42	7.3%	£2.58	£38.00	£7.60	£45.60	S/O
Filing a definitive certificate of the Lands Tribunal		£4.20	6.0%	£0.25	£4.45	£0.00	£4.45	OS
Office copy of any entry in the register (not including a copy or extract of any plan or document filed pursuant to these rules)								S

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

\*\* Set by Lincolnshire County Council

Prosperous Communities Committee

Cemeteries

2023/24	Proposed Increase / (Decrease)		2024/25	VAT Amount	2024/25 Charge Inc. VAT	VAT Rate
	£	% Type or £				

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

Single Grave not exceeding 9' x 4' (99 years) For the interment of a West Lindsey resident	£702.00	6.0%	£42.00	£744.00	£0.00	£744.00	OS
Double Grave not exceeding 9' x 4' (99 years) For the interment of a West Lindsey resident	£983.00	6.0%	£59.00	£1,042.00	£0.00	£1,042.00	OS
Single Grave not exceeding 9' x 4' (50 years) for the interment of a West Lindsey resident	£351.00	6.0%	£21.00	£372.00	£0.00	£372.00	OS
Double Grave not exceeding 9' x 4' (50 years) for the interment of a West Lindsey resident	£491.00	5.9%	£29.00	£520.00	£0.00	£520.00	OS
Cremated remains only grave not exceeding 4' 6" x 4' For the interment of a West Lindsey resident	£421.00	5.9%	£25.00	£446.00	£0.00	£446.00	OS
Cremated remains only grave not exceeding 4' 6" x 4' (child ) For the interment of a West Lindsey resident	£113.00	6.2%	£7.00	£120.00	£0.00	£120.00	OS
Child grave up to 17 years	£182.00	6.0%	£11.00	£193.00	£0.00	£193.00	OS

**Cost for interment of a person who had not been a West Lindsey resident at the time of their death**

Single Grave not exceeding 9' x 4' (99 years) For the interment of a Non West Lindsey resident	£1,458.00	6.0%	£87.00	£1,545.00	£0.00	£1,545.00	OS
Double Grave not exceeding 9' x 4' (99 years) For the interment of a Non West Lindsey resident	£2,042.00	6.0%	£123.00	£2,165.00	£0.00	£2,165.00	OS
Single Grave not exceeding 9' x 4' (50 years) for the interment of a Non West Lindsey resident	£731.00	6.0%	£44.00	£775.00	£0.00	£775.00	OS
Double Grave not exceeding 9' x 4' (50 years) for the interment of a Non West Lindsey resident	£1,020.00	6.0%	£61.00	£1,081.00	£0.00	£1,081.00	OS
Cremated remains only grave not exceeding 4' 6" x 4' For the interment of a West Lindsey Non resident	£875.00	6.1%	£53.00	£928.00	£0.00	£928.00	OS
Cremated remains only grave not exceeding 4' 6" x 4' (child up to 12 years) For the interment of a West Lindsey Non resident	£113.00	6.2%	£7.00	£120.00	£0.00	£120.00	OS
Child grave up to 17 years	£182.00	6.0%	£11.00	£193.00	£0.00	£193.00	OS
<b>Exhumation:</b>							
Body *	£610.00	6.1%	£37.00	£647.00	£0.00	£647.00	OS
Cremated remains *	£305.00	5.9%	£18.00	£323.00	£0.00	£323.00	OS

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

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

Headstone up to 18 inches (C)	£132.50	6.0%	£8.00	£140.50	£0.00	£140.50	OS
Headstone 18 inches to 3ft (B)	£158.50	6.3%	£10.00	£168.50	£0.00	£168.50	OS
Headstone over 3ft but under 4ft (B)	£288.00	5.9%	£17.00	£305.00	£0.00	£305.00	OS
Small vase (up to 6 inches) (B) (C)	£57.00	5.3%	£3.00	£60.00	£0.00	£60.00	OS
Vase (6 inches to 1ft) (B) (C)	£106.00	5.7%	£6.00	£112.00	£0.00	£112.00	OS
Plaque (not exceeding 8" x 4" (fixed)) (B) (C)	£57.00	5.3%	£3.00	£60.00	£0.00	£60.00	OS
Plaque (not exceeding 12" x 6" (fixed)) (B) (C)	£106.00	5.7%	£6.00	£112.00	£0.00	£112.00	OS
Flat stone (not exceeding 12" x 12") (B) (C)	£106.00	5.7%	£6.00	£112.00	£0.00	£112.00	OS
Flat stone (not exceeding 12" x 18") (B) (C)	£117.50	6.0%	£7.00	£124.50	£0.00	£124.50	OS
Memorial figurine (not exceeding 12" (fixed)) (B) (C)	£106.00	5.7%	£6.00	£112.00	£0.00	£112.00	OS
Memorial figurine (12" up to 24" (fixed)) (B) (C)	£126.00	6.3%	£8.00	£134.00	£0.00	£134.00	OS
For each inscription after the first	£47.50	6.3%	£3.00	£50.50	£0.00	£50.50	OS

**Registration Fees**

Per certified copy of a certificate of grant of exclusive Right of Burial	£80.00	6.3%	£5.00	£85.00	£0.00	£85.00	OS
Per certified copy of entry in Register of Burials	£80.00	6.3%	£5.00	£85.00	£0.00	£85.00	OS

**Copies of Certificates**

Permission to plant memorial tree	£91.00	5.5%	£5.00	£96.00	£0.00	£96.00	OS
Permission to install memorial seat	£91.00	5.5%	£5.00	£96.00	£0.00	£96.00	OS

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

Prosperous Communities Committee

Operational Services

2023/24	Proposed Increase / (Decrease)		2024/25	VAT Amount	2024/25 Charge Inc. VAT	VAT Rate
	£	% Type or £				

Additional Blue Sacks *	Per 5 sacks	£9.50	5.3%	£0.50	£10.00	£0.00	£10.00	OS
*Postage & packaging will be the applicable charge at the time of posting								
Garden Waste Wheeled Bin (Annual charge)	Collection of 1st bin	£39.00	12.8%	£5.00	£44.00	£0.00	£44.00	OS
Garden Waste Wheeled Bin (Annual charge)	Collection of 2nd and subsequent bins	£39.00	12.8%	£5.00	£44.00	£0.00	£44.00	OS
Wheeled Bin Replacement (supply & delivery)	Green/Black /blue recycling	£37.00	0.0%	£0.00	£37.00	£0.00	£37.00	OS
Wheeled Bins for New Properties (supply & delivery)	Green/Black /blue recycling	£37.00	0.0%	£0.00	£37.00	£0.00	£37.00	OS
Bulky Household Waste Collections	Collection articles worth up to 6 points	£34.30	0.0%	£0.00	£34.30	£0.00	£34.30	OS
	Additional articles worth 1 point collected at the same time	£4.50	0.0%	£0.00	£4.50	£0.00	£4.50	OS
Collection and Disposal of Fridges and Freezers from Commercial Premises		£101.00	5.9%	£6.00	£107.00	£0.00	£107.00	OS
Big Bin Hire for a week - 1,100 litre bin		n/a	n/a	n/a	£60.00	£0.00	£60.00	OS
Big Bin Hire for a week - 660 litre bin		n/a	n/a	n/a	£50.00	£0.00	£50.00	OS

Prosperous Communities Committee		Crematorium						
		2023/24	Proposed Increase / (Decrease)		2024/25	VAT Amount	2024/25 Charge Inc. VAT	VAT Rate
		£	% Type	or £	£	£	£	
	Cremation	£867.00	5.0%	£43.00	£910.00	£0.00	£910.00	X
	Early start (09:00 & 09:45)	£700.00	14.3%	£100.00	£800.00	£0.00	£800.00	X
	Direct Cremation (no attendance 08:45)	£465.00	4.3%	£20.00	£485.00	£0.00	£485.00	X
	The Farewell Service	£539.00	3.0%	£16.00	£555.00	£0.00	£555.00	X
	Body parts/slides and blocks	£84.50	6.5%	£5.50	£90.00	£0.00	£90.00	X
	Saturday service (with discussion with Manager)	£1,261.00	5.0%	£63.00	£1,324.00	£0.00	£1,324.00	X
	Late cancellation fee (cancellations within 72 hours of service)	£123.00	5.7%	£7.00	£130.00	£0.00	£130.00	X
	Chapel fee (extension 20 minutes)	£196.00	6.1%	£12.00	£208.00	£0.00	£208.00	X
	Chapel fee (extension 40 minutes)	£252.00	6.0%	£15.00	£267.00	£0.00	£267.00	X
	Memorial Service (45mins)	£252.00	6.0%	£15.00	£267.00	£0.00	£267.00	X
	Strewing/scattering of cremated remains from elsewhere	£55.00	0.0%	£0.00	£55.00	£0.00	£55.00	X
	Webcast recording - Live Only	£41.67	0.0%	£0.00	£41.67	£8.33	£50.00	S
	Bundle Webcast recording - Live & On Demand	£49.17	1.7%	£0.83	£50.00	£10.00	£60.00	S
	Bundle DVD, USB, Blue-Ray, Audio CD	£54.17	0.0%	£0.00	£54.17	£10.83	£65.00	S
	Bundle Halo Photo	£15.50	7.5%	£1.17	£16.67	£3.33	£20.00	S
	Bundle Music Slideshow	£70.83	2.4%	£1.67	£72.50	£14.50	£87.00	S
	Bundle Obitus Bundle	£156.67	1.1%	£1.66	£158.33	£31.67	£190.00	S
	DVD recording (each subsequent copy)	£26.67	0.0%	£0.00	£26.67	£5.33	£32.00	S
	Visual tribute (1 photograph)	£15.83	5.3%	£0.84	£16.67	£3.33	£20.00	S
	Basic Slideshow	£41.67	4.0%	£1.66	£43.33	£8.67	£52.00	S
	Themed Tribute	£83.33	0.0%	£0.00	£83.33	£16.67	£100.00	S
	Bespoke Tribute	£333.33	0.0%	£0.00	£333.33	£66.67	£400.00	S
	Visual tribute (for additional 25 photos)	£27.50	0.0%	£0.00	£27.50	£5.50	£33.00	S
	Video tribute (up to 5 minutes)	£36.67	0.0%	£0.00	£36.67	£7.33	£44.00	S
	Video Book	£79.17	5.3%	£4.16	£83.33	£16.67	£100.00	S
	Memory Box	£116.67	3.6%	£4.16	£120.83	£24.17	£145.00	S
	A download link of the pro-tribute	£20.00	0.0%	£0.00	£20.00	£4.00	£24.00	S
	Extra work (Pro tribute)	£17.50	4.7%	£0.83	£18.33	£3.67	£22.00	S

Prosperous Communities Committee		Crematorium						
		2023/24	Proposed Increase / (Decrease)		2024/25	VAT Amount	2024/25 Charge Inc. VAT	VAT Rate
		£	% Type	or £	£	£	£	
	Book of Remembrance (2 lines)	£78.33	0.0%	£0.00	n/a	n/a	n/a	S
	Book of Remembrance (3 lines)	n/a	n/a	n/a	£91.67	£18.33	£110.00	S
	Book of Remembrance (each additional line) (to a maximum of 8 lines)	£8.33	20.0%	£1.67	£10.00	£2.00	£12.00	S
	Book of Remembrance (illustrations)	POA			POA	POA	POA	S
	Miniature book (leather - 2 lines)	£93.33	4.0%	£3.75	£97.08	£19.42	£116.50	S
	Miniature book (leather - 5 lines)	£114.17	3.8%	£4.16	£118.33	£23.67	£142.00	S
	Miniature book (leather - 8 lines)	£125.00	4.0%	£5.00	£130.00	£26.00	£156.00	S
	Memorial card (2 lines)	£41.67	4.0%	£1.66	£43.33	£8.67	£52.00	S
	Memorial card (5 lines)	£62.50	4.0%	£2.50	£65.00	£13.00	£78.00	S
	Memorial card (8 lines)	£72.50	3.4%	£2.50	£75.00	£15.00	£90.00	S
	Additional inscription to existing books and cards	£19.17	4.3%	£0.83	£20.00	£4.00	£24.00	S
	Floral design (available for 5 and 8 lines only)	£41.67	4.0%	£1.66	£43.33	£8.67	£52.00	S
	Caskets*	£47.50	3.5%	£1.67	£49.17	£9.83	£59.00	S
	Temporary deposit of Cremated remains per month after initial month	£11.00	13.6%	£1.50	£12.50	£2.50	£15.00	S
	Sanctum 2000 vault (leased for 10 years) including up to 80 letters**	£890.00	6.0%	£53.33	£943.33	£188.67	£1,132.00	S
	Sanctum 2000 vault - per letter above 80	£2.50	16.8%	£0.42	£2.92	£0.58	£3.50	S
	Barbican memorial (space lease for 5 years)**	£215.83	13.5%	£29.17	£245.00	£49.00	£294.00	S
	Mulberry Tree - per leaf, space leased for 5 years	£151.67	9.9%	£15.00	£166.67	£33.33	£200.00	S
	Mulberry Tree - per leaf with motif, space leased for 5 years	£176.67	10.8%	£19.16	£195.83	£39.17	£235.00	S
	Memorial Glass Offering - Robin Ornament	£95.83	0.0%	£0.00	£95.83	£19.17	£115.00	S
	Memorial Glass Offering - Memorial Bauble with Stand	£120.83	0.0%	£0.00	£120.83	£24.17	£145.00	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.



2023/24	Proposed Increase / (Decrease)		2024/25	VAT Amount	2024/25 Charge Inc. VAT	VAT Rate
£	%	Type or £	£	£	£	

Space Hire									
Community - Theatre Hire - Performance	Up to 5hrs access (includes: 1 x Technician, 1 x Duty Manager, FOH Staff, Marketing)	£0.00	0.0%	£0.00	£425.00	£85.00	£510.00		S
Community - Theatre Hire - Rehearsal/Get - in	Per hour (includes Technician)	£0.00	0.0%	£0.00	£55.00	£11.00	£66.00		S
Community - Theatre Hire - Room only	Per hour	£0.00	0.0%	£0.00	£44.50	£0.00	£44.50		X
Commercial - Theatre Hire - Performance	up to 5hrs access (includes: 1 x Technician, 1 x Duty Manager, FOH Staff, Marketing)	£0.00	0.0%	£0.00	£552.50	£110.50	£663.00		S
Commercial - Theatre Hire - Rehearsal/Get - in	Per hour (includes Technician)	£0.00	0.0%	£0.00	£71.50	£14.30	£85.80		S
Commercial - Theatre Hire - Room only	Per hour	£0.00	0.0%	£0.00	£58.00	£0.00	£58.00		X
Community - Cinema Hire - Presentation/Lecture	up to 5hrs Access (include Duty Manager)	£0.00	0.0%	£0.00	£192.50	£38.50	£231.00		S
Commercial - Cinema Hire - Presentation/Lecture	up to 5hrs Access (include Duty Manager)	£0.00	0.0%	£0.00	£250.00	£50.00	£300.00		S
Community - Ancillary Room Hire only	Per hour	£0.00	0.0%	£0.00	£15.00	£0.00	£15.00		X
Commercial - Ancillary Room Hire only	Per hour	£0.00	0.0%	£0.00	£23.00	£0.00	£23.00		X
<b>Services</b>									
Community - Ticketing Service Charge	Per ticket	£0.00	0.0%	£0.00	£1.00	£0.20	£1.20		S
Commercial - Ticketing Service Charge	Per ticket	£0.00	0.0%	£0.00	£1.46	£0.29	£1.75		S
Additional Staffing Charge	Per person /per hour	£0.00	0.0%	£0.00	£20.00	£4.00	£24.00		S
Technical Programming Session	up to 5hrs time with Technician	£0.00	0.0%	£0.00	£125.00	£25.00	£150.00		S
<b>Packages</b>									
Community - Full Venue Hire - Performance	up to 5hrs access to full venue (including Technician)	£0.00	0.0%	£0.00	£575.00	£115.00	£690.00		S
Community - Full Venue Hire - Rehearsal/Get-in	Per Hour	£0.00	0.0%	£0.00	£85.00	£17.00	£102.00		S
Community - Theatre Hire - Presentation/Lecture	up to 5hrs access to full venue (including Duty Manager)	£0.00	0.0%	£0.00	£342.50	£68.50	£411.00		S
Commercial - Full Venue Hire - Performance	up to 5hrs access to full venue (including Technician)	£0.00	0.0%	£0.00	£828.50	£165.70	£994.20		S
Commercial - Full Venue Hire - Rehearsal/Get-in	Per Hour	£0.00	0.0%	£0.00	£126.70	£25.34	£152.04		S
Commercial - Theatre Hire - Presentation/Lecture	up to 5hrs access to full venue (including Duty Manager)	£0.00	0.0%	£0.00	£526.00	£105.20	£631.20		S
Catering Essentials Package	Per delegate/Per day (includes Selection of tea, coffee, water and cordial provided during hire)	£0.00	0.0%	£0.00	£1.25	£0.25	£1.50		S
Community - Full Production Week	up to 15hrs for Rehearsal/get in/get out/dress and 4days up to 5hrs per day for Performance	£0.00	0.0%	£0.00	£2,525.00	£505.00	£3,030.00		S
<b>Cinema</b>									
Films cost *there will also be an additional cost of £1 booking fee per ticket		£0.00	0.0%	£0.00	£2.49	£0.50	£2.99		S
Quad Film Ticket (4 people) ** there will be also be an additional charge of £4 booking fee		£0.00	0.0%	£0.00	£6.67	£1.33	£8.00		S
Booking Fee (face to face / phone)		£1.00	0.0%	£0.00	£1.00	£0.00	£1.00		X
Ticket insurance per ticket	£2 incl VAT	£1.67	0.0%	£0.00	£1.67	£0.33	£2.00		S

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

## **APPENDIX 4**

### **CAPITAL INVESTMENT STRATEGY 2024/25 – 2028/29**

#### **1. Introduction**

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

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

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

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

Key elements of the strategy.

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

#### **1. Principles Supporting the Capital Investment Strategy**

a) Strategy Principles

- The investment programme will support the Council's strategic priorities, therefore, the capital investment programme will link to all key strategic planning documents: specifically the Corporate Plan, Executive Business Plan, Medium Term Financial Plan and the Asset Management Plan.
- Schemes within the programme will be prioritised on an authority wide basis and the process of assessing investments, against specific criteria, will optimise the benefit and relative importance of potential schemes.
- Responsible Investing (RI) - investing in opportunities that seek to generate both financial value and sustainable growth,
- Socially responsible investing (SRI), also known as sustainable, socially conscious, "green" or ethical investing (ESG), as well as any investment strategy which seeks to consider both financial return and social good.

b) Capital Investment Policy

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

c) Finance Principles

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

- Regularly review Business Cases as schemes are developed and update financial models to inform future budget impacts.
- d) Asset Management Principles

**The Asset Management Policy ensures that.**

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

3. Capital Investment Priorities

The Council's proposed Capital Investment Programme 2024/25 will support the Corporate Plan's key themes.

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

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

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

#### 4. The Capital Investment Strategy Process

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

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

The process for includes:

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



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

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

The Capital Programme consists of 4 levels of activity.

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

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

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

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

## 5. Governance of the Capital Investment Programme

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

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

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

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

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

Corporate Policy and Resources Committee will be responsible for approving release of funding for the Capital Investment Programme and will therefore receive reports for

each scheme detailing the business case, cost, proposed funding and revenue implications.

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

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

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

The Programme Board will receive monthly highlight reports

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

Budget Managers will receive monthly monitoring reports.

## 6. Capital Financing

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

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

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

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

## 7 Prudential Borrowing

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

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

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

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

## 8 Revenue Contributions and Earmarked Reserves

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

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

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

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

## 9 Capital Receipts

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

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

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

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

## 11 Leasing

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

## 12 Other Sources of Funding

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

## 13. Investment in Commercial Properties (Non-Treasury Investments)

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

Appropriate experts are engaged as required.

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

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

Under the Minimum Revenue Provision (MRP) Policy, there will be an annual MRP charge for borrowing undertaken to finance Commercial Properties in line with the latest guidance from DLUHC.

A Valuation Volatility Earmarked Reserve has been created with a target balance of 5% of purchase price of the portfolio, which will reduce over the medium term, reflecting the introduction of an annual MRP charge to reduce outstanding prudential borrowing. This will help mitigate any financial loss of investment upon the sale of an asset should there be any shortfall against outstanding debt. A proportion of the annual revenue income generated from the investment will be allocated for risk provision.

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

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

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

#### 14. Risk

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

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

#### 15. Conclusion

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

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



## Appendix 5

## Capital Investment Programme 2024/25 - 2028/29

Service Cluster / Scheme	Estimate 2024/25 £	Estimate 2025/26 £	Estimate 2026/27 £	Estimate 2027/28 £	Estimate 2028/29 £	TOTAL CAPITAL INVESTMENT £
<b>Our Council</b>						
Civic Car Replacement	30,000	0	0	0	30,000	60,000
Chamber Equipment Refresh	10,000	0	0	0	0	10,000
Member ICT Provision	32,000	0	36,000	0	0	68,000
Capital Enhancements to Council Properties	175,000	50,000	50,000	50,000	50,000	375,000
Carbon Efficiencies – Street Lights	160,000	0	0	0	0	160,000
Richmond House Conservatory	50,000	0	0	0	0	50,000
Website Replacement	0	0	0	75,000	0	75,000
ERP Systems Phase 2	200,000	200,000	0	0	0	400,000
Desktop Refresh	11,000	12,100	13,300	14,600	16,100	67,100
CRM System	95,400	0	0	0	0	95,400
Northgate Replacement/Upgrade	0	30,000	0	0	0	30,000
Mobile Phones	10,000	0	0	10,000	0	20,000
Contact Centre	26,500	0	0	0	0	26,500
<b>Our Council Total</b>	<b>799,900</b>	<b>292,100</b>	<b>99,300</b>	<b>149,600</b>	<b>96,100</b>	<b>1,437,000</b>
<b>Our People</b>						
Extra Care Provision	1,161,000	0	0	0	0	1,161,000
Disabled Facilities Grants	674,900	674,900	674,900	674,900	674,900	3,374,500
Supported Accommodation (LEAP)	42,800	0	0	0	0	42,800
Home Upgrade Grant Phase 2	8,585,000	0	0	0	0	8,585,000
1.1 Flagship Community Grants Programme	338,700	0	0	0	0	338,700
<b>Our People Total</b>	<b>10,802,400</b>	<b>674,900</b>	<b>674,900</b>	<b>674,900</b>	<b>674,900</b>	<b>13,502,000</b>
<b>Our Place</b>						
Vehicle Replacement Programme	1,090,500	554,400	50,000	479,400	943,800	3,118,100
Food Waste Collection	720,000	80,000	0	0	0	800,000
Trinity Arts Centre Improvements	2,500,000	0	0	0	0	2,500,000

Hemswell Cliff Investment for Growth	88,300	0	0	0	0	88,300
Market Rasen 3 year vision	103,000	0	0	0	0	103,000
Gainsborough Heritage Regeneration	1,009,700	0	0	0	0	1,009,700
Shop Front Improvement	49,771	0	0	0	0	49,771
Thriving Gainsborough - Cinema	4,721,748	0	0	0	0	4,721,748
Unlocking Housing (LoS)	69,600	0	0	0	0	69,600
Thriving Gainsborough - Pocket Park	265,000	0	0	0	0	265,000
Thriving Gainsborough - Market Place/Streetscape	421,912	0	0	0	0	421,912
Thriving Gainsborough - Townhall THI	1,021,573	0	0	0	0	1,021,573
Thriving Gainsborough - Whitton Gardens	964,944	0	0	0	0	964,944
Thriving Gainsborough - Living Over The Shops	609,960	0	0	0	0	609,960
Thriving Gainsborough - Wayfinding Strategy	5,800	0	0	0	0	5,800
Thriving Gainsborough - Resources	275,526	0	0	0	0	275,526
1.3 Safer Streets West Lindsey	24,400	0	0	0	0	24,400
2.1 Flagship West Lindsey Business Support Programme	421,700	0	0	0	0	421,700
Purchase of RAF Scampton	4,750,000	0	0	0	0	4,750,000
<b>Our Place Total</b>	<b>19,113,434</b>	<b>634,400</b>	<b>50,000</b>	<b>479,400</b>	<b>943,800</b>	<b>21,221,034</b>
<b>TOTAL CAPITAL PROGRAMME</b>	<b>30,715,734</b>	<b>1,601,400</b>	<b>824,200</b>	<b>1,303,900</b>	<b>1,714,800</b>	<b>36,160,034</b>

**Appendix 6  
Analysis of Capital Programme Financing**

Source	Estimate 2024/25	Estimate 2025/26	Estimate 2026/27	Estimate 2027/28	Estimate 2028/29	TOTAL
	£	£	£	£	£	£
<b>Use of Capital Receipts</b>	<b>-450,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-10,000</b>	<b>-460,500</b>
<b>Use of Capital Grants:</b>						
Disabled Facility Grants	-674,900	-674,900	-674,900	-674,900	-674,900	<b>-3,374,500</b>
Greater Lincolnshire Local Enterprise Partnership	-69,600	0	0	0	0	<b>-69,600</b>
Heritage Lottery Fund	-786,400	0	0	0	0	<b>-786,400</b>
Housing Upgrade Grants Fund	-8,585,000	0	0	0	0	<b>-8,585,000</b>
Levelling Up Fund	-5,403,963	0	0	0	0	<b>-5,403,963</b>
Lottery/Arts Council	-2,500,000	0	0	0	0	<b>-2,500,000</b>
UK Shared Prosperity Fund	-24,400	0	0	0	0	<b>-24,400</b>
UK Shared Prosperity Fund/REPF	-760,400	0	0	0	0	<b>-760,400</b>
Department for Food and Rural Affairs	-716,100	0	0	0	0	<b>-716,100</b>
Capital Grants Unapplied	-4,771	0	0	0	0	<b>-4,771</b>
<b>Total Use of Grants</b>	<b>-19,525,534</b>	<b>-674,900</b>	<b>-674,900</b>	<b>-674,900</b>	<b>-674,900</b>	<b>-22,225,134</b>
<b>Use of Earmarked Reserves :</b>						
Civic Reserve	-20,000	0	0	0	-20,000	<b>-40,000</b>
Communities at Risk	-88,300	0	0	0	0	<b>-88,300</b>
Investment for Growth	-7,438,300	0	0	0	0	<b>-7,438,300</b>
IT Reserve	-21,000	-42,100	-13,300	-99,600	-16,100	<b>-192,100</b>
Maintenance of Facilities	-242,000	-50,000	-50,000	-50,000	-50,000	<b>-442,000</b>
Members IT Reserve	-32,000	0	-36,000	0	0	<b>-68,000</b>
Project Investment Reserve	-305,400	-200,000	0	0	0	<b>-505,400</b>
Revenue Grants Unapplied	-125,000	0	0	0	0	<b>-125,000</b>
Vehicle Replacement	-1,094,400	-634,400	-50,000	-479,400	-943,800	<b>-3,202,000</b>
Revenue (General Fund Balances)	-26,500	0	0	0	0	<b>-26,500</b>
<b>Total Use of Earmarked Reserves</b>	<b>-9,392,900</b>	<b>-926,500</b>	<b>-149,300</b>	<b>-629,000</b>	<b>-1,029,900</b>	<b>-12,127,600</b>
<b>S106 Contributions</b>	<b>-1,203,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-1,203,800</b>
<b>Total</b>	<b>-</b> <b>30,572,734</b>	<b>-</b> <b>1,601,400</b>	<b>-824,200</b>	<b>-</b> <b>1,303,900</b>	<b>-</b> <b>1,714,800</b>	<b>-</b> <b>36,017,034</b>
Prudential Borrowing	<b>-143,000</b>	0	0	0	0	<b>-143,000</b>
<b>Capital Financing Total</b>	<b>-</b> <b>30,715,734</b>	<b>-</b> <b>1,601,400</b>	<b>-824,200</b>	<b>-</b> <b>1,303,900</b>	<b>-</b> <b>1,714,800</b>	<b>-</b> <b>36,160,034</b>

# TREASURY MANAGEMENT STRATEGY

## Minimum Revenue Provision Policy and Annual Investment Strategy 2024/25

### INDEX

<b>1</b>	<b>INTRODUCTION</b>	<b>2</b>
1.1	Background	2
1.2	Reporting requirements	3
1.3	Treasury Management Strategy for 2024/25	5
1.4	Training	5
1.5	Treasury management consultants	5
<b>2</b>	<b>THE CAPITAL PRUDENTIAL INDICATORS 2024/25 – 2026/27</b>	
2.1	Capital expenditure	6
2.2	Council's borrowing need (Capital Financing Requirement)	8
<b>3</b>	<b>BORROWING</b>	<b>9</b>
3.1	Core Funds and Expected investment balances	9
3.2	Current Portfolio Position	10
3.3	Liability Benchmark	11
3.4	Treasury Indicators: Limits to borrowing activity	12
3.5	Prospects for interest rates	12
3.6	Borrowing strategy	14
3.7	Policy on borrowing in advance of need	15
3.8	Debt Rescheduling	16
3.9	New Financial Institutions as a source of borrowing	16
3.10	Approved Sources of Long and Short-Term Borrowing	16
<b>4</b>	<b>ANNUAL INVESTMENT STRATEGY</b>	<b>17</b>
4.1	Investment policy – management of risk	17
4.2	Creditworthiness policy	19
4.3	Other limits	22
4.4	Investment strategy	22
4.5	Investment performance / risk benchmarking	24
4.6	End of year investment report	25
4.7	Non-Treasury Investments	25
4.8	Commercial Income as a Percentage of Net Revenue Expenditure	27
4.9	Capital Investment Strategy	27
<b>5</b>	<b>APPENDICES</b>	<b>27</b>
A	The capital prudential and treasury indicators 2024/25 – 2026/27 and MRP statement	28
B	Interest rate forecasts 2023-2027	32
C	Economic Background	33
D	Treasury Management Practice (TMP1) – Credit and Counterparty Risk Management	37
E	Approved Countries	40
F	Treasury management scheme of delegation	41
G	The Treasury Management role of the section 151 officer	42
H	Capital Investment Strategy	44

## 1. INTRODUCTION

### 1.1 Background

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

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

The Council's Corporate Plan identifies the Corporate Objectives of the Council, and which then informs capital investment requirements. The 2024/25 to 2028/29 Capital Programme includes capital investment which will require resourcing, from revenue, earmarked reserves, capital receipts, grant income, and borrowing.

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

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

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

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

The treasury management activity involves substantial sums of money, which it borrows and invests. This exposes the Council to potential large financial risk, which can include the loss of invested funds, or the revenue consequence of changes in interest rates. Therefore, the successful identification, control and monitoring of risk



are integral to this function and include credit and counterparty risk, liquidity risk, market or interest rate risk, refinancing risk and legal and regulatory risk.

## **1.2 Reporting Requirements**

### **1.2.1 Capital Investment Strategy**

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

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

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

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

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

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

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

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

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

### **1.2.2 Treasury Management Reporting**

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

- a) Prudential and treasury indicators and treasury strategy** (this report) The first and most important report is forward looking and covers:
- The capital plans (including prudential indicators).
  - A Minimum Revenue Provision (MRP) policy (how residual capital expenditure is charged to revenue over time).
  - The Treasury Management Strategy (how the investments and borrowings are to be organised) including treasury indicators; and
  - An Investment Strategy (the parameters on how investments are to be managed).
- b) A mid-year treasury management report** – This is primarily a progress report and will update members on the capital position, amending prudential indicators as necessary, and whether any policies require revision. In addition, the Corporate Policy and Resources Committee will receive quarterly update reports.
- c) An annual treasury report** – This is a backward-looking review document and provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

## Scrutiny

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

## Quarterly Reports

In addition to the three major reports detailed above, quarterly reports at the end of June and December are also required. As the Council's quarter one end is at the end of May then this represents the end of June report. These reports are included within the quarterly reports which are considered by the Corporate Policy and Resources committee.

### 1.3 Treasury Management Strategy for 2024/25

The strategy for 2024/25 covers two main areas:

#### Capital issues

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

## **Treasury management issues**

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

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

### **1.4 Training**

The CIPFA Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. This especially applies to members responsible for scrutiny. This is mandatory training for the Governance and Audit Committee and is delivered annually. This training was undertaken on 23<sup>rd</sup> January 2024. 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 Treasury Services as its external treasury management advisors.

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

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

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

## 2. THE CAPITAL PRUDENTIAL INDICATORS 2024/25 – 2026/27

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

### 2.1 Capital Expenditure and Financing

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

Capital Expenditure By Cluster £m	2022/23 Actual	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate
<b>Our People</b>	1.823	4.215	10.802	0.675	0.675
<b>Our Place</b>	2.924	6.668	19.114	0.634	0.050
<b>Our Council</b>	0.104	0.726	0.800	0.292	0.099
<b>Total</b>	<b>4.851</b>	<b>11.609</b>	<b>30.716</b>	<b>1.601</b>	<b>0.824</b>

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

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

Financing of capital expenditure £m	2022/23 Actual	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate
Capital receipts	0.523	0.614	0.450	0.000	0.000
External Grants	2.989	8.820	19.526	0.675	0.675
S106	0.328	1.651	1.204	0.000	0.000
Earmarked Reserves	0.000	1.232	9.393	0.926	0.149
Revenue Resources	0.955	0.005	0.000	0.000	0.000
<b>Net borrowing need for the year</b>	<b>0.056</b>	<b>-0.713</b>	<b>0.143</b>	<b>0.000</b>	<b>0.000</b>

<b>Total Financing</b>	<b>4.851</b>	<b>11.609</b>	<b>30.716</b>	<b>1.601</b>	<b>0.824</b>
------------------------	--------------	---------------	---------------	--------------	--------------

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

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

<b>Year End Resources £m</b>	<b>2022/23 Actual</b>	<b>2023/24 Estimate</b>	<b>2024/25 Estimate</b>	<b>2025/26 Estimate</b>	<b>2026/27 Estimate</b>
General Fund Balance	4.682	2.727	2.674	2.553	2.433
Earmarked Reserves	19.340	19.462	11.344	10.846	11.398
<b>Total Revenue Reserves</b>	<b>24.022</b>	<b>22.189</b>	<b>14.018</b>	<b>13.399</b>	<b>13.831</b>
Capital receipts	1.117	1.758	6.188	6.309	6.436
Capital Grants Unapplied	3.018	3.920	3.319	2.220	2.000
<b>Total Capital Reserves</b>	<b>4.135</b>	<b>5.678</b>	<b>9.507</b>	<b>8.509</b>	<b>8.436</b>
<b>Total Useable Reserves</b>	<b>28.157</b>	<b>27.867</b>	<b>23.525</b>	<b>21.908</b>	<b>22.267</b>

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

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

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

The CFR includes any other long-term liabilities (e.g., finance leases). Whilst these increase the CFR, and therefore the Council's borrowing requirement, these types of



schemes include a borrowing facility by the lease provider and so the Council is not required to separately borrow for these schemes. The Council is asked to approve the CFR projections below:

£m	2022/23 Actual	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate
<b>Capital Financing Requirement</b>					
<b>Accounting Adj.</b>	1.065	1.065	1.065	1.065	1.065
<b>Finance Leases</b>	0.210	0.155	0.097	0.038	0.019
<b>Prudential Borrowing</b>	38.162	35.986	35.177	34.192	33.207
<b>Total CFR</b>	<b>39.437</b>	<b>37.206</b>	<b>36.339</b>	<b>35.295</b>	<b>34.292</b>
Of which: Commercial Investment Property	20.211	19.537	19.099	18.661	18.224
<b>Movement in CFR</b>	<b>-0.858</b>	<b>-2.231</b>	<b>-0.866</b>	<b>-1.044</b>	<b>-1.004</b>

<b>Movement in CFR represented by</b>					
Net borrowing need for the year (above)	0.056	-0.713	0.143	0.000	0.000
Less Net Lease Movements	0.000	-0.155	-0.097	-0.039	-0.019
Less MRP and other financing movements	-0.906	-1.314	-0.897	-0.991	-0.970
Capital Receipts from Loan Principal repaid	-0.008	-0.500	-0.015	-0.015	-0.015
<b>Movement in CFR</b>	<b>-0.858</b>	<b>-2.231</b>	<b>-0.866</b>	<b>-1.044</b>	<b>-1.044</b>

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

### 3. BORROWING

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

prudential indicators, the current and projected debt positions and the annual investment strategy.

### 3.1 Core Funds and Expected Investment Balances

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

Year End Resources £m	2022/23 Actual	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate
CFR	39.437	37.206	36.339	35.295	34.292
Less Leases	0.000	-0.155	-0.097	-0.038	-0.019
<b>Borrowing CFR</b>	<b>39.437</b>	<b>37.051</b>	<b>36.242</b>	<b>35.257</b>	<b>34.272</b>
Less Borrowing	21.500	19.000	18.750	18.750	17.750
<b>Over (-)/Under Borrowing</b>	<b>17.937</b>	<b>18.051</b>	<b>17.492</b>	<b>16.507</b>	<b>16.522</b>
General Fund Balance	-4.682	-2.727	-2.674	-2.553	-2.433
Earmarked Reserves	-19.340	-19.462	-11.344	-10.846	-11.398
Capital receipts	-1.117	-1.758	-6.188	-6.309	-6.436
Capital Grants Unapplied	-3.018	-3.920	-3.319	-2.200	-2.000
Provisions	-0.691	-0.600	-0.600	-0.600	-0.600
Working capital*	-7.604	-5.000	-5.000	-5.000	-5.000
<b>TOTAL FUND</b>	<b>-36.452</b>	<b>-33.467</b>	<b>-29.125</b>	<b>-27.508</b>	<b>-27.867</b>
<b>Expected investments (-) /Borrowing</b>	<b>-18.515</b>	<b>-15.416</b>	<b>-11.633</b>	<b>-11.001</b>	<b>-11.345</b>

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

### 3.2 Current Portfolio Position

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

£m	2022/23	2023/24	2024/25	2025/26	2026/27
----	---------	---------	---------	---------	---------

	Actual	Estimate	Estimate	Estimate	Estimate
<b>External Debt</b>					
Debt on 1 April	-21.500	-21.500	-19.000	-18.750	-18.750
Finance Lease	0	-0.155	-0.097	-0.038	-0.019
Expected change in Debt	0	2.500	0.250	0	1.000
<b>Gross external debt on 31 March</b>	<b>-21.500</b>	<b>-19.155</b>	<b>-18.847</b>	<b>-18.788</b>	<b>-17.769</b>
Internal Borrowing (on 31 March)	-17.937	-18.051	-17.492	-16.507	-16.522
<b>The Capital Financing Requirement</b>	<b>-39.437</b>	<b>-37.206</b>	<b>-36.339</b>	<b>-35.295</b>	<b>-34.292</b>
<b>Internal Borrowing %</b>	45%	49%	48%	47%	48%

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 2024/25 and the following two financial years. This allows some flexibility for limited early borrowing for future years but ensures that borrowing is not undertaken for revenue or speculative purposes.

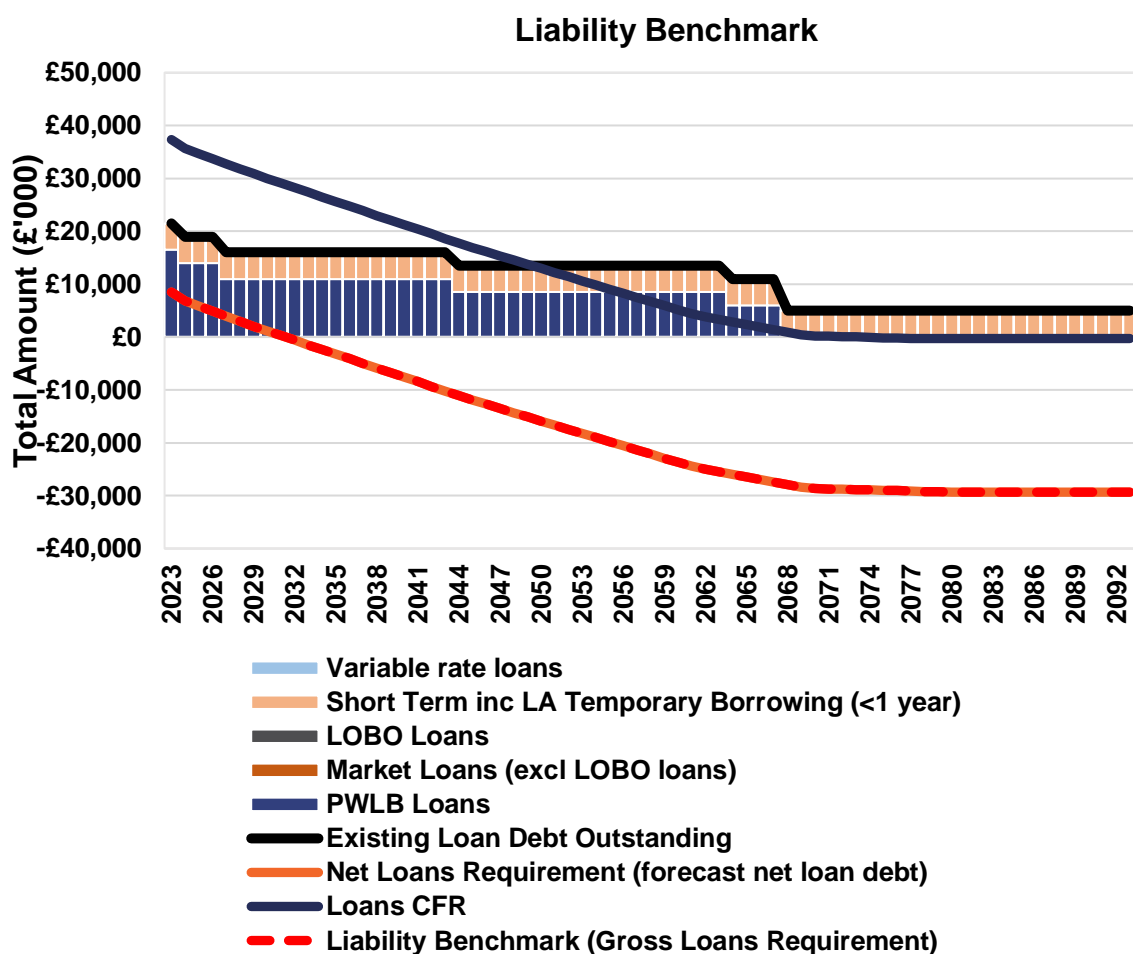
The Director of Corporate Services (S151 Officer) reports that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans, and the proposals in this budget report.

### 3.3 Liability Benchmark

The Authority is required to estimate and measure the Liability Benchmark (LB) for the forthcoming financial year and the following two financial years as a minimum. This has been produced to show the full debt maturity profile of the Council. There are four main components of the liability benchmark as follows: -

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

4. Liability benchmark (or gross loans requirement): this equals net loans requirement plus short-term liquidity allowance.



### 3.4 Treasury Indicators: Limits to Borrowing Activity

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

Operational boundary £m	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate
External Debt	21.500	19.155	18.847	18.788
<b>Operational Boundary</b>	<b>26.500</b>	<b>24.155</b>	<b>23.847</b>	<b>23.788</b>

**The authorised limit for external debt.** A further key prudential indicator represents a control on the maximum level of borrowing. This represents a limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full Council.

It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term.

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

Authorised limit £m	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate
Gross Debt	21.500	19.155	18.847	18.788
<b>Authorised Limit*</b>	<b>31.500</b>	<b>29.155</b>	<b>28.847</b>	<b>28.788</b>

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

### 3.5 Prospects for Interest Rates

The Council has appointed Link Group as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. Link provided the following forecasts on 8<sup>th</sup> January 2024. These are forecasts for certainty rates (gilt yields plus 80 bps).

Link Group Interest Rate View	08.01.24												
	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27
BANK RATE	5.25	5.25	4.75	4.25	3.75	3.25	3.00	3.00	3.00	3.00	3.00	3.00	3.00
3 month ave earnings	5.30	5.30	5.00	4.50	4.00	3.50	3.30	3.00	3.00	3.00	3.00	3.00	3.00
6 month ave earnings	5.20	5.10	4.80	4.30	3.80	3.30	3.20	3.10	3.10	3.10	3.10	3.10	3.10
12 month ave earnings	5.00	4.90	4.60	4.10	3.70	3.20	3.20	3.10	3.10	3.10	3.10	3.20	3.20
5 yr PWLB	4.50	4.40	4.30	4.20	4.10	4.00	3.80	3.70	3.60	3.50	3.50	3.50	3.50
10 yr PWLB	4.70	4.50	4.40	4.30	4.20	4.10	4.00	3.90	3.80	3.70	3.70	3.70	3.70
25 yr PWLB	5.20	5.10	4.90	4.80	4.60	4.40	4.30	4.20	4.20	4.10	4.10	4.10	4.10
50 yr PWLB	5.00	4.90	4.70	4.60	4.40	4.20	4.10	4.00	4.00	3.90	3.90	3.90	3.90

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

- The central forecast for interest rates was previously updated on 7<sup>th</sup> November and reflected a view that the MPC would be keen to underpin its anti-inflation credentials by keeping Bank Rate at 5.25% until at least H2 2024. It is expected rate cuts to start when both the CPI inflation and wage/employment data are unequivocally supportive of such a move, and that there is a strong likelihood of the overall economy enduring tepid growth (at best) or a mild recession (at worst) over the coming months.
- Naturally, timing on this matter will remain one of fine judgment: cut too soon, and inflationary pressures may well build up further; cut too late and any downturn or recession may be prolonged.
- In the upcoming months, forecasts will be guided not only by economic data releases and clarifications from the MPC over its monetary policies and the Government over its fiscal policies, but also international factors such as policy development in the US and



Europe, the provision of fresh support packages to support the faltering recovery in China as well as the on-going conflict between Russia and Ukraine, and Gaza and Israel.

- On the positive side, consumers are still anticipated to be sitting on some excess savings left over from the pandemic, which could cushion some of the impact of the above challenges and may be the reason why the economy is performing a little better at this stage of the economic cycle than may have been expected. Nonetheless, with approximately 400,000 households per quarter facing a mortgage interest reset at higher levels than their current rate, the economy will face on-going headwinds from that source, in addition to lower income households having to spend disproportionately on essentials such as food, energy and rent payments.

## **PWLB RATES**

- Gilt yields have endured a volatile nine months with yields rising significantly on the back of inflation concerns before retracing much of those increases in November and December. With the market now anticipating rate cuts by H2 2024, the short and medium parts of the curve are now close to where they started 2023/24, but the longer part of the curve is still a little higher. At the time of writing there is c50 basis points difference between the 5 and 50 year parts of the curve.

### **The balance of risks to the UK economy: -**

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

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

- **Labour and supply shortages** prove more enduring and disruptive and depress economic activity (accepting that in the near-term this is also an upside risk to inflation and, thus, could keep gilt yields high for longer).
- **The Bank of England** has increased Bank Rate too fast and too far over recent months, and subsequently brings about a deeper and longer UK recession than we currently anticipate.
- **UK / EU trade arrangements** – if there was a major impact on trade flows and financial services due to complications or lack of co-operation in sorting out significant remaining issues.
- **Geopolitical risks**, for example in Ukraine/Russia, the Middle East, China/Taiwan/US, Iran and North Korea, which could lead to increasing safe-haven flows.

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

- Despite the recent tightening to 5.25%, the **Bank of England proves too timid** in its pace and strength of increases in Bank Rate and, therefore, allows inflationary pressures to remain elevated for a longer period within the UK economy, which then necessitates Bank Rate staying higher for longer than we currently project.

- **The pound weakens** because of a lack of confidence in the UK Government's pre-election fiscal policies, resulting in investors pricing in a risk premium for holding UK sovereign debt.
- Longer-term **US treasury yields** rise strongly if inflation remains more stubborn there than the market currently anticipates, consequently pulling gilt yields up higher.
- Projected **gilt issuance, inclusive of natural maturities and Quantitative Tightening (QT)**, could be too much for the markets to comfortably digest without higher yields compensating.

### 3.6 Borrowing Strategy

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

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

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

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

This strategy is prudent as investment returns can vary 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 2024/25 treasury operations. The Director of Corporate Services (S151 Officer) will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:

- *if it was felt that there was a significant risk of a sharp FALL in long- and short-term rates, (e.g., due to a marked increase of risks around relapse into recession or of risks of deflation), then long term borrowings will be postponed, and potential rescheduling from fixed rate funding into short term borrowing will be considered.*
- *if it was felt that there was a significant risk of a much sharper RISE in borrowing rates than that currently forecast, perhaps arising from an acceleration in the rate of increase in central rates in the USA and UK, an increase in world*

economic activity, or a sudden increase in inflation risks, then the portfolio position will be re-appraised. Most likely, fixed rate funding will be drawn whilst interest rates are lower than they are projected to be in the next few years.

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

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

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

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

### **3.8 Debt Rescheduling**

Rescheduling of current borrowing in our debt portfolio could occur as there are upfront redemption discounts available but this would mean current loans on low interest rates may need to be replaced with loans on a substantially higher rate.

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

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

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

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

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

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

#### **On Balance Sheet**

#### **Fixed**

#### **Variable**

PWLB  
121

●

●

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

## ANNUAL INVESTMENT STRATEGY

### 4.1 Investment Policy – Management of Risk

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

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

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

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

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

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

1. Minimum acceptable **credit criteria** are applied in order to generate a list of highly creditworthy counterparties. This also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the short term and long-term ratings.
2. **Other information:** ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To achieve this consideration the Council will engage with its advisors to maintain a monitor on market pricing such as “**credit default swaps**” and overlay that information on top of the credit ratings.
3. **Other information sources** used will include the financial press, share price and other such information pertaining to the financial sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.
4. This authority has defined the list of **types of investment instruments** that the treasury management team are authorised to use. There are two lists in Appendix D under the categories of ‘specified’ and ‘non-specified’ investments.
  - **Specified investments** are those with a high level of credit quality and subject to a maturity limit of one year or have less than a year left to run to maturity if originally, they were originally classified as being non-specified investments solely due to the maturity period exceeding one year.
  - **Non-specified investments** are those with less high credit quality, may be for periods in excess of one year, and/or are more complex instruments which require greater consideration by members and officers before being authorised for use.
5. **Non-specified and loan investment limits.** The Council has determined that it will set a limit to the maximum exposure of the total treasury management investment portfolio to non-specified treasury management investments of 40%.
6. **Lending limits**, (amounts and maturity), for each counterparty will be set through applying the matrix table in paragraph 4.2.
7. **Transaction limits** are set for each type of investment in 4.2.
8. This authority will set a limit for its investments which are invested for **longer than 365 days**, (see paragraph 4.4).
9. Investments will only be placed with counterparties from countries with a specified minimum **sovereign rating**, (see paragraph 4.3).
10. This authority has engaged **external consultants**, (see paragraph 1.5), to provide expert advice on how to optimise an appropriate balance of security,



liquidity and yield, given the risk appetite of this authority in the context of the expected level of cash balances and need for liquidity throughout the year.

11. All investments will be denominated in **sterling**.
12. As a result of the change in accounting standards for 2023/24 under IFRS 9, the 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 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 31.3.23. More recently, a further extension to the over-ride to 31.3.25 has been agreed by Government.

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

## 4.2 Creditworthiness Policy

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

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

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

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

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

- Banks 1 - good credit quality – the Council will only use banks which:
  - i. are UK banks; and/or
  - ii. are non-UK and domiciled in a country which has a minimum sovereign Long-Term rating of 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 meet the ratings for banks outlined above.
- Money Market Funds (MMFs) CNAV – AAA
- Money Market Funds (MMFs standard) LNAV – AAA
- Money Market Funds (MMFs enhanced) VNAV – AAA
- UK Government (including gilts, Treasury Bills and the DMADF)
- Local authorities, parish councils etc.
- Housing associations
- Supranational institutions
- Local Authority Property Asset Fund (CCLA)
- Local/Community Bonds
- Corporate Bond Funds
- Covered Bonds

**Use of additional information other than credit ratings.** Additional requirements under the Code require the Council to supplement credit rating information. Whilst the above criteria rely primarily on the application of credit ratings to provide a pool of appropriate counterparties for officers to use, additional operational market information will be applied before making any specific investment decision from the agreed pool of

counterparties. This additional market information (for example Credit Default Swaps, rating Watches/Outlooks) will be applied to compare the relative security of differing investment opportunities.

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

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

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

### 4.3 Other Limits

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

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

### 4.4 Investment Strategy

**In-house funds.** Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e., rates for investments up to 12 months). Greater returns are usually obtainable by investing

periods. While most cash balances are required in order to manage the ups and downs of cash flow, where cash sums can be identified that could be invested for longer periods, the value to be obtained from longer term investments will be carefully assessed.

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

### **Investment Returns Expectations.**

The current forecast shown in paragraph 3.5, includes a forecast for Bank Rate to have peaked at 5.25%.

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

Average earnings in each year	
2024/25	5.00%
2025/26	3.44%
2026/27	3.00%
2027/28	3.00%
Years 6 to 10	3.00%
Years 10+	3.00%

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

### **Ethical Investing**

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

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

## Treasury Investment Portfolio

The Council is expecting to have an average investment portfolio of £13m throughout 2024/25 and expects to receive investment income totalling £0.651m as shown below:

Treasury Investment Portfolio	Average Portfolio £m	Interest Rate %	Interest £m
Liquidity Investments	10.00	5.00	0.500
Long Term Investments	3.00	5.03	0.151
<b>Total Investment Income (2024/2025)</b>	<b>13.00</b>	<b>5.015</b>	<b>0.651</b>

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

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

Maximum principal sums invested > 364 & 365 days			
£m	2024/25	2025/26	2026/27
Principal sums invested > 365 days	£5m	£5m	£5m

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

### 4.5 Investment Risk Benchmarking

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

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

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

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



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

Yield - local measures of yield benchmarks are.

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

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

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

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

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

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

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

The Council has invested £21.666m (£30m budget approved) in creating a Commercial Property Portfolio, to generate a revenue return to support the future sustainability of the Council and therefore protecting the services as government funding was reduced. The net return was estimated to be £600k p.a. based on the approved £20m investment limit. The first acquisition was made in October 2017. The Council's portfolio currently consists of 6 properties, with £20.500m having been spent on these acquisitions (excludes costs) to date and the gross return for 2023/24 is estimated to be 7.7%. After taking account of management and financing costs (including MRP) a return of around 5.5% is being achieved.

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

The Council has a Commercial Contingency Budget of £0.172m to mitigate the risk of rental losses, and a Valuation Volatility Reserve to mitigate the risk of capital loss on disposal.

In addition, the Council has set aside £0.850m as a Valuation Volatility Reserve, this reflects 4% of the purchase price. However, now that MRP will be charged annually, thus reducing outstanding borrowing, the Reserve will be reduced over the Medium-Term Financial Plan.

#### **Strategy**

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

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

The strategy included.

1. To acquire an investment portfolio of commercial property assets in lot sizes of £1.0m to £10.0m, targeting an average lot size of circa £3.5m to £4m across the portfolio and total investment of £30.0m.
2. Authority to complete on acquisitions should be delegated to the Chief Executive in consultation with the Chief Finance Officer and Leader of the Council, provided that the purchase is within agreed criteria. All assets will be assessed against these criteria and the Chief Executive will have delegated Authority to complete on the acquisition of assets which score 50 or more out of 70. Any asset which falls below this threshold or registers a zero against any criteria may still be considered but specific justification will need to be provided and the decision to proceed taken to the Corporate Policy and Resources Committee for approval.
3. Reserves will be utilised to fund any further acquisitions. Business case modelling will be developed using an opportunity cost of capital based on debt funded through Prudential Borrowing. The business case will be made on the basis of borrowing the full amount each time to ensure that resources are able to be recycled.
4. All assets will be acquired against a target hold period of 5 to 10 years with consideration given to asset management to enhance/protect value over the period of ownership (and any additional resource required/expected in this respect) and risks relating to disposal after the proposed hold period. A proportion of the income will be allocated for risk provision. Further returns would depend on investment performance relative to target and might be achieved through release of the risk provision and/or capital returns.
5. The financial position will be thoroughly monitored throughout the hold period and adequate response made to any change in market conditions and portfolio performance. Decisions regarding the funding of acquisitions will be made by the Director of Corporate Services (Section 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 Commercial Income as a Percentage of Net Revenue Expenditure

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

%	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate
<b>Net Revenue Expenditure £m</b>	17.303	17.705	18.207	18.766	19.058
<b>Commercial Income £m</b>	(1.568)	(1.567)	(1.606)	(1.695)	(1.717)
<b>Ratio</b>	<b>9.1%</b>	<b>9.3%</b>	<b>8.9%</b>	<b>8.9%</b>	<b>8.7%</b>

#### 4.9 Capital Investment Strategy

The Capital Investment Strategy forms a key part of the Council's overall Corporate Planning Framework. It provides a mechanism by which the Council's capital investment and financing decisions can be aligned with the Council's over-arching corporate priorities and objectives over a medium term (five year) planning horizon. The Strategy has direct links to the Treasury Management Strategy, and it is therefore appropriate that the Governance and Audit Committee scrutinise and provide assurance to Council on both policies. The Capital Investment Strategy is attached at Appendix H.

### 5 APPENDICES to the Treasury Management Strategy

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

## APPENDIX A

### THE CAPITAL PRUDENTIAL AND TREASURY INDICATORS 2023/24 – 2026/27 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	2023/23 Actual	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate
<b>Our People</b>	1.823	4.215	10.802	0.675	0.675
<b>Our Place</b>	2.924	6.668	19.114	0.634	0.050
<b>Our Council</b>	0.104	0.726	0.800	0.292	0.099
<b>Total</b>	<b>4.851</b>	<b>11.609</b>	<b>30.716</b>	<b>1.601</b>	<b>0.824</b>

#### Minimum Revenue Provision (MRP) Policy Statement

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

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

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

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

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

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

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

- **Asset life method – Annuity Method**  
Under this approach the debt is repaid over the expected useful life of the asset financed from borrowing. For, regeneration schemes or administrative projects, where revenue benefits are only realised in future years or increase in future years and will be based on an appropriate rate.
- **Loan Principals**  
For capital expenditure on loans to third parties where the principal element of the loan is being repaid in annual instalments, the capital receipts arising from the principal loan repayments will be used to reduce the CFR and then MRP will be calculated accordingly.
- **Borrowing for Non-Treasury Investments**  
Where the Council has previously borrowed for the acquisition of Commercial Investment Properties the Asset Life Method will be used to calculate the MRP charge applicable on an annual basis. The maximum life that should be used for calculating MRP on this class of assets is 50 years which is specified by government guidance.
- **Finance Leases**  
MRP for finance leases and service concessions will be charged over the primary period of the lease, in line with the guidance.
- **Voluntary MRP Overpayments** – The Council has the ability to repay additional amounts for MRP as voluntary contributions as it considers appropriate. A change introduced by the revised DLUHC MRP Guidance was the allowance that any charges made over the statutory minimum revenue provision (MRP), voluntary revenue provision or overpayments, can, if needed, be reclaimed in later years if deemed necessary or prudent. In order for these sums to be reclaimed for use in the budget, this policy must disclose the cumulative overpayment made each year. Up until 31 March 2023 the total VRP overpayments were £1,081k however, as there has been a change in our Policy to charge MRP on Commercial Investment assets, then this VRP will not be deemed an overpayment.

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

## **Affordability Prudential Indicators**

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

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

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

%	2024/25	2025/26	2026/27	2027/28	2028/29
	Estimate	Estimate	Estimate	Estimate	Estimate
<b>Net Revenue Expenditure £m</b>	<b>17.303</b>	<b>17.705</b>	<b>18.207</b>	<b>18.766</b>	<b>19.058</b>
Interest Payable £m	0.693	0.654	0.643	0.744	0.744
MRP £m	0.959	0.985	0.985	0.932	0.910
<b>Capital Financing Charges</b>	<b>1.652</b>	<b>1.639</b>	<b>1.628</b>	<b>1.676</b>	<b>1.654</b>
<b>Ratio</b>	<b>9.5%</b>	<b>9.3%</b>	<b>8.9%</b>	<b>8.9%</b>	<b>8.7%</b>

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

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

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

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

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

£	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2024/25 Estimate	2028/29 Estimate
<b>Council tax - band D</b>	0	0	0	0	0

### Treasury Indicators for Debt

There are three debt related treasury activity limits. The purpose of these is to restrain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of any adverse movement in interest rates. However, if these are set to be too restrictive, they will impair the opportunities to reduce costs / improve performance. The indicators are:

- Upper limits on variable interest rate exposure. This identifies a maximum limit for variable interest rates based upon the debt position net of investments
- Upper limits on fixed interest rate exposure. This is similar to the previous indicator and covers a maximum limit on fixed interest rates.



- Maturity structure of borrowing. These gross limits are set to reduce the Council's exposure to large, fixed rate sums falling due for refinancing, and are required for upper and lower limits. The Council is asked to approve the following treasury indicators and limits:

£m	2024/25	2025/26	2026/27
<b>Interest rate exposures</b>			
	<b>Upper</b>	<b>Upper</b>	<b>Upper</b>
<b>Limits on fixed interest rates:</b>			
• Debt only	100%	100%	100%
• Investments only	75%	75%	75%
<b>Limits on variable interest rates</b>			
• Debt only	25%	25%	20%
• Investments only	100%	100%	100%
<b>Maturity structure of fixed interest rate borrowing 2024/25</b>			
	<b>Lower</b>	<b>Upper</b>	
Under 12 months	0%	100%	
12 months to 2 years	0%	100%	
2 years to 5 years	0%	100%	
5 years to 10 years	0%	100%	
10 years to 20 years	0%	100%	
20 years to 30 years	0%	100%	
30 years to 40 years	0%	100%	
40 years to 50 years	0%	50%	
<b>Maturity structure of variable interest rate borrowing 2024/25</b>			
	<b>Lower</b>	<b>Upper</b>	
Under 12 months	0%	100%	
12 months to 2 years	0%	100%	
2 years to 5 years	0%	0%	
5 years to 10 years	0%	0%	
10 years to 20 years	0%	0%	
20 years to 30 years	0%	0%	
30 years to 40 years	0%	0%	
40 years to 50 years	0%	0%	

## APPENDIX B

PWLB forecasts shown below are based on PWLB certainty rates.

Link Group Interest Rate View	08.01.24												
	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27
<b>BANK RATE</b>	<b>5.25</b>	<b>5.25</b>	<b>4.75</b>	<b>4.25</b>	<b>3.75</b>	<b>3.25</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
3 month ave earnings	5.30	5.30	5.00	4.50	4.00	3.50	3.30	3.00	3.00	3.00	3.00	3.00	3.00
6 month ave earnings	5.20	5.10	4.80	4.30	3.80	3.30	3.20	3.10	3.10	3.10	3.10	3.10	3.10
12 month ave earnings	5.00	4.90	4.60	4.10	3.70	3.20	3.20	3.10	3.10	3.10	3.10	3.20	3.20
5 yr PWLB	4.50	4.40	4.30	4.20	4.10	4.00	3.80	3.70	3.60	3.60	3.50	3.50	3.50
10 yr PWLB	4.70	4.50	4.40	4.30	4.20	4.10	4.00	3.90	3.80	3.70	3.70	3.70	3.70
25 yr PWLB	5.20	5.10	4.90	4.80	4.60	4.40	4.30	4.20	4.20	4.10	4.10	4.10	4.10
50 yr PWLB	5.00	4.90	4.70	4.60	4.40	4.20	4.10	4.00	4.00	3.90	3.90	3.90	3.90

## APPENDIX C

### ECONOMIC BACKGROUND (as at December 2023)

#### 5.1 ECONOMIC BACKGROUND

- The third quarter of 2023/24 saw:
  - A 0.3% m/m decline in real GDP in October, potentially partly due to unseasonably wet weather, but also due to the ongoing drag from higher interest rates. Growth for the second quarter, ending 30<sup>th</sup> September, was revised downwards to -0.1% and growth on an annual basis was also revised downwards, to 0.3%;
  - A sharp fall in wage growth, with the headline 3myy rate declining from 8.0% in September to 7.2% in October, although the ONS “experimental” rate of unemployment has remained low at 4.2%;
  - CPI inflation continuing on its downward trajectory, from 8.7% in April to 4.6% in October, then again to 3.9% in November;
  - Core CPI inflation decreasing from April and May’s 31 years’ high of 7.1% to 5.1% in November, the lowest rate since January 2022;
  - The Bank of England holding rates at 5.25% in November and December;
  - A steady fall in 10-year gilt yields as investors revised their interest rate expectations lower.
- The revision of GDP data in Q2 to a 0.1% q/q fall may mean the mildest of mild recessions has begun. Indeed, real GDP in October fell 0.3% m/m which does suggest that the economy may stagnate again in Q3. The weakness in October may partly be due to the unseasonably wet weather. That said, as the weakness was broad based it may also be the case that the ongoing drag from higher interest rates is more than offsetting any boost from the rise in real wages.
- However, the rise in the flash composite activity Purchasing Managers Index, from 50.7 in November to 51.7 in December, did increase the chances of the economy avoiding a contraction in Q3. The improvement was entirely driven by the increase in the services activity balance from 50.9 to 52.7. (Scores above 50 point to expansion in the economy, although only tepid in this instance.) The press release noted that this was primarily driven by a revival in consumer demand in the technological and financial services sectors. This chimes with the further improvement in the GfK measure of consumer confidence in December, from -24 to -22. The services PMI is now consistent with non-retail services output growing by 0.5% q/q in Q3, but this is in stark contrast to the manufacturing sector where the output balance slumped from 49.2 to 45.9 and, at face value, the output balance is consistent with a 1.5% q/q fall in manufacturing output in Q3.
- The 0.3% m/m fall in retail sales volumes in October means that after contracting by 1.0% q/q (which was downwardly revised from -0.8% q/q) in Q2, retail activity remained weak at the start of Q3. That suggests higher interest rates are taking a bigger toll on real consumer spending.

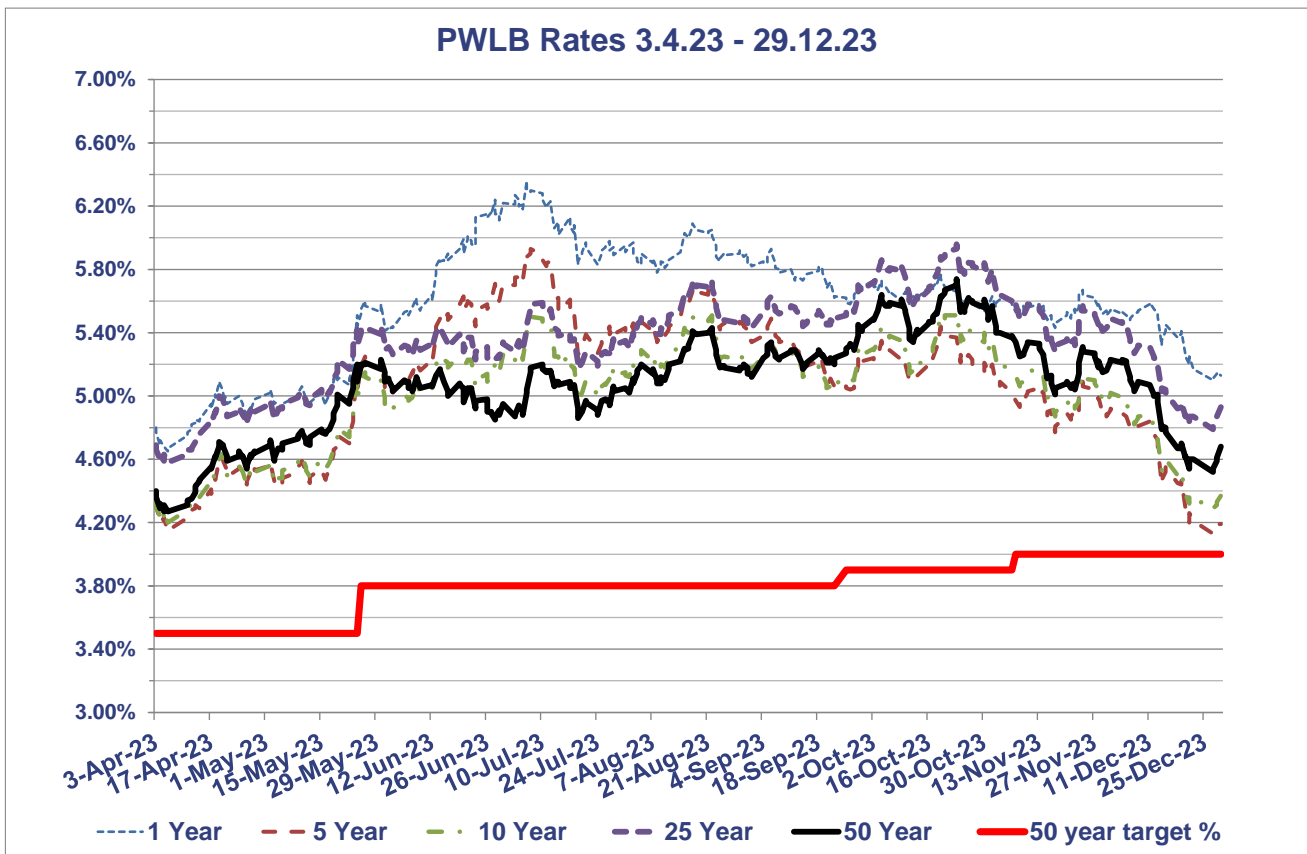
- Higher interest rates have filtered through the financial channels and weakened the housing market but, overall, it remains surprisingly resilient with only marginal falls showing year on year on the Halifax (-1%) and Nationwide (-1.8%) indices. However, the full weakness in real consumer spending and real business investment has yet to come as currently it is estimated that around two thirds to a half of the impact of higher interest rates on household interest payments has yet to be felt.
- Overall, we expect real GDP growth to remain subdued throughout 2024 as the drag from higher interest rates is protracted but a fading of the cost-of-living crisis and interest rate cuts in the second half of 2024 will support a recovery in GDP growth in 2025.
- The labour market remains tight by historical standards, but the sharp fall in wage growth seen in October will reinforce the growing belief in markets that interest rates will be cut mid-2024. Wage growth eased in October much faster than the consensus expected. Total earnings fell by 1.6% m/m, which meant the headline 3myy rate eased from 8.0% in September to 7.2% in October. This news will be welcomed by the Bank of England. Indeed, the timelier three-month annualised rate of average earnings growth fell from +2.4% to -1.2%. Excluding bonuses, it fell from 5.3% to 2.0%. Furthermore, one of the Bank's key barometers of inflation persistence, regular private sector pay growth, dropped from 7.9% 3myy to 7.3%, which leaves it comfortably on track to fall to 7.2% by December, as predicted by the Bank in November.
- The fall in wage growth occurred despite labour demand being stronger in October than expected. The three-month change in employment eased only a touch from +52,000 in September to +50,000 in October. But resilient labour demand was offset by a further 63,000 rise in the supply of workers in the three months to October. That meant labour supply exceeded its pre-pandemic level for the first time, and the unemployment rate remained at 4.2% in October. In the three months to November, the number of job vacancies fell for the 17<sup>th</sup> month in a row, from around 959,000 in October to around 949,000. That has reduced the vacancy to unemployment ratio as demand for labour eases relative to supply, which may support a further easing in wage growth in the coming months.
- CPI inflation fell from 6.7% in September to 4.6% in October, and then again to 3.9% in November. Both these falls were bigger than expected and there are clear signs of easing in domestic inflationary pressures. The fall in core CPI inflation from 5.7% to 5.1% in November was bigger than expected (consensus forecast 5.6%). That's the lowest rate since January 2022. Some of the decline in core inflation was due to the global influence of core goods inflation, which slowed from 4.3% to 3.3%. But some of it was due to services inflation falling from 6.6% to 6.3%. The Bank views the latter as a key barometer of the persistence of inflation and it came in further below the Bank's forecast of 6.9% in its November Monetary Policy Report. This will give the Bank more confidence that services inflation is now on a firmly downward path.
- The Bank of England sprung no surprises with its December monetary policy committee (MPC) meeting, leaving interest rates at 5.25% for the third time in a row and pushing back against the prospect of near-term interest rate cuts. The Bank continued to sound hawkish, with the MPC maintaining its tightening bias saying that "further tightening in monetary policy would be required if there were

evidence of more persistent inflationary pressures”. And it stuck to the familiar script, saying that policy will be “sufficiently restrictive for sufficiently long” and that “monetary policy is likely to need to be restrictive for an extended period of time”. In other words, the message is that the MPC is not yet willing to endorse investors’ expectations that rates will be cut as soon as May 2024.

- Looking ahead, our colleagues at Capital Economics forecast that the recent downward trends in CPI and core inflation will stall over the next few months before starting to decline more decisively again in February. That explains why we think the Bank of England won’t feel comfortable cutting interest rates until H2 2024.
- The fall in UK market interest rate expectations in December has driven most of the decline in 10-year gilt yields, which have fallen in line with 10-year US Treasury and euro-zone yields. 10-year gilt yields have fallen from 4.68% in October 2023 to around 3.70% at the time of writing, with further declines likely if the falling inflation story is maintained.
- Investors’ growing expectations that the Fed will cut interest rates soon has led to an improvement in risk sentiment, which has boosted the pound and other risky assets. In addition, the rise in the pound, from \$1.21 in November to \$1.27 now, has also been supported by the recent relative decline in UK wholesale gas prices.
- The further fall in 10-year real gilt yields in December has supported the recent rise in the FTSE 100. That said, the index remains 5% below its record high in February. This modest rise in equities appears to have been mostly driven by strong performances in the industrials and rate-sensitive technology sectors. But UK equities have continued to underperform US and euro-zone equities. The FTSE 100 has risen by 2.2% in December, while the S&P 500 has risen by 3.8%. This is partly due to lower energy prices, which have been a relatively bigger drag on the FTSE 100, due to the index’s high concentration of energy companies.

In the chart below, the rise in gilt yields across the curve in the first half of 2023/24, and therein PWLB rates, is clear to see, prior to the end of year rally based on a mix of supportive domestic and international factors.

### **PWLB RATES 3.4.23 - 29.12.23**



### MPC meetings 2<sup>nd</sup> November and 14<sup>th</sup> December 2023

- On 2<sup>nd</sup> November, the Bank of England’s Monetary Policy Committee (MPC) voted to keep Bank Rate on hold at 5.25%, and on 14<sup>th</sup> December reiterated that view. Both increases reflected a split vote, the latter by 6 votes to 3, with the minority grouping voting for an increase of 0.25% as concerns about “sticky” inflation remained in place.
- Nonetheless, with UK CPI inflation now at 3.9%, and core inflating beginning to moderate (5.1%), markets are voicing a view that rate cuts should begin in Q1 2024/25, some way ahead of the indications from MPC members. Of course, the data will be the ultimate determinant, so upcoming publications of employment, wages and inflation numbers will be of particular importance, and on-going volatility in Bank Rate expectations and the gilt yield curve can be expected.
- In addition, what happens outside of the UK is also critical to movement in gilt yields. The US FOMC has kept short-term rates in the range of 5.25%-5.50%, whilst the ECB has moved its Deposit rate to a probable peak of 4%. Markets currently expect both central banks to start cutting rates in 2024.



## APPENDIX D

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

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

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

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

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

The investment policy proposed for the Council is:

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

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

principal or investment income is small. These would include sterling investments which would not be defined as capital expenditure with:-

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

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

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

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

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

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

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

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

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

## APPENDIX E

### APPROVED COUNTRIES FOR INVESTMENTS (As at 31.12.2023)

#### *Based on lowest available rating*

##### **AAA**

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

##### **AA+**

- Canada
- Finland
- U.S.A.

##### **AA**

- Abu Dhabi (UAE)

##### **AA-**

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

## **APPENDIX F**

### **TREASURY MANAGEMENT SCHEME OF DELEGATION**

#### **(i) Full Council**

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

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

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

#### **(iii) Governance and Audit Committee**

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

## APPENDIX G

### THE TREASURY MANAGEMENT ROLE OF THE SECTION 151 OFFICER

The S151 (responsible) officer

- Recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance.
- Submitting regular treasury management policy reports.
- Submitting budgets and budgets variations;
- Receiving and reviewing management information reports.
- Reviewing the performance of the treasury management function.
- Ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function.
- Ensuring the adequacy of internal audit and liaising with external audit.
- recommending the appointment of external service providers.
- Preparation of a capital strategy to include capital expenditure, capital financing, non-financial investments and treasury management, with a long-term timeframe
- Ensuring that the capital strategy is prudent, sustainable, affordable and prudent in the long term and provides value for money
- Ensuring that due diligence has been carried out on all treasury and non-financial investments and is in accordance with the risk appetite of the authority
- Ensure that the authority has appropriate legal powers to undertake expenditure on non-financial assets and their financing
- Ensuring the proportionality of all investments so that the authority does not undertake a level of investing which exposes the authority to an excessive level of risk compared to its financial resources
- Ensuring that an adequate governance process is in place for the approval, monitoring and ongoing risk management of all non-financial investments and long-term liabilities
- Provision to members of a schedule of all non-treasury investments including material investments in subsidiaries, joint ventures, loans and financial guarantees
- Ensuring that members are adequately informed and understand the risk exposures taken on by an authority
- Ensuring that the authority has adequate expertise, either in house or externally provided, to carry out the above
- Creation of Treasury Management Practices which specifically deal with how non treasury investments will be carried out and managed, to include the following: -
  - Risk management (TMP1 and schedules), including investment and risk management criteria for any material non-treasury investment portfolios.
  - Performance measurement and management (TMP2 and schedules), including methodology and criteria for assessing the performance and success of non-treasury investments.
  - Decision making, governance and organisation (TMP5 and schedules), including a statement of the governance requirements for decision making in relation to non-treasury investments; and arrangements to ensure that appropriate professional due diligence is carried out to support decision making.



- Reporting and management information (TMP6 and schedules), including where and how often monitoring reports are taken.
- Training and qualifications (TMP10 and schedules), including how the relevant knowledge and skills in relation to non-treasury investments will be arranged.

## **APPENDIX H**

### **CAPITAL INVESTMENT STRATEGY 2024/25 – 2028/29**

#### **1. Introduction**

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

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

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

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

Key elements of the strategy.

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

#### **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 2023/24 will support the Corporate Plan's key themes.

- Our People – Health and Wellbeing, Leisure, Skills, Vulnerable Groups and Communities

- Our Place – Economic Growth, External Investment, Social Regeneration, Infrastructure, Enhanced Environment
- Our Council – Finances, Structures, Partnerships, Policies, Governance

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

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

#### 4. The Capital Investment Strategy Process

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

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

The process for includes:

- Review existing Capital Programme, timing, budget requirements etc.
- Annual review of existing Projects
- Asset Management Plan – detailed costs of required investment in property portfolio and property assets to be disposed.
- Review of asset replacement programmes
- Consideration of financing availability i.e., Earmarked Reserves, Grant funding, Capital Receipts and Prudential Borrowing

- Business Planning – identifying new schemes and projects for evaluation both capital and revenue.
- Evaluation of all proposed schemes against scoring matrix.
- Consider core service funding requirements and opportunities to invest in non-Treasury assets to generate returns

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

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

The Capital Programme consists of 4 levels of activity.

Pre-Stage 1 – Business Case in preparation

Stage 1 – Budget approved – requires full business case

Stage 2 – Business case approved in principal or awaiting funding

Stage 3 and Business as Usual (BAU) – Approved to spend and funding secured

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

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

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

## 5. Governance of the Capital Investment Programme

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

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

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

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



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

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

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

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

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

The Programme Board will receive monthly highlight reports

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

Budget Managers will receive monthly monitoring reports.

## 6. Capital Financing

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

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

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

To deliver our strategic objectives, especially in relation to economic and housing growth, regeneration, in addition to investment in commercial property, which is

designed to provide a revenue return, significant levels of investment will be required, which will result in a borrowing need.

## 7 Prudential Borrowing

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

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

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

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

## 8 Revenue Contributions and Earmarked Reserves

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

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

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

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

## 9 Capital Receipts

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

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

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

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

#### 11 Leasing

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

#### 12 Other Sources of Funding

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

#### 13. Investment in Commercial Properties (Non-Treasury Investments)

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

Appropriate experts are engaged as required.

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

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

Under the Minimum Revenue Provision (MRP) Policy, there will be an annual MRP charge for borrowing undertaken to finance Commercial Properties in line with the latest guidance from DLUHC.

A Valuation Volatility Earmarked Reserve has been created with a target balance of 5% of purchase price of the portfolio, which will reduce over the medium term, reflecting the introduction of an annual MRP charge to reduce outstanding prudential borrowing. This will help mitigate any financial loss of investment upon the sale of an asset should there be any shortfall against outstanding debt. A proportion of the annual revenue income generated from the investment will be allocated for risk provision.

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

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

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

#### 14. Risk

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

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

#### 15. Conclusion

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

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

## THE COUNCIL TAX REQUIREMENT 2024/25

### 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 2024/25, an increase above 3% or £5, whichever is the greater, in a district council's council tax would be excessive.
- 2 The Council's basic amount of council tax recommended for 2024/25 is £241.55 (2023/24 £234.54) a £7.01p or 2.99% increase.

### 3 Council Tax levels 2024/25

- 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 2024/25 will be set as follows:-

	2023/24	2024/25	Variance	
	£	£	£	%
Lincolnshire County Council	1,503.63	1,578.69	75.06	4.99
Police	291.24	304.20	12.96	4.45
West Lindsey District Council	234.54	241.55	7.01	2.99
Direct Parish Precept Charges	81.30	84.15	2.85	3.51
<b>Total Average Council Tax</b>	<b>2,110.71</b>	<b>2,208.59</b>	<b>97.88</b>	<b>4.64</b>

- 2.3 Although the increases in Town/Parish Precepts average 3.51% 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 2024/25

- 3.1 It be noted that on 30 November 2023 the Council calculated the Council Tax Base 2024/25.
- a) for the whole Council area as 32,093.99 (31,696.76 2023/24) [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 2024/25 (excluding Parish precepts) is £7,752,300
- 3.3 The following amounts be calculated for the year 2024/25 in accordance with Sections 31 to 36 of the Act:
- a) £53,965,800 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) £43,512,800 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) £10,453,000 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) £325.70 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) £2,700,700 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) £241.55 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 2024/25 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	161.03	1,052.46	202.80	1,416.29
B	187.87	1,227.87	236.60	1,652.34
C	214.71	1,403.28	270.40	1,888.39
D	241.55	1,578.69	304.20	2,124.44
E	295.23	1,929.51	371.80	2,596.54
F	348.91	2,280.33	439.40	3,068.64
G	402.58	2,631.15	507.00	3,540.73
H	483.10	3,157.38	608.40	4,248.88

- 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 2024/25 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 2024/25 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 2024/25 in respect of each of the areas in the District as set out in the appendices to this report.

**Parish Tax Base 2024-25**

**Appendix 9**

Parish	2024/25 Tax Base	Parish	2024/25 Tax Base
Aisthorpe	40.33	Hemswell Cliff	184.72
Bardney - Apley - Stainfield	734.14	Holton Beckering	44.81
Bigby	174.68	Holton le Moor	64.59
Bishop Norton	139.17	Ingham	357.40
Blyborough	32.85	Keelby	699.37
Blyton	391.56	Kettlethorpe	167.57
Brampton	33.37	Kexby	115.33
Brattleby	50.76	Kirmond le Mire	15.87
Broadholme	38.88	Knaith	128.64
Brocklesby	35.17	Langworth - Barlings - Newball	246.19
Brookenby	173.79	Laughton	153.66
Broxholme	30.21	Lea	403.69
Bullington	11.49	Legsby	78.49
Burton	433.19	Linwood	38.50
Buslingthorpe	21.13	Lissington	52.83
Cabourne	29.51	Market Rasen	1,291.50
Caenby	28.82	Marion - Gate Burton	242.30
Caistor	1,036.75	Middle Rasen	753.22
Cammeringham	53.15	Morton	434.77
Cherry Willingham	1,393.41	Nettleham	1,639.77
Claxby	68.52	Nettleton	242.37
Corringham	178.48	Newton-On-Trent	141.47
Dunholme	831.47	Normanby le Wold	19.88
East Ferry	41.89	Normanby-By-Spital	141.85
East Stockwith	69.23	North Carlton	94.45
Faldingworth	183.89	North Kelsey	363.98
Fenton	165.39	North Willingham	55.38
Fillingham	94.32	Northorpe	51.13
Fiskerton	376.30	Osgodby	223.30
Friesthorpe	9.19	Owersby	107.05
Fulnetby	4.51	Owmbly-By-Spital	121.36
Gainsborough	5,000.53	Pilham	26.50
Glentham	172.58	Rand	19.91
Glentworth	123.80	Reepham	344.18
Golto	34.01	Riby	47.56
Grange de Lings	13.04	Riseholme	125.88
Grasby	190.66	Rothwell	72.94
Grayingham	60.47	Saxby	18.91
Great Limber	81.81	Saxilby - Ingleby	1,671.39
Greetwell	412.35	Scampton	361.89
Hackthorn - Cold Hanworth	85.94	Scothern	387.76
Hardwick	18.24	Scotter	1,172.12
Harpwell	23.72	Scotton	224.39
Heapham	41.71	Searby cum Owmbly	80.66
Hemswell	129.61	Sixhills	13.78

Parish	2024/25 Tax Base
Snarford	14.09
Snelland	30.45
Snitterby	88.39
Somerby	26.13
South Carlton	38.88
South Kelsey	220.24
Spridlington	93.72
Springthorpe	59.71
Stainton le Vale	34.20
Stow	134.30
Sturton-By-Stow	526.82
Sudbrooke	752.25
Swallow	87.94
Swinhope	58.44
Tealby	283.07
Thonock	9.55
Thoresway	42.43
Thorganby	13.65
Thorpe le Fallows	6.37
Toft Newton	135.08
Torksey	283.69
Upton	169.81
Waddingham	210.51
Walesby	108.26
Walkerith	26.51
Welton	1,634.63
West Firsby	11.93
West Rasen	31.82
Wickenby	82.32
Wildsworth	28.71
Willingham	200.75
Willoughton	112.01
<b>Total</b>	<b>32,093.99</b>

## APPENDIX 10

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

PARISH	PARISH PRECEPT	PARISH COUNCIL TAX	DISTRICT COUNCIL TAX	TOTAL
	£	£	£	£
Bardney - Apley - Stainfield	83,590.00	113.86	241.55	355.41
Bigby	6,900.00	39.50	241.55	281.05
Bishop Norton	6,650.00	47.78	241.55	289.33
Blyton	7,400.00	18.90	241.55	260.45
Brattleby	3,400.00	66.98	241.55	308.53
Broadholme	800.00	20.58	241.55	262.13
Brookenby	25,380.00	146.04	241.55	387.59
Burton	7,900.00	18.24	241.55	259.79
Caistor	124,344.00	119.94	241.55	361.49
Cammeringham	900.00	16.93	241.55	258.48
Cherry Willingham	101,900.00	73.13	241.55	314.68
Claxby	6,400.00	93.40	241.55	334.95
Corringham	14,900.00	83.48	241.55	325.03
Dunholme	53,977.00	64.92	241.55	306.47
East Stockwith	4,900.00	70.78	241.55	312.33
Faldingworth	9,462.00	51.45	241.55	293.00
Fenton	6,900.00	41.72	241.55	283.27
Fillingham	5,901.00	62.56	241.55	304.11
Fiskerton	24,587.00	65.34	241.55	306.89
Gainsborough	645,216.00	129.03	241.55	370.58
Glentham	10,300.00	59.68	241.55	301.23
Glentworth	10,818.00	87.38	241.55	328.93
Grasby	5,300.00	27.80	241.55	269.35
Great Limber	10,900.00	133.24	241.55	374.79
Greetwell	13,726.00	33.29	241.55	274.84
Hackthorn - Cold Hanworth	2,325.00	27.05	241.55	268.60
Heapham	300.00	7.19	241.55	248.74
Hemswell	9,350.00	72.14	241.55	313.69
Hemswell Cliff	16,950.00	91.76	241.55	333.31
Ingham	25,258.00	70.67	241.55	312.22
Keelby	26,650.00	38.11	241.55	279.66
Kettlethorpe	10,900.00	65.05	241.55	306.60
Kexby	1,900.00	16.47	241.55	258.02
Knaith	5,054.00	39.29	241.55	280.84
Langworth - Barlings - Newball	32,644.00	132.60	241.55	374.15
Laughton	9,400.00	61.17	241.55	302.72
Lea	21,900.00	54.25	241.55	295.80
Legsby	1,400.00	17.84	241.55	259.39
Market Rasen	171,232.00	132.58	241.55	374.13
Marion - Gate Burton	13,900.00	57.37	241.55	298.92
Middle Rasen	19,246.00	25.55	241.55	267.10

PARISH	PARISH PRECEPT	PARISH COUNCIL TAX	DISTRICT COUNCIL TAX	TOTAL
	£	£	£	£
Morton	15,878.00	36.52	241.55	278.07
Nettleham	201,400.00	122.82	241.55	364.37
Nettleton	13,900.00	57.35	241.55	298.90
Newton-On-Trent	16,900.00	119.46	241.55	361.01
Normanby-By-Spital	9,650.00	68.03	241.55	309.58
North Kelsey	21,800.00	59.89	241.55	301.44
Northorpe	3,200.00	62.59	241.55	304.14
Osgodby	9,900.00	44.33	241.55	285.88
Owersby	1,900.00	17.75	241.55	259.30
Owmy-By-Spital	10,880.00	89.65	241.55	331.20
Reepham	9,120.00	26.50	241.55	268.05
Riby	500.00	10.51	241.55	252.06
Riseholme	1,900.00	15.09	241.55	256.64
Rothwell	4,156.00	56.98	241.55	298.53
Saxby	150.00	7.93	241.55	249.48
Saxilby - Ingleby	266,650.00	159.54	241.55	401.09
Scampton	24,900.00	68.81	241.55	310.36
Scothern	30,900.00	79.69	241.55	321.24
Scotter	73,100.00	62.37	241.55	303.92
Scotton	11,900.00	53.03	241.55	294.58
Snitterby	3,424.00	38.74	241.55	280.29
South Kelsey	13,840.00	62.84	241.55	304.39
Spridlington	3,900.00	41.61	241.55	283.16
Springthorpe	1,004.00	16.81	241.55	258.36
Stow	5,900.00	43.93	241.55	285.48
Sturton-By-Stow	36,400.00	69.09	241.55	310.64
Sudbrooke	33,900.00	45.06	241.55	286.61
Swallow	9,375.00	106.61	241.55	348.16
Tealby	17,900.00	63.24	241.55	304.79
Toft Newton	10,300.00	76.25	241.55	317.80
Torksey	16,400.00	57.81	241.55	299.36
Upton	7,400.00	43.58	241.55	285.13
Waddingham	9,400.00	44.65	241.55	286.20
Walesby	2,630.00	24.29	241.55	265.84
Welton	212,913.00	130.25	241.55	371.80
Wickenby	4,104.00	49.85	241.55	291.40
Willingham	13,900.00	69.24	241.55	310.79
Willoughton	8,444.00	75.39	241.55	316.94
<b>TOTAL</b>	<b>2,700,678.00</b>	<b>4,873.12</b>		



## Appendix 11

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

Parish	Disabled Relief	A	B	C	D	E	F	G	H	Parish Band D
	£	£	£	£	£	£	£	£	£	£
Aisthorpe	134.19	161.03	187.87	214.71	241.55	295.23	348.91	402.58	483.10	0.00
Apley	197.45	236.94	276.43	315.92	355.41	434.39	513.37	592.35	710.82	113.86
Bardney	197.45	236.94	276.43	315.92	355.41	434.39	513.37	592.35	710.82	113.86
Barlings	207.86	249.43	291.00	332.58	374.15	457.30	540.44	623.58	748.30	132.60
Bigby	156.13	187.36	218.59	249.82	281.05	343.51	405.97	468.41	562.10	39.50
Bishop Norton	160.73	192.88	225.03	257.18	289.33	353.63	417.93	482.21	578.66	47.78
Blyborough	134.19	161.03	187.87	214.71	241.55	295.23	348.91	402.58	483.10	0.00
Blyton	144.69	173.63	202.57	231.51	260.45	318.33	376.21	434.08	520.90	18.90
Brampton	134.19	161.03	187.87	214.71	241.55	295.23	348.91	402.58	483.10	0.00
Brattleby	171.40	205.68	239.97	274.25	308.53	377.09	445.66	514.21	617.06	66.98
Brocklesby	134.19	161.03	187.87	214.71	241.55	295.23	348.91	402.58	483.10	0.00
Broxholme	134.19	161.03	187.87	214.71	241.55	295.23	348.91	402.58	483.10	0.00
Bullington	134.19	161.03	187.87	214.71	241.55	295.23	348.91	402.58	483.10	0.00
Burton	144.32	173.19	202.06	230.92	259.79	317.52	375.26	432.98	519.58	18.24
Buslingthorpe	134.19	161.03	187.87	214.71	241.55	295.23	348.91	402.58	483.10	0.00
Cabourne	134.19	161.03	187.87	214.71	241.55	295.23	348.91	402.58	483.10	0.00
Caenby	134.19	161.03	187.87	214.71	241.55	295.23	348.91	402.58	483.10	0.00
Caistor	200.82	240.99	281.16	321.32	361.49	441.82	522.16	602.48	722.98	119.94
Cammeringham	143.60	172.32	201.04	229.76	258.48	315.92	373.36	430.80	516.96	16.93
Broadholme	145.62	174.75	203.88	233.00	262.13	320.38	378.64	436.88	524.26	20.58
Brookenby	215.32	258.39	301.46	344.52	387.59	473.72	559.86	645.98	775.18	146.04
Cherry Willingham	174.82	209.78	244.75	279.71	314.68	384.61	454.54	524.46	629.36	73.13
Claxby	186.08	223.30	260.51	297.73	334.95	409.39	483.82	558.25	669.90	93.40
Cold Hanworth	149.22	179.06	208.91	238.75	268.60	328.29	387.98	447.66	537.20	27.05
Corringham	180.57	216.68	252.80	288.91	325.03	397.26	469.49	541.71	650.06	83.48

Parish	Disabled Relief	A	B	C	D	E	F	G	H	Parish Band D
	£	£	£	£	£	£	£	£	£	£
Dunholme	170.26	204.31	238.36	272.42	306.47	374.58	442.68	510.78	612.94	64.92
East Ferry	134.19	161.03	187.87	214.71	241.55	295.23	348.91	402.58	483.10	0.00
East Stockwith	173.51	208.22	242.92	277.63	312.33	381.74	451.15	520.55	624.66	70.78
Faldingworth	162.77	195.33	227.89	260.44	293.00	358.11	423.23	488.33	586.00	51.45
Fenton	157.37	188.84	220.32	251.79	283.27	346.22	409.17	472.11	566.54	41.72
Fillingham	168.95	202.74	236.53	270.32	304.11	371.69	439.27	506.85	608.22	62.56
Fiskerton	170.49	204.59	238.69	272.79	306.89	375.09	443.29	511.48	613.78	65.34
Friesthorpe	134.19	161.03	187.87	214.71	241.55	295.23	348.91	402.58	483.10	0.00
Fulnetby	134.19	161.03	187.87	214.71	241.55	295.23	348.91	402.58	483.10	0.00
Gate Burton	166.06	199.28	232.49	265.71	298.92	365.35	431.78	498.20	597.84	57.37
Glentham	167.35	200.82	234.29	267.76	301.23	368.17	435.11	502.05	602.46	59.68
Glentworth	182.73	219.28	255.83	292.38	328.93	402.03	475.13	548.21	657.86	87.38
Golto	134.19	161.03	187.87	214.71	241.55	295.23	348.91	402.58	483.10	0.00
Grange de Lings	134.19	161.03	187.87	214.71	241.55	295.23	348.91	402.58	483.10	0.00
Grasby	149.63	179.56	209.49	239.42	269.35	329.21	389.07	448.91	538.70	27.80
Grayingham	134.19	161.03	187.87	214.71	241.55	295.23	348.91	402.58	483.10	0.00
Greetwell	152.68	183.22	213.76	244.30	274.84	335.92	397.00	458.06	549.68	33.29
Great Limber	208.21	249.86	291.50	333.15	374.79	458.08	541.37	624.65	749.58	133.24
Hackthorn	149.22	179.06	208.91	238.75	268.60	328.29	387.98	447.66	537.20	27.05
Hardwick	134.19	161.03	187.87	214.71	241.55	295.23	348.91	402.58	483.10	0.00
Harpswell	134.19	161.03	187.87	214.71	241.55	295.23	348.91	402.58	483.10	0.00
Heapham	138.18	165.82	193.46	221.10	248.74	304.02	359.30	414.56	497.48	7.19
Hemswell	174.27	209.12	243.98	278.83	313.69	383.40	453.11	522.81	627.38	72.14
Holton Beckering	134.19	161.03	187.87	214.71	241.55	295.23	348.91	402.58	483.10	0.00
Holton Le Moor	134.19	161.03	187.87	214.71	241.55	295.23	348.91	402.58	483.10	0.00

Parish	Disabled Relief	A	B	C	D	E	F	G	H	Parish Band D
	£	£	£	£	£	£	£	£	£	£
Ingham	173.45	208.14	242.84	277.53	312.22	381.60	450.99	520.36	624.44	70.67
Hemswell Cliff	185.17	222.20	259.24	296.27	333.31	407.38	481.45	555.51	666.62	91.76
Keelby	155.36	186.44	217.51	248.59	279.66	341.81	403.96	466.10	559.32	38.11
Kettlethorpe	170.33	204.40	238.46	272.53	306.60	374.74	442.87	511.00	613.20	65.05
Kexby	143.34	172.01	200.68	229.35	258.02	315.36	372.70	430.03	516.04	16.47
Kirmond Le Mire	134.19	161.03	187.87	214.71	241.55	295.23	348.91	402.58	483.10	0.00
Knaith	156.02	187.22	218.43	249.63	280.84	343.25	405.66	468.06	561.68	39.29
Laughton	168.17	201.81	235.45	269.08	302.72	369.99	437.27	504.53	605.44	61.17
Lea	164.33	197.20	230.06	262.93	295.80	361.54	427.27	493.00	591.60	54.25
Legsby	144.10	172.92	201.75	230.57	259.39	317.03	374.68	432.31	518.78	17.84
Linwood	134.19	161.03	187.87	214.71	241.55	295.23	348.91	402.58	483.10	0.00
Lissington	134.19	161.03	187.87	214.71	241.55	295.23	348.91	402.58	483.10	0.00
Market Rasen	207.85	249.42	290.99	332.56	374.13	457.27	540.41	623.55	748.26	132.58
Marton	166.06	199.28	232.49	265.71	298.92	365.35	431.78	498.20	597.84	57.37
Middle Rasen	148.38	178.06	207.74	237.42	267.10	326.46	385.82	445.16	534.20	25.55
Morton	154.48	185.38	216.27	247.17	278.07	339.87	401.66	463.45	556.14	36.52
Nettleham	202.42	242.91	283.40	323.88	364.37	445.34	526.32	607.28	728.74	122.82
Nettleton	166.05	199.26	232.48	265.69	298.90	365.32	431.75	498.16	597.80	57.35
Newball	207.86	249.43	291.00	332.58	374.15	457.30	540.44	623.58	748.30	132.60
Newton-On-Trent	200.56	240.67	280.78	320.90	361.01	441.24	521.46	601.68	722.02	119.46
Normanby-By-Spital	171.98	206.38	240.78	275.18	309.58	378.38	447.18	515.96	619.16	68.03
Normanby Le Wold	134.19	161.03	187.87	214.71	241.55	295.23	348.91	402.58	483.10	0.00
North Carlton	134.19	161.03	187.87	214.71	241.55	295.23	348.91	402.58	483.10	0.00
North Kelsey	167.46	200.96	234.45	267.95	301.44	368.43	435.42	502.40	602.88	59.89
North Willingham	134.19	161.03	187.87	214.71	241.55	295.23	348.91	402.58	483.10	0.00

Parish	Disabled Relief	A	B	C	D	E	F	G	H	Parish Band D
	£	£	£	£	£	£	£	£	£	£
Northorpe	168.96	202.76	236.55	270.35	304.14	371.73	439.32	506.90	608.28	62.59
Osgodby	158.82	190.58	222.35	254.11	285.88	349.41	412.94	476.46	571.76	44.33
Owersby	144.05	172.86	201.68	230.49	259.30	316.92	374.55	432.16	518.60	17.75
Owmbly-by-Spital	184.00	220.80	257.60	294.40	331.20	404.80	478.40	552.00	662.40	89.65
Pilham	134.19	161.03	187.87	214.71	241.55	295.23	348.91	402.58	483.10	0.00
Rand	134.19	161.03	187.87	214.71	241.55	295.23	348.91	402.58	483.10	0.00
Reepham	148.91	178.70	208.48	238.27	268.05	327.62	387.19	446.75	536.10	26.50
Riby	140.03	168.04	196.04	224.05	252.06	308.08	364.09	420.10	504.12	10.51
Riseholme	142.57	171.09	199.61	228.12	256.64	313.67	370.71	427.73	513.28	15.09
Rothwell	165.85	199.02	232.19	265.36	298.53	364.87	431.21	497.55	597.06	56.98
Saxby	138.60	166.32	194.04	221.76	249.48	304.92	360.36	415.80	498.96	7.93
Saxilby - Ingleby	222.82	267.39	311.96	356.52	401.09	490.22	579.36	668.48	802.18	159.54
Scampton	172.42	206.90	241.39	275.87	310.36	379.33	448.30	517.26	620.72	68.81
Scothern	178.46	214.16	249.85	285.55	321.24	392.63	464.02	535.40	642.48	79.69
Scotter	168.84	202.61	236.38	270.15	303.92	371.46	439.00	506.53	607.84	62.37
Scotton	163.65	196.38	229.12	261.85	294.58	360.04	425.51	490.96	589.16	53.03
Searby Cum Owmbly	134.19	161.03	187.87	214.71	241.55	295.23	348.91	402.58	483.10	0.00
Sixhills	134.19	161.03	187.87	214.71	241.55	295.23	348.91	402.58	483.10	0.00
Snarford	134.19	161.03	187.87	214.71	241.55	295.23	348.91	402.58	483.10	0.00
Snelland	134.19	161.03	187.87	214.71	241.55	295.23	348.91	402.58	483.10	0.00
Snitterby	155.71	186.86	218.00	249.15	280.29	342.58	404.87	467.15	560.58	38.74
Somerby	134.19	161.03	187.87	214.71	241.55	295.23	348.91	402.58	483.10	0.00
South Carlton	134.19	161.03	187.87	214.71	241.55	295.23	348.91	402.58	483.10	0.00
South Kelsey	169.10	202.92	236.75	270.57	304.39	372.03	439.68	507.31	608.78	62.84
Spridlington	157.31	188.77	220.23	251.70	283.16	346.09	409.01	471.93	566.32	41.61

Parish	Disabled Relief	A	B	C	D	E	F	G	H	Parish Band D
	£	£	£	£	£	£	£	£	£	£
Springthorpe	143.53	172.24	200.94	229.65	258.36	315.78	373.19	430.60	516.72	16.81
Langworth	207.86	249.43	291.00	332.58	374.15	457.30	540.44	623.58	748.30	132.60
Stainton Le Vale	134.19	161.03	187.87	214.71	241.55	295.23	348.91	402.58	483.10	0.00
Stainfield	197.45	236.94	276.43	315.92	355.41	434.39	513.37	592.35	710.82	113.86
Stow	158.60	190.32	222.04	253.76	285.48	348.92	412.36	475.80	570.96	43.93
Sturton by Stow	172.57	207.09	241.61	276.12	310.64	379.67	448.71	517.73	621.28	69.09
Sudbrooke	159.22	191.07	222.92	254.76	286.61	350.30	414.00	477.68	573.22	45.06
Swallow	193.42	232.10	270.79	309.47	348.16	425.53	502.90	580.26	696.32	106.61
Swinhope	134.19	161.03	187.87	214.71	241.55	295.23	348.91	402.58	483.10	0.00
Tealby	169.32	203.19	237.06	270.92	304.79	372.52	440.26	507.98	609.58	63.24
Thonock	134.19	161.03	187.87	214.71	241.55	295.23	348.91	402.58	483.10	0.00
Thoresway	134.19	161.03	187.87	214.71	241.55	295.23	348.91	402.58	483.10	0.00
Thorganby	134.19	161.03	187.87	214.71	241.55	295.23	348.91	402.58	483.10	0.00
Thorpe Le Fallows	134.19	161.03	187.87	214.71	241.55	295.23	348.91	402.58	483.10	0.00
Toft Newton	176.55	211.86	247.18	282.49	317.80	388.42	459.05	529.66	635.60	76.25
Torksey	166.31	199.57	232.83	266.10	299.36	365.89	432.41	498.93	598.72	57.81
Upton	158.40	190.08	221.77	253.45	285.13	348.49	411.86	475.21	570.26	43.58
Waddingham	159.00	190.80	222.60	254.40	286.20	349.80	413.40	477.00	572.40	44.65
Walesby	147.68	177.22	206.76	236.30	265.84	324.92	384.00	443.06	531.68	24.29
Walkerith	134.19	161.03	187.87	214.71	241.55	295.23	348.91	402.58	483.10	0.00
Welton	206.55	247.86	289.18	330.49	371.80	454.42	537.05	619.66	743.60	130.25
West Firsby	134.19	161.03	187.87	214.71	241.55	295.23	348.91	402.58	483.10	0.00
West Rasen	134.19	161.03	187.87	214.71	241.55	295.23	348.91	402.58	483.10	0.00
Wickenby	161.88	194.26	226.64	259.02	291.40	356.16	420.92	485.66	582.80	49.85
Wildsworth	134.19	161.03	187.87	214.71	241.55	295.23	348.91	402.58	483.10	0.00
Willingham	172.66	207.19	241.72	276.26	310.79	379.86	448.92	517.98	621.58	69.24
Willoughton	176.07	211.29	246.51	281.72	316.94	387.37	457.81	528.23	633.88	75.39
Gainsborough	205.87	247.05	288.23	329.40	370.58	452.93	535.29	617.63	741.16	129.03

## Overall Levels of Council Tax 2024-25

## Appendix 12

Parish	Disabled Relief	A	B	C	D	E	F	G	H	Parish Band D
	£	£	£	£	£	£	£	£	£	£
Aisthorpe	1,180.24	1,416.29	1,652.34	1,888.39	2,124.44	2,596.54	3,068.64	3,540.73	4,248.88	0.00
Apley	1,243.50	1,492.20	1,740.90	1,989.60	2,238.30	2,735.70	3,233.10	3,730.50	4,476.60	113.86
Bardney	1,243.50	1,492.20	1,740.90	1,989.60	2,238.30	2,735.70	3,233.10	3,730.50	4,476.60	113.86
Barlings	1,253.91	1,504.69	1,755.47	2,006.26	2,257.04	2,758.61	3,260.17	3,761.73	4,514.08	132.60
Bigby	1,202.18	1,442.62	1,683.06	1,923.50	2,163.94	2,644.82	3,125.70	3,606.56	4,327.88	39.50
Bishop Norton	1,206.78	1,448.14	1,689.50	1,930.86	2,172.22	2,654.94	3,137.66	3,620.36	4,344.44	47.78
Blyborough	1,180.24	1,416.29	1,652.34	1,888.39	2,124.44	2,596.54	3,068.64	3,540.73	4,248.88	0.00
Blyton	1,190.74	1,428.89	1,667.04	1,905.19	2,143.34	2,619.64	3,095.94	3,572.23	4,286.68	18.90
Brampton	1,180.24	1,416.29	1,652.34	1,888.39	2,124.44	2,596.54	3,068.64	3,540.73	4,248.88	0.00
Brattleby	1,217.45	1,460.94	1,704.44	1,947.93	2,191.42	2,678.40	3,165.39	3,652.36	4,382.84	66.98
Brocklesby	1,180.24	1,416.29	1,652.34	1,888.39	2,124.44	2,596.54	3,068.64	3,540.73	4,248.88	0.00
Broxholme	1,180.24	1,416.29	1,652.34	1,888.39	2,124.44	2,596.54	3,068.64	3,540.73	4,248.88	0.00
Bullington	1,180.24	1,416.29	1,652.34	1,888.39	2,124.44	2,596.54	3,068.64	3,540.73	4,248.88	0.00
Burton	1,190.37	1,428.45	1,666.53	1,904.60	2,142.68	2,618.83	3,094.99	3,571.13	4,285.36	18.24
Buslingthorpe	1,180.24	1,416.29	1,652.34	1,888.39	2,124.44	2,596.54	3,068.64	3,540.73	4,248.88	0.00
Cabourne	1,180.24	1,416.29	1,652.34	1,888.39	2,124.44	2,596.54	3,068.64	3,540.73	4,248.88	0.00
Caenby	1,180.24	1,416.29	1,652.34	1,888.39	2,124.44	2,596.54	3,068.64	3,540.73	4,248.88	0.00
Caistor	1,246.87	1,496.25	1,745.63	1,995.00	2,244.38	2,743.13	3,241.89	3,740.63	4,488.76	119.94
Cammeringham	1,189.65	1,427.58	1,665.51	1,903.44	2,141.37	2,617.23	3,093.09	3,568.95	4,282.74	16.93
Broadholme	1,191.67	1,430.01	1,668.35	1,906.68	2,145.02	2,621.69	3,098.37	3,575.03	4,290.04	20.58
Brookenby	1,261.37	1,513.65	1,765.93	2,018.20	2,270.48	2,775.03	3,279.59	3,784.13	4,540.96	146.04
Cherry Willingham	1,220.87	1,465.04	1,709.22	1,953.39	2,197.57	2,685.92	3,174.27	3,662.61	4,395.14	73.13
Claxby	1,232.13	1,478.56	1,724.98	1,971.41	2,217.84	2,710.70	3,203.55	3,696.40	4,435.68	93.40
Cold Hanworth	1,195.27	1,434.32	1,673.38	1,912.43	2,151.49	2,629.60	3,107.71	3,585.81	4,302.98	27.05
Corringham	1,226.62	1,471.94	1,717.27	1,962.59	2,207.92	2,698.57	3,189.22	3,679.86	4,415.84	83.48



Parish	Disabled Relief	A	B	C	D	E	F	G	H	Parish Band D
	£	£	£	£	£	£	£	£	£	£
Dunholme	1,216.31	1,459.57	1,702.83	1,946.10	2,189.36	2,675.89	3,162.41	3,648.93	4,378.72	64.92
East Ferry	1,180.24	1,416.29	1,652.34	1,888.39	2,124.44	2,596.54	3,068.64	3,540.73	4,248.88	0.00
East Stockwith	1,219.56	1,463.48	1,707.39	1,951.31	2,195.22	2,683.05	3,170.88	3,658.70	4,390.44	70.78
Faldingworth	1,208.82	1,450.59	1,692.36	1,934.12	2,175.89	2,659.42	3,142.96	3,626.48	4,351.78	51.45
Fenton	1,203.42	1,444.10	1,684.79	1,925.47	2,166.16	2,647.53	3,128.90	3,610.26	4,332.32	41.72
Fillingham	1,215.00	1,458.00	1,701.00	1,944.00	2,187.00	2,673.00	3,159.00	3,645.00	4,374.00	62.56
Fiskerton	1,216.54	1,459.85	1,703.16	1,946.47	2,189.78	2,676.40	3,163.02	3,649.63	4,379.56	65.34
Friesthorpe	1,180.24	1,416.29	1,652.34	1,888.39	2,124.44	2,596.54	3,068.64	3,540.73	4,248.88	0.00
Fulnetby	1,180.24	1,416.29	1,652.34	1,888.39	2,124.44	2,596.54	3,068.64	3,540.73	4,248.88	0.00
Gate Burton	1,212.11	1,454.54	1,696.96	1,939.39	2,181.81	2,666.66	3,151.51	3,636.35	4,363.62	57.37
Glentham	1,213.40	1,456.08	1,698.76	1,941.44	2,184.12	2,669.48	3,154.84	3,640.20	4,368.24	59.68
Glentworth	1,228.78	1,474.54	1,720.30	1,966.06	2,211.82	2,703.34	3,194.86	3,686.36	4,423.64	87.38
Goltho	1,180.24	1,416.29	1,652.34	1,888.39	2,124.44	2,596.54	3,068.64	3,540.73	4,248.88	0.00
Grange de Lings	1,180.24	1,416.29	1,652.34	1,888.39	2,124.44	2,596.54	3,068.64	3,540.73	4,248.88	0.00
Grasby	1,195.68	1,434.82	1,673.96	1,913.10	2,152.24	2,630.52	3,108.80	3,587.06	4,304.48	27.80
Grayingham	1,180.24	1,416.29	1,652.34	1,888.39	2,124.44	2,596.54	3,068.64	3,540.73	4,248.88	0.00
Greetwell	1,198.73	1,438.48	1,678.23	1,917.98	2,157.73	2,637.23	3,116.73	3,596.21	4,315.46	33.29
Great Limber	1,254.26	1,505.12	1,755.97	2,006.83	2,257.68	2,759.39	3,261.10	3,762.80	4,515.36	133.24
Hackthorn	1,195.27	1,434.32	1,673.38	1,912.43	2,151.49	2,629.60	3,107.71	3,585.81	4,302.98	27.05
Hardwick	1,180.24	1,416.29	1,652.34	1,888.39	2,124.44	2,596.54	3,068.64	3,540.73	4,248.88	0.00
Harpswell	1,180.24	1,416.29	1,652.34	1,888.39	2,124.44	2,596.54	3,068.64	3,540.73	4,248.88	0.00
Heapham	1,184.23	1,421.08	1,657.93	1,894.78	2,131.63	2,605.33	3,079.03	3,552.71	4,263.26	7.19
Hemswell	1,220.32	1,464.38	1,708.45	1,952.51	2,196.58	2,684.71	3,172.84	3,660.96	4,393.16	72.14
Holton Beckering	1,180.24	1,416.29	1,652.34	1,888.39	2,124.44	2,596.54	3,068.64	3,540.73	4,248.88	0.00
Holton Le Moor	1,180.24	1,416.29	1,652.34	1,888.39	2,124.44	2,596.54	3,068.64	3,540.73	4,248.88	0.00

Parish	Disabled Relief	A	B	C	D	E	F	G	H	Parish Band D
	£	£	£	£	£	£	£	£	£	£
Ingham	1,219.50	1,463.40	1,707.31	1,951.21	2,195.11	2,682.91	3,170.72	3,658.51	4,390.22	70.67
Hemswell Cliff	1,231.22	1,477.46	1,723.71	1,969.95	2,216.20	2,708.69	3,201.18	3,693.66	4,432.40	91.76
Keelby	1,201.41	1,441.70	1,681.98	1,922.27	2,162.55	2,643.12	3,123.69	3,604.25	4,325.10	38.11
Kettlethorpe	1,216.38	1,459.66	1,702.93	1,946.21	2,189.49	2,676.05	3,162.60	3,649.15	4,378.98	65.05
Kexby	1,189.39	1,427.27	1,665.15	1,903.03	2,140.91	2,616.67	3,092.43	3,568.18	4,281.82	16.47
Kirmond Le Mire	1,180.24	1,416.29	1,652.34	1,888.39	2,124.44	2,596.54	3,068.64	3,540.73	4,248.88	0.00
Knaith	1,202.07	1,442.48	1,682.90	1,923.31	2,163.73	2,644.56	3,125.39	3,606.21	4,327.46	39.29
Laughton	1,214.22	1,457.07	1,699.92	1,942.76	2,185.61	2,671.30	3,157.00	3,642.68	4,371.22	61.17
Lea	1,210.38	1,452.46	1,694.53	1,936.61	2,178.69	2,662.85	3,147.00	3,631.15	4,357.38	54.25
Legsby	1,190.15	1,428.18	1,666.22	1,904.25	2,142.28	2,618.34	3,094.41	3,570.46	4,284.56	17.84
Linwood	1,180.24	1,416.29	1,652.34	1,888.39	2,124.44	2,596.54	3,068.64	3,540.73	4,248.88	0.00
Lissington	1,180.24	1,416.29	1,652.34	1,888.39	2,124.44	2,596.54	3,068.64	3,540.73	4,248.88	0.00
Market Rasen	1,253.90	1,504.68	1,755.46	2,006.24	2,257.02	2,758.58	3,260.14	3,761.70	4,514.04	132.58
Marton	1,212.11	1,454.54	1,696.96	1,939.39	2,181.81	2,666.66	3,151.51	3,636.35	4,363.62	57.37
Middle Rasen	1,194.43	1,433.32	1,672.21	1,911.10	2,149.99	2,627.77	3,105.55	3,583.31	4,299.98	25.55
Morton	1,200.53	1,440.64	1,680.74	1,920.85	2,160.96	2,641.18	3,121.39	3,601.60	4,321.92	36.52
Nettleham	1,248.47	1,498.17	1,747.87	1,997.56	2,247.26	2,746.65	3,246.05	3,745.43	4,494.52	122.82
Nettleton	1,212.10	1,454.52	1,696.95	1,939.37	2,181.79	2,666.63	3,151.48	3,636.31	4,363.58	57.35
Newball	1,253.91	1,504.69	1,755.47	2,006.26	2,257.04	2,758.61	3,260.17	3,761.73	4,514.08	132.60
Newton-On-Trent	1,246.61	1,495.93	1,745.25	1,994.58	2,243.90	2,742.55	3,241.19	3,739.83	4,487.80	119.46
Normanby-By-Spital	1,218.03	1,461.64	1,705.25	1,948.86	2,192.47	2,679.69	3,166.91	3,654.11	4,384.94	68.03
Normanby Le Wold	1,180.24	1,416.29	1,652.34	1,888.39	2,124.44	2,596.54	3,068.64	3,540.73	4,248.88	0.00
North Carlton	1,180.24	1,416.29	1,652.34	1,888.39	2,124.44	2,596.54	3,068.64	3,540.73	4,248.88	0.00
North Kelsey	1,213.51	1,456.22	1,698.92	1,941.63	2,184.33	2,669.74	3,155.15	3,640.55	4,368.66	59.89
North Willingham	1,180.24	1,416.29	1,652.34	1,888.39	2,124.44	2,596.54	3,068.64	3,540.73	4,248.88	0.00

Parish	Disabled Relief	A	B	C	D	E	F	G	H	Parish Band D
	£	£	£	£	£	£	£	£	£	£
Northorpe	1,215.01	1,458.02	1,701.02	1,944.03	2,187.03	2,673.04	3,159.05	3,645.05	4,374.06	62.59
Osgodby	1,204.87	1,445.84	1,686.82	1,927.79	2,168.77	2,650.72	3,132.67	3,614.61	4,337.54	44.33
Owersby	1,190.10	1,428.12	1,666.15	1,904.17	2,142.19	2,618.23	3,094.28	3,570.31	4,284.38	17.75
Owmbly-by-Spital	1,230.05	1,476.06	1,722.07	1,968.08	2,214.09	2,706.11	3,198.13	3,690.15	4,428.18	89.65
Pilham	1,180.24	1,416.29	1,652.34	1,888.39	2,124.44	2,596.54	3,068.64	3,540.73	4,248.88	0.00
Rand	1,180.24	1,416.29	1,652.34	1,888.39	2,124.44	2,596.54	3,068.64	3,540.73	4,248.88	0.00
Reepham	1,194.96	1,433.96	1,672.95	1,911.95	2,150.94	2,628.93	3,106.92	3,584.90	4,301.88	26.50
Riby	1,186.08	1,423.30	1,660.51	1,897.73	2,134.95	2,609.39	3,083.82	3,558.25	4,269.90	10.51
Riseholme	1,188.62	1,426.35	1,664.08	1,901.80	2,139.53	2,614.98	3,090.44	3,565.88	4,279.06	15.09
Rothwell	1,211.90	1,454.28	1,696.66	1,939.04	2,181.42	2,666.18	3,150.94	3,635.70	4,362.84	56.98
Saxby	1,184.65	1,421.58	1,658.51	1,895.44	2,132.37	2,606.23	3,080.09	3,553.95	4,264.74	7.93
Saxilby - Ingleby	1,268.87	1,522.65	1,776.43	2,030.20	2,283.98	2,791.53	3,299.09	3,806.63	4,567.96	159.54
Scampton	1,218.47	1,462.16	1,705.86	1,949.55	2,193.25	2,680.64	3,168.03	3,655.41	4,386.50	68.81
Scothern	1,224.51	1,469.42	1,714.32	1,959.23	2,204.13	2,693.94	3,183.75	3,673.55	4,408.26	79.69
Scotter	1,214.89	1,457.87	1,700.85	1,943.83	2,186.81	2,672.77	3,158.73	3,644.68	4,373.62	62.37
Scotton	1,209.70	1,451.64	1,693.59	1,935.53	2,177.47	2,661.35	3,145.24	3,629.11	4,354.94	53.03
Searby Cum Owmbly	1,180.24	1,416.29	1,652.34	1,888.39	2,124.44	2,596.54	3,068.64	3,540.73	4,248.88	0.00
Sixhills	1,180.24	1,416.29	1,652.34	1,888.39	2,124.44	2,596.54	3,068.64	3,540.73	4,248.88	0.00
Snarford	1,180.24	1,416.29	1,652.34	1,888.39	2,124.44	2,596.54	3,068.64	3,540.73	4,248.88	0.00
Snelland	1,180.24	1,416.29	1,652.34	1,888.39	2,124.44	2,596.54	3,068.64	3,540.73	4,248.88	0.00
Snitterby	1,201.76	1,442.12	1,682.47	1,922.83	2,163.18	2,643.89	3,124.60	3,605.30	4,326.36	38.74
Somerby	1,180.24	1,416.29	1,652.34	1,888.39	2,124.44	2,596.54	3,068.64	3,540.73	4,248.88	0.00
South Carlton	1,180.24	1,416.29	1,652.34	1,888.39	2,124.44	2,596.54	3,068.64	3,540.73	4,248.88	0.00
South Kelsey	1,215.15	1,458.18	1,701.22	1,944.25	2,187.28	2,673.34	3,159.41	3,645.46	4,374.56	62.84
Spridlington	1,203.36	1,444.03	1,684.70	1,925.38	2,166.05	2,647.40	3,128.74	3,610.08	4,332.10	41.61

Parish	Disabled Relief	A	B	C	D	E	F	G	H	Parish Band D
	£	£	£	£	£	£	£	£	£	£
Springthorpe	1,189.58	1,427.50	1,665.41	1,903.33	2,141.25	2,617.09	3,092.92	3,568.75	4,282.50	16.81
Langworth	1,253.91	1,504.69	1,755.47	2,006.26	2,257.04	2,758.61	3,260.17	3,761.73	4,514.08	132.60
Stainton Le Vale	1,180.24	1,416.29	1,652.34	1,888.39	2,124.44	2,596.54	3,068.64	3,540.73	4,248.88	0.00
Stainfield	1,243.50	1,492.20	1,740.90	1,989.60	2,238.30	2,735.70	3,233.10	3,730.50	4,476.60	113.86
Stow	1,204.65	1,445.58	1,686.51	1,927.44	2,168.37	2,650.23	3,132.09	3,613.95	4,336.74	43.93
Sturton by Stow	1,218.62	1,462.35	1,706.08	1,949.80	2,193.53	2,680.98	3,168.44	3,655.88	4,387.06	69.09
Sudbrooke	1,205.27	1,446.33	1,687.39	1,928.44	2,169.50	2,651.61	3,133.73	3,615.83	4,339.00	45.06
Swallow	1,239.47	1,487.36	1,735.26	1,983.15	2,231.05	2,726.84	3,222.63	3,718.41	4,462.10	106.61
Swinhope	1,180.24	1,416.29	1,652.34	1,888.39	2,124.44	2,596.54	3,068.64	3,540.73	4,248.88	0.00
Tealby	1,215.37	1,458.45	1,701.53	1,944.60	2,187.68	2,673.83	3,159.99	3,646.13	4,375.36	63.24
Thonock	1,180.24	1,416.29	1,652.34	1,888.39	2,124.44	2,596.54	3,068.64	3,540.73	4,248.88	0.00
Thoresway	1,180.24	1,416.29	1,652.34	1,888.39	2,124.44	2,596.54	3,068.64	3,540.73	4,248.88	0.00
Thorganby	1,180.24	1,416.29	1,652.34	1,888.39	2,124.44	2,596.54	3,068.64	3,540.73	4,248.88	0.00
Thorpe Le Fallows	1,180.24	1,416.29	1,652.34	1,888.39	2,124.44	2,596.54	3,068.64	3,540.73	4,248.88	0.00
Toft Newton	1,222.60	1,467.12	1,711.65	1,956.17	2,200.69	2,689.73	3,178.78	3,667.81	4,401.38	76.25
Torksey	1,212.36	1,454.83	1,697.30	1,939.78	2,182.25	2,667.20	3,152.14	3,637.08	4,364.50	57.81
Upton	1,204.45	1,445.34	1,686.24	1,927.13	2,168.02	2,649.80	3,131.59	3,613.36	4,336.04	43.58
Waddingham	1,205.05	1,446.06	1,687.07	1,928.08	2,169.09	2,651.11	3,133.13	3,615.15	4,338.18	44.65
Walesby	1,193.73	1,432.48	1,671.23	1,909.98	2,148.73	2,626.23	3,103.73	3,581.21	4,297.46	24.29
Walkerith	1,180.24	1,416.29	1,652.34	1,888.39	2,124.44	2,596.54	3,068.64	3,540.73	4,248.88	0.00
Welton	1,252.60	1,503.12	1,753.65	2,004.17	2,254.69	2,755.73	3,256.78	3,757.81	4,509.38	130.25
West Firsby	1,180.24	1,416.29	1,652.34	1,888.39	2,124.44	2,596.54	3,068.64	3,540.73	4,248.88	0.00
West Rasen	1,180.24	1,416.29	1,652.34	1,888.39	2,124.44	2,596.54	3,068.64	3,540.73	4,248.88	0.00
Wickenby	1,207.93	1,449.52	1,691.11	1,932.70	2,174.29	2,657.47	3,140.65	3,623.81	4,348.58	49.85
Wildsworth	1,180.24	1,416.29	1,652.34	1,888.39	2,124.44	2,596.54	3,068.64	3,540.73	4,248.88	0.00
Willingham	1,218.71	1,462.45	1,706.19	1,949.94	2,193.68	2,681.17	3,168.65	3,656.13	4,387.36	69.24
Willoughton	1,222.12	1,466.55	1,710.98	1,955.40	2,199.83	2,688.68	3,177.54	3,666.38	4,399.66	75.39
Gainsborough	1,251.92	1,502.31	1,752.70	2,003.08	2,253.47	2,754.24	3,255.02	3,755.78	4,506.94	129.03



# Pay Policy Statement

2024/25

January 2023

---



## **Introduction**

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

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

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



## **Legislation**

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

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



The Council will comply with the National Living Wage legislation.

## **Context**

This pay policy includes a policy on:

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

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

## **Senior Officer Pay**

In this policy the senior pay group covers posts in the top tier of the organisation and any statutory officers i.e. Section 151 Officer or Monitoring Officer that are not included in the tier.

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

- 1x Chief Executive
- 1x Director Corporate Services and Section 151 Officer
- 1x Director Planning, Regeneration and Communities
- 1x Director Operational and Commercial Services
- 1x Director Change Management, ICT and Regulatory Services

The policy for each group is as follows:

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

Salaries in this policy are as of 1 March 2024.

## **Chief Executive**

The salary for the above post is currently £136,919.18. 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 £95,054.88.

## **Monitoring Officer**

The salary for this post is between £67,162.45 - £78,022.90.

## **Chief Officer Pay Awards**

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

## **Chief Executive Recruitment**

Recruitment to the post of Chief Executive is undertaken by a committee of councillors appointed by Council.

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

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

## **Returning Officer Fees**

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

## **Lowest Paid Employees**

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

Band 3 ranges from £22,737 to £23,114 per annum.

The terms and conditions of employment for Band 3 staff are in accordance with collective agreements, negotiated from time to time, by the National Joint Council for

Local Government Services, as set out in the Scheme of Conditions of Service (commonly known as Green Book). These are supplemented by local collective agreements reached with the trade union recognised by the council and by the rules of the council.

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

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

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

### **Pay Supplements**

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

Market supplements:

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

Honorariums:

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 2023
- Apprentice: £5.28
- Year: April 2024
- Apprentice: 6:40

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 23.5% of pensionable pay, in addition the Council makes lump sum pension deficit contribution to the local government pension fund which equates to approximately 6.7% 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 £136,919.18
- The ratio between the highest and lowest salary pay point is 1:6.02.
- The median salary of all the Council staff is £29,269.



The Council does not have a policy on maintaining or reaching a specific pay ratio between the lowest and highest paid staff.

### **Discretionary Payments**

The policy for the award of any discretionary payments is the same for all staff regardless of their pay level. The following arrangements apply:

*'Redundancy payments under regulation 5 of the Local Government (Early Termination of Employment) (Discretionary Compensation) (England & Wales) regulations 2006.'*

The Council calculates redundancy payments by reference to an individual's actual week's pay, rather than the statutory maximum, where it is greater than the statutory maximum. This is payable to employees made redundant with 2 or more years local government service.

*Severance payments under section 6*

No severance payments: Employees aged 55 and over who are retiring early in the interests of efficiency will receive immediate payment of their pension benefits with no additional years service or compensatory payments. The capital cost of the early payment of pension benefits will be met by the Council but approval is subject to the cost being met by savings over a 3 year period.

*Additional memberships for revision purposes under regulation 12 of the Local Government Pension Scheme (Benefits, Membership & Contributions) Regulations 2007. Additional payments under regulation 13 of the same legislation.*

No discretionary additional membership or payment provisions are applied. Any proposals will be considered alongside the Exit Payment Regulations.

## **Re-employment**

The Council's recruitment and selection policy recognises the importance of making appointments on merit, and ensuring equality of opportunity. Consequently, as a general principal, individual applicants for employment will be considered in accordance with this policy and will not be denied employment purely on the basis of having previously been employed by the council.

However, an individual in receipt of a severance payment and/or early retirement pension will not normally be immediately re-employed or re-engaged by the Council, either under a contract of employment or a contract for services. It is expected that the Council, when agreeing severance arrangements, will do so in the context of anticipated future requirements and plan its resources accordingly.

It is, however, recognised that in some limited, exceptional circumstances re-employment would be in the council's interests, in which case approval may be given by the Chief Executive in consultation with the Human Resources & OD Manager.

Where an employee retires on the grounds of ill health and later applies for employment this will be considered carefully in the context of the Equality Act and advice from the occupational health advisor.

## **Disclosure**

Upon approval by Full Council this Pay Policy statement will be published on the Council's website.



## Human Resources Statement 2024/25

Cluster	Business Units	Budgeted Full Time Equivalent
Corporate	Investment Properties	0.30
<b>Corporate</b>	<b>Total</b>	<b>0.3</b>
Our Council	Apprentices	5.81
	Assistant Director - Homes & Communities	1.00
	Assistant Director - People & Democratic Services	1.00
	Change Management	7.00
	Chief Executive	1.00
	Civic Responsibilities	1.00
	Committee Administration	4.00
	Communications	3.65
	CORP Support Services	4.30
	Council Tax	12.25
	Crematorium	4.00
	Customer Relations	13.81
	Data Protection/FOI	0.70
	Debtors	1.10
	Director - Change Management, ICT & Regulatory S	1.00
	Director - Corporate Services	1.00
	Director - Operational & Commercial Services	1.00
	Director - Planning, Regeneration & Communities	1.00
	Electoral Registration	2.86
	Financial Services - Accountancy	11.81
	Governance	1.00
	Green Waste Service	1.00
	Health & Safety At Work	1.00
	Human Resources	4.22
	ICT	3.00
	Local Land Charges	3.10
	NNDR	0.12
	Payroll Services	0.20
	Policy & Strategy	3.00
	Property Services	7.84
	Supplementary Services (Chargeable)	2.15
	Systems Development	10.24
	Trade Waste	1.10
<b>Our Council</b>	<b>Total</b>	<b>117.26</b>
Our People	Better Care Fund	0.20
	Communities	6.59
	Homelessness Prevention	3.72
	Homelessness Relief	3.72
	Housing Benefit Administration	10.85
	Housing Standards	5.20
	Trinity Arts Centre	4.38
<b>Our People</b>	<b>Total</b>	<b>34.66</b>

<b>Cluster</b>	<b>Business Units</b>	<b>Budgeted Full Time Equivalent</b>
Our Place	Building Regulations - Fee Earning	3.75
	Building Regulations - Non-Fee Earning	3.25
	Car Parks	0.20
	CCTV Service	3.00
	Cemeteries	0.25
	Civil Parking Enforcement	0.15
	Commercial Services	2.00
	Community Licences	2.40
	Community Safety	2.60
	Conservation & Trees	2.00
	Development Management	15.42
	Economic Regeneration	5.00
	Food Safety	4.54
	Homes, Health and Wellbeing	0.80
	Markets	1.00
	Pest And Dog Control	0.05
	Planning Enforcement	2.10
	Planning Policy Activity	2.00
	Pollution Reduction	3.40
	Street Cleansing	15.70
	Street Name and Numbering	0.81
	Visitor Economy	1.00
	Waste Collection	47.05
<b>Our Place</b>	<b>Total</b>	<b>118.47</b>
	<b>Grand Total</b>	<b>270.69</b>



# Committee and Business Unit Budgets

**2024/25 – 2028/29**



## APPENDIX 3 - Corporate Policy and Resources Committee

The following tables detail Business Unit Income and Expenditure Budgets

Audit	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Expenditure</b>						
Supplies & Services	183,400	190,700	192,700	195,800	196,800	197,800
<b>Total Expenditure</b>	<b>183,400</b>	<b>190,700</b>	<b>192,700</b>	<b>195,800</b>	<b>196,800</b>	<b>197,800</b>
<b>Net Total</b>	<b>183,400</b>	<b>190,700</b>	<b>192,700</b>	<b>195,800</b>	<b>196,800</b>	<b>197,800</b>

Benefits	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Income & Fees	(376,300)	(380,400)	(371,300)	(371,300)	(371,300)	(371,300)
Taxation and Government Grant	(13,184,500)	(13,177,500)	(13,177,500)	(13,177,500)	(13,177,500)	(13,177,500)
<b>Total Income</b>	<b>(13,560,800)</b>	<b>(13,557,900)</b>	<b>(13,548,800)</b>	<b>(13,548,800)</b>	<b>(13,548,800)</b>	<b>(13,548,800)</b>
<b>Expenditure</b>						
Benefit & Transfer Payments	13,388,500	13,373,100	13,373,100	13,373,100	13,373,100	13,373,100
Employees	485,100	498,000	510,900	528,200	541,400	554,800
Supplies & Services	51,500	97,700	99,100	100,300	102,000	103,800
Transport	200	200	200	200	200	200
<b>Total Expenditure</b>	<b>13,925,300</b>	<b>13,969,000</b>	<b>13,983,300</b>	<b>14,001,800</b>	<b>14,016,700</b>	<b>14,031,900</b>
<b>Net Total</b>	<b>364,500</b>	<b>411,100</b>	<b>434,500</b>	<b>453,000</b>	<b>467,900</b>	<b>483,100</b>

Change Management	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Expenditure</b>						
Employees	372,700	368,200	337,000	352,100	363,500	374,500
Supplies & Services	18,600	17,300	17,500	16,900	17,000	17,100
Transport	200	200	200	200	200	200
<b>Total Expenditure</b>	<b>391,500</b>	<b>385,700</b>	<b>354,700</b>	<b>369,200</b>	<b>380,700</b>	<b>391,800</b>
<b>Net Total</b>	<b>391,500</b>	<b>385,700</b>	<b>354,700</b>	<b>369,200</b>	<b>380,700</b>	<b>391,800</b>

Communications	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Expenditure</b>						
Employees	198,500	166,900	172,400	178,900	183,400	188,200
Supplies & Services	11,500	11,600	12,000	12,000	12,000	12,000
<b>Total Expenditure</b>	<b>210,000</b>	<b>178,500</b>	<b>184,400</b>	<b>190,900</b>	<b>195,400</b>	<b>200,200</b>
<b>Net Total</b>	<b>210,000</b>	<b>178,500</b>	<b>184,400</b>	<b>190,900</b>	<b>195,400</b>	<b>200,200</b>

Corporate Finance	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Expenditure</b>						
Employees	108,400	(247,600)	(257,600)	(266,500)	(273,900)	(281,200)
Supplies & Services	627,500	640,200	646,500	663,300	670,200	677,300
<b>Total Expenditure</b>	<b>735,900</b>	<b>392,600</b>	<b>388,900</b>	<b>396,800</b>	<b>396,300</b>	<b>396,100</b>
<b>Net Total</b>	<b>735,900</b>	<b>392,600</b>	<b>388,900</b>	<b>396,800</b>	<b>396,300</b>	<b>396,100</b>

## APPENDIX 3 - Corporate Policy and Resources Committee

The following tables detail Business Unit Income and Expenditure Budgets

Customer Services	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Income & Fees	(58,300)	(57,000)	(57,000)	(57,000)	(57,000)	(56,700)
<b>Total Income</b>	<b>(58,300)</b>	<b>(57,000)</b>	<b>(57,000)</b>	<b>(57,000)</b>	<b>(57,000)</b>	<b>(56,700)</b>
<b>Expenditure</b>						
Employees	595,800	606,300	630,600	658,900	679,100	696,000
Supplies & Services	95,300	144,100	135,700	137,000	139,000	140,900
Transport	200	200	200	200	200	200
<b>Total Expenditure</b>	<b>691,300</b>	<b>750,600</b>	<b>766,500</b>	<b>796,100</b>	<b>818,300</b>	<b>837,100</b>
<b>Net Total</b>	<b>633,000</b>	<b>693,600</b>	<b>709,500</b>	<b>739,100</b>	<b>761,300</b>	<b>780,400</b>

Debtors	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Income & Fees	(1,200)	(1,300)	(1,300)	(1,300)	(1,300)	0
<b>Total Income</b>	<b>(1,200)</b>	<b>(1,300)</b>	<b>(1,300)</b>	<b>(1,300)</b>	<b>(1,300)</b>	<b>0</b>
<b>Expenditure</b>						
Employees	40,300	41,000	43,500	46,200	47,500	48,800
Supplies & Services	24,900	28,400	28,800	29,300	29,500	29,700
<b>Total Expenditure</b>	<b>65,200</b>	<b>69,400</b>	<b>72,300</b>	<b>75,500</b>	<b>77,000</b>	<b>78,500</b>
<b>Net Total</b>	<b>64,000</b>	<b>68,100</b>	<b>71,000</b>	<b>74,200</b>	<b>75,700</b>	<b>78,500</b>

Democratic Representation	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Income & Fees	(8,100)	(8,100)	(8,100)	(8,100)	(8,100)	(8,100)
<b>Total Income</b>	<b>(8,100)</b>	<b>(8,100)</b>	<b>(8,100)</b>	<b>(8,100)</b>	<b>(8,100)</b>	<b>(8,100)</b>
<b>Expenditure</b>						
Employees	574,000	585,900	601,100	619,500	644,800	653,500
Supplies & Services	48,500	51,200	51,800	52,400	52,500	52,600
Transport	3,300	3,300	3,300	3,300	3,300	3,300
<b>Total Expenditure</b>	<b>625,800</b>	<b>640,400</b>	<b>656,200</b>	<b>675,200</b>	<b>700,600</b>	<b>709,400</b>
<b>Net Total</b>	<b>617,700</b>	<b>632,300</b>	<b>648,100</b>	<b>667,100</b>	<b>692,500</b>	<b>701,300</b>

Elections	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Income & Fees	(1,500)	(1,700)	(1,700)	(1,700)	(1,700)	(1,700)
<b>Total Income</b>	<b>(1,500)</b>	<b>(1,700)</b>	<b>(1,700)</b>	<b>(1,700)</b>	<b>(1,700)</b>	<b>(1,700)</b>
<b>Expenditure</b>						
Employees	121,600	123,600	127,200	131,100	134,600	138,100
Premises	20,000	0	0	0	30,000	0
Supplies & Services	198,100	73,000	73,200	73,400	203,400	73,400
Transport	100	100	100	100	100	100
<b>Total Expenditure</b>	<b>339,800</b>	<b>196,700</b>	<b>200,500</b>	<b>204,600</b>	<b>368,100</b>	<b>211,600</b>
<b>Net Total</b>	<b>338,300</b>	<b>195,000</b>	<b>198,800</b>	<b>202,900</b>	<b>366,400</b>	<b>209,900</b>

## APPENDIX 3 - Corporate Policy and Resources Committee

The following tables detail Business Unit Income and Expenditure Budgets

Emergency Planning	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Expenditure</b>						
Supplies & Services	23,000	23,700	24,200	24,800	25,400	26,000
<b>Total Expenditure</b>	<b>23,000</b>	<b>23,700</b>	<b>24,200</b>	<b>24,800</b>	<b>25,400</b>	<b>26,000</b>
<b>Net Total</b>	<b>23,000</b>	<b>23,700</b>	<b>24,200</b>	<b>24,800</b>	<b>25,400</b>	<b>26,000</b>

Financial Services	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Income & Fees	(12,200)	(12,700)	(13,000)	(13,400)	(13,400)	(10,000)
<b>Total Income</b>	<b>(12,200)</b>	<b>(12,700)</b>	<b>(13,000)</b>	<b>(13,400)</b>	<b>(13,400)</b>	<b>(10,000)</b>
<b>Expenditure</b>						
Employees	650,100	1,424,700	1,471,700	1,565,700	1,646,800	1,740,200
Supplies & Services	175,900	148,300	150,700	153,000	153,700	148,900
<b>Total Expenditure</b>	<b>826,000</b>	<b>1,573,000</b>	<b>1,622,400</b>	<b>1,718,700</b>	<b>1,800,500</b>	<b>1,889,100</b>
<b>Net Total</b>	<b>813,800</b>	<b>1,560,300</b>	<b>1,609,400</b>	<b>1,705,300</b>	<b>1,787,100</b>	<b>1,879,100</b>

Fraud	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Expenditure</b>						
Supplies & Services	3,000	3,000	0	3,300	15,000	3,700
<b>Total Expenditure</b>	<b>3,000</b>	<b>3,000</b>	<b>0</b>	<b>3,300</b>	<b>15,000</b>	<b>3,700</b>
<b>Net Total</b>	<b>3,000</b>	<b>3,000</b>	<b>0</b>	<b>3,300</b>	<b>15,000</b>	<b>3,700</b>

Governance & Legal Compliance	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Income & Fees	(25,300)	(25,500)	(25,500)	(25,500)	(25,500)	(23,300)
<b>Total Income</b>	<b>(25,300)</b>	<b>(25,500)</b>	<b>(25,500)</b>	<b>(25,500)</b>	<b>(25,500)</b>	<b>(23,300)</b>
<b>Expenditure</b>						
Employees	958,800	1,056,000	1,096,900	1,136,300	1,164,200	1,193,000
Supplies & Services	50,800	160,800	160,800	160,800	160,800	160,800
Transport	1,400	7,200	7,200	7,200	7,200	7,200
<b>Total Expenditure</b>	<b>1,011,000</b>	<b>1,224,000</b>	<b>1,264,900</b>	<b>1,304,300</b>	<b>1,332,200</b>	<b>1,361,000</b>
<b>Net Total</b>	<b>985,700</b>	<b>1,198,500</b>	<b>1,239,400</b>	<b>1,278,800</b>	<b>1,306,700</b>	<b>1,337,700</b>

Human Resources	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Expenditure</b>						
Employees	497,100	523,400	535,200	549,600	561,200	574,200
Supplies & Services	56,400	59,200	59,400	59,300	59,400	59,500
Transport	100	100	100	100	100	100
<b>Total Expenditure</b>	<b>553,600</b>	<b>582,700</b>	<b>594,700</b>	<b>609,000</b>	<b>620,700</b>	<b>633,800</b>
<b>Net Total</b>	<b>553,600</b>	<b>582,700</b>	<b>594,700</b>	<b>609,000</b>	<b>620,700</b>	<b>633,800</b>



## APPENDIX 3 - Corporate Policy and Resources Committee

The following tables detail Business Unit Income and Expenditure Budgets

ICT Infrastructure	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Income & Fees	(600)	(6,100)	(6,100)	(6,100)	(6,100)	(6,100)
<b>Total Income</b>	<b>(600)</b>	<b>(6,100)</b>	<b>(6,100)</b>	<b>(6,100)</b>	<b>(6,100)</b>	<b>(6,100)</b>
<b>Expenditure</b>						
Employees	151,100	162,700	166,900	172,500	176,600	181,300
Premises	1,000	1,000	1,000	1,000	1,000	1,000
Supplies & Services	291,700	353,200	352,700	362,600	373,700	379,400
Transport	100	100	100	100	100	100
<b>Total Expenditure</b>	<b>443,900</b>	<b>517,000</b>	<b>520,700</b>	<b>536,200</b>	<b>551,400</b>	<b>561,800</b>
<b>Net Total</b>	<b>443,300</b>	<b>510,900</b>	<b>514,600</b>	<b>530,100</b>	<b>545,300</b>	<b>555,700</b>

Investment Properties	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Income & Fees	(1,615,000)	(1,617,700)	(1,617,700)	(1,657,600)	(1,746,600)	(1,769,400)
<b>Total Income</b>	<b>(1,615,000)</b>	<b>(1,617,700)</b>	<b>(1,617,700)</b>	<b>(1,657,600)</b>	<b>(1,746,600)</b>	<b>(1,769,400)</b>
<b>Expenditure</b>						
Employees	17,900	18,500	19,400	20,000	20,500	21,100
Premises	17,800	28,700	28,900	29,100	29,300	29,500
Supplies & Services	2,600	2,100	2,100	2,100	2,100	2,100
<b>Total Expenditure</b>	<b>38,300</b>	<b>49,300</b>	<b>50,400</b>	<b>51,200</b>	<b>51,900</b>	<b>52,700</b>
<b>Net Total</b>	<b>(1,576,700)</b>	<b>(1,568,400)</b>	<b>(1,567,300)</b>	<b>(1,606,400)</b>	<b>(1,694,700)</b>	<b>(1,716,700)</b>

Local Taxation	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Income & Fees	(164,000)	(164,000)	(164,000)	(164,000)	(164,000)	(164,000)
Taxation and Government Grant	(265,300)	(105,000)	(105,000)	(105,000)	(105,000)	(105,000)
<b>Total Income</b>	<b>(429,300)</b>	<b>(269,000)</b>	<b>(269,000)</b>	<b>(269,000)</b>	<b>(269,000)</b>	<b>(269,000)</b>
<b>Expenditure</b>						
Employees	494,500	522,600	530,900	536,000	549,500	564,700
Supplies & Services	407,400	269,200	272,300	275,500	276,800	278,400
Transport	200	200	200	200	200	200
<b>Total Expenditure</b>	<b>902,100</b>	<b>792,000</b>	<b>803,400</b>	<b>811,700</b>	<b>826,500</b>	<b>843,300</b>
<b>Net Total</b>	<b>472,800</b>	<b>523,000</b>	<b>534,400</b>	<b>542,700</b>	<b>557,500</b>	<b>574,300</b>

Policy, Strategy and Environment	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Expenditure</b>						
Employees	212,600	217,700	223,300	230,800	236,400	242,500
Supplies & Services	2,000	3,900	3,800	3,400	3,400	3,400
Transport	500	800	800	800	800	800
<b>Total Expenditure</b>	<b>215,100</b>	<b>222,400</b>	<b>227,900</b>	<b>235,000</b>	<b>240,600</b>	<b>246,700</b>
<b>Net Total</b>	<b>215,100</b>	<b>222,400</b>	<b>227,900</b>	<b>235,000</b>	<b>240,600</b>	<b>246,700</b>

## APPENDIX 3 - Corporate Policy and Resources Committee

The following tables detail Business Unit Income and Expenditure Budgets

Property - Administrative	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Income & Fees	(319,800)	(344,800)	(344,800)	(344,800)	(344,800)	(344,800)
<b>Total Income</b>	<b>(319,800)</b>	<b>(344,800)</b>	<b>(344,800)</b>	<b>(344,800)</b>	<b>(344,800)</b>	<b>(344,800)</b>
<b>Expenditure</b>						
Premises	337,200	310,500	319,000	327,700	338,300	348,300
Supplies & Services	148,100	149,900	153,100	159,000	165,100	167,100
<b>Total Expenditure</b>	<b>485,300</b>	<b>460,400</b>	<b>472,100</b>	<b>486,700</b>	<b>503,400</b>	<b>515,400</b>
<b>Net Total</b>	<b>165,500</b>	<b>115,600</b>	<b>127,300</b>	<b>141,900</b>	<b>158,600</b>	<b>170,600</b>

Property - Commercial	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Income & Fees	(227,400)	(228,800)	(228,800)	(228,800)	(228,800)	(232,400)
<b>Total Income</b>	<b>(227,400)</b>	<b>(228,800)</b>	<b>(228,800)</b>	<b>(228,800)</b>	<b>(228,800)</b>	<b>(232,400)</b>
<b>Expenditure</b>						
Premises	46,900	47,000	47,700	48,600	49,600	49,800
Supplies & Services	16,900	20,600	20,800	21,300	21,700	21,900
<b>Total Expenditure</b>	<b>63,800</b>	<b>67,600</b>	<b>68,500</b>	<b>69,900</b>	<b>71,300</b>	<b>71,700</b>
<b>Net Total</b>	<b>(163,600)</b>	<b>(161,200)</b>	<b>(160,300)</b>	<b>(158,900)</b>	<b>(157,500)</b>	<b>(160,700)</b>

Property - Miscellaneous Property	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Income & Fees	(800)	(800)	(800)	(800)	(800)	(800)
<b>Total Income</b>	<b>(800)</b>	<b>(800)</b>	<b>(800)</b>	<b>(800)</b>	<b>(800)</b>	<b>(800)</b>
<b>Expenditure</b>						
Premises	33,600	34,100	34,300	34,700	35,200	35,800
Supplies & Services	1,000	1,500	1,500	1,500	1,500	1,500
<b>Total Expenditure</b>	<b>34,600</b>	<b>35,600</b>	<b>35,800</b>	<b>36,200</b>	<b>36,700</b>	<b>37,300</b>
<b>Net Total</b>	<b>33,800</b>	<b>34,800</b>	<b>35,000</b>	<b>35,400</b>	<b>35,900</b>	<b>36,500</b>

Property - Operational	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Expenditure</b>						
Premises	149,600	153,300	158,100	160,900	166,500	169,500
Supplies & Services	45,100	50,000	51,500	54,500	57,600	58,600
<b>Total Expenditure</b>	<b>194,700</b>	<b>203,300</b>	<b>209,600</b>	<b>215,400</b>	<b>224,100</b>	<b>228,100</b>
<b>Net Total</b>	<b>194,700</b>	<b>203,300</b>	<b>209,600</b>	<b>215,400</b>	<b>224,100</b>	<b>228,100</b>

## APPENDIX 3 - Corporate Policy and Resources Committee

The following tables detail Business Unit Income and Expenditure Budgets

Property Services	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Income & Fees	(17,000)	(17,000)	(17,000)	(17,000)	(17,000)	(17,000)
<b>Total Income</b>	<b>(17,000)</b>	<b>(17,000)</b>	<b>(17,000)</b>	<b>(17,000)</b>	<b>(17,000)</b>	<b>(17,000)</b>
<b>Expenditure</b>						
Employees	344,000	386,300	407,900	413,500	425,100	435,700
Premises	700	700	700	700	700	700
Supplies & Services	80,400	75,000	75,100	75,200	75,300	75,400
Transport	200	200	200	200	200	200
<b>Total Expenditure</b>	<b>425,300</b>	<b>462,200</b>	<b>483,900</b>	<b>489,600</b>	<b>501,300</b>	<b>512,000</b>
<b>Net Total</b>	<b>408,300</b>	<b>445,200</b>	<b>466,900</b>	<b>472,600</b>	<b>484,300</b>	<b>495,000</b>

Street Naming and Numbering	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Income & Fees	(31,500)	(33,400)	(34,400)	(35,400)	(36,300)	(37,200)
<b>Total Income</b>	<b>(31,500)</b>	<b>(33,400)</b>	<b>(34,400)</b>	<b>(35,400)</b>	<b>(36,300)</b>	<b>(37,200)</b>
<b>Expenditure</b>						
Employees	30,000	30,900	31,600	32,700	33,600	34,500
Supplies & Services	11,900	14,900	15,700	16,600	17,600	18,600
<b>Total Expenditure</b>	<b>41,900</b>	<b>45,800</b>	<b>47,300</b>	<b>49,300</b>	<b>51,200</b>	<b>53,100</b>
<b>Net Total</b>	<b>10,400</b>	<b>12,400</b>	<b>12,900</b>	<b>13,900</b>	<b>14,900</b>	<b>15,900</b>

Support Services	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Expenditure</b>						
Employees	172,800	176,800	184,300	193,800	200,800	207,300
Supplies & Services	1,800	3,400	3,400	3,400	3,400	3,400
Transport	300	300	300	300	300	300
<b>Total Expenditure</b>	<b>174,900</b>	<b>180,500</b>	<b>188,000</b>	<b>197,500</b>	<b>204,500</b>	<b>211,000</b>
<b>Net Total</b>	<b>174,900</b>	<b>180,500</b>	<b>188,000</b>	<b>197,500</b>	<b>204,500</b>	<b>211,000</b>

Systems Development	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Income & Fees	(25,200)	(1,600)	(1,600)	(1,600)	(1,600)	(1,600)
<b>Total Income</b>	<b>(25,200)</b>	<b>(1,600)</b>	<b>(1,600)</b>	<b>(1,600)</b>	<b>(1,600)</b>	<b>(1,600)</b>
<b>Expenditure</b>						
Employees	592,400	580,000	536,900	560,800	578,900	596,800
Supplies & Services	292,300	32,600	32,800	29,600	29,900	30,000
Transport	100	100	100	100	100	100
<b>Total Expenditure</b>	<b>884,800</b>	<b>612,700</b>	<b>569,800</b>	<b>590,500</b>	<b>608,900</b>	<b>626,900</b>
<b>Net Total</b>	<b>859,600</b>	<b>611,100</b>	<b>568,200</b>	<b>588,900</b>	<b>607,300</b>	<b>625,300</b>

## APPENDIX 7 – Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

Building Control	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Income & Fees	(237,100)	(237,100)	(237,100)	(237,100)	(237,100)	(237,100)
<b>Total Income</b>	<b>(237,100)</b>	<b>(237,100)</b>	<b>(237,100)</b>	<b>(237,100)</b>	<b>(237,100)</b>	<b>(237,100)</b>
<b>Expenditure</b>						
Employees	321,800	378,600	393,800	410,100	423,100	434,900
Premises	23,700	23,700	23,700	23,700	23,700	23,700
Supplies & Services	9,400	12,100	11,700	9,100	9,100	9,100
Transport	500	500	500	500	500	500
<b>Total Expenditure</b>	<b>355,400</b>	<b>414,900</b>	<b>429,700</b>	<b>443,400</b>	<b>456,400</b>	<b>468,200</b>
<b>Net Total</b>	<b>118,300</b>	<b>177,800</b>	<b>192,600</b>	<b>206,300</b>	<b>219,300</b>	<b>231,100</b>

Business Support	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Expenditure</b>						
Premises	0	300	300	300	300	300
Supplies & Services	13,300	12,800	12,800	12,800	12,800	12,800
<b>Total Expenditure</b>	<b>13,300</b>	<b>13,100</b>	<b>13,100</b>	<b>13,100</b>	<b>13,100</b>	<b>13,100</b>
<b>Net Total</b>	<b>13,300</b>	<b>13,100</b>	<b>13,100</b>	<b>13,100</b>	<b>13,100</b>	<b>13,100</b>

Cemeteries	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Income & Fees	(7,200)	(7,400)	(7,400)	(7,400)	(7,400)	(7,400)
<b>Total Income</b>	<b>(7,200)</b>	<b>(7,400)</b>	<b>(7,400)</b>	<b>(7,400)</b>	<b>(7,400)</b>	<b>(7,400)</b>
<b>Expenditure</b>						
Employees	11,100	11,300	11,600	12,000	12,400	12,800
Premises	60,800	70,600	68,200	69,900	71,600	73,300
Supplies & Services	400	500	500	500	500	500
<b>Total Expenditure</b>	<b>72,300</b>	<b>82,400</b>	<b>80,300</b>	<b>82,400</b>	<b>84,500</b>	<b>86,600</b>
<b>Net Total</b>	<b>65,100</b>	<b>75,000</b>	<b>72,900</b>	<b>75,000</b>	<b>77,100</b>	<b>79,200</b>

Commercial Services	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Income & Fees	(1,600)	(1,700)	(1,800)	(1,900)	(1,900)	(1,900)
<b>Total Income</b>	<b>(1,600)</b>	<b>(1,700)</b>	<b>(1,800)</b>	<b>(1,900)</b>	<b>(1,900)</b>	<b>(1,900)</b>
<b>Expenditure</b>						
Employees	117,400	123,200	127,800	133,600	136,900	140,500
Supplies & Services	500	2,100	2,100	2,200	2,200	2,200
Transport	400	400	400	400	400	400
<b>Total Expenditure</b>	<b>118,300</b>	<b>125,700</b>	<b>130,300</b>	<b>136,200</b>	<b>139,500</b>	<b>143,100</b>
<b>Net Total</b>	<b>116,700</b>	<b>124,000</b>	<b>128,500</b>	<b>134,300</b>	<b>137,600</b>	<b>141,200</b>

## APPENDIX 7 – Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

Commercial Waste Service	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Income & Fees	(434,200)	(395,500)	(417,700)	(440,900)	(440,900)	(440,900)
<b>Total Income</b>	<b>(434,200)</b>	<b>(395,500)</b>	<b>(417,700)</b>	<b>(440,900)</b>	<b>(440,900)</b>	<b>(440,900)</b>
<b>Expenditure</b>						
Employees	50,600	88,200	89,500	92,400	94,800	97,200
Premises	0	100	100	100	100	100
Supplies & Services	116,800	124,200	127,300	129,600	132,900	133,000
Transport	11,200	12,400	12,500	12,600	12,700	12,800
<b>Total Expenditure</b>	<b>178,600</b>	<b>224,900</b>	<b>229,400</b>	<b>234,700</b>	<b>240,500</b>	<b>243,100</b>
<b>Net Total</b>	<b>(255,600)</b>	<b>(170,600)</b>	<b>(188,300)</b>	<b>(206,200)</b>	<b>(200,400)</b>	<b>(197,800)</b>

Community Action	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Income & Fees	(25,400)	(27,300)	(27,300)	(27,300)	(27,300)	0
Taxation and Government Grant	0	(250,000)	0	0	0	0
<b>Total Income</b>	<b>(25,400)</b>	<b>(277,300)</b>	<b>(27,300)</b>	<b>(27,300)</b>	<b>(27,300)</b>	<b>0</b>
<b>Expenditure</b>						
Employees	350,300	363,800	364,600	353,900	363,500	372,800
Supplies & Services	9,600	262,400	12,800	12,700	12,700	7,100
<b>Total Expenditure</b>	<b>359,900</b>	<b>626,200</b>	<b>377,400</b>	<b>366,600</b>	<b>376,200</b>	<b>379,900</b>
<b>Net Total</b>	<b>334,500</b>	<b>348,900</b>	<b>350,100</b>	<b>339,300</b>	<b>348,900</b>	<b>379,900</b>

Community Environment	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Taxation and Government Grant	0	(320,000)	0	0	0	0
<b>Total Income</b>	<b>0</b>	<b>(320,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>						
Supplies & Services	95,800	415,900	60,000	60,100	60,200	60,300
<b>Total Expenditure</b>	<b>95,800</b>	<b>415,900</b>	<b>60,000</b>	<b>60,100</b>	<b>60,200</b>	<b>60,300</b>
<b>Net Total</b>	<b>95,800</b>	<b>95,900</b>	<b>60,000</b>	<b>60,100</b>	<b>60,200</b>	<b>60,300</b>

Community Safety	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Income & Fees	(2,700)	(2,700)	(2,700)	(2,700)	(2,700)	(2,700)
<b>Total Income</b>	<b>(2,700)</b>	<b>(2,700)</b>	<b>(2,700)</b>	<b>(2,700)</b>	<b>(2,700)</b>	<b>(2,700)</b>
<b>Expenditure</b>						
Employees	126,200	129,900	133,000	137,500	140,900	144,400
Supplies & Services	21,400	23,600	23,500	22,600	22,600	22,600
<b>Total Expenditure</b>	<b>147,600</b>	<b>153,500</b>	<b>156,500</b>	<b>160,100</b>	<b>163,500</b>	<b>167,000</b>
<b>Net Total</b>	<b>144,900</b>	<b>150,800</b>	<b>153,800</b>	<b>157,400</b>	<b>160,800</b>	<b>164,300</b>

## APPENDIX 7 – Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

Community Support	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Income & Fees	(10,100)	(11,900)	(12,400)	(12,900)	(13,500)	(14,000)
<b>Total Income</b>	<b>(10,100)</b>	<b>(11,900)</b>	<b>(12,400)</b>	<b>(12,900)</b>	<b>(13,500)</b>	<b>(14,000)</b>
<b>Expenditure</b>						
Supplies & Services	191,800	206,400	334,200	335,100	199,700	200,200
<b>Total Expenditure</b>	<b>191,800</b>	<b>206,400</b>	<b>334,200</b>	<b>335,100</b>	<b>199,700</b>	<b>200,200</b>
<b>Net Total</b>	<b>181,700</b>	<b>194,500</b>	<b>321,800</b>	<b>322,200</b>	<b>186,200</b>	<b>186,200</b>

Crematorium	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Income & Fees	(601,500)	(511,600)	(555,200)	(600,800)	(647,200)	(695,500)
<b>Total Income</b>	<b>(601,500)</b>	<b>(511,600)</b>	<b>(555,200)</b>	<b>(600,800)</b>	<b>(647,200)</b>	<b>(695,500)</b>
<b>Expenditure</b>						
Employees	168,900	175,500	180,300	186,300	191,100	196,000
Premises	189,900	185,400	187,800	192,400	197,000	201,800
Supplies & Services	79,000	77,000	79,800	80,800	82,000	82,700
<b>Total Expenditure</b>	<b>437,800</b>	<b>437,900</b>	<b>447,900</b>	<b>459,500</b>	<b>470,100</b>	<b>480,500</b>
<b>Net Total</b>	<b>(163,700)</b>	<b>(73,700)</b>	<b>(107,300)</b>	<b>(141,300)</b>	<b>(177,100)</b>	<b>(215,000)</b>

Culture and Theatres	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Income & Fees	(184,100)	(166,100)	(166,600)	(167,100)	(167,700)	(167,700)
Taxation and Government Grant	0	(103,300)	0	0	0	0
<b>Total Income</b>	<b>(184,100)</b>	<b>(269,400)</b>	<b>(166,600)</b>	<b>(167,100)</b>	<b>(167,700)</b>	<b>(167,700)</b>
<b>Expenditure</b>						
Employees	171,500	233,700	190,200	197,600	202,600	207,800
Premises	74,500	68,300	71,100	71,700	74,100	75,200
Supplies & Services	148,200	206,900	132,800	134,100	135,600	136,000
<b>Total Expenditure</b>	<b>394,200</b>	<b>508,900</b>	<b>394,100</b>	<b>403,400</b>	<b>412,300</b>	<b>419,000</b>
<b>Net Total</b>	<b>210,100</b>	<b>239,500</b>	<b>227,500</b>	<b>236,300</b>	<b>244,600</b>	<b>251,300</b>

Development Management	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Income & Fees	(1,074,700)	(1,239,500)	(1,272,600)	(1,306,700)	(1,341,700)	(1,377,700)
<b>Total Income</b>	<b>(1,074,700)</b>	<b>(1,239,500)</b>	<b>(1,272,600)</b>	<b>(1,306,700)</b>	<b>(1,341,700)</b>	<b>(1,377,700)</b>
<b>Expenditure</b>						
Employees	980,700	1,001,500	975,900	964,400	991,500	1,017,300
Premises	1,000	1,000	1,000	1,000	1,000	1,000
Supplies & Services	181,500	161,600	162,500	155,700	158,700	162,100
Transport	800	800	800	800	800	800
<b>Total Expenditure</b>	<b>1,164,000</b>	<b>1,164,900</b>	<b>1,140,200</b>	<b>1,121,900</b>	<b>1,152,000</b>	<b>1,181,200</b>
<b>Net Total</b>	<b>89,300</b>	<b>(74,600)</b>	<b>(132,400)</b>	<b>(184,800)</b>	<b>(189,700)</b>	<b>(196,500)</b>



## APPENDIX 7 – Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

Economic Development	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Taxation and Government Grant	(114,800)	(376,300)	0	0	0	0
<b>Total Income</b>	<b>(114,800)</b>	<b>(376,300)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>						
Employees	367,300	380,600	317,300	330,700	339,000	347,600
Supplies & Services	146,700	440,700	12,700	13,100	13,200	13,300
Transport	500	500	500	500	500	500
<b>Total Expenditure</b>	<b>514,500</b>	<b>821,800</b>	<b>330,500</b>	<b>344,300</b>	<b>352,700</b>	<b>361,400</b>
<b>Net Total</b>	<b>399,700</b>	<b>445,500</b>	<b>330,500</b>	<b>344,300</b>	<b>352,700</b>	<b>361,400</b>

Environmental Protection	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Income & Fees	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)	(10,000)
<b>Total Income</b>	<b>(10,000)</b>	<b>(10,000)</b>	<b>(10,000)</b>	<b>(10,000)</b>	<b>(10,000)</b>	<b>(10,000)</b>
<b>Expenditure</b>						
Employees	141,800	151,200	170,400	177,700	184,900	189,800
Premises	500	500	500	500	500	500
Supplies & Services	33,600	42,400	37,200	35,400	35,400	35,400
Transport	200	200	200	200	200	200
<b>Total Expenditure</b>	<b>176,100</b>	<b>194,300</b>	<b>208,300</b>	<b>213,800</b>	<b>221,000</b>	<b>225,900</b>
<b>Net Total</b>	<b>166,100</b>	<b>184,300</b>	<b>198,300</b>	<b>203,800</b>	<b>211,000</b>	<b>215,900</b>

Food Safety	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Income & Fees	(7,100)	(7,300)	(7,400)	(7,400)	(7,400)	(7,400)
<b>Total Income</b>	<b>(7,100)</b>	<b>(7,300)</b>	<b>(7,400)</b>	<b>(7,400)</b>	<b>(7,400)</b>	<b>(7,400)</b>
<b>Expenditure</b>						
Employees	247,900	254,100	261,400	270,000	276,300	283,400
Supplies & Services	2,000	13,200	13,300	11,200	11,700	12,300
Transport	200	200	200	200	200	200
<b>Total Expenditure</b>	<b>250,100</b>	<b>267,500</b>	<b>274,900</b>	<b>281,400</b>	<b>288,200</b>	<b>295,900</b>
<b>Net Total</b>	<b>243,000</b>	<b>260,200</b>	<b>267,500</b>	<b>274,000</b>	<b>280,800</b>	<b>288,500</b>

Homelessness	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Income & Fees	(11,900)	(11,900)	(11,900)	(11,900)	(11,900)	(11,900)
Taxation and Government Grant	(193,500)	(264,600)	(203,600)	(203,600)	(203,600)	(203,600)
<b>Total Income</b>	<b>(205,400)</b>	<b>(276,500)</b>	<b>(215,500)</b>	<b>(215,500)</b>	<b>(215,500)</b>	<b>(215,500)</b>
<b>Expenditure</b>						
Employees	344,800	411,400	373,300	363,400	372,200	382,200
Supplies & Services	256,800	267,500	267,100	264,200	264,200	264,200
Transport	200	200	200	200	200	200
<b>Total Expenditure</b>	<b>601,800</b>	<b>679,100</b>	<b>640,600</b>	<b>627,800</b>	<b>636,600</b>	<b>646,600</b>
<b>Net Total</b>	<b>396,400</b>	<b>402,600</b>	<b>425,100</b>	<b>412,300</b>	<b>421,100</b>	<b>431,100</b>

## APPENDIX 7 – Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

Homes, Health and Wellbeing	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Taxation and Government Grant	(125,300)	(860,500)	(159,000)	(147,600)	(151,400)	(155,300)
<b>Total Income</b>	<b>(125,300)</b>	<b>(860,500)</b>	<b>(159,000)</b>	<b>(147,600)</b>	<b>(151,400)</b>	<b>(155,300)</b>
<b>Expenditure</b>						
Employees	149,500	358,500	175,700	164,600	168,700	173,200
Premises	0	298,100	0	0	0	0
Supplies & Services	13,700	238,400	18,300	18,100	18,100	18,100
Transport	100	100	100	100	100	100
<b>Total Expenditure</b>	<b>163,300</b>	<b>895,100</b>	<b>194,100</b>	<b>182,800</b>	<b>186,900</b>	<b>191,400</b>
<b>Net Total</b>	<b>38,000</b>	<b>34,600</b>	<b>35,100</b>	<b>35,200</b>	<b>35,500</b>	<b>36,100</b>

Housing	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Taxation and Government Grant	(42,300)	0	0	0	0	0
<b>Total Income</b>	<b>(42,300)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>						
Employees	96,400	53,800	55,100	57,000	58,400	59,800
Supplies & Services	10,100	12,500	12,500	12,500	12,500	12,500
<b>Total Expenditure</b>	<b>106,500</b>	<b>66,300</b>	<b>67,600</b>	<b>69,500</b>	<b>70,900</b>	<b>72,300</b>
<b>Net Total</b>	<b>64,200</b>	<b>66,300</b>	<b>67,600</b>	<b>69,500</b>	<b>70,900</b>	<b>72,300</b>

Housing Standards	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Income & Fees	(74,900)	(75,900)	(77,100)	(78,000)	(53,700)	(54,800)
<b>Total Income</b>	<b>(74,900)</b>	<b>(75,900)</b>	<b>(77,100)</b>	<b>(78,000)</b>	<b>(53,700)</b>	<b>(54,800)</b>
<b>Expenditure</b>						
Employees	242,800	249,900	258,100	268,700	277,400	285,200
Supplies & Services	10,100	16,300	16,000	13,000	52,100	13,200
Transport	700	700	700	700	700	700
<b>Total Expenditure</b>	<b>253,600</b>	<b>266,900</b>	<b>274,800</b>	<b>282,400</b>	<b>330,200</b>	<b>299,100</b>
<b>Net Total</b>	<b>178,700</b>	<b>191,000</b>	<b>197,700</b>	<b>204,400</b>	<b>276,500</b>	<b>244,300</b>

Land Charges	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Income & Fees	(92,800)	(106,400)	(112,100)	(117,900)	(124,000)	(130,300)
<b>Total Income</b>	<b>(92,800)</b>	<b>(106,400)</b>	<b>(112,100)</b>	<b>(117,900)</b>	<b>(124,000)</b>	<b>(130,300)</b>
<b>Expenditure</b>						
Employees	119,900	123,200	126,500	130,900	134,000	137,500
Supplies & Services	19,500	21,400	21,300	20,900	20,900	20,900
Transport	100	100	100	100	100	100
<b>Total Expenditure</b>	<b>139,500</b>	<b>144,700</b>	<b>147,900</b>	<b>151,900</b>	<b>155,000</b>	<b>158,500</b>
<b>Net Total</b>	<b>46,700</b>	<b>38,300</b>	<b>35,800</b>	<b>34,000</b>	<b>31,000</b>	<b>28,200</b>

## APPENDIX 7 – Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

Leisure	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Income & Fees	(17,000)	(226,200)	(224,200)	(222,200)	(262,700)	(262,000)
<b>Total Income</b>	<b>(17,000)</b>	<b>(226,200)</b>	<b>(224,200)</b>	<b>(222,200)</b>	<b>(262,700)</b>	<b>(262,000)</b>
<b>Expenditure</b>						
Premises	38,500	40,600	40,900	41,200	41,500	41,800
Supplies & Services	8,100	8,100	8,100	8,100	8,100	8,100
<b>Total Expenditure</b>	<b>46,600</b>	<b>48,700</b>	<b>49,000</b>	<b>49,300</b>	<b>49,600</b>	<b>49,900</b>
<b>Net Total</b>	<b>29,600</b>	<b>(177,500)</b>	<b>(175,200)</b>	<b>(172,900)</b>	<b>(213,100)</b>	<b>(212,100)</b>

Licensing	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Income & Fees	(141,300)	(142,700)	(146,100)	(149,600)	(153,200)	(156,900)
<b>Total Income</b>	<b>(141,300)</b>	<b>(142,700)</b>	<b>(146,100)</b>	<b>(149,600)</b>	<b>(153,200)</b>	<b>(156,900)</b>
<b>Expenditure</b>						
Employees	111,900	114,800	118,000	121,800	124,900	127,900
Supplies & Services	26,900	32,800	32,900	31,900	32,200	32,500
Transport	200	200	200	200	200	200
<b>Total Expenditure</b>	<b>139,000</b>	<b>147,800</b>	<b>151,100</b>	<b>153,900</b>	<b>157,300</b>	<b>160,600</b>
<b>Net Total</b>	<b>(2,300)</b>	<b>5,100</b>	<b>5,000</b>	<b>4,300</b>	<b>4,100</b>	<b>3,700</b>

Lincolnshire Show	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Expenditure</b>						
Supplies & Services	7,700	7,700	7,700	7,700	7,700	7,700
<b>Total Expenditure</b>	<b>7,700</b>	<b>7,700</b>	<b>7,700</b>	<b>7,700</b>	<b>7,700</b>	<b>7,700</b>
<b>Net Total</b>	<b>7,700</b>	<b>7,700</b>	<b>7,700</b>	<b>7,700</b>	<b>7,700</b>	<b>7,700</b>

Markets	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Income & Fees	(37,700)	(28,900)	(30,400)	(31,900)	(31,900)	(31,900)
Taxation and Government Grant	0	(48,300)	0	0	0	0
<b>Total Income</b>	<b>(37,700)</b>	<b>(77,200)</b>	<b>(30,400)</b>	<b>(31,900)</b>	<b>(31,900)</b>	<b>(31,900)</b>
<b>Expenditure</b>						
Employees	54,700	128,000	82,900	85,400	87,500	89,700
Premises	1,400	1,500	1,800	1,500	1,500	1,500
Supplies & Services	92,300	72,000	8,200	8,200	8,200	8,200
Transport	6,300	6,500	6,600	6,700	6,800	6,900
<b>Total Expenditure</b>	<b>154,700</b>	<b>208,000</b>	<b>99,500</b>	<b>101,800</b>	<b>104,000</b>	<b>106,300</b>
<b>Net Total</b>	<b>117,000</b>	<b>130,800</b>	<b>69,100</b>	<b>69,900</b>	<b>72,100</b>	<b>74,400</b>

## APPENDIX 7 – Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

Neighbourhood Planning	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Taxation and Government Grant	(54,100)	(57,700)	(59,000)	(61,000)	(62,600)	(64,200)
<b>Total Income</b>	<b>(54,100)</b>	<b>(57,700)</b>	<b>(59,000)</b>	<b>(61,000)</b>	<b>(62,600)</b>	<b>(64,200)</b>
<b>Expenditure</b>						
Employees	58,000	59,400	60,700	62,700	64,300	65,900
Supplies & Services	400	7,000	1,200	800	800	800
<b>Total Expenditure</b>	<b>58,400</b>	<b>66,400</b>	<b>61,900</b>	<b>63,500</b>	<b>65,100</b>	<b>66,700</b>
<b>Net Total</b>	<b>4,300</b>	<b>8,700</b>	<b>2,900</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>

Parking Services	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Income & Fees	(262,600)	(279,800)	(279,800)	(279,800)	(279,800)	(279,800)
<b>Total Income</b>	<b>(262,600)</b>	<b>(279,800)</b>	<b>(279,800)</b>	<b>(279,800)</b>	<b>(279,800)</b>	<b>(279,800)</b>
<b>Expenditure</b>						
Employees	62,500	52,000	20,400	21,400	21,900	22,300
Premises	56,900	54,500	56,100	57,900	59,900	62,300
Supplies & Services	78,300	82,400	82,400	82,400	82,400	82,400
<b>Total Expenditure</b>	<b>197,700</b>	<b>188,900</b>	<b>158,900</b>	<b>161,700</b>	<b>164,200</b>	<b>167,000</b>
<b>Net Total</b>	<b>(64,900)</b>	<b>(90,900)</b>	<b>(120,900)</b>	<b>(118,100)</b>	<b>(115,600)</b>	<b>(112,800)</b>

Parks & Open Spaces	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Income & Fees	(7,400)	(6,500)	(6,500)	(6,500)	(6,500)	0
Taxation and Government Grant	0	(58,300)	(37,300)	0	0	0
<b>Total Income</b>	<b>(7,400)</b>	<b>(64,800)</b>	<b>(43,800)</b>	<b>(6,500)</b>	<b>(6,500)</b>	<b>0</b>
<b>Expenditure</b>						
Employees	23,200	43,400	37,400	0	0	0
Premises	63,000	66,100	67,200	68,300	59,400	61,300
Supplies & Services	11,900	27,200	12,200	11,900	11,900	11,900
<b>Total Expenditure</b>	<b>98,100</b>	<b>136,700</b>	<b>116,800</b>	<b>80,200</b>	<b>71,300</b>	<b>73,200</b>
<b>Net Total</b>	<b>90,700</b>	<b>71,900</b>	<b>73,000</b>	<b>73,700</b>	<b>64,800</b>	<b>73,200</b>

Planning Enforcement	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Expenditure</b>						
Employees	111,500	111,200	116,600	123,100	127,700	132,900
Supplies & Services	2,200	3,300	3,200	2,300	2,300	2,300
Transport	200	200	200	200	200	200
<b>Total Expenditure</b>	<b>113,900</b>	<b>114,700</b>	<b>120,000</b>	<b>125,600</b>	<b>130,200</b>	<b>135,400</b>
<b>Net Total</b>	<b>113,900</b>	<b>114,700</b>	<b>120,000</b>	<b>125,600</b>	<b>130,200</b>	<b>135,400</b>

## APPENDIX 7 – Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

Planning Policy	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Taxation and Government Grant	(42,400)	(47,000)	(49,500)	(52,500)	(53,800)	(55,200)
<b>Total Income</b>	<b>(42,400)</b>	<b>(47,000)</b>	<b>(49,500)</b>	<b>(52,500)</b>	<b>(53,800)</b>	<b>(55,200)</b>
<b>Expenditure</b>						
Employees	156,000	162,300	167,600	174,600	178,900	183,600
Supplies & Services	99,900	101,900	101,900	101,900	101,900	101,900
<b>Total Expenditure</b>	<b>255,900</b>	<b>264,200</b>	<b>269,500</b>	<b>276,500</b>	<b>280,800</b>	<b>285,500</b>
<b>Net Total</b>	<b>213,500</b>	<b>217,200</b>	<b>220,000</b>	<b>224,000</b>	<b>227,000</b>	<b>230,300</b>

Property - Commercial	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Income & Fees	(44,300)	(50,800)	(50,800)	(50,800)	(50,800)	(50,800)
<b>Total Income</b>	<b>(44,300)</b>	<b>(50,800)</b>	<b>(50,800)</b>	<b>(50,800)</b>	<b>(50,800)</b>	<b>(50,800)</b>
<b>Expenditure</b>						
Premises	500	500	500	500	500	500
Supplies & Services	6,800	9,800	9,800	9,800	9,800	9,800
<b>Total Expenditure</b>	<b>7,300</b>	<b>10,300</b>	<b>10,300</b>	<b>10,300</b>	<b>10,300</b>	<b>10,300</b>
<b>Net Total</b>	<b>(37,000)</b>	<b>(40,500)</b>	<b>(40,500)</b>	<b>(40,500)</b>	<b>(40,500)</b>	<b>(40,500)</b>

Property - Houses	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Income & Fees	(11,700)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
<b>Total Income</b>	<b>(11,700)</b>	<b>(2,000)</b>	<b>(2,000)</b>	<b>(2,000)</b>	<b>(2,000)</b>	<b>(2,000)</b>
<b>Expenditure</b>						
Premises	7,200	7,400	7,600	7,600	7,700	7,800
Supplies & Services	3,300	0	0	0	0	0
<b>Total Expenditure</b>	<b>10,500</b>	<b>7,400</b>	<b>7,600</b>	<b>7,600</b>	<b>7,700</b>	<b>7,800</b>
<b>Net Total</b>	<b>(1,200)</b>	<b>5,400</b>	<b>5,600</b>	<b>5,600</b>	<b>5,700</b>	<b>5,800</b>

Property - Miscellaneous Property	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Income & Fees	(3,100)	(3,100)	(3,200)	(3,300)	(3,400)	(3,500)
<b>Total Income</b>	<b>(3,100)</b>	<b>(3,100)</b>	<b>(3,200)</b>	<b>(3,300)</b>	<b>(3,400)</b>	<b>(3,500)</b>
<b>Expenditure</b>						
Premises	10,600	11,100	11,200	11,300	11,400	11,600
<b>Total Expenditure</b>	<b>10,600</b>	<b>11,100</b>	<b>11,200</b>	<b>11,300</b>	<b>11,400</b>	<b>11,600</b>
<b>Net Total</b>	<b>7,500</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,000</b>	<b>8,100</b>

## APPENDIX 7 – Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

Safeguarding	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Expenditure</b>						
Supplies & Services	0	3,600	3,600	3,600	3,600	3,600
<b>Total Expenditure</b>	<b>0</b>	<b>3,600</b>	<b>3,600</b>	<b>3,600</b>	<b>3,600</b>	<b>3,600</b>
<b>Net Total</b>	<b>0</b>	<b>3,600</b>	<b>3,600</b>	<b>3,600</b>	<b>3,600</b>	<b>3,600</b>

Safer Communities - CCTV	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Income & Fees	(12,900)	(12,100)	(12,100)	(12,100)	(12,100)	(12,100)
Taxation and Government Grant	(54,400)	(85,000)	(3,200)	0	0	0
<b>Total Income</b>	<b>(67,300)</b>	<b>(97,100)</b>	<b>(15,300)</b>	<b>(12,100)</b>	<b>(12,100)</b>	<b>(12,100)</b>
<b>Expenditure</b>						
Employees	238,800	194,200	114,900	115,700	118,700	121,700
Premises	1,400	3,500	3,600	3,700	3,800	3,900
Supplies & Services	31,100	31,500	32,200	32,800	33,400	34,000
<b>Total Expenditure</b>	<b>271,300</b>	<b>229,200</b>	<b>150,700</b>	<b>152,200</b>	<b>155,900</b>	<b>159,600</b>
<b>Net Total</b>	<b>204,000</b>	<b>132,100</b>	<b>135,400</b>	<b>140,100</b>	<b>143,800</b>	<b>147,500</b>

Safer Communities - Parish Lighting	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Income & Fees	(2,000)	0	0	0	0	0
<b>Total Income</b>	<b>(2,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>						
Premises	68,000	70,600	71,900	73,200	74,500	77,900
<b>Total Expenditure</b>	<b>68,000</b>	<b>70,600</b>	<b>71,900</b>	<b>73,200</b>	<b>74,500</b>	<b>77,900</b>
<b>Net Total</b>	<b>66,000</b>	<b>70,600</b>	<b>71,900</b>	<b>73,200</b>	<b>74,500</b>	<b>77,900</b>

Street Cleansing	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Income & Fees	(73,200)	(60,400)	(61,000)	(61,000)	(61,000)	(60,500)
<b>Total Income</b>	<b>(73,200)</b>	<b>(60,400)</b>	<b>(61,000)</b>	<b>(61,000)</b>	<b>(61,000)</b>	<b>(60,500)</b>
<b>Expenditure</b>						
Employees	555,100	564,400	581,500	600,900	616,200	631,200
Premises	300	300	300	300	300	300
Supplies & Services	44,400	50,800	51,000	50,900	51,300	51,700
Transport	186,100	239,900	241,700	243,600	245,500	247,500
<b>Total Expenditure</b>	<b>785,900</b>	<b>855,400</b>	<b>874,500</b>	<b>895,700</b>	<b>913,300</b>	<b>930,700</b>
<b>Net Total</b>	<b>712,700</b>	<b>795,000</b>	<b>813,500</b>	<b>834,700</b>	<b>852,300</b>	<b>870,200</b>

## APPENDIX 7 – Prosperous Communities Committee

The following tables detail Business Unit Income and Expenditure Budgets

Visitor Economy	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Taxation and Government Grant	0	(15,000)	0	0	0	0
<b>Total Income</b>	<b>0</b>	<b>(15,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>						
Employees	42,800	43,700	44,900	46,200	47,400	48,600
Supplies & Services	12,500	27,800	12,800	12,800	12,800	12,800
<b>Total Expenditure</b>	<b>55,300</b>	<b>71,500</b>	<b>57,700</b>	<b>59,000</b>	<b>60,200</b>	<b>61,400</b>
<b>Net Total</b>	<b>55,300</b>	<b>56,500</b>	<b>57,700</b>	<b>59,000</b>	<b>60,200</b>	<b>61,400</b>

Waste Management	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Income & Fees	(2,800)	(61,800)	(61,800)	(61,800)	(61,800)	(61,800)
<b>Total Income</b>	<b>(2,800)</b>	<b>(61,800)</b>	<b>(61,800)</b>	<b>(61,800)</b>	<b>(61,800)</b>	<b>(61,800)</b>
<b>Expenditure</b>						
Employees	1,340,400	1,322,900	1,341,800	1,384,700	1,421,000	1,459,600
Premises	5,300	0	0	0	0	0
Supplies & Services	42,000	65,900	67,000	67,700	68,900	70,200
Transport	473,600	458,600	431,400	437,400	443,500	449,800
<b>Total Expenditure</b>	<b>1,861,300</b>	<b>1,847,400</b>	<b>1,840,200</b>	<b>1,889,800</b>	<b>1,933,400</b>	<b>1,979,600</b>
<b>Net Total</b>	<b>1,858,500</b>	<b>1,785,600</b>	<b>1,778,400</b>	<b>1,828,000</b>	<b>1,871,600</b>	<b>1,917,800</b>

Waste Management - Chargeable Services	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Income & Fees	(1,196,700)	(1,319,400)	(1,319,400)	(1,319,400)	(1,319,400)	(1,319,400)
<b>Total Income</b>	<b>(1,196,700)</b>	<b>(1,319,400)</b>	<b>(1,319,400)</b>	<b>(1,319,400)</b>	<b>(1,319,400)</b>	<b>(1,319,400)</b>
<b>Expenditure</b>						
Employees	629,400	626,300	635,300	656,300	673,600	690,900
Supplies & Services	114,800	121,000	121,400	121,700	122,100	122,600
Transport	299,800	270,400	274,200	278,100	282,100	286,300
<b>Total Expenditure</b>	<b>1,044,000</b>	<b>1,017,700</b>	<b>1,030,900</b>	<b>1,056,100</b>	<b>1,077,800</b>	<b>1,099,800</b>
<b>Net Total</b>	<b>(152,700)</b>	<b>(301,700)</b>	<b>(288,500)</b>	<b>(263,300)</b>	<b>(241,600)</b>	<b>(219,600)</b>

Wellbeing Lincs	Base Budget 2023/24	Proposed Budget 2024/25	Forecast Budget 2025/26	Forecast Budget 2026/27	Forecast Budget 2027/28	Forecast Budget 2028/29
	£	£	£	£	£	£
<b>Income</b>						
Income & Fees	(519,300)	(397,000)	0	0	0	0
<b>Total Income</b>	<b>(519,300)</b>	<b>(397,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Expenditure</b>						
Employees	327,900	202,700	0	0	0	0
Supplies & Services	97,600	99,800	0	0	0	0
<b>Total Expenditure</b>	<b>425,500</b>	<b>302,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Total</b>	<b>(93,800)</b>	<b>(94,500)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



تامول عمل ا نم دي زم قبا ص ع 676676 72410  
За повече информация пръстен 01427 676676  
Lisainformatsiooni ring 01427 676676  
अधकि जानकारी के लिए रगि 01427 676676  
További információ gyűrű 01427 676676  
Lai iegūtu vairāk informācijas gredzenu 01427 676676  
Norėdami gauti daugiau informacijos žiedo 01427 676676  
Aby uzyskać więcej informacji na ring 01427 676676  
Pentru mai multe informații inel 01427 676676  
За више информација назовите 01427 676676  
ے ئل کے یٹوگن ا 676676 72410 کے تامول عمل دی زم

**If you would like a copy of this document in large print, audio, Braille or in another language:**

**Please telephone 01427 676676 or email [customer.services@west-lindsey.gov.uk](mailto:customer.services@west-lindsey.gov.uk)**



West Lindsey District Council  
Guildhall, Marshall's Yard  
Gainsborough, Lincolnshire  
DN21 2NA