



Public Document Pack
Boston Borough Council

**Chief Executive
Rob Barlow**

Municipal Buildings
Boston
Lincolnshire PE21 8QR
Tel: 01205 314200

Friday 9 May 2025

Notice of the Annual Meeting of the Full Council

Dear Councillor

You are invited to attend the Annual Meeting of the Full Council
on **Monday 19th May 2025 at 6.30 pm**
in the Council Chamber - Municipal Buildings, West Street, Boston, PE21 8QR

**Rob Barlow
Chief Executive**

Members of the public are welcome to attend the committee meeting as observers except during the consideration of exempt or confidential items.

This meeting may be subject to being recorded.

Agenda

Part I

- A. To Elect the Mayor**
- B. To Elect the Deputy Mayor**
- C. To receive Apologies for Absence**
- D. Vote of Thanks to the Retiring Mayor**
- E. Vote of Thanks to the Retiring Deputy Mayor**
- F. Mayor's Scout and Mayoress' Guide**

Part II - Preliminaries

- A. To receive Declarations of Interest from Members of the Council**
- B. To receive the Minutes of the previous meeting**

(Pages 1 - 18)

To agree the minutes of Full Council held on 3rd March 2025.

C. To receive Communications (if any) from the Mayor and Chief Executive

Part II - Agenda Items

- 1 Scrutiny Arrangements** (Pages 19 - 34)
(A report by John Medler, Assistant Director – Governance & Monitoring Officer)
- 2 Democratic Arrangements 2025/26** (Pages 35 - 52)
(A report by John Medler, Assistant Director – Governance & Monitoring Officer)
- 3 Use of Special Urgency Provisions - Information Report** (Pages 53 - 58)
(A report by John Medler, Assistant Director – Governance & Monitoring Officer)
- 4 2024/25 Quarter Three Finance Update** (Pages 59 - 86)
(A report by Brendan Arnold, Interim Director of Finance (Acting S151))
- 5 Waste Services Delivery Model** (Pages 87 - 98)
(A report by Jason King, Director of Communities)
- 6 South & East Lincolnshire Councils Partnership Performance Report** (Pages 99 - 172)
(A report by James Gilbert, Assistant Director – Corporate)
- 7 Animal Welfare Licensing Policy** (Pages 173 - 198)
(A report by Christian Allen, Assistant Director – Regulatory)

Notes:

Please contact Democratic Services (demservices@boston.gov.uk) if you have any queries about the agenda and documents for this meeting.

Council Members who are not able to attend the meeting should notify Democratic Services as soon as possible.

Alternative Versions

Should you wish to have the agenda or report in an alternative format such as larger text, Braille or a specific language, please telephone 01205 314591.

Boston Borough Council

Minutes of a meeting of the **Full Council** held in the Council Chamber - Municipal Buildings, West Street, Boston, PE21 8QR on Monday 3rd March 2025 at 6.30 pm.

Present:

The Mayor Councillor Helen Staples, in the Chair.

Councillors Suzanne Welberry (Deputy Mayor), Jyothi Arayambath, Alison Austin, Richard Austin BEM, John Baxter, Peter Bedford, David Brown, Dale Broughton, Callum Butler, James Cantwell, Emma Cresswell, Anton Dani, Anne Dorrian, Neil Drayton, Stuart Evans, Sandeep Ghosh, Mike Gilbert, Paul Gleeson, Andy Izzard, Patricia Marson, David Middleton, Chris Mountain, Barrie Pierpoint, Ralph Pryke, Claire Rylott, Lina Savickiene, David Scoot, Sarah Sharpe and Stephen Woodliffe.

Officers:

Chief Executive, Deputy Chief Executive (Corporate Development) and S151 Officer, Assistant Director - Governance and Monitoring Officer, Head of Finance (Client), Head of HR & OD, Democratic Services Manager, Democratic Services Team Leader and Democratic Services Officer.

62 Apologies for Absence

No apologies for absence were received.

63 Declarations of Interest

No declarations of interest were received.

64 Minutes

The Minutes of the meeting of Full Council held on 20th January 2025 were agreed and signed by the Mayor.

65 Communications

The Chief Executive confirmed that there were no communications.

66 Deputations and Petitions

The Chief Executive confirmed that no deputations or petitions had been received.

67 Questions from Elected Members

The Chief Executive advised that the following questions had been received:

1. Question to Councillor Anne Dorrian from Councillor Paul Gleeson

There has been significant commentary in the news and on social media regarding the council's decision to adjust member remuneration to align more closely with allowances paid to members of other councils locally and nationally

Do you as Leader of the Council have any comments or statements to make to update us on this issue?

Response from Councillor Anne Dorrian

I would like to thank Councillor Gleeson for notice of his question.

The decision taken by the Council follows the first review of Councillors' allowances since 2022. Most other Councils have increased their allowances since then, some multiple times. For tax purposes council members and civic dignitaries are treated in the same way as any other individual who holds an office or is an employee. Allowances received are liable for Income Tax deductions.

At Council, an amendment to the recommendations of the Independent Remuneration Panel was proposed by Leader of the Opposition, Cllr Woodliffe, seconded by Cllr Bedford, and approved following a vote. The cost of the increase that was approved is the equivalent of less than half a pence per day, per resident - a worthwhile investment that I believe offers excellent value given the level of responsibility and complexity that now comes with being an elected Councillor.

The new allowances mean the Council can continue to draw on a wider talent pool from the local area, making the role more accessible to more people. Being a councillor is a great honour and privilege. It is only right that people from all walks of life, backgrounds and experiences have the opportunity to bring their skills and knowledge to the role to help their community. By offering a fair amount, we hope to encourage a range of voices - not just those who are comfortably in a position to sacrifice time and money.

The public duty of being a Councillor is one that comes with great responsibility and commitment. Councillors give up many hours to support local residents, attend meetings, and make important decisions that impact people's lives. My week on Council business is usually between 50 to 60 hours. All Councillors, I know, seek to do the best they can for the Ward they represent and the wider Borough. I truly believe that Boston Councillors will now receive an allowance that properly reflects the tremendous responsibility we all have.

2. Question to Councillor Callum Butler from Councillor Stuart Evans

The "COMMUNITY SKIPS" Trial in town, announced and then implemented in Aug, Sep & Nov 2024, said that... "Following the pilot we will review the results. Subject to what those results show, a permanent, regular service could be introduced, with the potential to bring community skips to other areas of Boston and our villages."

I understand the Portfolio Holder has been given a final report. When can we expect to see the trial results and when will we have some dates for the implementation of the trials in the rural areas of Bicker, Swineshead, Old Leake, Kirton, Fishtoft & other rural villages in our Borough?

Response from Councillor Callum Butler

I would like to thank Councillor Evans for notice of his question.

I am pleased to say that there has been an overall reduction of flytipping in Boston Borough in the last 10 months. I have reviewed the evaluation of the community skip scheme, and it is likely that this, along with our targeted engagement and envirocrime work, has contributed to this reduction.

Subject to the overall cost of implementing a more permanent service being justifiable, we will endeavour to extend the reach of the community skips to the parishes within the wider borough of Boston. A briefing note is being drafted for Cabinet with proposals and costs for such a wider scheme.

3. Question to Councillor Callum Butler from Councillor Stuart Evans

May I also ask what expectations the Borough has of the forthcoming trials in these villages compared to the Boston Town Trials? May I remind you of the BBC statement, which said: "The council believes the programme is a positive step when it comes to keeping the borough's streets cleaner". As well as "We are taking a proactive approach, trying something different to see if that has a positive impact."

Do you agree that more areas trialled may see a more positive impact?

Response from Councillor Callum Butler

I am committed to trying different initiatives to keep the borough's streets cleaner, and I would expect residents to make good use of the skips where provided in villages. In relation to more trials having a positive impact, yes, which is why, subject to costing, we are hoping to roll out a borough wide scheme as set out earlier.

Supplementary question to Councillor Callum Butler from Councillor Stuart Evans

Thank you for that positive response. On the matter of cost, it could be argued that if there is money available for increased allowances, then there is money available for important projects like this one. Do you not agree?

Response from Councillor Callum Butler

I think that we need to be careful with the budgets that we have and we will review it and we will see where we go. At the end of the day, it will be a Cabinet decision. I'm hopeful that it will be approved, as I have said previously, the figures have been positive for the last 10 to 12 months, so I can't see any reason why not, but again, it all comes down to cost.

4. Question to Councillor Anne Dorrian from Councillor Claire Rylott

Madam Leader at January's Full Council meeting the Independent Remuneration Panel were invited to share their report and recommendations to Full Council with regards a review of councillors' allowances which was proposed to commence from April 2025.

Members had asked the Independent Remuneration Panel to carry out this piece of work. It was a fair review bringing allowances in line with the other 2 councils we work closely with. Full Council accepted an amendment to the report, the costs being way above and beyond what the IRP recommended, not only that but the amendment also included backdating allowance increases to April 2024.

The amendment gives you a 49% allowance increase, and you will receive £16,000 in back pay. Without the backpay the extra cost of the amendment over the IRP proposals is £55,597. We are all aware by 2028 Boston Borough Council will have disappeared, and councillors have been accused of milking the system while it is still there. What is your view on the decision taken?

Response from Councillor Anne Dorrian

I would like to thank Councillor Rylott for notice of her question.

With regard to my view on the decision taken, I will refer you to my statement which is published on the Council's website and which I have read out as my response to another question on the same topic.

Your claim that you have been accused of 'milking the system' can be easily refuted by the fact that Full Council took the decision about the allowances on 20th January 2025 but the letter from the Minister inviting this council to submit proposals for Local Government Reorganisation did not arrive until 5th February 2025. Up to the point of receiving the letter, there were absolutely no guarantees that the government would indeed follow through with previously whispered proposals, because Sir Keir Starmer has been known to flip flop on other decisions.

I do not recognise the figure of £16,000 that you've quoted here and in actual fact, it is far from the truth. I think it is unacceptable for councillors to engage in feeding disinformation into the public domain. You should be aware of the extreme levels of vitriol and abuse that I received when the decision was taken, and it is harmful for you to introduce false information into the public discourse. You should also be aware that one of the reasons cited for recommending the increase in allowances was to encourage a more diverse field of candidates, making the role of councillor 'more accessible to more people.' A recent study by Kings College, London found that 'online harassment, abuse and intimidation directed at politicians is on the rise.....and that female politicians face such behaviour more often than their male counterparts.' Worse still, they report that, 'this kind of hostility can deter women from remaining in politics and discourages those who haven't run for office from considering it.' I would urge you then, to think carefully before making comments which have the potential to cause the maltreatment of others.

Supplementary question to Councillor Anne Dorrian from Councillor Claire Rylott

Madam Leader, your group took control in 2023 with a majority, 18 - 12 to be exact. I am only a group of five and have little say in decisions made by Boston Borough Council. You have the majority and are therefore able to do whatever you wish. You may have given Boston a Christmas tree - that was the biggest mistake the Conservatives made in the eyes of the residents.

Another thing the Tories never did was award themselves a 49% allowance increase. The anger and dismay from the residents of Boston has damaged all councillors' reputations as we are now seen to be doing this role for only one reason. Allowances should not be considered as a direct payment of working. If you think it should, you are in this role for the wrong reasons.

Since last Full Council your personal comments regarding other fellow councillors and workers were not at all professional. Councillor Cantwell did approach all members and asked if they would revisit the allowances matter. Only six said they would support this. He needed ten to reopen the matter within a six-month period.

On reflection of the harm done to this Council, will you encourage Members - you have the majority - to reconsider the amendment made, and accept the recommendation made by the Independent Remuneration Panel, with no back dating?

Response from Councillor Anne Dorrian

You say you have little say in the decisions made in this Council. Can I suggest Councillor Rylott that if you turned up to a meeting once in a while, turned up to a briefing once in a while, you would have far more say in the decisions that are made but you are absent, it seems, more often than you are actually here. No, I will not ask my group to reconsider the decision made. You are picking at a scab, hoping that it will bleed once more. You do nothing to further the cause of this Council, of which you are a member, but you do everything you can to discredit it and shame on you for that.

5. Question to Councillor Anne Dorrian from Councillor Claire Rylott

Madam Leader, I understand over the last few months you have been invited to attend meetings regarding the creation of a Mayoral Combined Authority board, would you please give Full Council an update on those meetings that you have attended.

Response from Councillor Anne Dorrian

I would like to thank Councillor Rylott for notice of her question. The District Joint Committee has now met twice. On the first occasion four named nominations were made for the Mayoral County Combined Authority. At the second meeting it was agreed that the District Joint committee would be a formal nominating body for the MCCA. We still await confirmation from the MCCA to allow us to make further appointments.

As Leaders, we to discuss the composition of the new committee, and myself, Cllr Ashley Baxter and Cllr Trevor Young took great care to express the importance of having fair representation on this new board. We reminded the other leaders that at the district council elections in May 2023, the residents of Lincolnshire removed three Conservative-run councils and replaced them with two Independent administrations and one Lib Dem administration. We also reminded our leader colleagues that the tally of councillors in the county was as follows; Independent 115, Conservative 114, Labour 33, Lib Dem 29. All of this was to no avail and it became apparent that a deal had been struck behind closed doors and the Tory leaders swept 3 seats and Labour took the remaining seat.

Given that the three upper-tier councils are run by the Conservative Party, it is highly probable that the six constituent members of the new GLMCCA will be Tories, thus making it extremely important that the non-constituent seats were allocated in a way which represents the political configuration of the county. We failed to get an acceptable outcome but in making the decision they have, I believe that the others have shot themselves in the foot. My group here in Boston is furious and I know those feelings are shared by councillors in West Lindsey and South Kesteven. It was Theresa May who commented that people saw the Conservatives as 'the nasty party' and this type of behaviour shows me that things haven't really changed. It is my hope that folk will remember that they cannot trust the red team or the blue team when they go to the polls in May.

Supplementary question to Councillor Anne Dorrian from Councillor Claire Rylott

Madam Leader, do you not think it would have been more suitable to send a factory worker to the meetings you have attended, as they would have had the stamina to stay to the end, not walk out before a meeting has concluded?

Response from Councillor Anne Dorrian

We're just playing into political tropes now, aren't we? You're demeaning factory workers. You are trying to insult me, knock yourself out Claire. I hope you are enjoying yourself. We're still in control.

6. Question to Councillor Anne Dorrian from Councillor Claire Rylott

Madam Leader, South East Lincolnshire Councils Partnership is made up of Boston Borough Council, East Lindsey District Council and South Holland District Council. The aim of the partnership was to deliver growth and regeneration to the area, to seek greater access and vital Government funding and to find a position where it can identify and secure new investment into the sub-region, which is often viewed as being left behind for these transformative sums of money. As Leader of this Council do you have a good working relationship with the other 2 partnership council leaders?

Response from Councillor Anne Dorrian

I would like to thank Councillor Rylott for notice of her question. As with all my political relationships, I base them on the Nolan Principles, particularly when it comes to honesty, integrity and openness.

Supplementary question to Councillor Anne Dorrian from Councillor Claire Rylott

Can you confirm to Council that you have withdrawn all car parking and access cards at BBC to ELDC executives and why?

Response from Councillor Dorrian

Yes, I can confirm that I have withdrawn car parking spaces and access passes from elected members at East Lindsey District Council and South Holland District Council and that by booking through Alison Hull, when they come here for meetings, they can have access to the building and they can have a daily pass and they can have a car parking space reserved for them. All that was communicated, but well done you've really managed to lower the tone tonight, Claire. Well done.

7. Question to Councillor Anne Dorrian from Councillor Anton Dani

I am very pleased to see that the Rosegarth St project is under way, I am pretty sure that once it will be finished, it will add a better landscape to Boston.

Such schemes can enhance the look and reputation of our much loved town.

Madam Leader, would you please tell us if there have been any applications submitted or will be forwarded by our Council regarding any Funds to the Government for similar Plans or Designs? Thank you.

Response from Councillor Anne Dorrian

I would like to thank Councillor Dani for notice of his question.

I too am inspired by the fantastic development we are leading at Rosegarth Square; our Levelling up funding, together with our ongoing partnership with the NHS, stands to totally transform that area, creating real value for our community and local businesses, and delivering visible transformational change.

Whilst the current government has not opened up any new funding schemes at the financial scale of the Levelling Up Fund or the Towns Fund, we are actively planning how to maximise the 10 year, £20 million endowment fund we are negotiating under the Long Term Plan for Towns and will seize upon any opportunity to secure resources into our Borough that create value for our communities, both at the large scale but also at smaller scales.

Supplementary question to Councillor Anne Dorrian from Councillor Anton Dani

All I can say is that I wish our Council good luck in the future, in attempts for gaining any other funds or any levelling up, and I will say sizing up in any opportunities is the way to go forward.

Response from Councillor Anne Dorrian

I'd just like to thank Councillor Dani sincerely for your good wishes. You and I don't often meet in the middle, see eye to eye, but I accept your sincere good wishes in the manner in which you have extended them. Thank you.

68 Questions from Members of the Public

The Chief Executive confirmed that no questions had been received from members of the public.

69 Audit & Governance Committee Minutes

Councillor Barrie Pierpoint, Chairman of the Audit and Governance Committee, presented the draft Audit and Governance minutes from the meeting held on 27th January 2025, which was for councillors to note.

Councillor Pierpoint highlighted: (i) page 14 of the minutes and the comments of the engagement director from KPMG who had advised that positive assurance could be taken by the Committee on the status of the organisation now and in the future; and (ii) positive comments by the internal auditor who had advised that the performance dashboard was 80% completed, that the internal audit plans had been delivered and that they had commented on good progress. There had been a 100% feedback response from officers on all audits.

Councillor Pierpoint indicated to Council that the two new lay members on the panel had been exceptionally good, were asking the right questions, understood all the papers and were a credit to the Committee.

70 Annual Budget Report 2025/26, Medium Term Financial Strategy, Capital Programme and Capital Strategy Treasury management Policy/Strategy, and Annual Delivery Plan

The Portfolio Holder – Finance, Councillor Sandeep Ghosh, presented a report by the Deputy Chief Executive – Corporate Development (S151), setting out the detail of the Annual Budget Report 2025/26, the 5-year Medium Term Financial Strategy (MTFS) from 2025/26 to 2029/30, Capital Programme, Capital Strategy, Treasury Management Policy/Strategy and the Annual Delivery Plan for 2025/26.

Members noted that the report also included the recommended level of Council Tax for 2025/26 taking into account pressures including that of the Internal Drainage Board (IDB) levy.

The budget included efficiencies that had been identified to support the short and medium term financial strategy and the remaining efficiency target still to be achieved against which a plan of activity had been developed.

Before presenting the Budget Report, Councillor Ghosh provided an overview of the position since his appointment. He confirmed that in the financial year 2022/23, there had been a budget shortfall of £282,000 without a proactive plan to address efficiencies. In the financial year 2023/24, there had been a budget gap of £664,000 and a dire need for a planned approach. Efficiency targets had been established before every Budget and had been acted on religiously. For the financial year 2024/25, 78% of those targets had been achieved by Quarter 2 and nearly all the debt left by the previous administration had been paid back. All directorates had been informed to make budgets based on previous data and avoid mid-year unplanned pressure on the budgets.

More efficient ways of working for all the services had been encouraged by working closely within the partnership and the special interest group created had resulted in receiving £5 million for this financial year, which was £2 million more than last year.

Improvements in the town and supporting vulnerable residents had been prioritised.

Engagement in communities and businesses was occurring to a greater degree.

There had been challenges and unlike before, where there had been challenges from worldwide events, the current challenges had arisen from changes to Government policy, including significantly less Government support, the removal of the Rural Services Delivery Grant and changes to business rates. Local Government Reorganisation would also result in future challenges.

The enhanced section 25 statement at the end of Appendix 1 set out the risks within the Budget and contingencies. The Internal Drainage Board (IDB) continued to be a pressure, with increased contributions to them of £102,000 included in the Budget resulting in a 45% increase since 2021/22. Lobbying of Government had occurred since October 2022. The national sum provided for IDB support had increased the national sum to £5 million but it was still only a third of the increase seen by councils since 2021/22.

Efficiency targets had been introduced in the Budget since 2022/23 as a result of the legacy of the last administration, reductions in Government funding and the impact of the IDB levy.

The savings target for 2025/26 would be £510,000 and the IDB related target would be £913,000, which would be challenging. A multi-year efficiency plan had been identified, looking at the short and medium term, to ensure identified efficiencies could be achieved.

£38.25 million of existing savings was on target to be delivered and the projected savings targets of £42 million was on track and anticipated to be delivered sooner rather than later.

Councillor Ghosh indicated that the Council was continuing to support the town centre with reduced rents for market traders and member grants for local communities.

At this point, Councillor Ghosh received the permission of Full Council to continue with the presentation of the report, as required by the Constitution as his contribution had reached five minutes.

Councillor Ghosh proceeded to set out the Budget as detailed at page 23 of the agenda.

Members discussed the report and the following comments were made:

- A range of views were expressed about the national and local context and circumstances in which the Budget was being presented.
- Deliberation occurred regarding a range of issues including the competitiveness of market traders' fees compared to other local authorities following the recent price reduction and the range of other incentives to support traders and encourage new traders.

- Other issues considered included the adverse impact of IDB levies on the Budget, increased Council Tax support for the most vulnerable, the extent of Council reserves, increased members' allowances and the re-introduction of member grants for communities.
- Councillor Ghosh agreed to provide Councillor Anton Dani with a written response to his question relating to the potential future use of reserves.

The recommendations were moved by Councillor Sandeep Ghosh and seconded by Councillor Anne Dorrian.

RESOLVED:

- 1. That the Revenue Estimates for the General Fund and BTAC for 2025/26 (Appendices 1, 1a and 1b) be approved and that the Councillor Grant Scheme be reintroduced, with each Councillor being given £1,000 to allocate to projects within their ward, to be funded from the contingency reserve fund;**
- 2. That the Council Tax for a Band D property in 2025/26 be set at £223.65 (a £7.56 per annum increase on 2024/25 levels);**
- 3. That the Council tax for a band D property in 2025/26 for BTAC be set at £81.09 (a 72p per annum increase on 2024/25 levels);**
- 4. That the additions to and use of reserves (Appendix 1) be approved;**
- 5. That the Medium Term Financial Strategy (Appendix 1) be approved;**
- 6. That the Capital Programme and Capital Strategy (Appendices 2 and 3) be approved;**
- 7. That the Section 25 addendum (Appendix 1) be noted;**
- 8. That the Treasury Management Policy Statement and Treasury Management Strategy Statement including MRP Policy (Appendix 4a and 4b) be approved;**
- 9. That the proposed Fees and Charges Schedule (Appendix 5) be approved;**
- 10. That the Annual Delivery Plan for 2025/26 (Appendix 6) be approved; and**
- 11. That the results of the Budget Consultation process (Appendix 7) be noted.**

Recorded Vote on Annual Budget Report 2025/26, Medium Term Financial Strategy, Capital Programme and Capital Strategy Treasury management Policy/Strategy, and Annual Delivery Plan (Resolution)		
In accordance with Local Authorities (Standing Orders) (England) (Amendment) Regulations 2014 the vote was taken as a recorded vote:		
For	Councillor Jyothi Arayambath, Councillor Alison Austin, Councillor Richard Austin BEM, Councillor John Baxter, Councillor Peter Bedford, Councillor Dale Broughton, Councillor Callum Butler, Councillor Emma Cresswell, Councillor Anne Dorrian, Councillor Neil Drayton, Councillor Sandeep Ghosh, Councillor Mike Gilbert, Councillor Paul Gleeson, Councillor Andy Izzard, Councillor Patricia Marson, Councillor David Middleton, Councillor Chris Mountain, Councillor Barrie Pierpoint, Councillor Ralph Pryke, Councillor Lina Savickiene, Councillor David Scoot, Councillor Sarah Sharpe, Councillor Helen Staples, Councillor Suzanne Welberry and Councillor Stephen Woodliffe	25
Against	Councillor David Brown, Councillor James Cantwell, Councillor Anton Dani, Councillor Stuart Evans and Councillor Claire Rylott	5
Conflict Of Interests	None	0
Abstain	None	0
Carried		

Recorded Vote on Council Tax Setting 2025/26 (Resolution)		
For	Councillor Jyothi Arayambath, Councillor Alison Austin, Councillor Richard Austin BEM, Councillor John Baxter, Councillor Peter Bedford, Councillor Dale Broughton, Councillor David Brown, Councillor Callum Butler, Councillor James Cantwell, Councillor Emma Cresswell, Councillor Anton Dani, Councillor Anne Dorrian, Councillor Neil Drayton, Councillor Stuart Evans, Councillor Sandeep Ghosh, Councillor Mike Gilbert, Councillor Paul Gleeson, Councillor Andy Izzard, Councillor Patricia Marson, Councillor David Middleton, Councillor Chris Mountain, Councillor Barrie Pierpoint, Councillor Ralph Pryke, Councillor Claire Rylott, Councillor Lina Savickiene, Councillor David Scoot, Councillor Sarah Sharpe, Councillor Helen Staples, Councillor Suzanne Welberry and Councillor Stephen Woodliffe	30
Against	None	0
Conflict Of Interests	None	0
Abstain	None	0
Carried		

71 Council Tax Setting 2025/26

The Portfolio Holder – Finance, Councillor Sandeep Ghosh, presented a report by the Deputy Chief Executive – Corporate Development (S151), setting the amounts of Council Tax applicable for 2025/26 for each valuation band and in each part of the Borough.

The Boston Borough Council budget for 2025/26 was considered by Cabinet on 19th February 2025 and its recommendations set out the band D Council tax at £223.65, a

£7.56 (3.50%) increase on 2024/25. The Budget report was based on the finance settlement advised by the Ministry of Housing, Communities and Local Government.

Councillor Ghosh set out the details of the Council Tax Setting documents within the agenda pack. The band D charge of £223.65 was a fraction of the County Council proposed band D charge of £1,625.85 and less than the Police and Crime Commissioner charge of £318.15. He indicated that the charge to be levied on the Council Taxpayers of Boston for services provided in their town (Boston Town Area Committee) would be £769,057 for 2025/26. This equated to a Band D equivalent charge of £81.09 (£80.37 for 2024/25), a 0.90% increase.

Members discussed the report and the following comments were made:

- Comparisons were made with the less favourable position in other local authorities.
- Concerns were expressed about the charges levied by the Police and Crime Commissioner and the performance of Lincolnshire Police.
- Councillor Anne Dorrian thanked Christine Marshall for her sterling work on behalf of the Council and the support which she had provided.
- The Monitoring Officer indicated that Full Council was required to vote on the slightly revised Appendix A which had been made available to them. This document has been appended to the Minutes.

The recommendations were moved by Councillor Sandeep Ghosh and seconded by Councillor Anne Dorrian.

RESOLVED:

- 1. That the formal Council Tax resolutions for 2025/26, as set out in the revised Appendix A and summarised at 4.1, be approved; and**
- 2. That the charge to be levied on the Council Taxpayers of Boston for services provided in their town (Boston Town Area Committee) be approved at £769,057 for 2025/26. This equated to a Band D equivalent charge of £81.09 (£80.37 for 2024/25), a 0.90% increase.**

72 Pay Policy Statement 2025/2026

The Leader of the Council, Councillor Anne Dorrian, presented the Pay Policy Statement for 2025/2026 which, under section 38 of the Localism Act 2011, was required to be produced annually and for approval by Council, as had been a requirement since 2012/13. Councillor Dorrian confirmed that the statement set out the authority's policy for the financial year relating to the remuneration of chief officers, the remuneration of the lowest paid employees, the relationship between chief officers' remuneration and that of the other officers.

Members discussed the report and the following comments were made:

- Councillor Dorrian confirmed that Brendan Arnold had been appointed as the Interim Financial Director.

The recommendation was proposed by Councillor Anne Dorrian and seconded by Councillor Dale Broughton.

RESOLVED:

That the Pay Policy Statement 2025/2026, at Appendix 1, be approved.

73 Designation of Section 151 Officer

The Chief Executive presented a report on the Designation of Section 151 Officer. The Council had an obligation to designate a suitably qualified Section 151 Officer and that the existing Section 151 Officer, Christine Marshall, would be leaving the Council in March. The report sought the designation of an interim Section 151 Officer to ensure the statutory functions associated with the role were fulfilled. Members noted that at present, the role would be undertaken on a shared basis across the South & East Lincolnshire Councils Partnership.

Brendan Arnold had recently been appointed as Interim Director of Finance and it was recommended that he be designated as the Council's Section 151 Officer with effect from 31st March 2025

The recommendation was proposed by Councillor Anne Dorrian and seconded by Councillor Dale Broughton.

RESOLVED:

That Brendan Arnold, the Council's Interim Director of Finance, be designated as the Council's Section 151 Officer with effect from 31st March 2025.

74 Appointment of Returning Officer, Local Returning Officer and Electoral Registration Officer

The Chief Executive presented a report on the Appointment of Returning Officer, Local Returning Officer and Electoral Registration Officer. Members noted that John Leach, Deputy Chief Executive – Communities, had been appointed to these roles by Council on Monday 18th September 2023. Following his decision to leave the authority in March, the Council was required to make a new appointment to these roles.

The Chief Executive advised that Andy Fisher, the Joint Deputy Chief Executive and Programme Delivery and Assistant Director – General Fund Assets, had previous experience working in elections acting as a Deputy Returning Officer and was willing to take on the roles.

Councillor Anne Dorrian commended John Leach on the sterling work which he had undertaken on behalf of the Council.

The recommendation was proposed by Councillor Anne Dorrian and seconded by Councillor Dale Broughton.

RESOLVED:

- 1. That Andy Fisher, Joint Deputy Chief Executive and Programme Delivery and Assistant Director – General Fund Assets, be appointed as Returning Officer (including appointment as Local Returning Officer for the Boston Borough area for Greater Lincolnshire Combined County Authority Mayoral elections) and Electoral Registration Officer to the Council with immediate effect; and**
- 2. That an indemnity be granted to Andy Fisher for any personal liability arising from these appointments by the Council.**

75 Community Governance Review for the unparished area within the Borough of Boston

Leader of the Council, Councillor Anne Dorrian, presented a report by the Assistant Director – Governance & Monitoring Officer which sought approval to commence a Community Governance Review for the unparished area within the Borough of Boston.

The report was a result of the Leader's commitment given at Full Council on 20th January 2025 to consider the governance arrangements for the unparished areas of Boston Borough. It set out the terms of reference for the proposed Community Governance Review, should Full Council decide to proceed. If accepted, the following five members of the Boston Town Area Committee (BTAC) would sit on the Community Governance Review Working Group: Councillors Anne Dorrian, Barrie Pierpoint, Emma Cresswell, Mike Gilbert and Paul Gleeson. The Working Group would consider the responses received during the two public consultations and then submit recommendations to Full Council.

Members discussed the report and the following comments were made:

- The importance of the work being undertaken in a timely manner was highlighted to avoid (i) asset stripping of the assets of the Borough Council to a distant unitary authority; and (ii) uncertainty about future Government plans for local government re-organisation.
- The Community Governance Review would give an improved status to the work of the Boston Town Area Committee.

The report was proposed by Councillor Anne Dorrian and seconded by Councillor Dale Broughton.

RESOLVED:

- 1. That the Terms of Reference for a Community Governance Review, attached at Appendix 1, for publication and stage 1 consultation be approved;**
- 2. That Councillors Anne Dorrian, Barrie Pierpoint, Emma Cresswell, Mike Gilbert and Paul Gleeson, members of the Boston Town Area Committee (BTAC) be appointed to a Community Governance Review Working Group to consider the responses received during the two consultation stages of the review and to present draft proposals and final recommendations to the Full Council for determination;**

3. That authority be delegated to the Chief Executive to undertake the Community Governance Review, including making and publishing any necessary modifications (if any) to the Terms of Reference; and
4. That an initial allocation of £50k from the Funding Volatility Reserve to support delivery of the review be approved.

76 Preservation of Fenland Landscapes and Recognition of Boston Borough as a Critical Food Producing Area

The following Motion was received:

Preservation of Fenland Landscapes and Recognition of Boston Borough as a Critical Food Producing Area

This Council:

- Urges the relevant national authorities and infrastructure project planners to recognise the importance of the Fenland landscape and Boston Borough's role as a food-producing area.
- Advocates for the implementation of mitigation strategies to minimise the visual and ecological impact of infrastructure developments, including the consideration of alternative technologies and routing options.
- Encourages local stakeholders and residents, to engage in consultation processes to ensure their voices are heard and their concerns addressed in the planning and development processes.
- Recognises initiatives that promote the sustainable development of energy infrastructure while balancing the need to preserve our natural and agricultural heritage.
- Supports collaboration with other local authorities, including our partners within the South and East Lincolnshire Council's Partnership, to present a united front in the protection of our landscapes and agricultural interests.
- By passing this motion, we reaffirm our commitment to safeguarding the Fenland landscape and ensuring the sustainability and productivity of Boston Borough as a vital food-producing area for the benefit of current and future generations.

Councillor Claire Rylott outlined the context of the Motion. She indicated that Boston Borough was faced with the threat of multiple Nationally Significant Infrastructure Projects (NSIPs), which if granted, would remove colossal swathes of land from crop production. Boston Borough was classified as the best and most versatile land in the country, something that should not be understated. It was crucial that as a local authority, Boston Borough Council should present a united front to make its stance on NSIPs clear.

The motion was moved by Councillor Claire Rylott and seconded by Councillor Stuart Evans.

Members discussed the motion and the following comments were made:

- The role of members on the Planning Committee was considered. The Monitoring Officer confirmed that the motion was a general motion and that members of the Planning Committee could participate in the debate on the Motion provided they did not speak about specific planning applications, spoke in general terms and determined future applications with an open mind and in accordance with existing policies.
- Councillor John Baxter confirmed that the Council had appointed an NSIP project manager, with responsibility for looking at NSIPs. He advised that the Assistant Director – Planning & Strategic Infrastructure had decided that such projects would be considered by the Planning Committee rather than by officers.
- The impact of national policies on local communities was considered by several members, in addition to the absence of a financial benefit to the Council from NSIPs.

RESOLVED:

That this Council:

Urges the relevant national authorities and infrastructure project planners to recognise the importance of the Fenland landscape and Boston Borough's role as a food-producing area;

Advocates for the implementation of mitigation strategies to minimise the visual and ecological impact of infrastructure developments, including the consideration of alternative technologies and routing options;

Encourages local stakeholders and residents, to engage in consultation processes to ensure their voices are heard and their concerns addressed in the planning and development processes;

Recognises initiatives that promote the sustainable development of energy infrastructure while balancing the need to preserve our natural and agricultural heritage;

Supports collaboration with other local authorities, including our partners within the South and East Lincolnshire Council's Partnership, to present a united front in the protection of our landscapes and agricultural interests; and

By passing this motion, we reaffirm our commitment to safeguarding the Fenland landscape and ensuring the sustainability and productivity of Boston Borough as a vital food-producing area for the benefit of current and future generations.

The Meeting ended at 8.18 pm.

Council is recommended to approve the following resolutions:

- 1 It is to be noted that on 17 December 2024 the Council calculated: -
 - (a) the Council Tax Base 2025/26 for the District as **20,291** (item T in the formula in section 31B(3) of the Local Government Finance Act 1992, as amended) and;
 - (b) Dwellings in those parts of the district to which a Parish precept relates as shown in **Appendix B**
2. Calculate that the Council Tax requirement for the Council's own purposes for 2025/26 (excluding Parish precepts) is **£4,538,082**
- 3 That the following amounts be calculated by the Council for the year 2025/26 in accordance with Sections 31 to 36 of the Local Government Finance Act 1992 as amended (the Act): -
 - (a) £50,857,361 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act;
 - (b) £44,919,906 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act;
 - (c) £5,937,455 being the amount by which the aggregate at 3(a) above exceeds the aggregate at 3(b) above, calculated by the Council, in accordance with Section 31A(4) of the Act, as its Council Tax requirement for the year (item R in the formula in Section 31a (4) of the Act);
 - (d) £ 292.62 being the amount at 3(c) divided by the amount at 1(a) (item T), calculated by the Council, in accordance with Section 31B(1) of the Act, as the basic amount of Council Tax for the year (including Parish precepts);
 - (e) £1,399,373 being the aggregate amount of all special items (Including Parish precepts) referred to in Section 34(1) of the Act (see **Appendix B**);
 - (f) £ 223.65 being the amount at 3(d) less the result given by dividing the amount at (e) by the amount at 1(a) calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of council tax for the year for dwellings in those parts of its areas to which no parish precept relates;
4. That it be noted that for the year 2025/26 the Lincolnshire County Council (LCC) and the Police and Crime Commissioner (PCC) for Lincolnshire have stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below:-

Council Tax 2025/26	A £	B £	C £	D £	E £	F £	G £	H £
Lincolnshire County Council	1083.90	1264.55	1,445.20	1,625.85	1,987.15	2,348.45	2,709.75	3,251.70
Lincolnshire PCC	212.10	247.45	282.80	318.15	388.85	459.55	530.25	636.30

5. That having calculated the aggregate in each case the amounts at 3(h) and 4 above, the Council, in accordance with Section 30(2) of the Local Government Finance Act 1992, hereby sets the amounts shown in **Appendix E** as the amount of Council Tax for 2024/25 of the categories of dwellings shown.
6. **Appendix F** provides definitions for the formal Council Tax resolution.



Report To:	Full Council
Date:	19 th May 2025
Subject:	Scrutiny Arrangements
Purpose:	To consider recommendations for delivering scrutiny within Boston Borough Council
Key Decision:	N/A
Portfolio Holder:	N/A
Report Of:	John Medler, Assistant Director – Governance & Monitoring Officer
Report Author:	Amanda Dickinson, Democratic Services Team Leader
Ward(s) Affected:	N/A
Exempt Report:	No

Summary

This report proposes the adoption of the recommendations made by the Corporate & Community Committee to move to a single standalone overview and scrutiny committee that meets on a regular basis. This change aims to enhance the effectiveness of oversight and accountability within Boston Borough Council.

Recommendations

That Full Council:

1. Establishes a single, standalone Overview and Scrutiny Committee to replace the current Scrutiny Committee arrangements;
2. Constitutes the new Overview and Scrutiny Committee with 15 members, ensuring it convenes regularly, with a review to take place in six months; and
3. Delegates authority to the Assistant Director – Governance and Monitoring Officer to amend the relevant sections of the Constitution accordingly to give effect to the recommendations in this report.

Reasons for Recommendations

The recommendations are based on the following advantages of a single standalone committee:

- Streamlined Decision-Making: Faster review and approval of recommendations;
- Consistency: Unified approach to oversight with all issues reviewed by the same group;
- Resource Optimisation: Cost savings on administrative support and member allowances;
- Better Use of Member Time: Avoids duplication of work, leading to more thorough scrutiny;
- Improved Focus: Holistic view of council activities, ensuring comprehensive oversight; and
- Enhanced Expertise: Members develop deeper expertise across a broader range of issues.

Other Options Considered

Not to change or update the scrutiny function within Boston Borough Council.

1. Background

- 1.1 Boston Borough Council currently operates two Overview and Scrutiny Committees each with a membership of 11 Councillors:
 - Overview & Scrutiny - Corporate & Community Committee
 - Overview & Scrutiny - Environment & Performance Committee
- 1.2 These committees were updated in 2011 following a review by the Audit Commission where they were realigned with the Cabinet portfolios and the Council's Corporate Priorities. At the time, the responsibilities were distributed equally between the two committees to ensure balanced workloads and enable comprehensive policy development, policy review, performance management, and scrutiny reviews.
- 1.3 Currently the committees are linked to old corporate priorities
 - Corporate and Community: People; Public Services
 - Environment and Performance: Prosperity; Place
- 1.4 The terms of reference for the committees are attached at Appendix 1. In the 2024/25 Municipal Year the Corporate and Community Committee met 5 times, the Environment and Performance Committee 4 times and there was 1 joint scrutiny committee meeting.
- 1.5 Given the changes to corporate priorities and the length of time since the previous review it is considered timely and good practice to review the arrangements.

2. Report

2.1 On 8th May 2025, the Corporate & Community Committee met to review the options for delivering scrutiny within Boston Borough Council. A copy of that report is attached as Appendix 1. Members considered the report and provided the following feedback:

- The current arrangements were deemed outdated.
- There was significant duplication of effort in sending reports to both Committees, which was inefficient for both officers and members.
- Reports have been submitted to the incorrect Committee due to misaligned meeting dates and deadlines.
- Task and Finish Groups should adopt a more proactive and progressive approach, led by a strong Chairman. These groups did not have to be restricted to the Committee membership.
- A single committee would have the capacity to scrutinise all matters comprehensively.
- Consolidating to one committee would lead to cost savings.
- It was suggested there should be a single, robust committee with increased membership which should meet more frequently.
- The format and clarity of submitted reports were improving.

2.2 The majority of members expressed a preference for a single, focused committee that would meet more regularly. The Committee recommended that this new committee convene on a monthly basis, a suggestion that has been incorporated into the Democratic Arrangements report, which outlines the Programme of Meetings for 2025/26. With regards the committee size it was felt that a membership of 15 would be an effective size for the new committee to deliver its work programme. The effectiveness of these new arrangements will be reviewed by the new Committee after six months.

3. Conclusion

3.1. The decision to move to a single standalone scrutiny committee is expected to enhance the efficiency, effectiveness, and alignment of the scrutiny function with the council's strategic priorities.

Implications

South and East Lincolnshire Councils Partnership

None.

Corporate Priorities

None.

Staffing

The Council's Scrutiny function is managed by the Democratic Services Team and supported by Corporate Support Officers from the Corporate Management Team.

Workforce Capacity Implications

None.

Constitutional and Legal Implications

The proposed changes to the Council's Scrutiny function will require an update to the Council's Constitution and a delegation to the Monitoring Officer to undertake these updates is requested as part of this report.

Data Protection

None.

Financial

Reducing the number of Overview & Scrutiny Committees from two to one would result in an annual saving of £7,500 on the basis of reducing the Chairmen of Overview & Scrutiny Committees and Vice-Chairmen of Overview & Scrutiny Committees allowances within the Members' Allowance Scheme, Part 5 of the Council's Constitution.

Risk Management

None.

Stakeholder / Consultation / Timescales

No consultation undertaken.

Reputation

None.

Contracts

None.

Crime and Disorder

None.

Equality and Diversity / Human Rights / Safeguarding

None.

Health and Wellbeing

None.

Climate Change and Environment Impact Assessment

None.

Acronyms

None.

Appendices

Appendix 1 Scrutiny Arrangements Review Report submitted to Corporate & Community Committee on 8th May 2025

Background Papers

No background papers as defined in Section 100D of the Local Government Act 1972 were used in the production of this report.

Chronological History of this Report

A report on this item has not been previously considered by a Council body.

Report Approval

Report author: Amanda Dickinson, Democratic Services Team Leader
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Approved for publication: John Medler, Assistant Director – Governance & Monitoring Officer
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Report To:	Corporate & Community Committee
Date:	8 th May 2025
Subject:	Scrutiny Arrangements Review
Purpose:	To explore and recommend options for delivering scrutiny within Boston Borough Council
Key Decision:	N/A
Portfolio Holder:	N/A
Report Of:	John Medler, Assistant Director – Governance & Monitoring Officer
Report Author:	Amanda Dickinson, Democratic Services Team Leader
Ward(s) Affected:	N/A
Exempt Report:	No

Summary

This report considers options to enhance the delivery of effective scrutiny within Boston Borough Council. The review aims to ensure that the Council's scrutiny arrangements are effective, in supporting the Cabinet and Council to address the diverse needs of the community.

Recommendations

The Committee is asked to consider options for delivery of the scrutiny function within Boston Borough Council and to make a recommendation to Full Council.

Reasons for Recommendations

By exploring these options, the Council aims to strengthen the overall governance framework and scrutiny arrangements within the Council.

Other Options Considered

Not to change or update the scrutiny function within Boston Borough Council.

1. Background

1.1 Boston Borough Council currently operates two Overview and Scrutiny Committees each with a membership of 11 Councillors:

- Overview & Scrutiny - Corporate & Community Committee
- Overview & Scrutiny - Environment & Performance Committee

1.2 These committees were updated in 2011 following a review by the Audit Commission where they were realigned with the Cabinet portfolios and the Council's Corporate Priorities. At the time, the responsibilities were distributed equally between the two committees to ensure balanced workloads and enable comprehensive policy development, policy review, performance management, and scrutiny reviews.

1.3 Currently the committees are linked to old corporate priorities

- Corporate and Community: People; Public Services
- Environment and Performance: Prosperity; Place

The terms of reference for the committees are attached at Appendix 1. In the 2024/25 Municipal Year the Corporate and Community Committee met 5 times, the Environment and Performance Committee 4 times and there was 1 joint scrutiny committee meeting

1.4 Given the changes to corporate priorities and the length of time since the previous review it is considered timely and good practice to review the arrangements.

2. Report

Opportunity to Review the Scrutiny Function

2.1 Reviewing the scrutiny function of Boston Borough Council could be particularly opportune for several reasons:

2.1.1 **Alignment with Corporate Priorities:** The council's corporate priorities have been updated in the South and East Lincolnshire Council Partnership (SELCP) Sub-Regional Strategy. The Council has also recently adopted a Boston Plan for 2040. Reviewing the scrutiny function now can ensure it is aligned with these priorities, enhancing the effectiveness of oversight and accountability.

- 2.1.2 **Efficiency and Effectiveness:** A review can identify ways to streamline processes, reduce duplication, and make better use of resources. This is crucial in the current financial climate where councils face significant budget pressures. Under the current arrangements there have been occasions where items have been considered by the 'other' scrutiny committee due to the timetable and other occasions where items have been considered to crosscut committees leading to additional joint scrutiny meetings.
- 2.1.3 **Enhanced Accountability:** Aligning scrutiny with current priorities can improve performance monitoring and accountability. This ensures that the council's actions are closely aligned with its strategic goals and community needs.
- 2.1.4 **Addressing Emerging Issues:** The council faces new challenges, such as those related to climate change.. A review can ensure the scrutiny function is equipped to address these issues effectively.
- 2.1.5 **Community Engagement** Enhancing the scrutiny function can improve community engagement and ensure that public concerns are adequately addressed. This can foster greater trust and transparency between the council and its residents.
- 2.1.6 **Legislative and Policy Changes** . A review can ensure that the scrutiny function is well-positioned to support and act as a constructive critical friend when the Cabinet and Council is developing and implementing plans in response to these changes.
- 2.1.7 Given these factors, reviewing the scrutiny function now can help Boston Borough Council enhance its efficiency, effectiveness, and alignment with strategic priorities, ultimately leading to better outcomes for the community.

Sub-regional Strategy Links

- 2.2 The Sub-regional Strategy 2024/25 – 2028/29 was introduced as a result of the South & East Lincolnshire Council Partnership, formed with Boston Borough Council, East Lindsey District Council, and South Holland District Council in 2021.
- 2.2.1 **Vision, purpose and objectives**
A bold and ambitious partnership of Councils, working together:
- To shape policy at a sub-regional level;
 - To secure more resources to deliver on our priorities;
 - To do more for the communities we serve;
 - To have a greater impact in tackling the wider common challenges our communities face; and
 - To become more efficient in the way we operate.
- 2.2.2 **Priorities**
Sub-region: Growth and prosperity; Healthy lives; Safe and resilient Communities; and environment.
Corporate: Efficiency and effectiveness
Local: Local Council Priorities

2.2.3 Local Priorities Specific to Boston Borough Council

We will:

- Encourage a feeling of civic pride in the Borough of Boston and support community cohesion through active community engagement within the parishes, villages and town.
- Support improvements to Boston Town Centre, Markets and Events in the Town Centre Strategy, including the PE21 project.
- Improve street cleanliness and work to reduce fly tipping across the borough.
- Support local businesses and work to enhance the business offer and employment opportunities.
- Promote our Arts, Culture, and Heritage offer and associated projects.
- Promote tourism to both a domestic and international audience.
- Explore the opportunity to improve our local infrastructure.
- Efficiently manage the budget and utilise the asset register.
- Ensure local resources are targeted towards community safety.

2.2.4 The Boston Plan for 2040 was adopted in March 2025 and contains the following priorities:

I. Thriving Economy – Enabling Growth in Boston

- 1.1: Enhancing a Vibrant Town Centre and Delivering Regeneration.
- 1.2: Supporting Priority Economic Sectors and Businesses.
- 1.3: Developing Skills, Learning and Employment Opportunities.
- 1.4: Enabling Economic and Housing Growth.
- 1.5: Proactively Attracting Inward Investment. Community Cohesion and Resilience

II. An Inclusive and Supportive Boston

- 2.1: A Borough that Celebrates Difference and Works Together.
- 2.2: A Borough Where People Feel Safe.
- 2.3: A Borough that Fosters Inclusive Engagement and Collaboration Among Diverse Community Members.
- 2.4: A Borough Where People are Financially Secure.

III. A Healthy and Sustainable Borough

- 3.1: A Net Zero community.
- 3.2: A Flourishing Natural Environment for All to Enjoy.
- 3.3: A Place that Supports Healthy Lives.
- 3.4: Ensuring a Boston Legacy is there for Future Generations

Scrutiny Structures

- 2.3 There are various scrutiny structures available, as recommended by the Centre for Public Scrutiny's – The Good Scrutiny Guide:

2.3.1 Scrutiny structures are often a reflection of the culture in which scrutiny operates and the role which has been agreed for it. There are a few common models:

- Single committee which does all the work. More common in smaller authorities, this approach sees all scrutiny work happening in a single, formal space.
- Single committee commissioning task and finish group. Here, a committee provides coordination of a number of task and finish groups – the committee will usually also undertake its own substantive work
- Two committees dividing substantive topics between them (eg “people” and “places”)
- Two committees dividing issues between them differently (eg “policy development” and “performance”)
- Multiple committees (sometimes involving a corporate committee which “leads” the function, sometimes not)

2.3.2 Form should follow function, and it is only when members and officers have a clear sense of the role of scrutiny, its approach to work programming and impact, that the structure to support that work can be properly evaluated

Options for delivery of Scrutiny in Boston Borough Council

2.4 The following options are recommended for consideration:

2.4.1 **Option 1: Retain two Committees and align priorities in accordance with the Sub-regional Strategy and Boston Plan for 2040.**

Advantages

- **Focused Scrutiny:** Realigning the committees with corporate priorities ensures that scrutiny is directly focused on the most important areas for the council, leading to more relevant and impactful oversight.
- **Targeted Expertise:** Committees can develop specialised knowledge and expertise in specific priority areas, enhancing the quality of scrutiny and recommendations.
- **Improved Accountability:** With committees aligned to corporate priorities, it becomes easier to track progress and hold departments accountable for achieving specific goals.
- **Enhanced Performance Monitoring:** Regular scrutiny of priority areas can lead to better performance monitoring and timely interventions where needed.
- **Efficient Resource Allocation:** Resources can be allocated more efficiently, focusing on areas that align with strategic goals and ensuring that efforts are not wasted on less critical issues.

Disadvantages

- **Potential Overlap:** There may be overlap between the two committees, leading to duplication of efforts and inefficiencies.
- **Complex Coordination:** Coordinating between two committees to ensure comprehensive coverage of all priorities can be complex and time-consuming.
- **Increased Workload:** Realigning committees to cover all corporate priorities may increase the workload for members, potentially leading to longer meetings and increased pressure. In smaller authorities members may be required to sit on more than one committee.

- **Risk of Burnout:** The workload could lead to member fatigue and burnout, affecting the quality of scrutiny.
- **Limited Flexibility:** Aligning committees strictly with corporate priorities may reduce flexibility to address emerging issues or areas that fall outside the predefined priorities.
- **Narrow Focus:** A narrow focus on corporate priorities might overlook other important areas that require scrutiny.

2.4.2 Option 2: Move to one single standalone committee that meets on a regular basis

Advantages

- **Streamlined Decision-Making:** With only one committee, the decision-making process can be supported to be more streamlined, reducing the overall time needed to review and approve recommendations. This can lead to quicker development and implementation of policies and actions.
- **Consistency:** A single committee can ensure more consistent scrutiny and recommendations, as all issues are reviewed by the same group of members, leading to a unified approach to oversight.
- **Resource Optimisation:** Reducing the number of committees can lead to cost savings in terms of administrative support, meeting costs, reduction in duplication and member allowances. These savings can be redirected to other critical areas.
- **Better Use of Member Time:** Councillors can focus their time and efforts more effectively, avoiding duplication of work across multiple committees. This can lead to more thorough and focused scrutiny.
- **Improved Focus:** A single committee can take a more holistic view of the council's activities, ensuring that all aspects are considered together rather than in isolation. This can lead to more comprehensive and integrated oversight.
- **Enhanced Expertise:** Members can develop deeper expertise in a broader range of issues, leading to more informed scrutiny and better decision-making.

Disadvantages

- **Overburdened Members:** A single committee may face a heavier workload, leading to longer meetings and increased pressure on members. Careful planning and support can help mitigate this risk.
- **Risk of Burnout:** The increased workload could lead to member fatigue and burnout, potentially affecting the quality of scrutiny. Providing adequate support and resources can help manage this risk.
- **Loss of Focus:** With a broader remit, the committee may lose the ability to focus deeply on specific areas, potentially leading to less thorough scrutiny. Ensuring that members receive training and support in a wide range of issues can help address this concern.
- **Diluted Expertise:** Members may not be able to develop the same level of expertise in specific areas as they would with more specialised committees. Encouraging continuous learning and development can help mitigate this issue.
- **Limited Capacity:** A single committee may struggle to cover all necessary issues comprehensively, leading to some areas receiving less attention. Prioritising issues and using sub-groups or task forces for specific topics can help manage this challenge.

- **Prioritisation Challenges:** Deciding which issues to prioritise could become more challenging, potentially leading to important matters being overlooked. Establishing clear criteria for prioritisation and regular reviews can help ensure that critical issues are addressed.

3. Conclusion

- 3.1. Both options have their merits and present viable paths for enhancing the scrutiny function within Boston Borough Council. Option 1 maintains the current structure while aligning with updated corporate priorities, ensuring focused and specialised scrutiny. Option 2 offers a streamlined approach with potential cost savings and improved consistency in oversight.
- 3.2. The decision should consider the specific needs and circumstances of the council, weighing the benefits of focused expertise and alignment with corporate priorities against the efficiencies and holistic oversight offered by a single committee. Careful consideration of the advantages and disadvantages of each option will ensure that the council continues to provide effective scrutiny while optimising resource use.

Implications

South and East Lincolnshire Councils Partnership

None.

Corporate Priorities

None.

Staffing

The Council's Scrutiny function is managed by the Democratic Services Team and supported by Corporate Support Officers from the Corporate Management Team.

Workforce Capacity Implications

None.

Constitutional and Legal Implications

Any changes to the Council's Scrutiny function will require an update to the Council's Constitution.

Data Protection

None.

Financial

Reducing the number of Overview & Scrutiny Committees from two to one would result in an annual saving of £7,500 on the basis of reducing the Chairmen of Overview & Scrutiny

Committees and Vice-Chairmen of Overview & Scrutiny Committees allowances within the Members' Allowance Scheme, Part 5 of the Council's Constitution.

Risk Management

None.

Stakeholder / Consultation / Timescales

No consultation undertaken.

Reputation

None.

Contracts

None.

Crime and Disorder

None.

Equality and Diversity / Human Rights / Safeguarding

None.

Health and Wellbeing

None.

Climate Change and Environment Impact Assessment

None.

Acronyms

None.

Appendices

None.

Background Papers

No background papers as defined in Section 100D of the Local Government Act 1972 were used in the production of this report.

Chronological History of this Report

A report on this item has not been previously considered by a Council body.

Report Approval

Report author: Amanda Dickinson, Democratic Services Team Leader
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Approved for publication: John Medler, Assistant Director – Governance & Monitoring Officer
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Terms of Reference

1. To carry out overview and scrutiny functions on behalf of the Council.
2. To appoint as required such Task and Finish Groups as it considers appropriate to assist with fulfilling those overview and scrutiny functions.
3. To prepare, adjust and update from time to time the annual overview and scrutiny work programme within its area of responsibility and to report details as appropriate to the Council.
4. To put in place a system to ensure that all overview and scrutiny work is carried out efficiently including referrals from Overview and Scrutiny Committees to the Cabinet, either by way of report or for reconsideration.
5. To review service plans and policy implementation and raise policy issues with the Cabinet and/or Council, whichever is appropriate.
6. To carry out performance management responsibilities for every service including receiving information on the outcome of service delivery plans.
7. To make recommendations to either the Cabinet and/or Council regarding the development of future policies and strategies.
8. To scrutinise decisions taken by the Cabinet, but not yet implemented, which fall within the remit of the committee, by means of the Call In procedure.
9. To report and recommend to Council or the Cabinet, on the discharge of functions or matters that affect the Council's area or its residents.
10. In association with the Cabinet, and subject to any timescales, to respond to Government or external consultations concerning issues within the remit of the Committee.
11. To consider matters raised under Councillor Call for Action procedures (CCfA) in terms of a local government matter (as contained in S119 of the Local Government and Public Involvement in Health Act 2007 and S21A of the Local Government Act 2000).
12. To consider matters raised under Councillor Call for Action (CCfA) in terms of local crime and disorder issues (as contained in S19 of the Police and Crime Act 2009) which will be considered by the Environment and Performance Committee.



Report To:	Full Council
Date:	19 th May 2025
Subject:	Democratic Arrangements 2025/26
Purpose:	To establish the democratic arrangements for the Council for the municipal year 2025/26, make appointments to outside bodies and appoint the Council's Independent Persons.
Key Decision:	N/A
Portfolio Holder:	N/A
Report Of:	John Medler, Assistant Director – Governance & Monitoring Officer
Report Author:	Amanda Dickinson, Democratic Services Team Leader
Ward(s) Affected:	None
Exempt Report:	No

Summary

This report sets out recommendations for the Council to establish the democratic arrangements for the Council's Committees, Sub-Committees, Panels and Working Groups for the municipal year 2025/26, make appointments to outside bodies where these are due to be made and appoint Independent Persons for the Council.

Members are asked to note that should the recommendations of the previous report, Scrutiny Arrangements, be approved by the Council, they should refer to Appendices 1A (Membership of Committees 2025/26), Appendix 2A (Chairmen and Vice-Chairmen of Committees 2025/26) and Appendix 3A (Programme of Meetings 2025/26). If the recommendations are not approved they should instead refer to Appendices 1, 2 and 3.

Members should also note that Appendices 1/1A, 2/2A and 5 will be tabled with nominations received.

Recommendations

That the Council:

1. Approves the establishment of Committees, Sub-Committees, Panels and Working Groups for the Municipal Year 2025/26, including the allocation of seats to political groups and appointments (and substitutes) as nominated by Political Group Leaders, as set out in either Appendix 1 or 1A to this report;
2. Appoints Chairmen and Vice-Chairmen of Committees, Sub-Committees and Panels in accordance with the nominations received at the Annual Meeting of the Council as set out in either Appendix 2 or 2A to this report;
3. Approves the Programme of Ordinary Council and Committee Meetings for the Council Municipal Year 2025/26 as set out in either Appendix 3 or 3A to this report and grants delegated authority to the Chief Executive in consultation with the relevant Chairman to amend meeting dates or cancel meetings as and when required;
4. Notes the membership of the Cabinet and Portfolios for the Municipal Year 2025/26 as set out in Appendix 4 to this report;
5. Makes appointments to the outside bodies where the Council is the appointing body as set out in Appendix 5 to this report; such appointments to automatically terminate at the end of the appointment term or if the Member ceases to be a Member of the authority; and
6. Appoints Amanda Boustred and David Irvine as the Council's Independent Persons (as detailed in Appendix 6 to this report), approves the Independent Person annual allowance rate as set out in section 7.5 of this report and approves the establishment and appointments to the Council's Independent Panel as set out in section 7.6 of this report.

Reasons for Recommendations

To establish the Council's democratic decision-making arrangements and appointments to outside bodies for the municipal year 2025/26 in accordance with the provisions set out in the Council's Constitution and legislation.

Other Options Considered

Not to approve or make amendments to the proposed arrangements as long as such changes are in accordance with legal and constitutional requirements.

1. Background

1.1 Members are requested to make the appropriate determinations regarding the democratic arrangements for the Council's Committees, Panels and Working Groups for the municipal year 2025/26 and appointments to outside bodies. Further information relating to each case is set out below.

2. Establishment of Committees, Sub-Committees, Panels and Working Groups

2.1 The Council's Constitution sets out that at the Annual Meeting, the Council will decide which panels (not including Scrutiny task and finish panels), committees, sub-committees or working group to establish for the following municipal year. Appendix 1 / 1A sets out the proposed arrangements for 2025/26 and which will operate in accordance with the relevant terms of reference as set out in the Council's Constitution. Nominations received for 2025/26 will be tabled at the meeting.

2.2 In the case of those panels, committees and sub-committees where the political balance rules apply (as indicated in Appendix 1/1A) the allocation of seats to political groups must be made in accordance with the provisions of the Local Government and Housing Act 1989 (1989 Act) and the Local Government (Committees and Political Groups) Regulations 1990 (as amended). The legislation places a duty on the Council to review political balance at its annual meeting. Applying the principles set out in the legislation produces the allocation of seats to political groups as set out in Appendix 1 / 1A.

2.3 Once the allocation of seats has been determined, there is then a duty on the Council to give effect to the political group allocation by making appointments to seats in accordance with the wishes of the relevant political group. The proposed appointments to seats, as expressed by Group Leaders, are also set out in Appendix 1 / 1A.

2.4 The Constitution provides for substitutes (where applicable) as follows:

- Planning Committee – the Council will appoint the same number of named substitutes in respect of each political group as that group holds ordinary seats on the committees, up to a maximum of 2.
- Audit and Governance Committee – the Council will appoint the same number of named substitutes in respect of each political group as that group holds ordinary seat on the committee, up to a maximum of 1.
- Substitute Councillors will not be permitted for meetings of the Licensing Committee / Regulatory and Appeals Committee
- Open substitution will be permitted in the case of other Member groups and bodies (i.e. committees, panels, consultative committees and working groups) provided the appropriate form is completed prior to the meeting.

2.5 Details of named substitutes as received from Political Group Leaders are detailed in Appendix 1 / 1A.

2.6 **The Council is therefore recommended to establish the Committees, Sub-Committees, Panels and Working Groups for the Municipal Year 2025/26, including the allocation of seats to political groups and appointments (and substitutes) as nominated by Political Group Leaders, as set out in Appendix 1 / 1A to this report.**

3. Appointment of Chairmen and Vice-Chairmen

3.1. A list of the nominations for the positions of Chairmen and Vice-Chairmen of Committees is attached at Appendix 2 / 2A to this report. Nominations received for 2025/26 will be tabled at the meeting.

3.2. **The Council is recommended to appoint Chairmen and Vice-Chairmen of Committees, Sub-Committees and Panels for 2025/26 in accordance with the nominations received at the Annual Meeting of the Council as set out within Appendix 2 / 2A.**

3.3. The remainder of the appointments of Chairmen and Vice Chairmen will be made at the first meeting of the appropriate committee, panel or working group.

4. Boston Borough Council Programme of Meetings 2025/26

4.1. A draft Schedule of meetings for the 2025/26 Municipal Year is attached at Appendix 3 / 3A to this report. This has been developed with relevant members and officers.

4.2. **The Council is recommended to approve the Programme of Ordinary Council and Committee Meetings for the Council Municipal Year 2025/26 as set out in Appendix 3 / 3A to this report and grant delegated authority to the Chief Executive in consultation with the relevant Chairman to amend meeting dates or cancel meetings as and when required.**

5. Cabinet and Allocation of Portfolios

5.1. In accordance with the Executive Arrangements adopted by the Council, the Leader was formally appointed by the Council at the Annual Meeting in 2023. The Leader then appoints Members to serve on the Cabinet and allocates portfolios as set out in Appendix 4 of the report, details of which are required to be submitted to the Annual Meeting of Full Council for information purposes.

6. Appointments to Outside Bodies

6.1. All Members of the Council, via the Political Group Leaders, have been invited to indicate their interest in being considered for appointment / reappointment on the various outside bodies on which the Borough Council is due to make appointments at the Annual Meeting 2025.

6.2. Nominations received for 2025/26 will be tabled at the meeting.

6.3. **The Council is recommended to make appointments to serve on the outside bodies listed in Appendix 5; such appointments to automatically terminate at the end of the appointment term or if the Member ceases to be a Member of the authority.**

7. Appointment of Independent Persons and Independent Panel

- 7.1. The Localism Act 2011 places a duty on the Local Authority and each of the Parish Councils within the Borough to promote and maintain high standards of conduct for elected and co-opted members. This includes the requirement to have a Code of Conduct with which members must comply. The Act also requires that the Council adopts arrangements for dealing with complaints on breaches of the Code of Conduct both by Borough Council members and by Parish Council members within the Borough. This must include provision for the appointment of at least one Independent Person.
- 7.2. Further legislation (The Local Authorities (Standing Orders) (England) (Amendment) Regulations 2015) requires the Council to establish a panel of at least two Independent Persons appointed by itself or another authority to advise it in considering a decision relating to the dismissal of any of its statutory officers. The Independent Persons appointed by Councils within the South and East Lincolnshire Councils Partnership act as the Independent Panel for each Council.
- 7.3. A recruitment exercise in compliance with the 2011 Act was carried out by the Monitoring Officer and Legal Manager in February 2025 to recruit new Independent Persons as the Council's only remaining Independent Person is stepping down from the role at the end of the Municipal Year. As a result, the Monitoring Officer is in a position to recommend Amanda Boustred and David Irvine be appointed as the Council's Independent Persons. Details of both candidates are attached at Appendix 6 to this report.
- 7.4. These appointments will ensure that the Council is able to fulfil its responsibilities under both the Act and the Regulations and will provide resilience in the event of one of the Independent Persons being unavailable.
- 7.5. In line with practice across the sector, it is recommended that the role of Independent Person be remunerated to reflect the need for appointees to provide advice and to recognise the responsibilities of the role. An Independent Person Annual Allowance of £1,200 is recommended. Under the 2011 Act the person's independence is not undermined by the fact that a payment is made.
- 7.6. **It is recommended that the Council appoint Amanda Boustred and David Irvine as Boston Borough Council's Independent Persons, approves the Independent Person annual allowance rate at £1,200 and approves the establishment and following appointments to the Council's Independent Panel:**

Independent Panel

Amanda Boustred, David Irvine, Mike Sofianos and David Simpson (subject to appointment by SHDC)

Implications

South and East Lincolnshire Councils Partnership

Implementing the necessary changes will ensure compliance with the law and will allow the Council to continue to undertake its business.

Corporate Priorities

None.

Staffing

None.

Workforce Capacity Implications

None.

Constitutional and Legal Implications

To meet the provisions of the Local Government Act 1972, the Council's Constitution, the Local Government and Housing Act 1989, the Local Government (Committee and Political Group) Regulations 1990, the Localism Act 2011 and the Local Authority (Standing Orders) (England) (Amendment) Regulations 2015.

Data Protection

None.

Financial

The costs of the democratic services arrangements are contained within existing revenue budgets.

Risk Management

None.

Stakeholder / Consultation / Timescales

Consultation on the Schedule of Meetings has been undertaken with Group Leaders and Committee Chairmen, in addition to senior officers. Appointments to committees and sub-committees, and outside bodies, reflect the wishes of the relevant Political Group/Group Leader.

Reputation

None.

Contracts

None.

Crime and Disorder

None

Equality and Diversity / Human Rights / Safeguarding

None.

Health and Wellbeing

None.

Climate Change and Environment Impact Assessment

Not undertaken.

Acronyms

None.

Appendices

Appendices are listed below and attached to the back of the report:

Appendix 1 (to follow)	Membership of Committees 2025/26
Appendix 2 (to follow)	Chairmen and Vice-Chairmen of Committees 2025/26
Appendix 3	Programme of Meetings 2025/26
Appendix 4	Cabinet Appointments and Portfolios
Appendix 5 (to follow)	Council Representation on Outside Bodies 2025/26
Appendix 6	Details of persons recommended for appointment as Independent Persons

Appendix 1A (to follow)	Membership of Committees 2025/26
Appendix 2A (to follow)	Chairmen and Vice-Chairmen of Committees 2025/26
Appendix 3A	Programme of Meetings 2025/26

Background Papers

No background papers as defined in Section 100D of the Local Government Act 1972 were used in the production of this report.

Chronological History of this Report

A report on this item has not been previously considered by a Council body.

Report Approval

Report author: Amanda Dickinson –Democratic Services Team Leader
amanda.dickinson@boston.gov.uk

Signed off by: John Medler, Assistant Director – Governance & Monitoring Officer
john.medler@e-lindsey.gov.uk

Approved for publication: John Medler, Assistant Director – Governance & Monitoring Officer
john.medler@e-lindsey.gov.uk

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BOSTON BOROUGH COUNCIL - CALENDAR OF MEETINGS 2025/26

COMMITTEE & Usual Day	MEETING DATE												
	2025								2026				
	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY
CABINET BRIEFING Weds 6.00 pm		25			3	9	26		5	4	11	22	
CABINET Weds 6.30 pm	7		9		17	22		10	27	18 (E)	25		5
COUNCIL Mon 6.30 pm	19 AGM		21		29		10		12		2 (B/CT)		18 AGM
PLANNING COMMITTEE Tues 10.00 am	6	3	1 & 28		9	7	4	2	13	24	24	27	
AUDIT & GOVERNANCE Mon 6.30 pm			7			13	17		19			21	
CORPORATE & COMMUNITY Thurs 6.30 p.m	8 & 22		17		18		13			10 (BS)			14
ENVIRONMENT & PERFORMANCE Tues 6.30 p.m		17			4	21		9	15			29	
LICENSING COMMITTEE / REGULATORY & APPEALS COMMITTEE Tues 10.00 a.m		10			23			16		3		28	
BOSTON TOWN AREA COMMITTEE (BTAC) Thurs 6.30 p.m		5	24		25		27		22		26		

Key to Symbols:

AM = Annual Meeting
E = Draft Estimates for 2026-27
B = Budget setting for 2026-27
CT = Council Tax setting 2026-27

Bank & Public Holidays

2025 – 5 May, 26 May, 25 Aug, 25 Dec, 26 Dec
2026 – 1 Jan, 3 Apr, 6 Apr, 4 May, 25 May

Notable Dates

County Elections – 1 May 25

Key to Venues

All meetings take place at the Municipal Buildings, West Street, Boston Lincolnshire PE21 8QR unless stated otherwise on agenda TBC

Please refer to published agenda for confirmation of meeting arrangements

Please take notice that there are likely to be items at the aforementioned meetings that will be taken in private session. The most common reasons for the press and public being excluded are: information relating to any individual, information which is likely to reveal the identity of an individual and information relating to the financial or business affairs of any particular person (including the authority holding that information).

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Boston Borough Council

Leader: Councillor Anne Dorrian

Deputy appointed by the Leader:

***Councillor Dale Broughton**

(*Nominated to act as Leader in the Leader's absence)

Cabinet Members and Portfolios

<u>ROLE/PORTFOLIO</u>	<u>COUNCILLOR</u>
<p>LEADER Performance and Improvement, Local Government Reorganisation, County and Regional, Transformation, Community Safety & CCTV, Town Deal, Levelling Up Partnership and Neighbourhood Board, Infrastructure, Emergency Planning, HR, Corporate Governance, Democratic Services, Economic Growth, Communications</p>	<p>Cllr Anne Dorrian, Leader</p>
<p>DEPUTY LEADER Town Centre Development, Markets, Public Toilets, May Fair, Events, Health & Safety, Licensing & Land.</p>	<p>Cllr Dale Broughton, Deputy Leader</p>
<p>FINANCIAL MANAGEMENT & I.T. Finance (including Revenues & Benefits), Procurement, Data Protection, Freedom of Information, I.T., Commercialism, Carparks, PSPS</p>	<p>Cllr Sandeep Ghosh</p>
<p>HERITAGE, ARTS & CULTURE Heritage & Conservation, Tourism & Culture, Guildhall, Tourist Information Centre, Arts, Leisure Services, N.P.O.</p>	<p>Cllr Sarah Sharpe</p>
<p>ENVIRONMENTAL SERVICES Street Cleaning, Green Waste, Refuse & Recycling, Environmental Health,</p>	<p>Cllr Callum Butler</p>
<p>HOUSING Housing & Homeless, Building Control, Property.</p>	<p>Cllr John Baxter</p>
<p>COMMUNITIES Child & Adult Safeguarding, Skills Agenda, Older People, Parish Councils, Health & Wellbeing, Community Development, Voluntary Sector Support, Customer Services & Complaints</p>	<p>Cllr Emma Cresswell</p>
<p>CLIMATE CHANGE AND SUSTAINABILITY Strategic Planning, Boston 2040, Climate Change & Net Zero, Flood & Risk, Allotments, Parks & Open Spaces, Crematoria, Cemeteries, Transport & Active Travel</p>	<p>Cllr Chris Mountain</p>

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Details of persons recommended for appointment as Independent Persons.

Candidate 1: Ms Amanda Boustred.

Amanda has previously worked as the Director of Professional Standards and Ethic for the Institute of Procurement and Supply. She sat on their disciplinary committee and dealt with complaints about members. She is a non-Executive Director of two professional bodies. She currently works for herself supporting and advising Professional bodies on their governance structures, ethics and Codes of Conduct.

Candidate 2: Mr David Irvine.

David is a retired former CEO of an agronomy Company and has previously run a successful Business Improvement District in his area. He is currently appointed by five other authorities as their Independent Person and has gained experience of the role over the past 5 years. He is also an independent member of the Audit and Governance Committee for Ipswich Borough Council and has dedicated his retirement to public service since 2016.

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The following Appendices are subject to the approval of the previous report, Scrutiny Arrangements:

Appendix 1A – Membership of Committees 2025/26 (To follow)

Appendix 2A – Chairmen and Vice-Chairmen of Committees 2025/26 (To follow)

Appendix 3A – Programme of Meetings 2025/26 (Enclosed)

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BOSTON BOROUGH COUNCIL - CALENDAR OF MEETINGS 2025/26

COMMITTEE & Usual Day	MEETING DATE												
	2025								2026				
	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY
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PLANNING COMMITTEE Tues 10.00 am	6	3	1 & 28		9	7	4	2	13	24	24	27	
AUDIT & GOVERNANCE Mon 6.30 pm			7			13	17		19			21	
OVERVIEW & SCRUTINY Tues/Thurs 6.30 p.m	8 & 22	17	17		4	2	6	9	15 (BS)	10	17	30	
LICENSING COMMITTEE / REGULATORY & APPEALS COMMITTEE Tues 10.00 a.m		10			23			16		3		28	
BOSTON TOWN AREA COMMITTEE (BTAC) Thurs 6.30 p.m		5	24		25		27		22		26		

<p>Key to Symbols:</p> <p>AM = Annual Meeting E = Draft Estimates for 2026-27 B = Budget setting for 2026-27 CT = Council Tax setting 2026-27</p>	<p>Bank & Public Holidays</p> <p>2025 – 5 May, 26 May, 25 Aug, 25 Dec, 26 Dec 2026 – 1 Jan, 3 Apr, 6 Apr, 4 May, 25 May</p> <p>Notable Dates</p> <p>County Elections – 1 May 25</p>	<p>Key to Venues</p> <p>All meetings take place at the Municipal Buildings, West Street, Boston Lincolnshire PE21 8QR unless stated otherwise on agenda TBC</p> <p>Please refer to published agenda for confirmation of meeting arrangements</p> <p>Please take notice that there are likely to be items at the aforementioned meetings that will be taken in private session. The most common reasons for the press and public being excluded are: information relating to any individual, information which is likely to reveal the identity of an individual and information relating to the financial or business affairs of any particular person (including the authority holding that information).</p>
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Report To:	Full Council
Date:	19 th May 2025
Subject:	Use of Special Urgency Provisions - Information Report
Purpose:	To report to Council reasons for urgency relating to Executive Decisions, as required by the Council's Constitution
Key Decision:	N/A
Portfolio Holder:	Councillor Anne Dorrian, Leader of the Council
Report Of:	John Medler, Assistant Director – Governance & Monitoring Officer
Report Author:	Amanda Dickinson, Democratic Services Team Leader
Ward(s) Affected:	N/A
Exempt Report:	No

Summary

Part 4B of the Constitution (Access to Information Procedure Rules) details that executive decisions taken under special urgency are to be reported to the Full Council and accordingly this report details decisions taken under special urgency and that were not subject to call-in.

Recommendations

That the information contained within the report be noted.

Reasons for Recommendations

To comply with the Council's Constitution.

Other Options Considered

The report is for noting only.

1. Background

1.1 Rule 17 of Part 4B of the Constitution details the requirement for Special Urgency Decisions to be reported to Full Council.

1.2 Mayor.

2. Report

2.1 Three decisions have been made that have fallen under the Special Urgency rules detailed above. These decisions are detailed within Appendix 1, attached to this report. The decisions met the criteria detailed within the Constitution, and agreement was obtained from the Chairman of the relevant Overview and Scrutiny Committee and the Mayor to waive call-in. The decisions have been published on the Council's website and the Councillors advised of the decision upon publication. The decisions can be viewed in full on the website via the following links:

[Decision – UK Shared Prosperity Fund 2025-26 Programme](#)

[Decision – Release of Boston Town Fund - Healing the High Street](#)

[Decision – Rural England Prosperity Fund \(REPF\) allocations for UK Shared Prosperity Fund 2025-26](#)

Implications

South and East Lincolnshire Councils Partnership

Reporting reasons for urgency will ensure that the requirements of the Constitution are complied with and demonstrates transparent decision-making.

Corporate Priorities

None.

Staffing

None.

Workforce Capacity Implications

None.

Constitutional and Legal Implications

Rule 17 of Part 4B of the Constitution (Access to Information Procedure Rules) of the Constitution requires that a report be submitted to Council, indicating reasons for urgency of decisions made under the Special Urgency rules.

Data Protection

None.

Financial

None.

Risk Management

None.

Stakeholder / Consultation / Timescales

None.

Reputation

None.

Contracts

None.

Crime and Disorder

None.

Equality and Diversity / Human Rights / Safeguarding

None.

Health and Wellbeing

None.

Climate Change and Environment Impact Assessment

Not undertaken.

Acronyms

None.

Appendices

Appendices are listed below and attached to the back of the report:

Appendix 1 Table of Decisions taken under Special Urgency

Background Papers

No background papers as defined in Section 100D of the Local Government Act 1972 were used in the production of this report.

Chronological History of this Report

A report on this item has not been previously considered by a Council body.

Report Approval

Report author: Amanda Dickinson, Democratic Services Team Leader
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Signed off by: John Medler, Assistant Director – Governance & Monitoring
Officer
john.medler@e-lindsey.gov.uk

Approved for publication: John Medler, Assistant Director – Governance & Monitoring
Officer
john.medler@e-lindsey.gov.uk

Decision	Decision Maker	Date of Decision	Reason for Urgency
UK Shared Prosperity Fund 2025-26 Programme	Leader of the Council	28 February 2025	To meet deadline set by an external organisation - a deadline that is required to be met to ensure that the offer of funding is not foregone.
Release of Boston Town Fund - Healing the High Street	Leader of the Council	25 March 2025	This decision is being made through an urgent decision, with the exclusion of call-in, to meet the requirements posed by a short, externally imposed deadline (27th March), which gave the Authority one week to complete a particular grant funding agreement.
Rural England Prosperity Fund (REPF) allocations for UK Shared Prosperity Fund 2025-26	Leader of the Council	22 April 2025	To meet deadline set by an external organisation - a deadline that is required to be met to ensure that the offer of funding is not foregone.

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Report To:	Full Council
Date:	19 th May 2025
Subject:	2024/25 Quarter Three Finance update
Purpose:	To present the Quarter Three Finance Position
Key Decision:	N/A
Portfolio Holder:	Councillor Ghosh – Portfolio Holder for Finance
Report Of:	Brendan Arnold, Interim Director of Finance (Acting S151)
Report Author:	Lazaros Mafuko, Interim Strategic Finance Manager – Client, PPSPL
Ward(s) Affected:	N/A
Exempt Report:	No

Summary

This report sets out a summary of the current financial position for the Council at the end of the third quarter of 2024/25 forecasting to the year end for members consideration.

Recommendations

It is recommended:

That Full Council to amend the Capital Programme at Appendix A – Table 5a to take into account the changes set out in this report.

Reasons for Recommendations

To ensure the Council's forecast financial position for 2024/25 is considered and related decisions approved. It is important that Full Council are aware of the financial position of the General Fund to ensure that they can make informed decisions that are affordable and financially sustainable for the Council.

Other Options Considered

To not approve the outlined position.

1. Background

1.1 Throughout the year quarterly monitoring reports are completed forecasting the expected year end outturn compared to the approved budget. This report provides information on the forecast full year financial performance as at 31 December 2024 and as detailed in the attached Appendix A, for the following areas:

- The General Fund Revenue Budget,
- The General Fund Reserves Position,
- The Capital Programme for 2024/25, and
- The Treasury Management Performance for the year.

General Fund Forecast Outturn

1.2 Quarter 3 data provides a view on which to base the full year forecast. The full year outturn based on current projections and assumptions is a forecast net service underspend for the General Fund of (£627k) by the year end.

1.3 The major variances relate to decreased planning, cremation and other income and increased investment income. The forecast position by Assistant Director and Corporate Areas is detailed at **Table 1** together with an analysis of variations.

Savings Target

1.4 An efficiency target of £846k is included in the 2024/25 General Fund Budget. Saving opportunities are being monitored throughout the year, this information is detailed in Appendix A – Table 2. The General Fund forecast outturn position assumes 100% of the efficiency target is achieved. As at 31 December 2024, 78% of the of the efficiencies have been identified, this position reflects the recent IDB funding announcement and savings/income identified as part of the Q3 monitoring process.

In order to balance the budget remaining efficiencies to be found total £190k. As previously reported the Leader, Finance Portfolio Holder and Senior Leadership Team regularly review progress against the current plans for achieving the requirement.

IDB's

1.5 The financial pressure generated by the Internal Drainage Boards has been supported by the Government for 2024/25 to the sum of £431k as previously noted. Further meetings have taken place with the Local Government Minister which affords an opportunity to press for a longer-term funding solution and for further financial support. Funding awards to date have only partially reflected the pressure that the Council has seen over the past few years and looking forwards. The amount of funding awarded for 2025/26 has not been confirmed at the time of reporting.

Reserves

1.6 General Fund Specific Reserves are forecasting a planned decrease of £3.506m from £16.001m. Further specific details are set out in **Appendix A – Table 5a** with associated narrative.

The General Fund Reserve Balance remains at £2m.

Capital – General Fund

1.7 The Capital Programme for 2024/25 is forecast to be £20.052m. Actual capital expenditure for the year to Q3 - 31 December 2024 is £9.075m.

2. Treasury Management

2.1 Appendix 1 - Section 2.4 provides details of the Council's Treasury Investments. The Council's 2024/25 budget for investment income is £1.587m. At the end of December 2024 investment income is estimated to be approximately £1.698m. The current forecast outturn for 2024-25 is estimated to be approximately £2.289m which is £703k above the budget.

3. Conclusion

To ensure that the Quarter three position is scrutinised and the forecast outturn reviewed.

Implications

South and East Lincolnshire Councils Partnership

None

Corporate Priorities

None

Staffing

None

Workforce Capacity Implications

None

Constitutional and Legal Implications

None

Data Protection

None

Financial

As contained in this report and Appendix.

Risk Management

None

Stakeholder / Consultation / Timescales

None

Boston Borough Council – Q3 Finance Report for 2024/25

Finance Summary

- The revenue outturn forecasts a surplus position of £627k at year end (a movement from the forecast surplus of £202k in Q2, an improvement of £425k)
- Specific and general reserves for the Council are £12.495m as at 31 March 2025.
- At quarter 3, Capital spend was £9.075m against a full year budget of £20.052m.
- The budgets for 2024/25 included an efficiency target of £846k, and we have achieved £656k against that target in Q3 (78%).
- The Council held cash investments of £40.380m as at 31 December 2024.
- Investment income is overachieving to the 31 December 2024 by £503k.
- Investment income is overachieving by £703k against the budget of £1.587m for the full financial year.
- The Council forecasts the borrowing costs to be £111k as at 31 December 2024.

Section 2 – Finance

Section 2.1	Key Financial Issues in Quarter 3 of 2024/25
Section 2.2	Revenue Budget
Section 2.3	Capital Budget
Section 2.4	Treasury Update
Section 2.5	Insurance
Section 2.6	Debt Collection
Section 2.7	Business Rates and Council Tax Collection

Section 2.1 – Key Financial Issues in Quarter 3 of 2024/25

- The 2024/25 budget included an efficiency target of £846k. As of 31 December, £656k (78%) savings had been identified. The process of identifying the in-year efficiencies will continue throughout the year.
- The Government announced it would provide £3m of further funding to support Councils significantly impacted by Internal Drainage Board levies and provide a longer-term funding solution in time for the 25/26 Local Government Finance Settlement. Boston has been awarded £431k for 2024/25 which has been included within the Q3 forecast and efficiencies.
- The higher levels of investment income compared to the original budget is due to increased balances available and higher interest rates on investments.
- The Capital Programme for 2024/25 is £52.724m and Council approval is sought for the amendments set out in Table 5a which require approval decreasing it to £20.052m.
- Planning Fee income is forecast to reduce compared to budget for 24/25 by £93k.
- Cremation income is forecast to reduce compared to budget for 24/25 by £92k.
- The forecast for Car Parking Income has increased (£94k).

Inflation	October (%)	November (%)	December (%)
CPI	2.3	2.6	2.5
RPI	3.4	3.6	3.5

Section 2.2 – Revenue Budget

Table 1 details the service forecast outturn by Assistant Director of £76k overspend mainly driven by income underperformance and repairs to the Municipal Building, this is offset in the Corporate Section mainly by excess income of (£703k) driven by investment income, creating a net position of (£627k). This is based on the Quarter 3 forecast position as of 31 December 2024 and is based on officers' projections for the remainder of the financial year.

Assistant Director Area	Revised Budget 2024/25 at Q3 £'000	Outturn 2024/25 at Q3 £'000	Variance (underspend)/overspend at Q3 £'000	Comments on main variances at Q3
Corporate	2,006	1,927	(83)	Computer licence costs underspend resulting from moving to cloud under shared arrangement. Offset by BT charges & Business Support use of Teamworks against a nil budget Apprentice costs slightly higher than budgeted due to increase in Real Living Wage.
Economic Growth	(2,132)	(2,126)	7	Minor Variances
Finance	3,467	3,630	163	Increased External Audit charges offset by Government Grant £45k Bank Charges increased cost £35k Additional costs of Housing Benefits Administration net of new burden funding £66k. (Cost of increased compliance work by External Auditors £44k and data-sharing with DWP net cost of £19k after receipt of New Burden Funding). Cost of fundamental review Council Tax Support scheme £7k Share of recruitment and equipment costs for Shared management £10k

Assistant Director Area	Revised Budget 2024/25 at Q3 £'000	Outturn 2024/25 at Q3 £'000	Variance (underspend)/overspend at Q3 £'000	Comments on main variances at Q3
Governance and Monitoring	787	784	(2)	Minor variances
General Fund Assets	(801)	(744)	57	<p>Cremation income underperforming by £92k offset by staff savings (£12k) and utility savings (£17k).</p> <p>Repairs and maintenance programme at the municipal buildings forecasted to exceed budget by £100k. The budget for this area has not been increased in recent years to reflect the need to meet public access regulations nor rising costs of such works. This costs is partially offset by savings in running costs for cleaning and utilities (£24k).</p> <p>Car parking income is forecast to improve by (£94k) for the whole year, offset by additional running costs for material and card transactions £18k. Net increase in income (£76k).</p> <p>Redstone Site management returned to LCC saving (£16k).</p> <p>Other minor variances.</p>
Leisure and Culture	1,138	942	(196)	<p>Reduced income for markets due to less demand for lettings £20k.</p> <p>Net increase from share of leisure centre savings following award of what Business Rates Relief (£40k). Unbudgeted income from pools remaining open longer as a result of delayed works (£171k)</p> <p>Other minor variances.</p>
Neighbourhoods	2,257	2,302	45	<p>Additional cost for recycling bins £16k</p> <p>Net saving from cessation of Ground maintenance contract ceased with LCC, (15k)</p>

Assistant Director Area	Revised Budget 2024/25 at Q3 £'000	Outturn 2024/25 at Q3 £'000	Variance (underspend)/overspend at Q3 £'000	Comments on main variances at Q3
				Other minor variances related to Tree Management and Street Cleansing supplies.
Planning and Strategic Infrastructure	218	329	111	Planning Applications forecast to be less than budget £93k and other minor costs.
Regulatory	551	565	14	Building Control fees forecast to be less than budget £22k offset by other minor variances
Strategic Growth and Development	539	539	0	
Strategic Projects	0	0	0	
Wellbeing and Community Leadership	1,813	1,768	(45)	CCTV service running costs reduction (£45k). Other minor variances.
BTAC	773	776	3	
Sub Total – Assistant Director – net costs	10,623	10,692	76	
Internal Drainage Boards/Parish Precepts	2,973	2,973	0	
DRF	2,371	2,371	0	
MRP	129	129	0	
Interest Payments Received / Return on Property Funds	(1,587)	(2,289)	(703)	Due to higher than anticipated cash balances and better rates than expected.
M&G Property Fund Liquidation Distributions/ MRP in respect of reduced M&G Property Fund valuation	0	0	0	
Borrowing Costs	111	111	0	
Borrowing Discount Allocated to Revenue	(642)	(642)	0	
Reserves	(3,506)	(3,506)	0	
Efficiencies Required	(190)	(190)	0	£656k efficiencies identified (see table 2) reduce the requirement from original

Assistant Director Area	Revised Budget 2024/25 at Q3 £'000	Outturn 2024/25 at Q3 £'000	Variance (underspend)/overspend at Q3 £'000	Comments on main variances at Q3
				budget of £846k. Forecast assumes efficiencies will be met in full.
Court costs for council tax	100	100	0	
REFCUS & Application of Capital Grants	2,387	2,387	0	
Non-Service Expenditure	2,147	1,444	(703)	
Total Expenditure	12,762	12,136	(627)	
Council Tax	(5,682)	(5,682)	0	
Business Rates	(5,598)	(5,598)	0	
Non-Ring-Fenced Government Grant	(1,482)	(1,482)	0	
Total Funding	(12,762)	(12,762)	0	
Total Budget – (Surplus)/Deficit	0	(627)	(627)	

The 2024/25 budget included an efficiency target of £846k, below are efficiencies achieved at Q3:

Table 2 – Efficiency Description	Amount £'000	Comments
Regulatory – Climate Change	(29)	Funding of service from grant
Regulatory – Environmental Protection	(60)	Environmental Protection vacant posts
Governance – Legal Services	(3)	Merging of Legal subscriptions
Operations – Vehicle Holding Account	(30)	Estimated saving of the fuel budget to due to reduced fuel costs
Leisure & Culture	(35)	Additional income whilst Parkwood continue to generate income from 2 pools due to delayed building works
Wellbeing & Community Leadership - CCTV	(20)	CCTV enhanced and overtime budget
ICT	(9)	Efficiency savings identified as part of Q1 monitoring
Housing Standards	(16)	Efficiency savings identified as part of Q1 monitoring
IDB	(431)	Further funding received
Credit Control	(11)	Efficiency savings identified as part of Q2 monitoring

Table 2 – Efficiency Description	Amount £'000	Comments
Hackney Carriage Licences Additional Income	(12)	Efficiency savings identified as part of Q2 monitoring
Total efficiencies found	(656)	
% Achieved	78%	
Target	(846)	
Efficiencies to be identified	(190)	

Further work is underway to look at and consider opportunities for efficiencies and we are engaging with Service Managers to take this process forward.

Based upon 2024/25 budget assumptions the value of efficiency savings required to set a balanced budget for the next five (Updated for the 2025/26 MTFs) years are as follows:

	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000
Annual Savings Requirement (£'000)	172	510	1,921	2,337	2,775	2,678
IDB Funding Requirement (£'000)	674	913	1,059	1,213	1,375	1,544

Income The Council has a number of demand-led budget areas which are reliant on income for services provided.

Table 3 – Trading Income Budgets				
Income Area	Revised Budget to 31 March 2025 £'000	Forecast Income to 31 March 2025 £'000	Variance (above)/ below budget £'000	Comments
GF – Car Parking, Bereavement, and Property, Office Cleaning	(1,906)	(1,909)	(3)	Loss of cremation income of £92k. The income split has swung more towards direct cremations than standard, therefore less money. Car parking permits forecasting a reduction in income by £12k, Car Parking charges & PCN income forecasting increased income of (£106k).
Leisure Pool, and Markets	(198)	(174)	24	Loss of income of £4k due to switch off of Biomass Loss of income of £6k once work commences on Solar Fits

Table 3 – Trading Income Budgets

Income Area	Revised Budget to 31 March 2025 £'000	Forecast Income to 31 March 2025 £'000	Variance (above)/ below budget £'000	Comments
				Markets rental income budget has not been achieved - currently forecasting £20k loss of income. Additional May fair Income of (£6k).
Neighbourhoods – Office Cleaning, Recycling	(1,102)	(1,102)	0	n/a
Development Management	(638)	(543)	95	No change in the reduction of planning fees income by £37k since Q2 forecast.
Regulatory – Land Charges, Licences	(435)	(420)	15	Building Control income has seen a reduction in Q3, the gains seen at Q2 have not continued. Hackney Carriage Licences income overperforming, income reduction in Licencing fees and charges
Bed & Breakfast	(30)	(30)	0	
Property Asset Income	(966)	(871)	95	Princess Royal Sports Arena new lease arrangements resulting in loss of income of £73k. New Haven Lease agreed at start of the year income of (£4k) Redstone & Riverside Ind sites holding 2 vacant units resulting in loss of £7k income Redstone Caravan Site management handed back to Lincolnshire County Council from 1 st September saving £55k of costs but with a loss of income of £68k. Rental of Municipal Buildings income £2k tenant vacated.
Total	(5,275)	(5,049)	226	

Budget Additions:

Table 4 - General Fund Revenue Budget Movement				
Description	AD	Approval	Funding	£
Income management	AD Corporate	Proforma B	ICT reserve	15,504
Subtotal: ICT Reserve				15,504
Technology Forge contract	AD Corporate	Proforma B	Transformation reserve	8,390

Description	AD	Approval	Funding	£
Planning Service review	AD Planning and Strategic Infrastructure	Proforma B	Transformation reserve	8,016
Technology Forge migration	AD General Fund Assets	Proforma B	Transformation reserve	8,000
Interim Waste manager	AD Neighbourhoods	Proforma B	Transformation reserve	13,416
Accessing EHC funding	AD Wellbeing and Communities	Proforma B	Transformation reserve	5,000
Guildhall support for funding submission	AD Leisure and Culture / General Fund Assets	Proforma B	Transformation reserve	12,442
Temp 2 roles for 2 years to oversee Food Waste etc	AD Neighbourhoods	Proforma B	Transformation reserve	9,904
Unit 4 Cloud Migration	AD Finance	Proforma B	Transformation reserve	37,213
CIPFA works requested by S151	AD Finance	Proforma B	Transformation reserve	3,080
Staffing Costs	AD Finance	Proforma B	Transformation reserve	44,577
HR Transformation Resource	AD Corporate	Proforma B	Transformation reserve	5,845
Shared Officer Job Evaluation Scheme.	AD Corporate	Proforma B	Transformation reserve	5,247
Empty Properties review	AD Finance	Proforma B	Transformation reserve	10,528
Subtotal: Transformation Reserve				171,659
Boston Market regeneration	AD Leisure and Culture	Proforma B	Contingency reserve	47,750
Fly tipping liaison officer	AD Regulatory	Proforma B	Contingency reserve	2,576
Boston Events	AD Leisure and Culture	Proforma B	Contingency reserve	14,130

Description	AD	Approval	Funding	£
Market stall erectors redundancy stage 1	AD Leisure and Culture	Proforma B	Contingency reserve	19,984
Town Centre Action CHE2 - Deliver Xmas festival - Support illuminate Parade	AD Leisure and Culture	Proforma B	Contingency reserve	10,000
Synthetic Ice Rink - Christmas 2024	AD Wellbeing and Communities	Proforma B	Contingency reserve	10,000
BBC Markets Regeneration	AD Leisure and Culture	Proforma B	Contingency reserve	16,275
Subtotal: Contingency Reserve				120,715
Vehicle upgrades	AD Neighbourhoods	Proforma B	Capital Reserve	7,150
Subtotal: Capital Reserve				7,150
Tree works	AD Neighbourhoods	Proforma B	Insurance Reserve	10,375
Subtotal: Insurance Reserve				10,375
Conservation Area project	AD Planning and Strategic Infrastructure	Proforma B	Planning reserve	13,406
Subtotal: Planning Reserve				13,406
			Subtotal Reserve Use.	338,809
BTAC Events	AD Leisure and Culture	Proforma B	BTAC Reserve	4,000
Subtotal: BTAC Reserve				4,000
Household support fund	AD Wellbeing and Communities	New Budget	Additional income	185,800
Software licences	AD Corporate	New Budget	Additional income	3,000
DA accreditation	AD Wellbeing and Communities	New Budget	Additional income	5,000
AD Finance	AD Corporate	Proforma B	Increased salary efficiency target	13,070
Serious Violence funding	AD Wellbeing and Communities	New Budget	Additional income	265,220
Env Health Qtr 1	AD Regulatory	New Budget	Additional income	4,410
Climate Change transfer of funding from ELDC	AD Regulatory	New Budget	Additional income	55,000
Additional Homelessness income	AD Wellbeing and Communities	New Budget	Additional income	92,671

Description	AD	Approval	Funding	£
Broker Fees Temporary investments	AD Finance	New Budget	Additional income	10,000
Migration of data from Alfresco	AD Corporate	Proforma B	In year savings	12,275
NHS project funding balance	AD Economic Growth	Proforma B	Additional income	296,307
Economic Growth Events	AD Economic Growth	New budget	In year savings	4,476
Subtotal: Additional Income/Efficiency increases				947,229
Total Budget Movement as at 31 December 2024				1,290,038

Reserves

At 31 December 2024 the forecast balance for specific reserves at year end are £12.495m, after a net transfer from reserves of £3.506m to cover revenue and capital expenditure. **Table 4** reflects the outturn position.

Table 4a – Specific and General Reserves Balance				
Reserve	Balances at 1 April 2024 £'000	Contributions into Reserves £'000	Use of Reserves £'000	Balances at 31 March 2025 £'000
Capital Funding	6,390	0	(2,511)	3,879
Transformation	981	43	(581)	443
Repairs and Renewals	612	18	(7)	623
ICT	33	0	0	33
Housing	1,450	0	(144)	1,306
Controlling Migration Fund	14	0	0	14
Insurance	207	0	(10)	197
Risk Mitigation Reserve	1,116	0	0	1,116
Funding Volatility	1,892	0	(135)	1,757
Contingency Reserve	382	0	(113)	269
Climate Change Reserve	102	53	0	155
Planning Reserve	338	0	(63)	275
Property Funds Reserve	146	0	(50)	96
Specific Reserves Total	13,665	113	(3,615)	10,163

Table 4a – Specific and General Reserves Balance				
Reserve	Balances at 1 April 2024 £'000	Contributions into Reserves £'000	Use of Reserves £'000	Balances at 31 March 2025 £'000
General Fund	2,000	0	0	2,000
S106 & Commuted Sums	128	0	0	128
BTAC	208	0	(4)	204
TOTAL	16,001	113	(3,619)	12,495

Section 2.3 – Capital Budget

This section covers:

- Revisions to the Capital Programme
- Progress against the 2024/25 approved capital programme and the anticipated outturn
- Funding of the Capital Programme

Scheme	Approved Budget 2024/25	Changes to approved budget	Revised Budget 2024/25	Actual December 2024/25	Forecast Outturn 2024/25	Variance (under)/over
	£000	£000	£000	£000	£000	£000
Disabled Facilities Grant	1,234	336	1,570	650	1,570	-
Resurfacing & footpath improvements	45	-	45	50	50	5
Town Centre Heritage Scheme	973	(857)	116	116	116	-
Vehicle Replacements	311	(311)	-	-	-	-
Housing Strategy	57	-	57	-	-	(57)
Information Technology Infrastructure Refresh	307	(53)	254	20	225	(29)
Neighbourhood Vehicle Replacements	56	(56)	-	-	-	-
Markets Regeneration	44	13	57	57	57	-
ICT – Revenues & Benefits	92	(92)	-	-	-	-
ICT – Relocate Server Room to SHDC	120	(60)	60	-	80	20
Pool Cars	68	-	68	65	65	(3)
Fly-Tipping Intervention	9	-	9	-	9	-
Swimming Pool Support Fund	-	115	115	-	115	-
Uniform	-	49	49	-	49	-
Unit 4 Implementation	-	25	25	-	25	-
Total Projects (Excl Towns Funds, UKSPF, LUF & BPF)	3,316	(891)	2,425	958	2,361	(64)
Towns Fund - Leisure	11,028	(10,433)	595	331	595	-
Towns Fund - Mayflower	9,248	(2,517)	6,731	2,673	6,731	-
Towns Fund - St Botolph's Library	69	-	69	12	69	-
Towns Fund - Healing the High St (incl. Shodfriars)	1,712	(1,462)	250	76	250	-
Towns Fund - Boston Station	2,268	-	2,268	1,007	2,268	-
Total Towns Fund Projects	24,325	(14,412)	9,913	4,099	9,913	-
UKSPF (Capacity building projects for local groups)	323	-	323	253	323	-
UKSPF Rural (Community projects aimed at reducing the cost of living)	203	-	203	149	203	-
Total UKSPF Projects	526	-	526	402	526	-
LUF - Former B&M Site	887	(737)	150	13	150	-
LUF - Crown House	7,158	(5,158)	2,000	1,270	2,000	-
LUF - Public Realm	6,526	(5,976)	550	433	550	-
Total LUF Projects	14,571	(11,871)	2,700	1,716	2,700	-
BPF – Boston United Football Sports Complex	1,450	(1,025)	425	-	425	-
BPF – Affordable Homes (Quadrant Housing Development)	1,755	(755)	1,000	-	1,000	-

Scheme	Approved Budget 2024/25	Changes to approved budget	Revised Budget 2024/25	Actual December 2024/25	Forecast Outturn 2024/25	Variance (under)/over
	£000	£000	£000	£000	£000	£000
BPF – Boston Community Research Project	370	(299)	71	-	71	-
BPF – Community Organisations Package	690	-	690	-	690	-
BPF – Boston Connected	571	(478)	93	-	93	-
BPF – St Botolph’s Church Visitor Offer	50	-	50	-	50	-
BPF – PE21 Rosegarth Square	2,300	(391)	1,909	1,900	1,909	-
BPF – Haven Wharf	2,800	(2,550)	250	-	250	-
Total BPF Projects (excl Boston Leisure)	9,986	(5,498)	4,488	1,900	4,488	-
Grand Total	52,724	(32,672)	20,052	9,075	19,988	(64)

The revised capital budget as at Q3 is £20.052m, derived from the combination of the 2024/25 approved budget of £52.724m, new in-year approved spend, slippage into future years and decommitted spend. The overall expenditure as at Q3 is £9.075m.

The Towns Fund projects represent the largest specific group at £9.913m, 49% of total revised capital budget followed by Boston Partnership Funding (BPF) £4.488m which represents 22%. Others make up the remaining £5.125m, 29% of total revised capital budget including Levelling Up Funding (LUF).

Changes to approved capital budget

Table 5a – Changes to approved capital budget		
Project Description	Amount £'000	Approval
Disabled Facilities Grants	336	Proforma approved by S151 for increased delivery of DFGs.
Town Centre Heritage Scheme	(857)	Scheme now finalised, decommit of remaining budget.
Vehicle Replacements	(311)	Slipped into future years as per the budget report approved by Council.
Information Technology Infrastructure	(53)	Slipped into future years as per the budget report approved by Council.
Neighbourhood Vehicle Replacements	(56)	Slipped into future years as per the budget report approved by Council.
Markets Regeneration	13	Proforma approved by S151 for enhanced spend on market regeneration.
ICT – Revenues & Benefits	(92)	Slipped into future years as per the budget report approved by Council.

Table 5a – Changes to approved capital budget		
Project Description	Amount £'000	Approval
ICT – Relocate Server Room to SHDC	(60)	Slipped into future years as per the budget report approved by Council.
Swimming Pool Support Fund	115	Proforma approved by S151 for acceptance of Swimming Pool Support Funding.
Uniform	49	Approved by Cabinet 13 September 2024.
Unit 4 Implementation	25	Proforma approved by S151 for implementation of Unit 4 enhancements.
Towns Fund – Leisure	(10,433)	Slipped into future years as per the budget report approved by Council.
Towns Fund – Mayflower	(2,517)	Slipped into future years as per the budget report approved by Council.
Towns Fund – Healing the High St (incl Shodfriars)	(1,462)	Slipped into future years as per the budget report approved by Council.
LUF – Former B&M Site	(737)	Slipped into future years as per the budget report approved by Council.
LUF – Crown House	(5,158)	Slipped into future years as per the budget report approved by Council.
LUF – Public Realm	(5,976)	Slipped into future years as per the budget report approved by Council.
BPF – Boston United Football Sports Complex	(1,025)	Slipped into future years as per the budget report approved by Council.
BPF – Affordable Homes (Quadrant Housing Development)	(755)	Slipped into future years as per the budget report approved by Council.
BPF – Boston Community Research Project	(299)	Slipped into future years as per the budget report approved by Council.
BPF – Boston Connected	(478)	Slipped into future years as per the budget report approved by Council.
BPF – PE21 Rosegarth Square	(391)	Slipped into future years as per the budget report approved by Council.
BPF – Haven Wharf	(2,550)	Slipped into future years as per the budget report approved by Council.
Total	(32,672)	

Progress against approved budgets

- **Towns Fund – Leisure** – Award of MHCLG LUP funding was formally accepted in Nov 2024 'unlocking' ability to move forward with project delivery. Pre-Contract Services Agreement with preferred supplier was completed Dec 2024 providing updated tender cost for Phase 1, including value engineering.
- 'Letter of Intent' to be issued w/c 24 Feb 2025 to instruct package of 'enabling works' to enable main contract award and commencement by approx. end June 2025. Phase 2 design solution development works are underway.
- **Towns Fund – Mayflower** – Construction works moving forward at pace, completion expected before term start in September 2025.
- **LUF – Former B&M Site** – At the end of Q3 the demolition works had not commenced, pending a decision to demolish. The demolition works have since commenced and are now fundamentally complete.
- **LUF – Crown House** – Purchase of Crown House has been completed with demolition works progressing. Delivery contract expected to be signed in April 2025.
- **LUF – Public Realm** – Contract expected to be signed within 2024/25 financial year.
- **BPF – PE21 Rosegarth Square** – At the end of Q3 the Purchase of old B&M site has been made with demolition works planned start in February 2025, which have now been fundamentally completed.

2024/25 Funding

All Projects	Approved Budget 2024/25	Revised Budget Plus Slippage/ accelerated spend (-) 2024/25	Full year forecast	Variance
	£'000	£'000	£'000	£'000
Internal Borrowing	(523)	(396)	(363)	33
External Grants	(49,589)	(19,337)	(19,343)	(6)
Capital Reserve	(2,504)	(105)	(125)	(20)
Other Reserve – Housing Enabling	(57)	(157)	(100)	57
Other Reserve – Repairs and Renewals	(7)	-	0	0
Other Reserve – Contingency Reserve	(44)	(57)	(57)	0
Totals	(52,724)	(20,052)	(19,988)	64

Capital Financing

The current Capital Programme is financed from reserves and internal borrowing in line with the Capital Strategy.

Table 6 indicates the forecast capital resources available to the Council at the end of 2024/25. The estimated position for the following years is also provided.

Table 6 – Capital Resources

	2023/24 £'000	2024/25 £'000	2025/26 £'000
Capital Resources* available at start of each year	5,918	6,193	6,088
Capital Investment (estimate in future years)	(5,939)	(20,052)	(33,306)
Additional Sources of Finance			
New Capital Receipts (estimate in future years)	-	-	-
Funding from other reserves	167	214	1,074
External Grants	3,924	19,337	30,298
Internal borrowing	1,779	396	1,163
Budgeted contributions to capital reserve	344	-	-
Estimated Capital Resources* at end of each year	6,193	6,088	5,317

* Capital Reserve and Capital Receipts

Recommendation:

F1 That Full Council amend the Capital Programme at Appendix A – Table 5a to take into account the changes set out in this report.

Section 2.4 – Treasury Management

Investments at 31 December 2024

During the financial year the Council has made fixed term investments in line with the agreed Treasury Management Strategy. A minor breach of the CCLA Money Market investment limit occurred on 20 May 2024 by £150k which was corrected on 21 May 2024. Processes have been reviewed and changes made to prevent this type of occurrence happening going forward.

Detailed in **Table 7** are the investments held by the Council on 31 December 2024 excluding accrued interest. The peaks and troughs in cash flow are managed on a daily basis. Because the Council collects money on behalf of other organisations which are paid out at future dates (e.g., Council Tax and Business Rates) the value of investments held at any point in time does not represent the value of Boston's own resources.

Table 7 – Cash Investments on 31 December 2024

Financial Institution	Country	Amount (£)	Start Date	Maturity Date	Fixed/ Variable	Yield %
HSBC Current Account	UK	179,704	N/A	Instant access	N/A	N/A
CCLA Money Market Fund	Various	7,500,000	N/A	Instant Access	Various	4.75%
UK Debt Management Office	UK	2,000,000	30/12/2024	03/01/2025	Fixed	4.70%
UK Debt Management Office	UK	1,200,000	31/12/2024	03/01/2025	Fixed	4.70%
Wrexham County BC	UK	3,000,000	25/01/2024	24/01/2025	Fixed	5.70%
Surrey County Council	UK	2,000,000	05/12/2024	24/01/2025	Fixed	5.35%
National Westminster Bank	UK	2,000,000	19/08/2024	19/02/2025	Fixed	4.87%
Harlow District Council	UK	2,000,000	19/12/2024	28/02/2025	Fixed	5.55%

Financial Institution	Country	Amount (£)	Start Date	Maturity Date	Fixed/ Variable	Yield %
London Borough of Barking & Dagenham	UK	2,500,000	27/11/2024	27/02/2025	Fixed	5.35%
CIC Bank	France	3,000,000	03/05/2024	02/05/2025	Fixed	5.33%
Canterbury City Council	UK	2,000,000	21/05/2024	21/05/2025	Fixed	5.25%
UBS Bank	Switzerland	3,000,000	12/07/2024	11/07/2025	Fixed	5.18%
Police & Crime Commissioner for Herts	UK	2,000,000	13/12/2024	11/07/2025	Fixed	5.60%
Ashford District Council	UK	2,000,000	18/12/2024	19/09/2025	Fixed	5.60%
The Highland Council	UK	2,000,000	24/10/2024	24/10/2025	Fixed	5.00%
North Lanarkshire Council	UK	2,000,000	11/11/2024	10/11/2025	Fixed	5.05%
The Moray Council	UK	2,000,000	28/11/2024	27/11/2025	Fixed	5.35%
TOTAL		40,379,704				

At Quarter 2 the level of investments was £31.7m. The increase is due to additional grant money being received.

The Council has purchased property fund units and the table below provides a breakdown in relation to the purchase of these units:

Fund	Date of Purchase	Net Asset Value at Date of Purchase (£)	Premium/ (Discount) on Purchase (£)	Premium/ (Discount) on Purchase (%)	Total Cost (£)
Black Rock UK Property Fund	05/08/16	255,085	(5,102)	(2.00)	249,983
	30/12/16	255,085	(5,103)	(2.00)	249,982
	28/09/18	<u>3,945,592</u>	<u>54,449</u>	<u>1.38</u>	<u>4,000,041</u>
	TOTAL	4,455,762	44,244	0.99	4,500,006
Schroder UK Real Estate Fund	05/08/16	250,000	-	-	250,000
	03/09/18	<u>4,020,006</u>	<u>(20,000)</u>	<u>(0.50)</u>	<u>4,000,006</u>
	TOTAL	4,270,006	(20,000)	(0.47)	4,250,006
Threadneedle Property Unit Trust	31/08/16	263,549	(13,177)	(5.00)	250,372
	31/08/18	2,902,441	86,572	2.98	2,989,013
	28/09/18	483,966	16,116	3.33	500,082
	31/10/18	<u>483,930</u>	<u>16,357</u>	<u>3.38</u>	<u>500,287</u>
	TOTAL	4,133,886	105,868	2.56	4,239,754
M&G Investments UK Property Fund (after distributions)	14/09/18	248,257	88,020	2.25	336,277
AEW UK Core Property Fund	31/10/18	3,745,319	254,681	6.80	4,000,000
TOTAL		16,853,230	472,813	2.30	17,326,043

Property Fund Investments (Capital Expenditure) as at 31 December 2024

Financial Institution	Purchase Cost (£)	Q3 Budgeted Net Revenue 2024/25 (£ & %)	Q3 Forecast Net Revenue (£ & %)	2024/25 Budgeted Net Revenue 2024/25 (£ & %)	2024/25 Forecasted Outturn Net Revenue (£ & %)	Net Asset Value (£)	Total Gain/(Loss) Since Purchase (£ & %)	Capital Gain/(Loss) Since 31/3/24 (£ & %)	2024/25 Combined Annual Return (%)
BlackRock UK Property Fund	4,500,006	135,617 4.00%	108,744 3.21%	180,000 4.00%	153,128 3.40%	4,009,988	(490,018) (10.89%)	31,463 0.79%	4.19%
Schroder UK Real Estate Fund	4,250,006	128,082 4.00%	114,310 3.57%	170,000 4.00%	156,228 3.68%	3,576,515	(673,491) (15.85%)	(16,389) (0.46%)	3.22%
Threadneedle Property Unit Trust	4,239,754	127,773 4.00%	116,060 3.63%	169,590 4.00%	157,876 3.72%	3,638,604	(601,150) (14.18%)	119,580 3.40%	7.12%
M&G Investments UK Property Fund (After Distribution Payments)	336,277	22,000 4.00%	10,134 4.00%	29,200 4.00%	13,451 4.00%	436,416	100,139 N/A	(46,060) N/K	N/K
AEW UK Core Property Fund	4,000,000	120,548 4.00%	100,470 3.33%	160,000 4.00%	139,922 3.50%	3,483,953	(516,047) (12.90%)	51,690 1.51%	5.01%
TOTAL	17,326,043	534,020	449,718	708,790	620,605	15,145,476	(2,180,567)	140,284	
Adjustment for 23/24 Accrual	-	-	(22,284)	-	(22,284)	-	-	-	-
GRAND TOTAL	17,326,043	534,020	427,434	708,790	598,321	15,145,476	(2,180,567)	140,284	

The overall change in the combined Net Asset Values during 2024/25 for all funds at Quarter 3 has been an increase of £140,284 compared to an increase of £38,404 as at the end of Quarter 2. The movement in fair value of the funds gets charged to the revenue account and reversed out through the MIRS to the capital adjustment account each year end so there is no bottom-line impact.

Property Fund Dividends

An analysis of dividend distributions received since the purchase of the property funds to 31 December 2024 can be found in **Table 8** below.

Table 8 – Property Fund Dividend Information

Financial Institution	Actual Net Dividend Distributions Received Pre 2024/25 (£)	Net Dividend Distributions Received 2024/25 (£)	Adjustment For 2023/24 Accrual (£)	Total Net Distributions Received Since Purchase (£)
BlackRock UK Property Fund	809,969	108,744	645	919,358
Schroder UK Real Estate Fund	809,186	114,310	(1,171)	922,325
Threadneedle Property Unit Trust	1,015,699	116,060	(3,229)	1,128,530
M&G Investments UK Property Fund	534,942	10,134	-	545,076
AEW UK Core Property Fund	905,204	100,470	(18,529)	987,145
Total Revenue	4,075,000	449,718	(22,284)	4,502,434

The M&G UK Property fund is liquidating its assets and therefore their fund valuation is reducing as repayments are made. Of the £4m originally invested, M&G have now paid Boston BC distribution payments totalling £3,663,724 as of 31 December 2024, from the asset sale proceeds leaving a balance of £336,276.

Maturity Structure of Investments

An analysis of the maturity structure of investments on 31 December 2024 can be found in Table 9 below.

Table 9 - Maturity Structure of Investments on 31 December 2024.

Period to Maturity	Amount (£)	% of Portfolio
Instant Access	7,679,704	13%
Less than one month	8,200,000	14%
One to three months	6,500,000	11%
Three to six months	10,000,000	17%
Six to nine months	2,000,000	4%
Nine months to a year	6,000,000	11%
>12 Months	17,326,043	30%
TOTAL	57,705,747	100%

Summary of Investment Income Received Against Budget and Forecast Outturn

Table 10 below provides a comparison of interest received against budget at Quarter 3 to 31 December and a forecast outturn position for the year.

Table 10 - Interest Received Against Budget and Forecast Outturn

At 31 December 2024 there was a favourable variance of £502,855 (Q2 £318,954) and the forecast outturn was a favourable variance of £702,882 (Q2 £358,900).

Investment Type	2024/25 Budget Quarter 3 (£)	2024/25 Actual Quarter 3 (£)	2024/25 Variance Quarter 3 (£)	2024/25 Annual Budget (£)	2024/25 Forecast Outturn (£)	2024/25 Forecast Variance (£)
Treasury Investments						
Gross Interest	(668,830)	(1,274,000)	(605,170)	(887,720)	(1,696,071)	(808,351)
Brokers Fees	<u>7,534</u>	<u>3,263</u>	<u>(4,271)</u>	<u>10,000</u>	<u>5,000</u>	<u>(5,000)</u>
Net Position	(661,296) (5.075%)	(1,270,737) (5.317%)	(609,441) (0.242%)	(877,720)	(1,691,071)	(813,351)
<u>Property Funds</u>						
Gross Distributions	(662,102)	(529,952)	132,150	(878,790)	(741,826)	136,964
Less Management Fees	<u>128,082</u>	<u>102,518</u>	<u>(25,564)</u>	<u>170,000</u>	<u>143,505</u>	<u>(26,495)</u>
Net Distributions	(534,020) (4.000%)	(427,434) (3.445%)	106,586 0.555%	(708,790)	(598,321)	110,469
M&G Property Fund Liquidation Distributions (<i>to be used for Minimum Revenue Provision Contributions as the original capital purchase was unfinanced capital expenditure</i>)	0	0	0	0	0	0
Total Net Income	(1,195,316) (4.531%)	(1,698,171) (4.656%)	(502,855) (0.125%)	(1,586,510)	(2,289,392)	(702,882)

Treasury investments achieved an average rate of 5.317% (Q2 5.432%) and property fund investments achieved an average rate of 3.445% (Q2 3.457%). The combined rate achieved on all investments was 4.656% (Q2 4.720%).

The higher level of investment income achieved compared to the original budget is due to interest rates in the market being higher than the budgeted return for 2024/25 and balances available for investment being higher due to slippage in the 2023/24 capital programme and additional grant receipts.

External Borrowing

The Council has a £1m Lender Option Borrower Option (LOBO) loan with State Street Nominees at a rate of 11.125% which is due to mature in 2051.

The following table provides a comparison of budgeted borrowing costs and the outturn position for the year.

Table 11 – Summary of Borrowing Costs Against Budget and Forecast Outturn

Borrowing Type	2024/25 Budget Quarter 3 (£)	2024/25 Actual Quarter 3 (£)	2024/25 Annual Budget (£)	2024/25 Forecast Outturn (£)
State Street LOBO	83,818	83,818	111,250	111,250
Total Borrowing Costs	83,818	83,818	111,250	111,250

Summary of the Net Treasury Position Against Budget and Forecast Outturn

The following table provides an analysis of the net position following the decision to repay the PWLB borrowing and takes account the discount which must be allocated to revenue over a ten-year period in accordance with proper accounting practice.

Table 12 - Summary of the Net Treasury Position Against Budget and Forecast Outturn

	2024/25 Budget Quarter 3 (£)	2024/25 Actual Quarter 3 (£)	2024/25 Variance Quarter 3 (£)	2024/25 Annual Budget (£)	2024/25 Forecast Outturn (£)	2024/25 Forecast Variance (£)
Net Investment Income (Table 10)	(1,195,316)	(1,698,171)	(502,855)	(1,586,510)	(2,289,392)	(702,882)
Premature Repayment of Borrowing Discount Allocated to Revenue	(483,505)	(483,505)	0	(641,743)	(641,743)	0
Total Borrowing Costs (Table 11)	83,818	83,818	0	111,250	111,250	0
Overall Net Position	(1,595,003)	(2,097,858)	(502,855)	(2,117,003)	(2,819,885)	(702,882)

At 31 December 2024 there was a favourable variance of £502,855 (Q2 £318,954) and the forecast outturn was a favourable variance of £702,882 (Q2 £358,900).

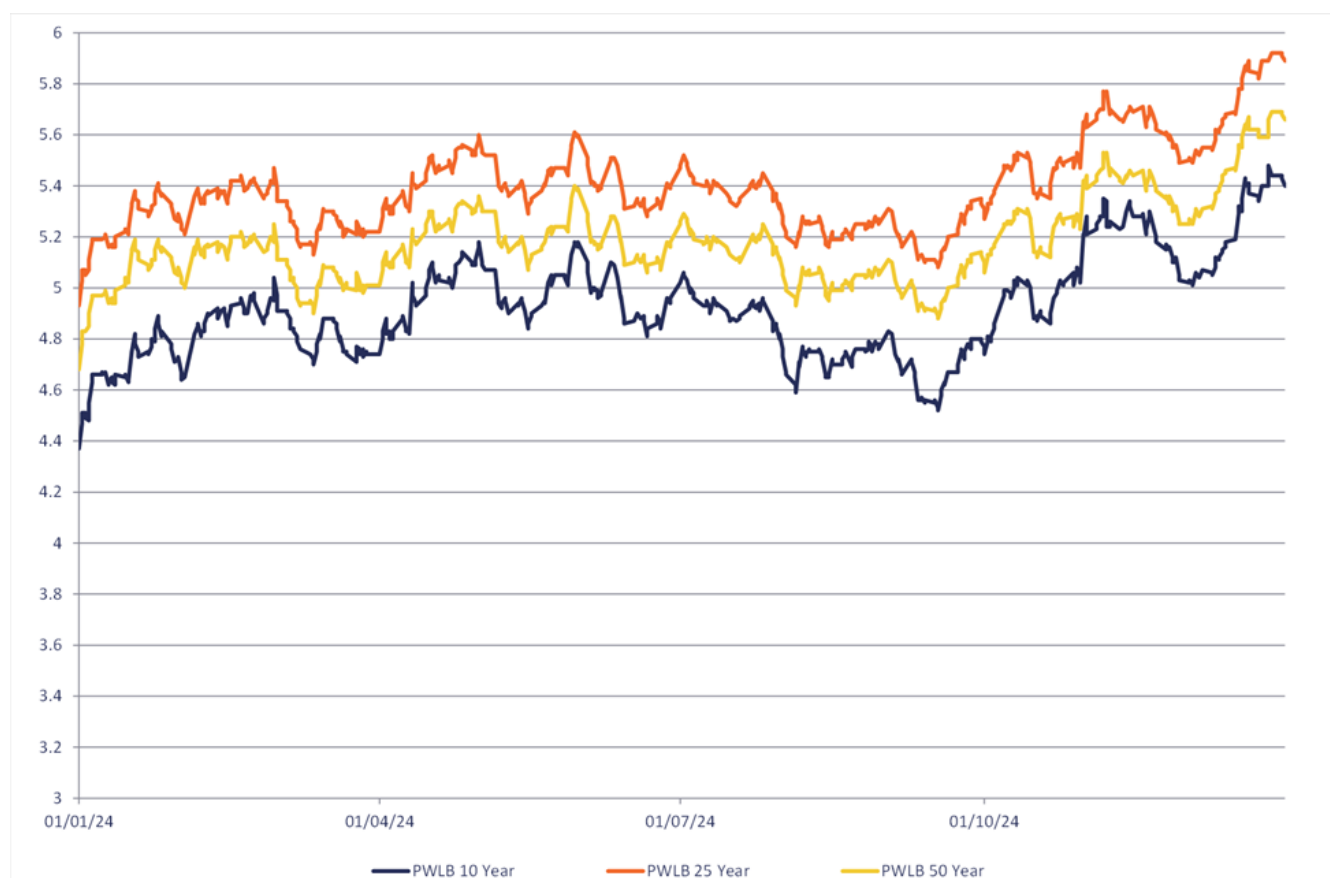
Public Works Loan Board (PWLB) Borrowing Rates

During the first six months of the financial year PWLB rates had generally been on a slow downward trajectory reflecting the expectation that interest rates would fall during the remainder of the financial year. However, during the third quarter to 31 December 2024 PWLB rates have been rising following the budget and the reluctance of the

MPC to reduce the Bank of England Base Rate as quickly as anticipated based on current and future forecasts for inflation.

The 50 year PWLB certainty rate was 5.66% on 31 December 2024 compared with 5.13% at the end of Quarter 2.

Graph 1 – PWLB Borrowing Rates



Summary

The Bank of England Base Rate was cut by 0.25% to 4.75% at the November Monetary Policy Committee meeting.

Local authorities are now offering higher rates compared with Financial Institutions by around 0.75% in the one year period. The number of Local Authorities looking to borrow has increased significantly causing the rates to increase. The Council has taken the opportunity to lock into these higher rates and will look to make further investments when surplus cash becomes available.

Risks prevail in the financial markets and are subject to a continued high level of scrutiny with any significant issues arising being reported to the Council’s Audit and Governance Committee. Changes to credit ratings of financial institutions are monitored daily and where required reported to the Section 151 Officer for an agreed course of action to be taken.

Section 2.5 – Insurance

Table 13 details the number of formal insurance claims for Quarter 1 to 3 of 2024/25 (figures in brackets are comparable figures for 2023/24).

Table 3 – Insurance Claims					
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
Public Liability	2(1)	0(0)	1(1)	(2)	3(4)
Employers Liability	0(0)	0(0)	1(1)	(1)	1(2)
Motor	1(4)	2(2)	4(2)	(5)	7(13)
Property	1(0)	1(0)	1(0)	(0)	3(0)
Officers Indemnity	0(0)	0(0)	0(0)	(0)	0(0)
Total	4(5)	3(2)	7(4)	(8)	14(19)

Insurance Reserves

The Council maintains an insurance reserve for smaller value insurance claims where the losses are below the principal deductible of £25,000.

At 31 December 2024 the balance on the reserve was £197k, and this balance is monitored on a regular basis to ensure that the value of the reserve is sufficient to meet future liabilities.

Section 2.6 – Debt Collection

A review of debts is undertaken every month, and monitoring is reported against targets. In line with the financial procedure limits debts below £5,000 require sign off by the Chief Finance Officer with all debts for this amount or over requiring Cabinet approval. New arrangements are in place for regular reporting and review of sundry debts and proactive management is taking place which is also resulting in debt levels and age of debt reducing.

An analysis of the sundry debts the Council held as at 31 December 2024 is show in **Table 13**.

Table 14 – Sundry Debt Analysis							
0-30 days	31-60 days	61-90 days	91-120 days	121-183 days	184-365 days	Over 365 days	Total
£	£	£	£	£	£	£	£
953	62,664	16,658	(17,427)	71,634	76,614	518,077	729,173

Note: This does not include details of invoice amounts £209,145 that are not yet due

Section 2.7 – Council Tax and Business Rates

There remains uncertainty over the longer-term effect on collection and recovery as a result of the ongoing impact of the pandemic, and the cost of living challenges. In recognition, we continue to remain prudent in setting the bad debt provision in this area.

A programme of statutory recovery activity is in place throughout the year.

Council Tax Support Scheme (CTS)

Following the annual review during 2023/24, the 2024/25 scheme has remained unchanged from the previous year, allowing for national up-ratings.

A fundamental review of the scheme has been carried out in 2024/25, with changes being introduced from April 2025.

Council Tax – 2024/25 Quarter 3 In-Year Collection

The collectable debit for the year at 31 December 2024 was £44.7m with a net collection rate of 79.12% achieved (77.75% at 31 December 2023).

Business Rates – 2024/25 Quarter 3 In-Year Collection

The collectable debit for the year at 31 December 2024 was £20.5m with a net collection rate of 79.80% achieved (79.56% at 31 December 2023).



Report To:	Council
Date:	19 th May 2025
Subject:	Waste Services Delivery Model
Purpose:	To approve amendments to the Capital programme to fund vehicles required for the introduction of weekly food waste collections across the borough
Key Decision:	Yes
Portfolio Holder:	Councillor Butler – Environmental Services
Report Of:	Jason King, Director of Communities
Report Author:	Victoria Burgess, Assistant Director, Neighbourhoods
Ward(s) Affected:	All
Exempt Report:	No

Summary

The Environment Act 2021 introduced the Waste Reforms Programme for England, which affects all local authorities waste collection and disposal arrangements. A central pillar of these reforms is 'Simpler Recycling' which requires waste collection authorities to provide a weekly separate food waste collection to all households from April 2026.

The Council is being asked to support the recommendations to approve amendments to the Capital Programme to enable officers to place an order in May 2025 for food waste collection vehicles to be delivered in 2026/27.

Recommendations

That the Council:

1. Approves drawing forward £2.010m from the capital programme allocation for 2027/28-2028/29 to 2026/27 to fund the capital costs of purchasing food waste collection vehicles;

2. Approves slippage of £0.840m in the Capital Programme allocations for Food Waste for 2025/26 into 2026/27 to fund the capital costs of purchasing food waste collection vehicles; and
3. Approves an addition of £0.130m to the capital programme in 2026/27 to fund the capital costs of purchasing food waste collection vehicles.

Reasons for Recommendations

Enables the council to meet the legal obligation placed on local authorities to provide a separate weekly food waste collection.

Makes use of capital already allocated in the agreed capital programme for waste fleet renewal in 2028/29.

Makes use of New Burdens funding provided to Boston Borough Council to support the capital costs of introducing separate food waste collections.

Other Options Considered

Purchase of standard food waste collection vehicles for separate collection – this option has been discounted due to the modelled annualised costs for providing this method of service delivery being on average a year circa £615,000 pa above baseline from 2027/28 onwards, the potential impact on residents, and the impact on waste services employees.

Do nothing – this is not an option as the introduction of separate weekly food waste collections is a statutory requirement.

1. Background

- 1.1 The Environment Act 2021 introduced the Waste Reforms Programme for England, which affects councils' waste collection and disposal arrangements. A central pillar of these reforms is 'Simpler Recycling' which requires local authorities to provide a weekly food waste collection to all households from April 2026. There is also a requirement for obligated businesses and non-domestic premises to arrange a weekly food waste collection from April 2025.
- 1.2 New Burdens funding is available in three pots to assist Local Authorities with the implementation of weekly food waste collections:
 - 1.2.1 *Capital New Burdens*. The Council has received £731,496 from Defra for the capital purchase of the additional vehicles and caddies required to provide a food waste collection.
 - 1.2.2 *Transitional New Burdens*. The Council has been allocated £230,796 from Defra for costs incurred in 2024/25 and 2025/26, to meet the transitional costs incurred to introduce the new food waste collection service such as

procurement, project management, communications and engagement, route planning and container delivery.

1.2.3 *Revenue New Burdens*. There is no further information regarding the amount the council can expect, however this funding will not be available to the Council until April 2026.

1.3 Working with colleagues within the Lincolnshire Waste Partnership (LWP), a countywide procurement exercise has identified a contract for 23 litre kerbside caddies for presenting food waste on collection day, and a smaller 5 litre kitchen caddy to store food waste in the home. The purchase order has already been placed for these in order to secure the best price for all Lincolnshire districts, funded through the capital New Burdens grant.

2. Report

Delivery model

2.1 The recent 'Policy Statement on packaging Extended Producer Responsibility' published by Defra on 27 February 2025 sets out key policy measures for EPR packaging policy; the expectation being that an efficient waste management service is one where costs are as low as reasonably possible, and from 2028 the Scheme Administrator will assess how effective a local authority's waste management service is. Payments will be calculated and distributed according to this assessment of an efficient and effective service.

2.2 Through the SELCP Waste Improvement Programme Board, the Council has completed a project to identify the most efficient way of collecting weekly food waste separately alongside the current twin stream recycling and refuse collections. Two options were considered:

- Option 1a - Collecting food waste separately from all households via a small 7.5t vehicle.
- Option 1b - Collecting food waste in a refuse collection vehicle that has an integrated 'pod' on the front designed to collect food waste at the same time as refuse and recycling.

2.3 An assessment of the options has identified the most efficient way of delivering the service is to co-collect food waste weekly at the same time as refuse and recycling collections are made, using a separate integrated pod on the same vehicle; Option 1b.

2.4 The modelling and assessment undertaken identifies that:

- the annualised cost is on average circa £615,000 pa less than Option 1a, meeting the requirement for an efficient total waste management service
- fewer HGV drivers are required, noting the widely reported shortage of HGV drivers nationally, and difficulty recruiting already being experienced by the service
- fewer HGV vehicles are required enabling capacity in the Boston depot to accommodate future growth from new development across the borough
- the quality of service to residents is maintained due to emptying food waste caddies on the same day, at the same time as the other bin is presented for collection
- an optimum working environment for employees is provided from the larger vehicle cab size, and reduced need for manual handling.

- 2.5 The current delivery lead time for these vehicles is 40 weeks. An order for vehicles needs to be placed in June to enable delivery for April 2026/27, and before price increases take effect in July 2025.
- 2.6 Whilst the delivery model Option 1b is the most cost-effective option, it does require collection route changes for refuse, recycling, paper and card collections. This will mean that the majority of residents will have a change in collection day when the food waste service is introduced in 2026.

Communication and engagement

- 2.7 Across Lincolnshire there is a Communications Working Group comprising representatives from each local authority, with a jointly funded food waste communications officer to ensure consistency of messages to residents regarding the roll out of food waste collections across Lincolnshire. Additionally, officers from the Lincolnshire Waste Partnership's Strategic Officer Working Group have received support from WRAP to use their experience and national campaign materials.
- 2.8 Within the SELCP, internal communication plans are being developed for each council, and the engagement and communications plans are monitored through the Waste Improvement Programme Board. It is important that the service provides support to residents as the caddies are being delivered and as the new service is introduced.

3. Conclusion

- 3.1. Having completed an extensive modelling exercise to identify the best option for delivering weekly separate food waste collection across Boston Borough, this report makes recommendations to use capital allocated for fleet replacement in 2028/29, Defra capital grant funding for food waste, and additional capital funds to bring forward the fleet replacement programme to 2026/27, to enable the procurement of food waste collection vehicles. The model for delivery ensures that every property within the borough is visited weekly to collect food waste, by the most cost-effective means.

Implications

South and East Lincolnshire Councils Partnership

The current shared service arrangement with Boston Borough Council, where BBC collects waste, recycling, and paper and card, from properties in the south of East Lindsey is unaffected. The arrangement will continue with BBC collecting food waste from these properties but will include a separate weekly food waste collection as these are rolled out across the whole East Lindsey District.

Corporate Priorities

Implement the Environment Act and Extended Producer Responsibility as they come forward. A separate food waste collection, using the same vehicles as refuse and recycling collections to ensure a more efficient and effective waste management service aligns with this priority.

Staffing

All staff will need to be trained on the collection of food waste and associated health, safety and welfare implications. The Employee Relations (ER) team in PSPS attend the Waste Improvement Programme Board and are aware of the staffing implications. The Health and Safety team in PSPS work closely with officers and attend the Lincolnshire-wide waste health and safety group meetings. Attendees of the SELCP Joint Consultative Committee will be regularly updated and informed of implications for Union members.

Workforce Capacity Implications

There are workforce capacity implications from the new service, as drivers and loaders will need to be recruited to meet the additional capacity required. The ER team in PSPS attend the Waste Improvement Programme Board and are aware of the workforce capacity implications. Attendees of the SELCP Joint Consultative Committee will be regularly updated and informed of implications for Union members.

The Head of Customer Contact attends the Waste Improvement Programme Board and has identified the resource required from Customer Contact to manage the additional contact from residents during the implementation of the new collection service.

Constitutional and Legal Implications

The requirement to provide a weekly food waste collection service to every household will come into effect from 1 April 2026, as required under s45A of the Environmental Protection Act 1990, introduced by the Environment Act 2021.

Data Protection

None.

Financial

Increased annual costs from 2026/27 due to fleet replacement and service growth associated with Food Waste under either Option 1a or 1b. Financing, for the purpose of this report, is assumed to be via prudential borrowing resulting in Minimum Revenue Provision (MRP) charges and external borrowing costs to fund the upgrade of the fleet. Capital financing is shown in Appendix 1.

EPR should be considered as payments will be distributed to local authorities for the efficient collection and disposal of household packaging waste. Therefore, providing a cost-effective total waste management service to residents that supports increased participation in all recycling streams may have a positive impact on future external funding. EPR should be considered as an option for resourcing the increase in revenue costs within the service throughout the MTFS with £946,000 due in 2025/26, and continuing receipts are expected. Currently the EPR funding in 2025/26 has £473,000 committed against it.

Revenue	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	MTFS
Current Cost of Service	-	3,370,648	3,432,102	3,499,704	3,563,951	3,629,665	17,496,070
MRP	-	37,857	37,857	292,857	325,000	325,000	1,018,571
Cost of Borrowing	-	13,038	100,860	111,930	111,930	111,930	449,688
Total Revenue Cost of Current Service	-	3,421,543	3,570,819	3,904,491	4,000,881	4,066,595	18,964,329
Revised Cost of Service - Option 1B	-	3,600,752	3,686,370	3,774,130	3,864,083	3,956,285	18,881,620
Revised MRP	-	-	343,714	343,714	440,714	440,714	1,568,856
Revised Cost of Borrowing	-	118,375	118,375	151,782	151,782	151,782	692,096
Total Revenue Cost of Revised Service	-	3,719,127	4,148,459	4,269,626	4,456,579	4,548,781	21,142,572
(Less) Current Service cost	-	(3,421,543)	(3,570,819)	(3,904,491)	(4,000,881)	(4,066,595)	(18,964,329)
Net Impact of Revised Cost of Service	-	297,583	577,641	365,134	455,698	482,186	2,178,243
Revenue Funding Resources							
New Burdens (Uncommitted)	-	-	-	-	-	-	-
EPR (Uncommitted)	(473,000)	(946,000)	(946,000)	(946,000)	(946,000)	(946,000)	(5,203,000)
Total Revenue Funding Resources	(473,000)	(946,000)	(946,000)	(946,000)	(946,000)	(946,000)	(5,203,000)
Net funding resource	(473,000)	(648,417)	(368,359)	(580,866)	(490,302)	(463,814)	(3,024,757)

Risk Management

Funding - There is a risk that the New Burdens funding provided by Defra will not cover the revenue costs associated with implementing this new statutory service. Once confirmation has been received the financial implications will be identified.

Round review – the costs provided within this report are a result of the modelling exercise. Whilst actual financial information and tonnages have been provided for input into the model, the actual costs for budget setting purposes will not be known until a detailed round review has been undertaken.

Delivery timeframe – There is a risk that vehicle order and delivery times may be extended and delay the introduction of food waste collections by the target date for implementation of April 2026. Delivery dates will be monitored and any delay reported through the Waste Improvement Programme Board.

Defra's Waste Reforms Programme – There is a risk that separate weekly collections of food waste will be regarded by some members of the public as a costly initiative, increasing CO2e with more vehicles being used, resulting in less participation in our recycling collections. Collecting food waste using the same vehicle as waste, recycling, and paper and card collections, amounts to fewer vehicles and reduced visits to properties, particularly in rural areas. Clear communication and information regarding these benefits of the new service will lower this risk.

Stakeholder / Consultation / Timescales

The weekly collection of food waste is mandatory and therefore consultation has not been conducted, however the Portfolio Holder has been consulted on the operational implications of the Council collecting food waste. As a member of the LWP, the Portfolio Holder has received updates regarding the requirement for Simpler Recycling and its impact on local authorities.

As a member of the Lincolnshire Waste Partnership, and the countywide Senior Officer Working Group, Lincolnshire County Council as Waste Disposal Authority have had an active role in supporting the Waste Collection Authorities with their arrangements to deliver the food waste collection service. LCC has also invested in the Waste Transfer Station at Boston to ensure it can accommodate food waste.

Reputation

Failure to provide the service, or inaction, risks the Council's reputation as the service is rolled out nationally.

Contracts

None.

Crime and Disorder

None.

Equality and Diversity / Human Rights / Safeguarding

Existing waste policies such as assisted collections, and larger bins, will not be affected.

Health and Wellbeing

None.

Climate Change and Environmental Implications

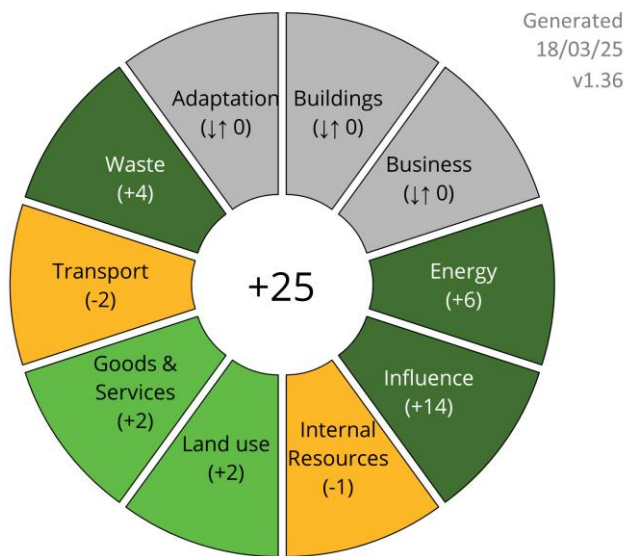
Over ten million tonnes of food is wasted every year in the UK. Separate collections of food waste from every household will prevent contamination of other waste which could be usefully recycled, as well as ensuring that food waste can be sent to anaerobic digestion facilities. Directing food waste to these plants will generate more sustainable energy to power homes and businesses and cut down the more than 18 million tonnes of greenhouse gas emissions associated with this waste.

Lincolnshire County Council has secured disposal capacity for food waste collected within Lincolnshire via anaerobic facilities in Hemswell Cliff and March. LCC's Environment team have used the Greenhouse Gas Emissions model for waste collection and disposal following the introduction of separate food waste collections across Lincolnshire. Results show that with the introduction of separate food waste collection and disposal there is an improvement in the overall CO₂e position with a reduction of 4,412 of CO₂e emissions per annum.

The SELCP's Climate Change and Environment Impact Assessment outcome for Option 1b is shown in Figure 1 below, and gives a positive value of 25. This indicates that the estimated benefits of introducing a weekly food waste collection outweighs the costs of doing so.

The infographic shows the relative costs and benefits of the decision on 10 different categories with respect to the climate: Buildings, no net effect. Business, no net effect. Energy, plus 6. Influence, plus 14. Internal Resources, minus 1. Land use, plus 2. Goods & Services, plus 2. Transport, minus 2. Waste, plus 4. Adaptation, no net effect.

Figure 1: Assessment outcome



The Partnership has committed to being Net Zero by 2040
(14 years and 9 months away).

Acronyms

WIPB - Waste Improvement Programme Board

WRAP – The Waste and Resources Action Programme (a global environmental action NGO delivering programmes that reduce CO₂, waste, restore nature and change people's behaviour)

pEPR – Extended Producer Responsibility for packaging waste

Defra – Department for Environment, Food and Rural Affairs

LWP – Lincolnshire Waste Partnership

LCC – Lincolnshire County Council

CO₂e - Carbon Dioxide Equivalent

Appendices

Appendices are listed below and attached to the back of the report:

Appendix 1 - Capital financing table

Background Papers

No background papers as defined in Section 100D of the Local Government Act 1972 were used in the production of this report.

Chronological History of this Report

A report on this item was considered by Cabinet on 7 May 2025.

Report Approval

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Appendix 1 – Capital financing

Capital Programme	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030	2030/2031	MTFS
Current							
Vehicle Replacement scheme	840,000	-	1,785,000	225,000	-	-	2,850,000
Capital Financing							
Current MRP	(265,000)	-	(1,785,000)	(225,000)	-	-	(2,275,000)
External Grant	(575,000)	-	-	-	-	-	(575,000)
	-	-	-	-	-	-	-
Revised							
Vehicle Replacement scheme - Option 1B	-	2,981,000	-	679,000	-	-	3,660,000
Capital Financing							
Revised MRP	-	(2,406,000)	-	(679,000)	-	-	(3,085,000)
External Grant	-	(575,000)	-	-	-	-	(575,000)

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Report To:	Full Council
Date:	19 th May 2025
Subject:	South & East Lincolnshire Councils Partnership Performance Report
Purpose:	Six monthly update on Partnership performance
Key Decision:	No
Portfolio Holder:	Councillor Anne Dorrian, Leader of the Council
Report Of:	(A
Report Author:	Suzanne Rolfe, Group Manager - Insights & Transformation
Ward(s) Affected:	All
Exempt Report:	No

Summary

This report sets out the progress of the South & East Lincolnshire Councils Partnership since the last update on 16th September 2024.

Recommendations

- To note progress of the Alignment and Delivery Plan (section 2)
- To note the Performance Framework 2025/26 (section 3)
- To note the updates from the Priority Partnerships (section 4)
- To note the Partnership Scrutiny update (section 5)

Reasons for Recommendations

To monitor and report on the progress of the Partnership as previously agreed.

Other Options Considered

None as this is the approach previously agreed.

1. Background

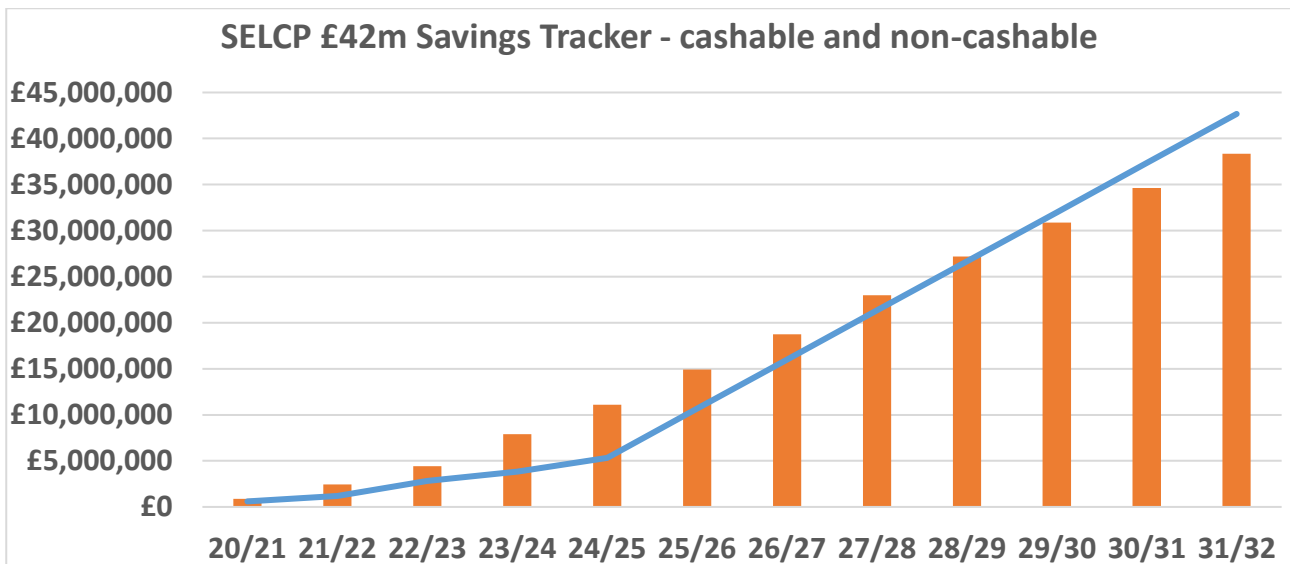
- 1.1 The South & East Lincolnshire Councils Partnership (Boston Borough Council, East Lindsey District Council and South Holland District Council) launched on 1st October 2021.
- 1.2 This report sets out the progress of the Partnership since the last update in September 2024.

2. Alignment and Delivery Plan (ADP)

- 2.1 Progress of Alignment and Delivery Plan activity is being monitored by Joint Strategy Board to support the Partnership in delivering on its priorities, as well as sovereign Council ambitions.
- 2.2 All of the activities in the ADP for 2024/25 have either been completed, removed as no longer relevant or moved to the 2025/26 Delivery Plan. Delivery is being managed and reported by Assistant Directors. Where an action is off-plan in terms of delivery, mitigations are put in place.
- 2.3 The ADP for 2025/26 has been approved alongside budget setting and published online at: [Alignment and Delivery Plan 2025-2026](#)
- 2.4 A key element of the plan is securing external funding. The table below sets out external funding secured since August 2020 by sovereign Council and in total for the Partnership.

Funding secured since August 2020	BBC	ELDC	SHDC	COMBINED
2020/21	£22,200,000	£48,718,578	£8,300,000	£79,218,578
2021/22	£3,395,318	£5,068,169	£2,397,892	£10,861,379
2022/23	£17,704,882	£13,766,960	£22,234,304	£53,706,146
2023/24	£7,386,953	£24,368,636	£13,455,393	£45,210,982
2024/25	£45,911,553	£129,866,883	£34,059,107	£214,449,789
TOTAL	£96,598,705	£221,789,226	£80,446,697	£403,446,874

- 2.5 The Partnership Business Case identified that £42m in financial efficiencies could be derived from the 3 Councils working together. The graph shows the financial efficiencies - both cashable and non-cashable - that have been identified so far (to the end of March 2025).



SAVINGS PROFILE – CASHABLE AND NON-CASHABLE			
		TARGET	TOTAL
ALLIANCE	20/21	£600,000	£872,415
SOUTH & EAST LINCOLNSHIRE COUNCILS PARTNERSHIP	21/22	£1,200,000	£2,440,787
	22/23	£2,838,000	£4,420,112
	23/24	£3,833,000	£7,913,591
	24/25	£5,334,000	£11,105,001
	25/26	£10,668,000	£14,935,060
	26/27	£16,002,000	£18,757,340
	27/28	£21,335,000	£22,977,840
	28/29	£26,669,000	£27,205,926
	29/30	£32,003,000	£30,885,273
	30/31	£37,337,000	£34,619,780
	31/32	£42,671,000	£38,354,287

2.6 The blue line on the graph shows the target in the Partnership’s Business Case. The orange bars show where the Partnership is against that target. This shows that the Partnership is already on track to achieve the efficiency savings up to 2028/29. Additional efficiencies for future years will be added as they are identified through matters such as contract reviews and service reviews.

2.7 Council is being asked to note the progress of the Alignment and Delivery Plans as well as the progress in securing external funding and achieving the efficiency target for the Partnership.

3. Performance Framework 2025/26

3.1 The outline Performance Framework was agreed at the outset of the Partnership, creating a common suite of performance measures across the Partnership. This does not replace performance reporting within the sovereign councils but is in addition to it with a specific focus on Partnership performance.

3.2 The performance measures have been reviewed for 2025/26 and set out in the Framework at Appendix A. It is recommended to continue with the current suite of measures wherever possible to allow us to build up trend reporting over time. Measures may be adjusted in-year should circumstances change.

3.3 Council is being asked to note the Performance Framework for 2025/26.

4. Priority Partnerships Update

4.1. A number of key Partnerships have been established as mechanisms for delivering the strategic priorities of the Partnership are set out in the table below:

Priority Partnership	Subject areas	Potential Sub-regional partners	Initial priorities	Lead
Growth and Prosperity Priority Partnership	Skills, Training/Education, Business Support Employment, Utilities, Economic Development, Transport Infrastructure, Flood Risk	Education providers, Lincolnshire County Council, Utility companies, Lincolnshire Chamber of Commerce, Greater Lincolnshire Enterprise Partnership, Department for Work and Pensions, Environment Agency.	Transport infrastructure; Skills Development; Inward investment	Economic Development
Healthy Lives Priority Partnership	Leisure, Culture, Wellbeing, Housing and Homelessness, Access to Health Services, Health Inequalities.	Deputy Chief Executive (Communities), Lincolnshire CCG, NHS, Mental Health Services, Leisure providers, Housing providers.	Access to health services; Obesity	Communities
Safer Communities Priority Partnership	Crime and Disorder, Anti-Social Behaviour, Licensing	Deputy Chief Executive (Communities), Lincolnshire Police, Probation Service.	Fear of crime; Anti-social behaviour; Domestic abuse	Communities
Environment Priority Partnership	Climate Change, Biodiversity, Air Quality, Open Spaces, Waste and Recycling, Environmental Crime	Deputy Chief Executive (Communities), Natural England, Lincolnshire Wildlife Trust, Lincolnshire County Council, Environment Agency.	Environmental Bill; Climate Change Agenda	Communities

4.2. Growth and Prosperity Priority Partnership (Economic Development):

4.2.1. Supporting Skills, Learning and Employment Opportunities:

- During 2024/25, our UKSPF-funded 'People and Skills' programme has directly supported 600 residents to gain new qualifications, licences or skill, 178 residents to move from economic inactivity to employment, and 400 residents to gain basic digital, ESOL or maths skills.
- Engaged Zest Theatres to work and inspire young people – outcome were statements from young people about their ambitions and barriers to achieving them, alongside solutions on behaviours and exhibited them as

banners in Spalding, Skegness and Boston with young people invited to review the collective group of comments and reflecting and commenting on what they had played back. The banners remained on display for many weeks afterwards in our heritage locations.

- The Mayflower – Boston Town Deal’s flagship project – has achieved significant progress on site, led by Boston College to facilitate lifelong learning and improved access to skills and learning and due to handover July 2025.
- The Skegness Towns Fund project – the Learning Campus – which has also commenced construction and due to complete in August.
- The Campus for Future Living has finished fit out and practical completion was imminently due with a formal Opening due in April/ May.

4.2.2. **Vibrant Town Centres and Regeneration:**

- Having established a new Spalding Town Board to facilitate new funding opportunities we have worked with all 3 Town Boards across the partnership to accommodate both Town Boards and the new Neighbourhood Boards to manage and create emerging Neighbourhood plans to receive £20m each over the next 10 years. We submitted to MHCLG the town centre areas and boards specifically for Spalding, Skegness and Boston.
- We continue to provide significant support to both Town Boards – Boston and the Connected Coast (alongside its 2 sub-groups Mablethorpe and Skegness) – which oversee the delivery of 20 Towns Fund projects and support additional funding and investment. There remains only 12 months of that programme to manage, and focus is on ensuring successful completion of the active programmes, ensuring all funds are allocated and can deliver fully, looking at evaluation of outcomes and benefits, and establishing lessons learned.
- Looking to finalise the DCMS approval of a project variation for the Cultural Development Fund programme in Skegness to deliver a Culture House offer.
- Through our UKSPF funded Communities and Place work, including the hugely successful ‘GrassRoots’ community investment scheme, we have either created or improved over 150 community facilities
- The Business Improvement District (BID) for Spalding has now been established with a board and employed BID manager in place.
- A new town centre business group for Boston has been meeting following its establishment, with support from Boston Borough Council and the Federation of Small Businesses.
- The National Lottery funded Spalding Reconnected project has concluded for Spalding, leading to new wayfinding, a river arts trail and a new heritage strategy designed to help position the town for future strategic investment into heritage.
- Extensive work is progressing on the design and delivery of all three ‘Levelling Up Fund’ projects across the partnership, including the South

Holland Health and Wellbeing Hub, the PE21 project, Spilsby Sessions House and Alford Manor House.

4.2.3. Supporting Priority Sectors:

- We have received funding from Arts Council England to establish a Cultural Compact in East Lindsey which will be used to establish a formal network of arts and culture producers and artists/deliverers to bring them together to collectively support in the delivery of arts and events as a culture across the communities.
- The second S&ELCP Culture Conference is planned to be held at South Holland Community Centre as part of the third year NPO programme to bring together the creative and heritage sectors together. The NPO was deliver many events across the year spending over £1m on multiple events across the whole partnership.
- The Place team continue their priorities of town centre regeneration and Tourism and have supported the following highlights: the Lincolnshire County Show, Boston Brilliance; Lincolnshire Wolds Outdoor Festival; Ayscoughfee Enlightenment; alongside multiple Teenage Markets to name but a few.
- Through our partnership with the Lincolnshire-based UK Fresh Produce Network, the University of Lincoln and Boston College, we have supported significant investment to support the growth of our agri-food sector. This includes opening new international market connections for inward investment opportunities, lobbying for (and securing) investment in infrastructure to support the agri-food sector, and providing direct business support to enable growth.

4.2.4. Enabling Growth and Housing and Attracting Investment:

- Our 'Supporting Local Business' theme of UKSPF, which is anchored in our Grants4Growth and Advice4Growth business support programme, has supported the creation of 300 new jobs and assisted over 900 businesses. Of the 340 individual businesses supported through our Grants4Growth and Advice4Growth programme, 68% have said the support provided has improved their productivity, 64% have enhanced their resilience, and 60% have launched new and improved processes.
- Section 5 of the Spalding Western Relief Road has achieved practical completion, following extensive partnership working across district, county council, landowners and Homes England to support the delivery of infrastructure which will support future housing and economic growth. The project was supported by £20m in funding secured by South Holland District Council in 2017. Similar infrastructure investments on the A16, arising from partnership working across both tiers of local government to lobby and secure funding, have also completed.
- A number of major businesses have been supported with relocation to enable their expansion, including Parkinson Harness (Kirton) and AJS (Holbeach).

- Engaged Urban Foresight as consultants to report on Boston 400 and opportunities to create partnerships to deliver a programme of events to support the town's celebration of 400 years since the Mayflower set sail to create Boston Massachusetts.
- We regularly meet with MHCLG, Arts Council England, Heritage Lottery Fund, Community Lottery Fund, Visit England and Destination Lincolnshire to go through the opportunities for investment, funding and activity across all 3 authorities.

4.3. Healthy Lives Priority Partnership:

- 4.3.1. S&ELCP Healthy Living Board (HLB) is now well established and creating local opportunities, governance and a platform for partnerships with health, community and third sector to improve the quality of life for residents.
- 4.3.2. S&ELCP HLB have considered and responded to the joint scrutiny recommendations on remit, purpose and priorities and updates have been taken to each council's scrutiny committees.
- 4.3.3. The joint scrutiny concluded that the role of the HLB in health and wellbeing was non-statutory and non-clinical, but Council services and partnerships we engage in give us both great understanding of our communities and opportunities to influence better health outcomes.
- 4.3.4. S&ELCP joint scrutiny panel recommended increased work on prevention to prevent poor health, reduce risk of exclusion and reduce pressure on local services.
- 4.3.5. Helping resident access information, service and support helps prevent isolation, poverty and poor wellbeing - in the last year S&ELCP HLB have overseen a successful community-based digital inclusion project with local charity Lincs Digital. This project has been supported locally by our Primary Care Networks and reached people at risk of exclusion and poor health to access services.
- 4.3.6. HLB have continued to oversee delivery of the Household Support Fund; reducing financial hardship which can exacerbate poor physical and mental health.
- 4.3.7. HLB have also given Sport England the confidence and assurance to invest locally – currently in development phase, all 3 Council areas have been selected to be part of Sport England's Place Expansion programme which is a significant opportunity to strengthen community resilience and increase physical activity.

4.4. Safer Communities Priority Partnership

- 4.4.1. There have been three meetings of the South & East Lincolnshire Community Safety Partnership (SELCSPP) since the last update.

4.4.2. October 2024:

- The group received a presentation from Kingdom LA Support Ltd about the work they do across the partnership to tackle environmental crime. This led to a discussion about whether Kingdom could cover the Public Spaces Protection Order areas in respect of alcohol restrictions (in Boston & South Holland), which was agreed as an area to consider.
- The Community Engagement Officer at Boston Borough Council gave a verbal presentation of the work she has been doing to engage with diverse communities in hot-spot areas and promote integration and community cohesion.
- The Chair of the group provided an update on the action to explore the Purple Flag scheme. It was agreed that whilst there is general support for the initiative, the recommendation is to refer it to the Town Boards to see if it were something they would like to pursue.
- An outline was provided on the proposed approach to undertaking a strategic review of the partnership's priorities as the strategy runs to March 2025.
- Routine information was presented to the group in relation to activity undertaken by the Community Safety Teams across the partnership area during quarter 1 of 2024-25 with comparisons to previous years.

4.4.3. February 2025:

- The regional lead for Operation Jigsaw gave a presentation about the scheme which exists to help Local Authority regulators of Private Sector Housing to work together to raise standards for tenants in the sector.
- The Safer Lincolnshire Partnership (SLP) business manager gave an update on the outcome of their strategic needs assessment and the move away from broad priority themes to a more place-based and project focussed approach to delivery.
- The remainder of the meeting focussed on the local strategic review. The Community Safety Partnership Officer presented a range of information to assist in identifying the areas of focus for the next three years. A discussion then followed with suggestions identified. It was agreed that a further meeting was required to finalise the discussions.

4.4.4. April 2025:

- A shorter meeting was held with the sole focus of considering a summary paper of the discussions from the previous meeting with identified areas of focus:
- Continue to address Anti-Social Behaviour across the partnership area through effective partnership working at both the local and county level.
- Examine the processes and tools currently used for dealing with neighbour disputes and assess whether there are areas of improvement to prevent escalation and manage people's expectations.
- Undertake further analysis and research on fear of crime/perceptions to gain a better understanding of the factors which affect it.
- Work with the SLP to support a place-based approach to project delivery.

- In addition it was agreed that:
 - The Chair of the SELCSP approaches the three Towns Boards to improve links between them and the Community Safety Partnership to support mutual areas of work.
 - Information from the quarterly Neighbourhood Policing Team's priority setting is communicated to the SELCSP to keep a watching brief on any issues which may require additional support/engagement from partners.

4.5. Environment Priority Partnership/SELCAN

- 4.5.1. The South and East Lincolnshire Climate Action Network (SELCAN)/Environment Priority Partnership last met in March 2025 where they elected a new Vice Chair, and their next meeting is scheduled for June. At their end of year meeting in December three proposals were presented to the Core Steering Group and are now being taken forward.
- 4.5.2. The Nature Based solutions & Water, Resilience and Adaptation sub-group are developing a Nature Challenge for Schools.
- 4.5.3. The Transport & Energy and Renewables sub-group are developing a cycling proposal which includes a cycle pack and launch events to encourage take-up of cycling, improve awareness around safe cycling, and linking with the cycle hubs, which can offer free refurbished bikes and repairs.
- 4.5.4. The Marketing, Education & Community Engagement sub-group are developing a Carbon Award scheme which comprises a package of support and subsidised training for businesses, as well as an awards event.
- 4.5.5. Members have developed a monthly spotlight calendar for the website and social media channels, which highlights environmental campaign topics such as Energy Savers Week and are also developing ideas for activities & engaging content for our Lincolnshire Show stand.

4.6. Council is being asked to note the updates from the Priority Partnerships.

5. Partnership Scrutiny Update

- 5.1. On forming the Partnership, Councils committed to undertake an annual scrutiny of the Partnership's progress as identified in the approved business case.
- 5.2. In September 2024, the Partnership commenced its third Joint Scrutiny of the Partnership. The final report included 7 recommendations around service reviews, partnership risks, delivery plans, MOA, LGR, lobbying, financial resilience, alignment and staffing.
- 5.3. All recommendations are on track and reported monthly to Leadership Team.

6. Conclusion

6.1. Significant progress continues to be made by the South & East Lincolnshire Councils Partnership. This report sets out this progress to date as part of the six-monthly cycle of reporting.

Implications

South and East Lincolnshire Councils Partnership

This report updates on the progress of the Partnership to date.

Corporate Priorities

The formation of the South & East Lincolnshire Councils Partnership supports the corporate priorities of the sovereign Councils in the Sub-Regional Strategy. This is reflected in the agreed Delivery Plans and performance measures.

Staffing

No implications specific to staffing in this report.

Workforce Capacity Implications

No implications specific to workforce capacity in this report.

Constitutional and Legal Implications

The constitutional and legal arrangements for the successful implementation of Partnership have been approved by all three partner Councils.

Data Protection

No implications specific to data protection in this report.

Financial

No implications specific to finances in this report.

Risk Management

No implications specific to risk management in this report.

Stakeholder / Consultation / Timescales

None specific to this report.

Reputation

The South & East Lincolnshire Councils Partnership has established a positive reputation through the progress it has achieved to date as contained in the main body of the report.

Contracts

No implications specific to contracts in this report.

Crime and Disorder

Section 4 of this report sets out details of the Safer Communities Priority Partnership.

Equality and Diversity / Human Rights / Safeguarding

No implications specific to this report.

Health and Wellbeing

Section 4 of this report sets out details of the Healthy Lives Priority Partnership.

Climate Change and Environmental Implications

Section 4 of this report sets out details of the Environment Priority Partnership.

Acronyms

ADP: Alignment and Delivery Plan

AHP: Allied Health Professionals

ASB: Anti-Social Behaviour

BID: Business Improvement District

CCG: Clinical Commissioning Group

DCMS: Department for Culture, Media and Sport

DWP: Department for Work and Pensions

EA: Environment Agency

ESOL: English for Speakers of Other Languages

FEZ: Food Enterprise Zone

HLB: Healthy Living Board

LCC: Lincolnshire County Council

LEP: Local Enterprise Partnership

LGA: Local Government Association

LGR: Local Government Reorganisation

LUF: Levelling Up Fund

MHCLG: Ministry of Housing, Communities & Local Government

MOA: Memorandum of Agreement

NPO: National Portfolio

PSPO: Public Spaces Protection Order

SELCAN: South and East Lincolnshire Climate Action Network

S&ELCP: South & East Lincolnshire Councils Partnership

SELCSP: South & East Lincolnshire Community Safety Partnership

SLP: Safer Lincolnshire Partnership

SLT: Senior Leadership Team

UKREiiF: UK Real Estate, investment and infrastructure Forum

UKSPF: UK Shared Prosperity Fund

Appendices

Appendix A: Performance Management Framework 2025/26

Background Papers

Background papers used in the production of this report are listed below: -

Document title	Where the document can be viewed
S&ELCP Business Case	www.selcp.co.uk/ourpartnership

Chronological History of this Report

A report on this item has not been previously considered by a Council body. This is being reported directly to Council to engage all Members.

Report Approval

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Approved for publication: Councillor Anne Dorrian, Leader of the Council
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PERFORMANCE MANAGEMENT FRAMEWORK
PERFORMANCE INDICATOR DOCUMENT
FOR CORPORATE

2025/26

Baldwin, Richard
Strategic Performance Analyst

Service Planning and Performance Indicator Setting

The purpose of this document is to set out the key decision-making processes for the department in the coming year, and to assign performance measures to assess the departments delivery against those processes. The main focus will be on aligning the performance measures against the wider set of corporate aims and objectives to ensure that the department is helping the council delivery on its goals in the coming year.

Shared Corporate Objectives

1. **Growth and Prosperity** - We are committed to working with partners and stakeholders across the Sub-region to stimulate growth and enhance our places and the environment by attracting investment, engaging with our communities and supporting businesses. Deliver Towns' Fund, levelling Up, UKSPF and ACE programmes. Deliver green & sustainable economic growth and improve infrastructure. Inward investment, destination management, cultural framework and housing growth.
2. **Healthy Lives** - We are working with partners to collectively address health-related matters within the Sub-region and to improve health and wellbeing outcomes for our communities. Reduce health inequalities, access to health services, improved leisure and cultural access and better housing standards. Reduce rough sleeping and homelessness.
3. **Safe and Resilient Communities** - We are working with partners and local communities to ensure the Sub-region is a place where people feel safe, secure and welcome, driving forward improvements to community engagement and empowerment. Deliver the Community Safety Strategy, reduce fear of crime, address domestic abuse, ensure licensing polices support crime reduction, and promote pride of place.
4. **Environment** - We are working with partners to play our role in addressing climate change and environmental responsibilities, and to encourage others to follow our example. Deliver the Climate Change Strategy, increase biodiversity, implement environment act and EPR, discourage fly tipping and improve environmental cleanliness and green spaces. Protect and enhance built heritage and environment, including green homes grants.
5. **Corporate Objectives** - In order to deliver our outward facing priorities, we also need to ensure that the Partnership itself is strong and developing. Deliver Partnership business case and prepare for future local government changes. Improve customer experience and use of digital services. Deliver the workforce development strategy and improve employee skills and retention. Improve income and efficiency & efficacy of services.

Key considerations for your department in the coming year

Set out below, briefly, the key considerations for your area and service delivery that are expected in the coming year based on corporate objectives, key delivery programmes or changes to legislation that will drive the focus of your service area(s).

The ongoing LGR may well bring about changes that impact on all staff across the Partnership, affecting the way we work as well as knock-on impacts to the wellbeing of staff, engagement and the introduction of a Workforce Development Strategy. Changes to the funding measure from the new government following the LGR may also impact on staffing, creating pressure within all services that will need to be monitored and catered for through staff surveys, staff training, and changes to recruitment and retention. These may be reflecting through performance reporting and external funding availability.

Key Note On Completing the Performance Management Framework and Assigned Performance Indicators

Performance indicators should be linked to key priorities and service delivery. List which Objective from the list above the PI is related to or feeds into. It can be linked to more than one. If it is not linked to any Objective, consider whether it is needed as a KPI. If there are current performance indicators that you consider no longer valid or wish to remove from the KPI Performance Reports, there is a section at the end of this document to list these indicators along with a space to list the reason(s) for their removal.

Current Partnership Wide Targeted Performance Indicators

Current KPI for 2024/25	Current Target	Latest Figure (ELDC)	Latest Figure (BBC)	Latest Figure (SHDC)	Average over past year (ELDC)	Average over past year (BBC)	Average over past year (SHDC)	Proposed Target for next year	Objective it feeds into from above

Current Partnership Wide Trend Only Performance Indicators

Current KPI for 2024/25	Latest ELDC Performance	Latest BBC Performance	Latest SHDC Performance	Keep as Trend or become Target (add target)	Objective it feeds into from above
Percentage of Partnership workforce (surveyed collectively) who said 'Yes' when asked if they felt valued at work	78%	76%	87%	Keep as Trend	5
Percentage of the Partnership workforce (surveyed collectively) who said 'yes' they feel there are opportunities in the Partnership to learn and develop their skills and expertise	86%	76%	94%	Keep as Trend	5
Percentage of the Partnership workforce (surveyed collectively) who feel informed about the Partnership and what decisions it is making	59%	56%	68%	Keep as Trend	5
Percentage of the Partnership workforce (surveyed collectively) who said 'yes' they feel the Partnership recognises and supports positive mental health in the workplace	90%	70%	94%	Keep as Trend	5
Staff Turnover Cumulative	2.9%	5.9%	5.15%	Keep as Trend	5
Voluntary Staff Turnover	1.1%	5.7%	3.3%	Keep as Trend	5
Number of working days lost to sickness per Full Time Equivalent (FTE) (Cumulative)	2.6	2.58	4.32	Keep as Trend	5
Resident informed rating	Annual	Annual	Annual	Keep as Trend	5
Resident satisfaction rating	Annual	Annual	Annual	Keep as Trend	5
External funding – a calculation of external Partnership funding received as a trend – showing quarter by quarter and including a breakdown by Council	Quarterly graph	Quarterly graph	Quarterly graph	Keep as Trend	5
Delivery against financial target of £42 million (cash and non-cashable) identified in the Partnership business case	Quarterly graph	Quarterly graph	Quarterly graph	Keep as Trend	5

Proposed New Partnership Wide Performance Indicators

If there are areas where your department or service area contributes to the Corporate Objectives, but is not captured by the current Performance Indicators, consider adding a PI below. This is only for indicators that will be reflected across the partnership, with all three councils reporting. (If none, leave blank)

New Partnership Wide KPI for 2025/26	Target or Trend Only	Performance Target	Higher or lower is better	Reporting Frequency	Objective it feeds into from above

Local Priorities and Local Performance Indicators

East Lindsey District Council Priorities

- E1. Encourage and facilitate more town centre development for housing in the district.
- E2. Develop an ambitious future Investment Plan for the Coast (looking at the future implications associated with flood risk, mitigation and water management).
- E3. Work with local communities to deliver art and leisure projects in the local area in line with the objectives in the adopted cultural framework.
- E4. Work with local communities to develop green spaces and play areas for health and wellbeing in the local area.
- E6. Address health inequalities as a consequence of the growth in numbers of caravans in the area.
- E5. Deliver local carbon and energy reduction projects.
- E7. Repair and maintain existing Council assets.

Boston Borough Council Priorities

- B1. Encourage a felling of civic pride in the Borough of Boston and support community cohesion through active community engagement within the parishes, villages and town.
- B2. Support improvements to Boston Town Centre, Markets and Events – the Town Strategy, including the PE21 projects.
- B3. Improve street cleanliness and work to reduce fly tipping across the borough.
- B4. Support local businesses and work to enhance the business offer and employment opportunities.
- B4. Promote our Arts, Culture and Heritage offer and associated projects.
- B5. Promote Tourism to both a domestic and internal audience.
- B6. Explore the opportunity to improve our local infrastructure.
- B7. Efficiently manage the budget and utilise the asset register.
- B7. Ensure local resources are targeted towards community safety.

South Holland District Council Priorities

- S1. Deliver good quality core services.
- S2. Support Improvements to the town centres in the district.
- S3. Promote the markets and events across the district.
- S4. Engage with housing tenants to help shape service delivery in the district.
- S5. Facilitate the development of infrastructure in the local area.

In the following section, review the existing Performance Indicators that are council specific. Review if you wish to keep them as is, change to trend or target or adjust the targets for the coming year. Also assess which local priority or priorities they are to measure against in order to ensure they are measuring against that council's objectives. If they do not align to any of the above priorities, consider if they are needed as a measure at all.

Current Local Only Performance Indicators

Current Local KPI for 2024/25	Council	Trend or Targeted Performance	Current Target	Latest Performance	Average over past year	Trend or Target for next year	Proposed Target for next year (if applicable)	Objective it feeds into from above

Proposed New Local Only Performance Indicators

If there are areas where your department or service area contributes to the Corporate Objectives, but is not captured by the current Performance Indicators, consider adding a PI below. (If none, leave blank)

New Local KPI for 2025/26	Council	Trend Only or Performance Target (inc. target)	Higher or lower is better	Reporting Frequency	Objective it feeds into from above

Proposition to Remove a Performance Indicators

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PI to be removed in 2025/26	Is it a Targeted or Trend Only Measure?	Reason for removal



PERFORMANCE MANAGEMENT FRAMEWORK
PERFORMANCE INDICATOR DOCUMENT
FOR FINANCE

2025/26

Baldwin, Richard
Strategic Performance Analyst

Service Planning and Performance Indicator Setting

The purpose of this document is to set out the key decision-making processes for the department in the coming year, and to assign performance measures to assess the departments delivery against those processes. The main focus will be on aligning the performance measures against the wider set of corporate aims and objectives to ensure that the department is helping the council delivery on its goals in the coming year.

Shared Corporate Objectives

1. **Growth and Prosperity** - We are committed to working with partners and stakeholders across the Sub-region to stimulate growth and enhance our places and the environment by attracting investment, engaging with our communities and supporting businesses. Deliver Towns' Fund, levelling Up, UKSPF and ACE programmes. Deliver green & sustainable economic growth and improve infrastructure. Inward investment, destination management, cultural framework and housing growth.
2. **Healthy Lives** - We are working with partners to collectively address health-related matters within the Sub-region and to improve health and wellbeing outcomes for our communities. Reduce health inequalities, access to health services, improved leisure and cultural access and better housing standards. Reduce rough sleeping and homelessness.
3. **Safe and Resilient Communities** - We are working with partners and local communities to ensure the Sub-region is a place where people feel safe, secure and welcome, driving forward improvements to community engagement and empowerment. Deliver the Community Safety Strategy, reduce fear of crime, address domestic abuse, ensure licensing polices support crime reduction, and promote pride of place.
4. **Environment** - We are working with partners to play our role in addressing climate change and environmental responsibilities, and to encourage others to follow our example. Deliver the Climate Change Strategy, increase biodiversity, implement environment act and EPR, discourage fly tipping and improve environmental cleanliness and green spaces. Protect and enhance built heritage and environment, including green homes grants.
5. **Corporate Objectives** - In order to deliver our outward facing priorities, we also need to ensure that the Partnership itself is strong and developing. Deliver Partnership business case and prepare for future local government changes. Improve customer experience and use of digital services. Deliver the workforce development strategy and improve employee skills and retention. Improve income and efficiency & efficacy of services.

Key considerations for your department in the coming year

Set out below, briefly, the key considerations for your area and service delivery that are expected in the coming year based on corporate objectives, key delivery programmes or changes to legislation that will drive the focus of your service area(s).

Key Note On Completing the Performance Management Framework and Assigned Performance Indicators

Performance indicators should be linked to key priorities and service delivery. List which Objective from the list above the PI is related to or feeds into. It can be linked to more than one. If it is not linked to any Objective, consider whether it is needed as a KPI. If there are current performance indicators that you consider no longer valid or wish to remove from the KPI Performance Reports, there is a section at the end of this document to list these indicators along with a space to list the reason(s) for their removal.

Current Partnership Wide Targeted Performance Indicators

Current KPI for 2024/25	Current Target	Latest Figure (ELDC)	Latest Figure (BBC)	Latest Figure (SHDC)	Average over past year (ELDC)	Average over past year (BBC)	Average over past year (SHDC)	Proposed Target for next year	Objective it feeds into from above
LA Error rate (measured against estimated annual expenditure) (PSPS)	<0.42%	0.33%	0.18%	0.05%	0.27%	0.11%	0.04%	<0.42%	5
Business Rates in-year collection rate	B: 93.82% E: 96.00% S: 96.65%	Profiled	Profiled	Profiled	Profiled	Profiled	Profiled	B: 93.80% E: 95.00% S: 95.20%	5
Council Tax in-year collection rate	B: 92.55% E: 95.00% S: 96.36%	Profiled	Profiled	Profiled	Profiled	Profiled	Profiled	B: 93.50% E: 95.50% S: 96.30%	5
Housing Benefit New Claims speed of processing (Year to Date) (PSPS)	25	27.5	25	25.5	31.75	27.50	28.25	Pending SLA	5
Housing Benefit Changes speed of processing (Year to Date) (PSPS)	12	14	11	9.5	13.5	10.00	9.75	Pending SLA	5
Housing Benefit Overpayment Recovery rate (PSPS)	85%	109.24%	138.45%	98.99%	107.77%	145.71%	93.43%	Pending SLA	5
Percentage of planned procurement work completed according to agreed response times and agreed timescales (By the PSPS procurement team)	100%	100%	100%	100%	100%	100%	100%	Pending SLA	5
Average answer rate – Revenues & Benefits (PSPS) (moving to corporate/finance)	80-87-87-80%	78.85%	76.20%	77.15%	88.39%	85.69%	85.65%	Pending SLA	5

Current Partnership Wide Trend Only Performance Indicators

Current KPI for 2024/25	Latest ELDC Performance	Latest BBC Performance	Latest SHDC Performance	Keep as Trend or become Target (add target)	Objective it feeds into from above
Housing Benefit Caseload	4,761	2,019	1,917	Keep as Trend	5
Council Tax Support Caseload	7,395	2,838	3,237	Keep as Trend	5
Business Rates RV	£122,043,605	£55,782,060	£65,994,656	Keep as Trend	5
Business Rates Hereditaments	7,286	2,485	2,953	Keep as Trend	5
Council Tax Banded Dwellings	72,567	31,858	44,522	Keep as Trend	5

Digital Services Take-Up	994	0	707	Keep as Trend	5
Direct Debit Payments	153,337	59,207	97,044	Keep as Trend	5
CTS New Claims – Number of Decisions Made	754	357	581	Keep as Trend	5
CTS Changes – Number of Decisions Made	5,706	1,894	1,425	Keep as Trend	5
Discretionary Housing Payments (DHP) number of applications	146	73	64	Keep as Trend	5
Discretionary Housing Payments (DHP) number of awards	70	47	36	Keep as Trend	5
Discretionary Housing Payments (DHP) spend against Budget	48.57%	53.46%	54.63%	Keep as Trend	5
Procurement savings / benefits achieved (By the PSPS procurement team) In quarter	£0	£35,930	£1,500	Keep as Trend	5
Average Speed of Answer - Revenue and Benefits (Seconds) (PSPS)	494	422	491	Keep as Trend	5

Proposed New Partnership Wide Performance Indicators

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New Partnership Wide KPI for 2025/26	Target or Trend Only	Performance Target	Higher or lower is better	Reporting Frequency	Objective it feeds into from above

Local Priorities and Local Performance Indicators

East Lindsey District Council Priorities

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- E7. Repair and maintain existing Council assets.

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South Holland District Council Priorities

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PI to be removed in 2025/26	Is it a Targeted or Trend Only Measure?	Reason for removal



PERFORMANCE MANAGEMENT FRAMEWORK
PERFORMANCE INDICATOR DOCUMENT
FOR GENERAL FUND ASSETS

2025/26

Baldwin, Richard
Strategic Performance Analyst

Service Planning and Performance Indicator Setting

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Key considerations for your department in the coming year

Set out below, briefly, the key considerations for your area and service delivery that are expected in the coming year based on corporate objectives, key delivery programmes or changes to legislation that will drive the focus of your service area(s).

To effectively and safely manage the Council's Land and Property Assets in accordance with the adopted SELCP Asset Strategy.

To execute all capital spend allocated to the service within the 2025/26 budget.

To support the delivery of all Towns Fund, Levelling Up and other programmes and projects.

Key Note On Completing the Performance Management Framework and Assigned Performance Indicators

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Current Partnership Wide Targeted Performance Indicators

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Occupancy Rate at end of Quarter: Industrial Units	95%	96.55%	92.86%	100.00%	97.91%	97.86%	100.00%	97%	1
Occupancy Rate at end of Quarter: Other investment property	97%	100.00%	96.55%	91.67%	100.00%	99.31%	90.95%	97%	5
Percentage of car parking income received against agreed annual budget – cumulative figure to end of successive quarters.	100%	97.42%	107.14%	107.16%	90.35%	80.48%	80.36%	100%	5

Current Partnership Wide Trend Only Performance Indicators

Current KPI for 2024/25	Latest ELDC Performance	Latest BBC Performance	Latest SHDC Performance	Keep as Trend or become Target (add target)	Objective it feeds into from above
Repairs & Maintenance: Percentage committed spend against budget – cumulative	42.34%	61.16%	47.91%	Keep as Trend	5

Proposed New Partnership Wide Performance Indicators

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New Partnership Wide KPI for 2025/26	Target or Trend Only	Performance Target	Higher or lower is better	Reporting Frequency	Objective it feeds into from above

Local Priorities and Local Performance Indicators

East Lindsey District Council Priorities

- E1. Encourage and facilitate more town centre development for housing in the district.
- E2. Develop an ambitious future Investment Plan for the Coast (looking at the future implications associated with flood risk, mitigation and water management).
- E3. Work with local communities to deliver art and leisure projects in the local area in line with the objectives in the adopted cultural framework.
- E4. Work with local communities to develop green spaces and play areas for health and wellbeing in the local area.
- E6. Address health inequalities as a consequence of the growth in numbers of caravans in the area.
- E5. Deliver local carbon and energy reduction projects.
- E7. Repair and maintain existing Council assets.

Boston Borough Council Priorities

- B1. Encourage a felling of civic pride in the Borough of Boston and support community cohesion through active community engagement within the parishes, villages and town.
- B2. Support improvements to Boston Town Centre, Markets and Events – the Town Strategy, including the PE21 projects.
- B3. Improve street cleanliness and work to reduce fly tipping across the borough.
- B4. Support local businesses and work to enhance the business offer and employment opportunities.
- B4. Promote our Arts, Culture and Heritage offer and associated projects.
- B5. Promote Tourism to both a domestic and internal audience.
- B6. Explore the opportunity to improve our local infrastructure.
- B7. Efficiently manage the budget and utilise the asset register.
- B7. Ensure local resources are targeted towards community safety.

South Holland District Council Priorities

- S1. Deliver good quality core services.
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Current Local Only Performance Indicators

Current Local KPI for 2024/25	Council	Trend or Targeted Performance	Current Target	Latest Performance	Average over past year	Trend or Target for next year	Proposed Target for next year (if applicable)	Objective it feeds into from above
Business Centre occupation, Louth - Percentage of total gross internal area occupied	ELDC	Target	95%	96.88%	98.46%	Target	95%	5
Business Centre occupation, Mablethorpe - Percentage of total gross internal area occupied	ELDC	Target	85%	74.07%	78.55%	Target	80%	5
Percentage of Kingfisher Caravan Park income received against agreed budget	ELDC	Target	100%	87.81%	87.05%	Target	100%	5
Percentage of available pitches occupied on Kingfisher Caravan Park – cumulative figure to end of successive quarters	ELDC	Target	55%	53.31%	52.58%	Target	55%	5

Proposed New Local Only Performance Indicators

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PI to be removed in 2025/26	Is it a Targeted or Trend Only Measure?	Reason for removal
Percentage of commercial rent received against agreed annual budget – cumulative figure to end of successive quarters.	Targeted	It remains unreportable through unit 4/PSPS reports.
Percentage of planned procurement work completed according to agreed response times and agreed timescales (By the PSPS procurement team)	Targeted	It remains unreportable through unit 4/PSPS reports.
Invest East Lindsey: number of Caravan Sales completed	Targeted	It is monitored through the shareholder supervisory board.
Invest East Lindsey: Percentage of available holiday lettings taken against occupancy target	Targeted	It is monitored through the shareholder supervisory board.



PERFORMANCE MANAGEMENT FRAMEWORK
PERFORMANCE INDICATOR DOCUMENT
FOR GOVERNANCE

2025/26

Baldwin, Richard
Strategic Performance Analyst

Service Planning and Performance Indicator Setting

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Key considerations for your department in the coming year

Set out below, briefly, the key considerations for your area and service delivery that are expected in the coming year based on corporate objectives, key delivery programmes or changes to legislation that will drive the focus of your service area(s).

New guidance from the LGSCO for reporting of complaints through to management and members. Monitor impact of the new feedback service that went live in January this year.

Key Note On Completing the Performance Management Framework and Assigned Performance Indicators

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Percentage of corporate complaints responded to within corporately set timescales	95%	76.92%	100.00%	92.31%	86.10%	91.79%	65.75%	95%	5
Percentage of subject requests responded to within statutory timescales	100%	100.00%	100.00%	100.00%	96.00%	82.00%	91.00%	100%	5
Percentage of information requests responded to within statutory timescales	100%	100.00%	98.52%	100.00%	98.60%	99.18%	87.69%	100%	5

Current Partnership Wide Trend Only Performance Indicators

Current KPI for 2024/25	Latest ELDC Performance	Latest BBC Performance	Latest SHDC Performance	Keep as Trend or become Target (add target)	Objective it feeds into from above
Percentage of Ombudsman complaints upheld	0	0	0	Keep as Trend	5
Number of upheld Ombudsman complaints per 100,000 population	0	0	0	Keep as Trend	5
Number of instances where service areas have failed to notify the Data Protection Officer (DPO) promptly of any identified data breaches	0	0	0	Keep as Trend	5
Number of late reports not made available to the Democratic Services teams at agenda publication	4	3	2	Keep as Trend	5

Proposed New Partnership Wide Performance Indicators

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Percentage of Ombudsman complaints upheld	Trend	The delay between decision and the complaint creates a meaningless figure.
Number of upheld Ombudsman complaints per 100,000 population	Trend	The delay between decision and the complaint creates a meaningless figure.
Number of instances where service areas have failed to notify the Data Protection Officer (DPO) promptly of any identified data breaches	Trend	The area will be better reported outside the PI monitoring system with a designated member receiving information directly.



PERFORMANCE MANAGEMENT FRAMEWORK
PERFORMANCE INDICATOR DOCUMENT
FOR GROWTH

2025/26

Baldwin, Richard
Strategic Performance Analyst

Service Planning and Performance Indicator Setting

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3. **Safe and Resilient Communities** - We are working with partners and local communities to ensure the Sub-region is a place where people feel safe, secure and welcome, driving forward improvements to community engagement and empowerment. Deliver the Community Safety Strategy, reduce fear of crime, address domestic abuse, ensure licensing polices support crime reduction, and promote pride of place.
4. **Environment** - We are working with partners to play our role in addressing climate change and environmental responsibilities, and to encourage others to follow our example. Deliver the Climate Change Strategy, increase biodiversity, implement environment act and EPR, discourage fly tipping and improve environmental cleanliness and green spaces. Protect and enhance built heritage and environment, including green homes grants.
5. **Corporate Objectives** - In order to deliver our outward facing priorities, we also need to ensure that the Partnership itself is strong and developing. Deliver Partnership business case and prepare for future local government changes. Improve customer experience and use of digital services. Deliver the workforce development strategy and improve employee skills and retention. Improve income and efficiency & efficacy of services.

Key considerations for your department in the coming year

Set out below, briefly, the key considerations for your area and service delivery that are expected in the coming year based on corporate objectives, key delivery programmes or changes to legislation that will drive the focus of your service area(s).

Implement the growth and prosperity plan to drive growth within the subregional area, to deliver: Vibrant town centres and regeneration. Supporting priority sectors and businesses, including culture and agri-food industry. Supporting skills, learning and employment opportunities, enabling growth and housing, attracting investment.

Key Note On Completing the Performance Management Framework and Assigned Performance Indicators

Performance indicators should be linked to key priorities and service delivery. List which Objective from the list above the PI is related to or feeds into. It can be linked to more than one. If it is not linked to any Objective, consider whether it is needed as a KPI. If there are current performance indicators that you consider no longer valid or wish to remove from the KPI Performance Reports, there is a section at the end of this document to list these indicators along with a space to list the reason(s) for their removal.

Current Partnership Wide Targeted Performance Indicators

Current KPI for 2024/25	Current Target	Latest Figure (ELDC)	Latest Figure (BBC)	Latest Figure (SHDC)	Average over past year (ELDC)	Average over past year (BBC)	Average over past year (SHDC)	Proposed Target for next year	Objective it feeds into from above

Current Partnership Wide Trend Only Performance Indicators

Current KPI for 2024/25	Latest ELDC Performance	Latest BBC Performance	Latest SHDC Performance	Keep as Trend or become Target (add target)	Objective it feeds into from above
Value of Grants awarded via Grants4growth	£163,344	£63,168	0	Keep as Trend	1
Number of Grants awarded via Grants4growth	22	8	£91,051	Keep as Trend	1
Number of Grants awarded via Grants4growth	16	8	11	Keep as Trend	1
Number of Businesses assisted via Grants4growth	36	18	17	Keep as Trend	1
Number of Business registered via Grants4growth	£857.49m	£111.14m	N/A	Keep as Trend	1
Visitor and Tourism Number increase or decrease from previous year	4,574,000	1,404,00	N/A	Keep as Trend	1
External funding bids submitted by the growth directorate	0	0	0	Keep as Trend	1
External Funding bids secured by the growth directorate	0	0	0	Keep as Trend	1
Average monthly high street footfall count per key town	2,621,578	697,866	N/A	Keep as Trend	1
High street/town centre occupancy rates – reported per annum	Annual	Annual	Annual	Keep as Trend	1

Proposed New Partnership Wide Performance Indicators

If there are areas where your department or service area contributes to the Corporate Objectives, but is not captured by the current Performance Indicators, consider adding a PI below. This is only for indicators that will be reflected across the partnership, with all three councils reporting. (If none, leave blank)

New Partnership Wide KPI for 2025/26	Target or Trend Only	Performance Target	Higher or lower is better	Reporting Frequency	Objective it feeds into from above
Matched funding achieved through local growth programmes (towns deal, LUF, UKSPF)	Trend	Trend	Higher	Quarterly	1
Matched funding through Grants4Growth scheme	Trend	Trend	Higher	Quarterly	1
Economic value of the visitor and tourism economy	Trend	Trend	Higher	Quarterly	1
Number of successful compete/non-compete grants applied for/awarded	Trend	Trend	Higher	Quarterly	1
Strategic Growth Project Specific Outcomes	Trend	Trend	Higher	Quarterly	1

Local Priorities and Local Performance Indicators

East Lindsey District Council Priorities

- E1. Encourage and facilitate more town centre development for housing in the district.
- E2. Develop an ambitious future Investment Plan for the Coast (looking at the future implications associated with flood risk, mitigation and water management).
- E3. Work with local communities to deliver art and leisure projects in the local area in line with the objectives in the adopted cultural framework.
- E4. Work with local communities to develop green spaces and play areas for health and wellbeing in the local area.
- E6. Address health inequalities as a consequence of the growth in numbers of caravans in the area.
- E5. Deliver local carbon and energy reduction projects.
- E7. Repair and maintain existing Council assets.

Boston Borough Council Priorities

- B1. Encourage a felling of civic pride in the Borough of Boston and support community cohesion through active community engagement within the parishes, villages and town.
- B2. Support improvements to Boston Town Centre, Markets and Events – the Town Strategy, including the PE21 projects.
- B3. Improve street cleanliness and work to reduce fly tipping across the borough.
- B4. Support local businesses and work to enhance the business offer and employment opportunities.
- B4. Promote our Arts, Culture and Heritage offer and associated projects.
- B5. Promote Tourism to both a domestic and internal audience.
- B6. Explore the opportunity to improve our local infrastructure.
- B7. Efficiently manage the budget and utilise the asset register.
- B7. Ensure local resources are targeted towards community safety.

South Holland District Council Priorities

- S1. Deliver good quality core services.
- S2. Support Improvements to the town centres in the district.
- S3. Promote the markets and events across the district.
- S4. Engage with housing tenants to help shape service delivery in the district.
- S5. Facilitate the development of infrastructure in the local area.

In the following section, review the existing Performance Indicators that are council specific. Review if you wish to keep them as is, change to trend or target or adjust the targets for the coming year. Also assess which local priority or priorities they are to measure against in order to ensure they are measuring against that council's objectives. If they do not align to any of the above priorities, consider if they are needed as a measure at all.

Current Local Only Performance Indicators

Current Local KPI for 2024/25	Council	Trend or Targeted Performance	Current Target	Latest Performance	Average over past year	Trend or Target for next year	Proposed Target for next year (if applicable)	Objective it feeds into from above

Proposed New Local Only Performance Indicators

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New Local KPI for 2025/26	Council	Trend Only or Performance Target (inc. target)	Higher or lower is better	Reporting Frequency	Objective it feeds into from above
Percentage of BID levy revenue received against forecast	SHDC	Trend Only	Higher	Annual	1
Percentage of businesses that have paid the levy against those due	SHDC	Trend Only	Higher	Annual	1

Proposition to Remove a Performance Indicators

If there are Performance Indicators that you no longer wish to record and monitor, list them below along with a brief reason for their consideration for removal. Removal of existing PIs will need to be approved by Portfolio Holders and the Council. (If none, leave blank)

PI to be removed in 2025/26	Is it a Targeted or Trend Only Measure?	Reason for removal
Level of Private Sector Investment achieved	Trend	Reworked into new PIs that better reflect the work of the department
Visitor and Tourism Economic Impact	Trend	Reworked into new PIs that better explain economic value



PERFORMANCE MANAGEMENT FRAMEWORK
PERFORMANCE INDICATOR DOCUMENT
FOR HOUSING REVENUE ACCOUNT

2025/26

Baldwin, Richard
Strategic Performance Analyst

Service Planning and Performance Indicator Setting

The purpose of this document is to set out the key decision-making processes for the department in the coming year, and to assign performance measures to assess the departments delivery against those processes. The main focus will be on aligning the performance measures against the wider set of corporate aims and objectives to ensure that the department is helping the council delivery on its goals in the coming year.

Shared Corporate Objectives

1. **Growth and Prosperity** - We are committed to working with partners and stakeholders across the Sub-region to stimulate growth and enhance our places and the environment by attracting investment, engaging with our communities and supporting businesses. Deliver Towns' Fund, levelling Up, UKSPF and ACE programmes. Deliver green & sustainable economic growth and improve infrastructure. Inward investment, destination management, cultural framework and housing growth.
2. **Healthy Lives** - We are working with partners to collectively address health-related matters within the Sub-region and to improve health and wellbeing outcomes for our communities. Reduce health inequalities, access to health services, improved leisure and cultural access and better housing standards. Reduce rough sleeping and homelessness.
3. **Safe and Resilient Communities** - We are working with partners and local communities to ensure the Sub-region is a place where people feel safe, secure and welcome, driving forward improvements to community engagement and empowerment. Deliver the Community Safety Strategy, reduce fear of crime, address domestic abuse, ensure licensing polices support crime reduction, and promote pride of place.
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Key considerations for your department in the coming year

Set out below, briefly, the key considerations for your area and service delivery that are expected in the coming year based on corporate objectives, key delivery programmes or changes to legislation that will drive the focus of your service area(s).

2025/26 will see the start of the second year of the Regulator of Social Housings proactive inspections. The Council may well be inspected during this year. Therefore, the continued focus of the Transformation Programme is the delivery of outcomes against the Consumer Standards. This will see improvements in oversight of Safety & Quality, Tenant Engagement and services that impact tenants the most.

Work on the HRA's Business Plan and Asset Management Strategy is also progressing. This will run alongside delivery of Green Homes work which will enable the Council to continue to prepare for all homes being EPC 'C' by 2030 and the introduction of Awaabs Law.

Key Note On Completing the Performance Management Framework and Assigned Performance Indicators

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Current Partnership Wide Targeted Performance Indicators

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Current Partnership Wide Trend Only Performance Indicators

Current KPI for 2024/25	Latest ELDC Performance	Latest BBC Performance	Latest SHDC Performance	Keep as Trend or become Target (add target)	Objective it feeds into from above

Proposed New Partnership Wide Performance Indicators

If there are areas where your department or service area contributes to the Corporate Objectives, but is not captured by the current Performance Indicators, consider adding a PI below. This is only for indicators that will be reflected across the partnership, with all three councils reporting. (If none, leave blank)

New Partnership Wide KPI for 2025/26	Target or Trend Only	Performance Target	Higher or lower is better	Reporting Frequency	Objective it feeds into from above

Local Priorities and Local Performance Indicators

East Lindsey District Council Priorities

- E1. Encourage and facilitate more town centre development for housing in the district.
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- E5. Deliver local carbon and energy reduction projects.
- E7. Repair and maintain existing Council assets.

Boston Borough Council Priorities

- B1. Encourage a felling of civic pride in the Borough of Boston and support community cohesion through active community engagement within the parishes, villages and town.
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- B7. Efficiently manage the budget and utilise the asset register.
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South Holland District Council Priorities

- S1. Deliver good quality core services.
- S2. Support Improvements to the town centres in the district.
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In the following section, review the existing Performance Indicators that are council specific. Review if you wish to keep them as is, change to trend or target or adjust the targets for the coming year. Also assess which local priority or priorities they are to measure against in order to ensure they are measuring against that council's objectives. If they do not align to any of the above priorities, consider if they are needed as a measure at all.

Current Local Only Performance Indicators

Current Local KPI for 2024/25	Council	Trend or Targeted Performance	Current Target	Latest Performance	Average over past year	Trend or Target for next year	Proposed Target for next year (if applicable)	Objective it feeds into from above
Proportion of homes for which all required gas safety checks have been carried out	SHDC	Targeted	100.00%	100.00%	100.00%	Target	100.00%	1
Proportion of homes for which an Electrical Installation Condition Report (EICR) has been carried out	SHDC	Targeted	100.00%	99.16%	99.23%	Target	100.00%	1
Proportion of homes for which all required fire risk assessments have been carried out	SHDC	Targeted	100.00%	100.00%	100.00%	Target	100.00%	1
Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out.	SHDC	Targeted	100.00%	100.00%	100.00%	Target	100.00%	1
Proportion of homes for which all required legionella risk assessments have been carried out.	SHDC	Targeted	100.00%	100.00%	100.00%	Target	100.00%	1
Average time to re-let a property excluding major works (days) all letting types – Running total	SHDC	Targeted	<28	25.44	25.50	Target	<28	1
Gross rent arrears (including service charges) as a percentage of rent due for the reporting year. Note the following tenures are reported by exception on request: supported accommodation, garages, temporary accommodation and shared ownership.	SHDC	Targeted	<4.00%	2.00%	2.13%	Target	<4.00%	1
Proportion of homes for which all required communal passenger lift safety checks have been carried out.	SHDC	Targeted	100.00%	100.00%	100.00%	Target	100.00%	1
Proportion of homes that do not meet the Decent Homes Standard.	SHDC	Targeted	<2.00%	1.77%	2.00%	Target	<2.00%	1
Proportion of non-emergency responsive repairs completed within the landlord's target timescale - 28 days.	SHDC	Targeted	90.00%	91.10%	90.65%	Target	90.00%	1
Proportion of emergency responsive repairs completed within the landlord's target timescale	SHDC	Targeted	100.00%	100.00%	100.00%	Target	100.00%	1

Proportion of stage one complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales.	SHDC	Targeted	95.00%	96.92%	98.46%	Target	95.00%	1
Proportion of stage two complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales.	SHDC	Targeted	95.00%	100.00%	100.00%	Target	95.00%	1
Number of damp, condensation and mould cases reported in the last quarter	SHDC	Trend	Trend	38	48	Trend	Trend	1
Number of households evicted in the last quarter	SHDC	Trend	Trend	0	0	Trend	Trend	1
Number of Right to Buy sales completed in the last quarter	SHDC	Trend	Trend	3	2	Trend	Trend	1
Number of new properties completed in the last quarter	SHDC	Trend	Trend	9	7	Trend	Trend	1
Number of stage one complaints received per 1,000 homes.	SHDC	Trend	Trend	22.54	16	Trend	Trend	1
Number of stage two complaints received per 1,000 homes.	SHDC	Trend	Trend	2.88	2	Trend	Trend	1
Number of anti-social behaviour cases opened per 1,000 homes.	SHDC	Trend	Trend	12.84	9	Trend	Trend	1
Number of anti-social behaviour cases that involve hate incidents opened per 1,000 homes.	SHDC	Trend	Trend	0.00	0	Trend	Trend	1

Proposed New Local Only Performance Indicators

If there are areas where your department or service area contributes to the Corporate Objectives, but is not captured by the current Performance Indicators, consider adding a PI below. (If none, leave blank)

New Local KPI for 2025/26	Council	Trend Only or Performance Target (inc. target)	Higher or lower is better	Reporting Frequency	Objective it feeds into from above

Proposition to Remove a Performance Indicators

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PI to be removed in 2025/26	Is it a Targeted or Trend Only Measure?	Reason for removal



PERFORMANCE MANAGEMENT FRAMEWORK
PERFORMANCE INDICATOR DOCUMENT
FOR LEISURE AND CULTURE

2025/26

Baldwin, Richard
Strategic Performance Analyst

Service Planning and Performance Indicator Setting

The purpose of this document is to set out the key decision-making processes for the department in the coming year, and to assign performance measures to assess the departments delivery against those processes. The main focus will be on aligning the performance measures against the wider set of corporate aims and objectives to ensure that the department is helping the council delivery on its goals in the coming year.

Shared Corporate Objectives

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Key considerations for your department in the coming year

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SELCP – Leisure Operator Procurement
 Martyn's Law – Change in law to enhance public safety by ensuring there is better preparedness for, and protection from, terrorist attacks.
 Service restructuring across the Partnership.
 Markets review across the Partnership.
 Leisure Strategy.
 Playing fields and playgrounds Strategy.
 South Holland Centre Market Testing.

Key Note On Completing the Performance Management Framework and Assigned Performance Indicators

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Current Partnership Wide Trend Only Performance Indicators

Current KPI for 2024/25	Latest ELDC Performance	Latest BBC Performance	Latest SHDC Performance	Keep as Trend or become Target (add target)	Objective it feeds into from above
Council run stall occupancy level (Markets)	37.20%	59.00%	41%	Keep as Trend	1
Visitor numbers / number of tickets sold, for leisure venues	199,176	65,934	92,281	Keep as Trend	2
Number of gym members	62,210	28,123	1,431	Keep as Trend	2
Number of swims	26,074	12,321	21,843	Keep as Trend	2
Number of swimming lessons	5,685	1,903	17,147	Keep as Trend	2

Proposed New Partnership Wide Performance Indicators

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New Partnership Wide KPI for 2025/26	Target or Trend Only	Performance Target	Higher or lower is better	Reporting Frequency	Objective it feeds into from above

Local Priorities and Local Performance Indicators

East Lindsey District Council Priorities

- E1. Encourage and facilitate more town centre development for housing in the district.
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Current Local Only Performance Indicators

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Visitor numbers / number of tickets sold, by venue (Embassy Theatre)	ELDC	Trend	Trend	22,718	18262.40	Trend	Trend	2
Visitor numbers / number of tickets sold, by venue (Altitude 44)	ELDC	Trend	Trend	893	491.00	Trend	Trend	2
Visitors to Ayscoughfee Hall Museum	SHDC	Trend	Trend	6,939	6939	Trend	Trend	2
South Holland Centre Ticket sales	SHDC	Trend	Trend	5,573	18258	Trend	Trend	2

Proposed New Local Only Performance Indicators

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New Local KPI for 2025/26	Council	Trend Only or Performance Target (inc. target)	Higher or lower is better	Reporting Frequency	Objective it feeds into from above

Proposition to Remove a Performance Indicators

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PI to be removed in 2025/26	Is it a Targeted or Trend Only Measure?	Reason for removal



PERFORMANCE MANAGEMENT FRAMEWORK
PERFORMANCE INDICATOR DOCUMENT
FOR NEIGHBOURHOODS

2025/26

Baldwin, Richard
Strategic Performance Analyst

Service Planning and Performance Indicator Setting

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Key considerations for your department in the coming year

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Food waste collections due to begin in 2026, this will be a key delivery programme for all three councils. This will involve new vehicles and new ways of working, especially for SHDC.
Monitoring of total waste tonnage collected will begin again in 2025/26 in order to create a benchmark before food waste collections begin. This will allow a more comprehensive view of what impact the food waste collection service has had on total amount of waste generated and collected in the region.

Key Note On Completing the Performance Management Framework and Assigned Performance Indicators

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Current Partnership Wide Targeted Performance Indicators

Current KPI for 2024/25	Current Target	Latest Figure (ELDC)	Latest Figure (BBC)	Latest Figure (SHDC)	Average over past year (ELDC)	Average over past year (BBC)	Average over past year (SHDC)	Proposed Target for next year	Objective it feeds into from above
Percentage of household waste collected for recycling and composting	45%	46.06%	35.14%	31.40%	41.51%	33.23%	31.40%	45%	4
Percentage of recycling collected that is unable to be recycled (contamination)	<14%	9.81%	13.54%	18.21%	11.95%	14.35%	23.25%	<14%	4
Percentage of waste collections that were successful first time	99.80%	99.97%	99.96%	99.89%	99.88%	99.95%	99.88%	99.80%	4

Current Partnership Wide Trend Only Performance Indicators

Current KPI for 2024/25	Latest ELDC Performance	Latest BBC Performance	Latest SHDC Performance	Keep as Trend or become Target (add target)	Objective it feeds into from above

Proposed New Partnership Wide Performance Indicators

If there are areas where your department or service area contributes to the Corporate Objectives, but is not captured by the current Performance Indicators, consider adding a PI below. This is only for indicators that will be reflected across the partnership, with all three councils reporting. (If none, leave blank)

New Partnership Wide KPI for 2025/26	Target or Trend Only	Performance Target	Higher or lower is better	Reporting Frequency	Objective it feeds into from above
KG of total waste collected per household	Trend	N/A	Lower	Quarterly	4
Percentage of fly-tips collected within 5 working days of being reported	Target	95%	Higher	Quarterly	4

Local Priorities and Local Performance Indicators

East Lindsey District Council Priorities

- E1. Encourage and facilitate more town centre development for housing in the district.
- E2. Develop an ambitious future Investment Plan for the Coast (looking at the future implications associated with flood risk, mitigation and water management).
- E3. Work with local communities to deliver art and leisure projects in the local area in line with the objectives in the adopted cultural framework.
- E4. Work with local communities to develop green spaces and play areas for health and wellbeing in the local area.
- E6. Address health inequalities as a consequence of the growth in numbers of caravans in the area.
- E5. Deliver local carbon and energy reduction projects.
- E7. Repair and maintain existing Council assets.

Boston Borough Council Priorities

- B1. Encourage a felling of civic pride in the Borough of Boston and support community cohesion through active community engagement within the parishes, villages and town.
- B2. Support improvements to Boston Town Centre, Markets and Events – the Town Strategy, including the PE21 projects.
- B3. Improve street cleanliness and work to reduce fly tipping across the borough.
- B4. Support local businesses and work to enhance the business offer and employment opportunities.
- B4. Promote our Arts, Culture and Heritage offer and associated projects.
- B5. Promote Tourism to both a domestic and internal audience.
- B6. Explore the opportunity to improve our local infrastructure.
- B7. Efficiently manage the budget and utilise the asset register.
- B7. Ensure local resources are targeted towards community safety.

South Holland District Council Priorities

- S1. Deliver good quality core services.
- S2. Support Improvements to the town centres in the district.
- S3. Promote the markets and events across the district.
- S4. Engage with housing tenants to help shape service delivery in the district.
- S5. Facilitate the development of infrastructure in the local area.

In the following section, review the existing Performance Indicators that are council specific. Review if you wish to keep them as is, change to trend or target or adjust the targets for the coming year. Also assess which local priority or priorities they are to measure against in order to ensure they are measuring against that council's objectives. If they do not align to any of the above priorities, consider if they are needed as a measure at all.

Current Local Only Performance Indicators

Current Local KPI for 2024/25	Council	Trend or Targeted Performance	Current Target	Latest Performance	Average over past year	Trend or Target for next year	Proposed Target for next year (if applicable)	Objective it feeds into from above
Percentage of streets graded b and above - litter	ELDC	Targeted	95%	97.35%	98.39%	Target	97%	4
Percentage of streets grading b and above - detritus	ELDC	Targeted	90%	93.75%	94.25%	Target	90%	4

Proposed New Local Only Performance Indicators

If there are areas where your department or service area contributes to the Corporate Objectives, but is not captured by the current Performance Indicators, consider adding a PI below. (If none, leave blank)

New Local KPI for 2025/26	Council	Trend Only or Performance Target (inc. target)	Higher or lower is better	Reporting Frequency	Objective it feeds into from above

Proposition to Remove a Performance Indicators

If there are Performance Indicators that you no longer wish to record and monitor, list them below along with a brief reason for their consideration for removal. Removal of existing PIs will need to be approved by Portfolio Holders and the Council. (If none, leave blank)

PI to be removed in 2025/26	Is it a Targeted or Trend Only Measure?	Reason for removal
Percentage of fly-tips collected within 10 working days of being reported	Target	Target level to be aligned across all three councils to 5 days
Percentage of fly-tips collected within 3 working days of being reported	Target	Target level to be aligned across all three councils to 5 days



PERFORMANCE MANAGEMENT FRAMEWORK
PERFORMANCE INDICATOR DOCUMENT
FOR PLANNING AND STRATEGIC
INFRASTRUCTURE

2025/26

Baldwin, Richard
Strategic Performance Analyst

Service Planning and Performance Indicator Setting

The purpose of this document is to set out the key decision-making processes for the department in the coming year, and to assign performance measures to assess the departments delivery against those processes. The main focus will be on aligning the performance measures against the wider set of corporate aims and objectives to ensure that the department is helping the council delivery on its goals in the coming year.

Shared Corporate Objectives

1. **Growth and Prosperity** - We are committed to working with partners and stakeholders across the Sub-region to stimulate growth and enhance our places and the environment by attracting investment, engaging with our communities and supporting businesses. Deliver Towns' Fund, levelling Up, UKSPF and ACE programmes. Deliver green & sustainable economic growth and improve infrastructure. Inward investment, destination management, cultural framework and housing growth.
2. **Healthy Lives** - We are working with partners to collectively address health-related matters within the Sub-region and to improve health and wellbeing outcomes for our communities. Reduce health inequalities, access to health services, improved leisure and cultural access and better housing standards. Reduce rough sleeping and homelessness.
3. **Safe and Resilient Communities** - We are working with partners and local communities to ensure the Sub-region is a place where people feel safe, secure and welcome, driving forward improvements to community engagement and empowerment. Deliver the Community Safety Strategy, reduce fear of crime, address domestic abuse, ensure licensing polices support crime reduction, and promote pride of place.
4. **Environment** - We are working with partners to play our role in addressing climate change and environmental responsibilities, and to encourage others to follow our example. Deliver the Climate Change Strategy, increase biodiversity, implement environment act and EPR, discourage fly tipping and improve environmental cleanliness and green spaces. Protect and enhance built heritage and environment, including green homes grants.
5. **Corporate Objectives** - In order to deliver our outward facing priorities, we also need to ensure that the Partnership itself is strong and developing. Deliver Partnership business case and prepare for future local government changes. Improve customer experience and use of digital services. Deliver the workforce development strategy and improve employee skills and retention. Improve income and efficiency & efficacy of services.

Key considerations for your department in the coming year

Set out below, briefly, the key considerations for your area and service delivery that are expected in the coming year based on corporate objectives, key delivery programmes or changes to legislation that will drive the focus of your service area(s).

To deliver a high performing planning service; issuing timely and quality decisions.
 Responding appropriately to legislation changes
 Supporting growth local and national priorities.

Key Note On Completing the Performance Management Framework and Assigned Performance Indicators

Performance indicators should be linked to key priorities and service delivery. List which Objective from the list above the PI is related to or feeds into. It can be linked to more than one. If it is not linked to any Objective, consider whether it is needed as a KPI. If there are current performance indicators that you consider no longer valid or wish to remove from the KPI Performance Reports, there is a section at the end of this document to list these indicators along with a space to list the reason(s) for their removal.

Current Partnership Wide Targeted Performance Indicators

Current KPI for 2024/25	Current Target	Latest Figure (ELDC)	Latest Figure (BBC)	Latest Figure (SHDC)	Average over past year (ELDC)	Average over past year (BBC)	Average over past year (SHDC)	Proposed Target for next year	Objective it feeds into from above
Percentage of major planning applications determined within 13/16 weeks (or agreed extended period)	65%	100.00%	88.89%	94.12%	83.30%	89.65%	92.95%	65%	1
Percentage of major planning appeals allowed within the last 2 years (rolling period) against number of applications determined	<10%	0.56%	0.00%	0.94%	0.44%	0.00%	1.02%	<10%	1
Percentage of minor & other planning appeals allowed within the last 2 years (rolling period) against number of applications determined (OFLOG)	<10%	0.23%	0.18%	0.97%	0.24%	0.20%	0.80%	<10%	1

Current Partnership Wide Trend Only Performance Indicators

Current KPI for 2024/25	Latest ELDC Performance	Latest BBC Performance	Latest SHDC Performance	Keep as Trend or become Target (add target)	Objective it feeds into from above
Percentage of decisions (major / minor / others) taken under delegation within period	95.11%	92.22%	89.29%	Keep as Trend	1

Proposed New Partnership Wide Performance Indicators

If there are areas where your department or service area contributes to the Corporate Objectives, but is not captured by the current Performance Indicators, consider adding a PI below. This is only for indicators that will be reflected across the partnership, with all three councils reporting. (If none, leave blank)

New Partnership Wide KPI for 2025/26	Target or Trend Only	Performance Target	Higher or lower is better	Reporting Frequency	Objective it feeds into from above
Percentage of non-major planning applications determined within 8 weeks (or agreed extended period)	Target	75%	Higher	Quarterly	1

Local Priorities and Local Performance Indicators

East Lindsey District Council Priorities

- E1. Encourage and facilitate more town centre development for housing in the district.
- E2. Develop an ambitious future Investment Plan for the Coast (looking at the future implications associated with flood risk, mitigation and water management).
- E3. Work with local communities to deliver art and leisure projects in the local area in line with the objectives in the adopted cultural framework.
- E4. Work with local communities to develop green spaces and play areas for health and wellbeing in the local area.
- E6. Address health inequalities as a consequence of the growth in numbers of caravans in the area.
- E5. Deliver local carbon and energy reduction projects.
- E7. Repair and maintain existing Council assets.

Boston Borough Council Priorities

- B1. Encourage a felling of civic pride in the Borough of Boston and support community cohesion through active community engagement within the parishes, villages and town.
- B2. Support improvements to Boston Town Centre, Markets and Events – the Town Strategy, including the PE21 projects.
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- B4. Support local businesses and work to enhance the business offer and employment opportunities.
- B4. Promote our Arts, Culture and Heritage offer and associated projects.
- B5. Promote Tourism to both a domestic and internal audience.
- B6. Explore the opportunity to improve our local infrastructure.
- B7. Efficiently manage the budget and utilise the asset register.
- B7. Ensure local resources are targeted towards community safety.

South Holland District Council Priorities

- S1. Deliver good quality core services.
- S2. Support Improvements to the town centres in the district.
- S3. Promote the markets and events across the district.
- S4. Engage with housing tenants to help shape service delivery in the district.
- S5. Facilitate the development of infrastructure in the local area.

In the following section, review the existing Performance Indicators that are council specific. Review if you wish to keep them as is, change to trend or target or adjust the targets for the coming year. Also assess which local priority or priorities they are to measure against in order to ensure they are measuring against that council's objectives. If they do not align to any of the above priorities, consider if they are needed as a measure at all.

Current Local Only Performance Indicators

Current Local KPI for 2024/25	Council	Trend or Targeted Performance	Current Target	Latest Performance	Average over past year	Trend or Target for next year	Proposed Target for next year (if applicable)	Objective it feeds into from above

Proposed New Local Only Performance Indicators

If there are areas where your department or service area contributes to the Corporate Objectives, but is not captured by the current Performance Indicators, consider adding a PI below. (If none, leave blank)

New Local KPI for 2025/26	Council	Trend Only or Performance Target (inc. target)	Higher or lower is better	Reporting Frequency	Objective it feeds into from above

Proposition to Remove a Performance Indicators

If there are Performance Indicators that you no longer wish to record and monitor, list them below along with a brief reason for their consideration for removal. Removal of existing PIs will need to be approved by Portfolio Holders and the Council. (If none, leave blank)

PI to be removed in 2025/26	Is it a Targeted or Trend Only Measure?	Reason for removal
Percentage of minor planning applications determined within 8 weeks (or agreed extended period)	Target	To be combined into one "non-majors" PI in line with DHCLG performance monitoring.
Percentage of other planning applications determined within 8 weeks (or agreed extended period)	Target	



PERFORMANCE MANAGEMENT FRAMEWORK
PERFORMANCE INDICATOR DOCUMENT
FOR REGULATORY

2025/26

Baldwin, Richard
Strategic Performance Analyst

Service Planning and Performance Indicator Setting

The purpose of this document is to set out the key decision-making processes for the department in the coming year, and to assign performance measures to assess the departments delivery against those processes. The main focus will be on aligning the performance measures against the wider set of corporate aims and objectives to ensure that the department is helping the council delivery on its goals in the coming year.

Shared Corporate Objectives

1. Growth and Prosperity - We are committed to working with partners and stakeholders across the Sub-region to stimulate growth and enhance our places and the environment by attracting investment, engaging with our communities and supporting businesses. Deliver Towns' Fund, levelling Up, UKSPF and ACE programmes. Deliver green & sustainable economic growth and improve infrastructure. Inward investment, destination management, cultural framework and housing growth.
2. Healthy Lives - We are working with partners to collectively address health-related matters within the Sub-region and to improve health and wellbeing outcomes for our communities. Reduce health inequalities, access to health services, improved leisure and cultural access and better housing standards. Reduce rough sleeping and homelessness.
3. Safe and Resilient Communities - We are working with partners and local communities to ensure the Sub-region is a place where people feel safe, secure and welcome, driving forward improvements to community engagement and empowerment. Deliver the Community Safety Strategy, reduce fear of crime, address domestic abuse, ensure licensing polices support crime reduction, and promote pride of place.
4. Environment - We are working with partners to play our role in addressing climate change and environmental responsibilities, and to encourage others to follow our example. Deliver the Climate Change Strategy, increase biodiversity, implement environment act and EPR, discourage fly tipping and improve environmental cleanliness and green spaces. Protect and enhance built heritage and environment, including green homes grants.
5. Corporate Objectives - In order to deliver our outward facing priorities, we also need to ensure that the Partnership itself is strong and developing. Deliver Partnership business case and prepare for future local government changes. Improve customer experience and use of digital services. Deliver the workforce development strategy and improve employee skills and retention. Improve income and efficiency & efficacy of services.

Key considerations for your department in the coming year

Set out below, briefly, the key considerations for your area and service delivery that are expected in the coming year based on corporate objectives, key delivery programmes or changes to legislation that will drive the focus of your service area(s).

Income from Building Control will be a key focus for the department in the coming year, as high interest rates are affecting the appetite for builders in the region. Maintaining market share is always a key priority for Building Control as well as maintaining compliance with BSR standards. OSR's and retention of Registered Building Inspectors. This year sees the implementation of the Building Safety Levy. Building Control must ensure there is capacity and suitable IT provision to deliver. ICT alignment project across environmental health, BC and licensing across the partnership. Increased oversight from the Food Standards Agency and changes to the delivery framework may be implemented this year. Improving capture of carbon reduction work across the three councils. Focusing on the improvement to homes through energy efficiency and retrofit works.

Key Note On Completing the Performance Management Framework and Assigned Performance Indicators

Performance indicators should be linked to key priorities and service delivery. List which Objective from the list above the PI is related to or feeds into. It can be linked to more than one. If it is not linked to any Objective, consider whether it is needed as a KPI. If there are current performance indicators that you consider no longer valid or wish to remove from the KPI Performance Reports, there is a section at the end of this document to list these indicators along with a space to list the reason(s) for their removal.

Current Partnership Wide Targeted Performance Indicators

Current KPI for 2024/25	Current Target	Latest Figure (ELDC)	Latest Figure (BBC)	Latest Figure (SHDC)	Average over past year (ELDC)	Average over past year (BBC)	Average over past year (SHDC)	Proposed Target for next year	Objective it feeds into from above
Land Charges - Average number of days taken to process Local Authority searches (working days)	<8	13.99	7.45	3.15	6.80	5.94	3.48	<8	5
Food Safety – percentage of rateable food businesses with a rating of 3 (generally satisfactory) or above as a Percentage of the total number of rateable food businesses.	98%	98.34%	98.00%	99.35%	98.08%	97.85%	99.35%	Trend	3

Current Partnership Wide Trend Only Performance Indicators

Current KPI for 2024/25	Latest ELDC Performance	Latest BBC Performance	Latest SHDC Performance	Keep as Trend or become Target (add target)	Objective it feeds into from above
Kingdom Contract: Number of Fixed Penalty Notices (FPNs) Issued - Litter (In quarter)	278	183	124	Keep as Trend	4
Kingdom Contract: Number of FPNs Issued - Fly Tipping (In quarter)	3	16	17	Keep as Trend	4
Kingdom Contract: Number of FPNs Issued - other (e.g. PSPO etc.) (In quarter)	50	4	3	Keep as Trend	4
Kingdom Contract: Number of prosecutions completed to sentencing. (In quarter)	0	30	37	Keep as Trend	4
Building Control market share	83.00%	84.00%	82.00%	Keep as Trend	1

Proposed New Partnership Wide Performance Indicators

If there are areas where your department or service area contributes to the Corporate Objectives, but is not captured by the current Performance Indicators, consider adding a PI below. This is only for indicators that will be reflected across the partnership, with all three councils reporting. (If none, leave blank)

New Partnership Wide KPI for 2025/26	Target or Trend Only	Performance Target	Higher or lower is better	Reporting Frequency	Objective it feeds into from above
Number of homes improved through green home/warm home grants	Target	TBC subject to funding	Higher	Quarterly	4

Local Priorities and Local Performance Indicators

East Lindsey District Council Priorities

- E1. Encourage and facilitate more town centre development for housing in the district.
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- E3. Work with local communities to deliver art and leisure projects in the local area in line with the objectives in the adopted cultural framework.
- E4. Work with local communities to develop green spaces and play areas for health and wellbeing in the local area.
- E6. Address health inequalities as a consequence of the growth in numbers of caravans in the area.
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- E7. Repair and maintain existing Council assets.

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- B1. Encourage a felling of civic pride in the Borough of Boston and support community cohesion through active community engagement within the parishes, villages and town.
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South Holland District Council Priorities

- S1. Deliver good quality core services.
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In the following section, review the existing Performance Indicators that are council specific. Review if you wish to keep them as is, change to trend or target or adjust the targets for the coming year. Also assess which local priority or priorities they are to measure against in order to ensure they are measuring against that council's objectives. If they do not align to any of the above priorities, consider if they are needed as a measure at all.

Current Local Only Performance Indicators

Current Local KPI for 2024/25	Council	Trend or Targeted Performance	Current Target	Latest Performance	Average over past year	Trend or Target for next year	Proposed Target for next year (if applicable)	Objective it feeds into from above

Proposed New Local Only Performance Indicators

If there are areas where your department or service area contributes to the Corporate Objectives, but is not captured by the current Performance Indicators, consider adding a PI below. (If none, leave blank)

New Local KPI for 2025/26	Council	Trend Only or Performance Target (inc. target)	Higher or lower is better	Reporting Frequency	Objective it feeds into from above

Proposition to Remove a Performance Indicators

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PI to be removed in 2025/26	Is it a Targeted or Trend Only Measure?	Reason for removal
Kingdom Contract: Number FPNs paid (In quarter)	Trend	Performance in considered confusing and not conducive to the work carried out by the department.
Kingdom Contract: Number FPNs Outstanding payment (In quarter)	Trend	
Kingdom Contract: Percentage payment rate (In quarter)	Trend	



PERFORMANCE MANAGEMENT FRAMEWORK
PERFORMANCE INDICATOR DOCUMENT
FOR WELLBEING AND COMMUNITY
LEADERSHIP

2025/26

Baldwin, Richard
Strategic Performance Analyst

Service Planning and Performance Indicator Setting

The purpose of this document is to set out the key decision-making processes for the department in the coming year, and to assign performance measures to assess the departments delivery against those processes. The main focus will be on aligning the performance measures against the wider set of corporate aims and objectives to ensure that the department is helping the council delivery on its goals in the coming year.

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3. **Safe and Resilient Communities** - We are working with partners and local communities to ensure the Sub-region is a place where people feel safe, secure and welcome, driving forward improvements to community engagement and empowerment. Deliver the Community Safety Strategy, reduce fear of crime, address domestic abuse, ensure licensing polices support crime reduction, and promote pride of place.
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Key considerations for your department in the coming year

Set out below, briefly, the key considerations for your area and service delivery that are expected in the coming year based on corporate objectives, key delivery programmes or changes to legislation that will drive the focus of your service area(s).

For the next year, the W&CL division will further focus on wider determinants of health including reducing homelessness, community leadership, preventing and providing early intervention for good health outcomes and improving the safety of the local community.

Key Note On Completing the Performance Management Framework and Assigned Performance Indicators

Performance indicators should be linked to key priorities and service delivery. List which Objective from the list above the PI is related to or feeds into. It can be linked to more than one. If it is not linked to any Objective, consider whether it is needed as a KPI. If there are current performance indicators that you consider no longer valid or wish to remove from the KPI Performance Reports, there is a section at the end of this document to list these indicators along with a space to list the reason(s) for their removal.

Current Partnership Wide Targeted Performance Indicators

Current KPI for 2024/25	Current Target	Latest Figure (ELDC)	Latest Figure (BBC)	Latest Figure (SHDC)	Average over past year (ELDC)	Average over past year (BBC)	Average over past year (SHDC)	Proposed Target for next year	Objective it feeds into from above
Percentage of cases opened at homelessness prevention stage (i.e. before they have become homeless)	50%	55.33%	53.09%	39.53%	58.77%	65.63%	42.54%	50%	4
Percentage of homelessness cases that were opened at homelessness prevention stage that resulted in the customer not becoming homeless	50%	65.52%	58.00%	97.06%	69.94%	70.60%	85.88%	50%	4
Number of families with children placed into Bed & Breakfast (B&B) for more than 6 weeks	0	0	0	0	0	0	0	0	4
Percentage of contacts resolved at first contact – targeted. (PSPS)	80%	82.32%	83.88%	85.11%	82.47%	83.66%	84.00%	80%	5
Average answer rate – Customer Contact (PSPS)	80-90-90-80%	86.51%	82.37%	85.42%	89.70%	86.93%	87.63%	TBC in SLA	5

Current Partnership Wide Trend Only Performance Indicators

Current KPI for 2024/25	Latest ELDC Performance	Latest BBC Performance	Latest SHDC Performance	Keep as Trend or become Target (add target)	Objective it feeds into from above
Number of organisations supported with accessing funding	0	0	2	Keep as Trend	4
Number of verified rough sleepers	42	31	17	Keep as Trend	4
Number of properties improved through Council intervention	30	3	3	Keep as Trend	3
Call volumes (PSPS)	31,882	22,705	23,430	Keep as Trend	5
Average Call Duration - Customer Contact (Seconds) (PSPS)	298	341	323	Keep as Trend	5
Average Call Duration - Revenue and Benefits (Seconds) (PSPS)	460	438	469	Keep as Trend	5
Average Speed of Answer - Customer Contact (Seconds) (PSPS)	191	164	196	Keep as Trend	5
Number of Callbacks (PSPS)	3,484	1,525	1,984	Keep as Trend	5
Digital services take up (services accessed online) (PSPS)	3,543	103	961	Keep as Trend	5
Website visitors (accessing website information) (PSPS)	234,192	45,494	160,707	Keep as Trend	5
Number of customers using webchat (PSPS)	2,478	1,403	1,783	Keep as Trend	5

Customer Contact Centre visits (PSPS)	1,163	4,185	3,416	Keep as Trend	5
Enquiries via email and social media (PSPS)	4,236	1,331	2,679	Keep as Trend	5

Proposed New Partnership Wide Performance Indicators

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New Partnership Wide KPI for 2025/26	Target or Trend Only	Performance Target	Higher or lower is better	Reporting Frequency	Objective it feeds into from above
Number of days to complete a stage 2 DFG	Trend	Trend	Lower	Quarterly	2
Number of days to complete a stage 3 DFG	Trend	Trend	Lower	Quarterly	2
Number of days to complete a stage 4 DFG	Trend	Trend	Lower	Quarterly	2
Percentage of decisions issued on an applicant's initial homelessness application within target timescale of 33 working days	Target	75%	Higher	Quarterly	3
The percentage of main duty assessments to be completed within 56 days of the commencement of a relief duty	Target	90%	Higher	Quarterly	3
The number of lets into the private rented sector against the target set target	Trend	Trend	Higher	Quarterly	3
Number of DFG referrals received	Trend	Trend	Higher	Quarterly	2
Number of DFG grants approved	Trend	Trend	Higher	Quarterly	2
Number of DFG grants completed	Trend	Trend	Higher	Quarterly	2

Local Priorities and Local Performance Indicators

East Lindsey District Council Priorities

- E1. Encourage and facilitate more town centre development for housing in the district.
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- B1. Encourage a felling of civic pride in the Borough of Boston and support community cohesion through active community engagement within the parishes, villages and town.
- B2. Support improvements to Boston Town Centre, Markets and Events – the Town Strategy, including the PE21 projects.
- B3. Improve street cleanliness and work to reduce fly tipping across the borough.
- B4. Support local businesses and work to enhance the business offer and employment opportunities.
- B4. Promote our Arts, Culture and Heritage offer and associated projects.
- B5. Promote Tourism to both a domestic and internal audience.
- B6. Explore the opportunity to improve our local infrastructure.
- B7. Efficiently manage the budget and utilise the asset register.
- B7. Ensure local resources are targeted towards community safety.

South Holland District Council Priorities

- S1. Deliver good quality core services.
- S2. Support Improvements to the town centres in the district.
- S3. Promote the markets and events across the district.
- S4. Engage with housing tenants to help shape service delivery in the district.
- S5. Facilitate the development of infrastructure in the local area.

In the following section, review the existing Performance Indicators that are council specific. Review if you wish to keep them as is, change to trend or target or adjust the targets for the coming year. Also assess which local priority or priorities they are to measure against in order to ensure they are measuring against that council's objectives. If they do not align to any of the above priorities, consider if they are needed as a measure at all.

Current Local Only Performance Indicators

Current Local KPI for 2024/25	Council	Trend or Targeted Performance	Current Target	Latest Performance	Average over past year	Trend or Target for next year	Proposed Target for next year (if applicable)	Objective it feeds into from above
Wellbeing Lincs contractual - Service users supported to achieve an overall improvement across their outcomes	ELDC	Target	98.00%	99.40%	99.00%	Target	95%	2
Wellbeing Lincs contractual – Delaying and reducing the need for adult care support	ELDC	Target	5%	Annual		Target	5%	2

Proposed New Local Only Performance Indicators

If there are areas where your department or service area contributes to the Corporate Objectives, but is not captured by the current Performance Indicators, consider adding a PI below. (If none, leave blank)

New Local KPI for 2025/26	Council	Trend Only or Performance Target (inc. target)	Higher or lower is better	Reporting Frequency	Objective it feeds into from above

Proposition to Remove a Performance Indicators

If there are Performance Indicators that you no longer wish to record and monitor, list them below along with a brief reason for their consideration for removal. Removal of existing PIs will need to be approved by Portfolio Holders and the Council. (If none, leave blank)

PI to be removed in 2025/26	Is it a Targeted or Trend Only Measure?	Reason for removal
Wellbeing Lincs contractual - Overall improvement in all outcome scores across all service users leaving the service	Target	Removed from contract with Wellbeing Lincs.
Number of Community Protection Notices for PSPO (alcohol) (Community Safety)	Trend	These are workflow PIs that do not reflect the work of the department, only number of tasks completed. They are entirely dependent on external factors that are outside the control of the team.
Number of Community Protection Notices for PSPO (alcohol) (Community Safety)	Trend	
No of Council Anti-Social Behaviour cases opened	Trend	
No of Council Anti-Social Behaviour cases closed	Trend	
No of Community Triggers	Trend	

Number of Acceptable Behaviour Agreements (Community Safety)	Trend	These are workflow PIs that do not reflect the work of the department, only number of tasks completed. They are entirely dependent on external factors that are outside the control of the team.
Community Protection Notice Warnings (Community Safety)	Trend	
Community Protection Notices (Community Safety)	Trend	
Number of injunctive actions/enforcement orders Number of civil injunctions / criminal behaviour orders (Community Safety)	Trend	
Average Speed of Answer - Revenue and Benefits (Seconds) (PSPS)	Trend	Moved to Finance
Average answer rate – Revenues & Benefits (PSPS) (moving to corporate/finance)	Target	Moved to Finance



Report To:	Full Council
Date:	19 th May 2025
Subject:	Animal Welfare Licensing Policy
Purpose:	To adopt the proposed policy
Key Decision:	No
Portfolio Holder:	Councillor Dale Broughton, Deputy Leader
Report Of:	Christian Allen, Assistant Director – Regulatory
Report Author:	Anna McDowell – Senior Licensing Officer
Ward(s) Affected:	Not applicable
Exempt Report:	No

Summary

A new Animal Welfare Licensing Policy has been developed in line with legislation, best practice and statutory guidance, to aid applicants, licence holders, and decision makers in understanding the requirements under the Animal Welfare (Licensing of Activities Involving Animals) Regulations 2018, the Zoo Licensing Act 1981 and the Dangerous Wild Animals Act 1976. Members of the Licensing Committee have previously considered the draft policy, and a period of public consultation has taken place. Council are being asked to approve the policy for adoption.

Recommendations

The Council adopts the policy following which it will be published. It is also recommended that non-material amendments be delegated to the Senior Licensing Officer in consultation with the Chair of the Regulatory & Appeals Committee and the Portfolio Holder.

Reasons for Recommendations

To ensure that the Council has a policy in place which provides a clear and concise framework of principles that will be applied to premises carrying out relevant licensable activities.

Other Options Considered

Council resolves not to adopt the policy.

1. Background

- 1.1 The Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018 came into force on 01 October 2018. The Regulations require a licence to be obtained by any person operating a business of:
 - a) Selling animals as pets
 - b) Providing or arranging for the provision of boarding for cats and dogs (including home boarding for dogs and day care for dogs;
 - c) Hiring out horses;
 - d) Breeding dogs;
 - e) Keeping or training animals for exhibition.
- 1.2 The Council is also the responsible authority for the issue and enforcement of licences under the Dangerous Wild Animals Act 1976, and the Zoo Licensing Act 1981.
- 1.3 The Authority does not currently have a licensing policy in relation to any such applications and licences. Whilst there is no legal requirement for the Authority to adopt an animal welfare licensing policy, it is important that there is a clear narrative in place setting out how the Council will carry out its' statutory responsibilities.

2. Report

- 2.1 The Regulatory & Appeals Committee convened on 17 December 2024 to consider a draft Animal Welfare Licensing Policy which sets out the principles which the Council will apply when accepting applications, inspecting premises, making decisions on applications, and exercising its' statutory duty in the monitoring of licensed premises.
- 2.2 The Committee determined to commence consultation and invite representation on the proposed policy, with any comments being referred to the Regulatory & Appeals Committee for consideration.
- 2.3 Consultation commenced in January 2025 and ran for a six-week period. Relevant stakeholders were consulted directly, and the consultation was open to members of the public.
- 2.4 On 13 March 2025 the Regulatory & Appeals Committee convened to consider responses to the consultation and a final policy was agreed for referral to Council with a view to requesting adoption and publication.
- 2.5 It is additionally requested that the Senior Licensing Officer in consultation with the Chair of the Committee and Portfolio Holder, be given delegated authority to make such amendments to this policy as may from time to time be required in order to
 - (i) reference any links or amended links to other documents as may be required; and;

- (ii) reflect any minor issues, or issues over which the Council has no discretion including, but not limited to, references to any legislative changes and amended guidance. Any material amendments to the policy will be subject to the usual approval process in line with the Constitution.

3. Conclusion

- 3.1 There is no statutory requirement to have an Animal Welfare Licensing Policy in place. However, by having a policy in place, a clear framework is in place to provide advice and guidance to applicants', licence holders, and decisions makers.
- 3.2 Adoption of the policy is a council function which cannot be delegated to cabinet or a committee and therefore it is recommended the council adopt the policy, following which it will be published.

Expected Benefits to the Partnership

Consideration has been given to the animal welfare licensing policies of East Lindsey District Council and South Holland District Council.

Implications

South and East Lincolnshire Councils Partnership

None

Corporate Priorities

None

Staffing

None

Workforce Capacity Implications

None

Constitutional and Legal Implications

This policy review is within legal and constitutional parameters and the Monitoring Officer has been consulted

Data Protection

None

Financial

None

Risk Management

None

Stakeholder / Consultation / Timescales

Consultation has been undertaken with relevant stakeholders.

Reputation

An approved policy will help to reduce the risk of reputational damage arising from inconsistent decisions or a lack of transparency

Contracts

None

Crime and Disorder

Animal welfare licensing is governed by legislation which includes some criminal offences for illegal activities. Criminal record checks through the Disclosure and Barring Service (DBS) are also carried out as part of the licensing procedure.

Equality and Diversity / Human Rights / Safeguarding

None

Health and Wellbeing

None

Climate Change and Environmental Implications

None

Acronyms

None

Appendices

Appendices are listed below and attached to the back of the report:

Appendix 1 Proposed Animal Welfare Licensing Policy

Background Papers

None

Chronological History of this Report

A report on this item was considered by the Regulatory & Appeals Committee on 17 December 2024.

A report on this item was considered by the Regulatory & Appeals Committee on 13 March 2025

Report Approval

Report author: Anna McDowell, Senior Licensing Officer
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Approved for publication: Councillor Broughton, Deputy Leader
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Animal Welfare Licensing Policy

11 May 2025

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Part 1 - Introduction

1.1 The policy

- 1.1.1 This document outlines the approach Boston Borough Council in carrying out its responsibilities for regulating animal establishments under the Animal Welfare Act 2006 and the Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018; zoos under the Zoo Licensing Act 1981; and dangerous wild animals under the Dangerous Wild Animals Act 1976.
- 1.1.2 The primary aim of this policy is to ensure that current licence holders, applicants and the general public understand the Council's process for regulating animal licensing within the Boston Borough Council area.

1.2 Policy duration and amendments

- 1.2.1 This policy will be periodically reviewed and modified as required to accommodate changes in legislation, case law, national guidance, and best practice.
- 1.2.2 Administrative adjustments to this policy, arising from legal alterations, updated statutory guidance, or council restructuring, may be carried out by the Public Protection Manager and/or the Licensing Team Leader. Any modifications made under this section should be consistent with the existing legal and administrative framework and should not alter the core focus of local policy.
- 1.2.3 The policy will be periodically reviewed and modified where necessary to ensure it remains relevant and effective.
- 1.2.4 In the event of any substantial amendment to the policy, a comprehensive public consultation will be conducted before the Licensing Committee considers it. For the purpose of this section, a significant amendment is defined as one that:
- a) Would have a major financial impact on applicants, licence holders, or the public;
 - b) Would have a significant procedural impact on applicants or licence holders; or
 - c) May not be perceived by the holder of an animal licence or the public to be consistent with the established licensing principles.

1.3 Departure from policy

- 1.3.1 When conducting its regulatory functions, the council will consider this policy and its stated objectives whilst exercising a degree of discretion regarding requests to depart from the policy.
- 1.3.2 Despite the presence of this policy, each application or enforcement action will be evaluated based on its individual merits in relation to the licensing principles. Deviations from this policy will likely be limited to exceptional circumstances and should not be used to bypass the reasonable requirements of the policy.
- 1.3.3 Where an applicant can demonstrate that a minor departure from this policy, based on the individual circumstances of that application, would still ensure that the policy objectives are achieved, the Licensing Team Leader, or Public Protection Manager, may authorise the issuing of a licence.

1.4 Delegations

- 1.4.1 **Authorised Officers**
Licensing Officers of the Council, duly authorised under the Council's Scheme of Delegation and supported by specific written delegations, are responsible for the day-to-day operation of the Council's Animal Licensing Policy, unless stated otherwise.

1.4.2 Panel of the Licensing Committee-

The following powers are specifically reserved for a Panel of the Licensing Committee:

- (a) suspension or revocation of existing licences;
- (b) refusal to renew existing licences;
- (c) refusal to grant new applications; and
- (d) substantial departures from policy.

1.5 Legislation and national guidance

1.5.1 By virtue of the Animal Welfare Act 2006, the Animal Welfare (Licensing of Activities involving Animals) (England) Regulations 2018 came into force on 1 October 2018 replacing previous licensing and registration regimes under the following legislation:

- Animal Boarding Establishments Act 1963
- Pet Animals Act 1951 and Pet Animals Act 1951 (Amendment) Act 1983
- Riding Establishments Act 1964 and 1970
- Breeding of Dogs Act 1973 and 1991
- Breeding and Sale of Dogs (Welfare) Act 1999
- Animal Licensing Policy
- Performing Animals (Regulation) Act 1925

1.5.2 The Animal Welfare (Licensing of Activities involving Animals) (England) Regulations 2018 introduced a single animal activity licence that can include one or more of the following licensable activities:

- Selling animals as pets
- Providing or arranging for the provision of boarding for cats
- Providing or arranging for the provision of boarding in kennels for dogs
- Providing or arranging for the provision of home boarding for dogs
- Providing or arranging for the provision of day care for dogs
- Hiring out horses
- Breeding dogs for sale
- Keeping or training animals for exhibition.

1.5.3 To assist local authorities with the regime and to promote transparency and consistency across the country, DEFRA issued Procedural Guidance Notes for Local Authorities. The Council will have due regard to this guidance when undertaking its licensing duties.

1.5.4 The Regulations do not impact on the licensing of dangerous wild animals under the Dangerous Wild Animals Act 1976 or zoos under the Zoo Licensing Act 1981 which remain unaffected by the legislative changes. Both of these licensable activities fall within the scope of this policy.

1.5.5 A Dangerous Wild Animal licence is required where an individual or a business intends to keep an animal included on the Schedule of Dangerous Wild Animals maintained and published by DEFRA. The legislation applies businesses such as ostrich farms, however it does not apply to dangerous wild animals kept in a zoo or a circus. The legislation applies to all individuals that wish to keep a dangerous wild animal at home, for example, a venomous snake or a species of large cat.

1.5.6 A zoo licence is required for an establishment where wild / non-domestic animals are kept for exhibition to which members of the public have access, with or without charge for admission, on more than seven days in any period of twelve consecutive months. The wide scope of this definition means that licensed zoos can range from traditional zoos and safari parks to small specialist collections such as aquaria, birds of prey centres and butterfly houses.

Dispensations can be granted for small zoos which reduce the number of inspections to a reasonable level for the size of the establishment, without in any way weakening the establishment's obligation to achieve acceptable standards of animal welfare. The Act does not extend to circuses or to pet shops which are covered by separate legislation.

- 1.5.7 Under Section 17 of the Crime and Disorder Act 1998, local authorities must have regard to the likely effect of the exercise of their functions on, and do all that they can to prevent, crime and disorder in their area. This Policy has regard to the likely impact of such licences on related crime and disorder in the district.

Part 2 – Licensing principles and policy objectives

2.1 Policy Objectives

2.1.1 This policy is intended to achieve the following objectives:

- Ensuring that any person who carries on, attempts to carry on, or knowingly allows a licensable activity to be carried on holds a licence in accordance with the relevant legislative requirements.
- Ensuring that the licence holder is not disqualified from holding a licence in accordance with the legislative requirements.
- Ensuring that the five overarching principles of animal welfare (known as “the five needs”) introduced by the Animal Welfare Act 2006 are upheld in any decision.
- Ensuring the safeguarding of any children or vulnerable persons in contact with a licensable activity.
- Ensuring that each application is considered on its own merits.
- Ensuring that decisions are made in a transparent, fair and consistent way.
- Ensuring, where possible, that the priorities of the Council Plan are supported.
- Ensuring that the obligations of the Council's Public Sector Equality Duty under section 149 of the Equality Act 2010 is fulfilled by eliminating discrimination, harassment, victimisation and any other conduct prohibited by the Act, advancing equality of opportunity, and harbouring good relations between persons who share and those who do not share protected characteristics.

2.2 Animal Welfare Act 2006

2.2.1 The Animal Welfare Act 2006 is the main piece of legislation controlling the welfare of animals in England. It establishes that reasonable welfare standards must be maintained, whilst combining all animal welfare legislation, including responsibilities which fall to other enforcement agencies.

2.2.2 The Act introduces five overarching principles of animal welfare, known as the ‘five welfare needs’, which are:

- The need for a suitable environment; (by providing an appropriate environment, including shelter and a comfortable resting area).
- The need for a suitable diet; by ready access, where appropriate, to fresh water and a diet to maintain full health.
- The need to be able to exhibit normal behaviour patterns; (by providing sufficient space, proper facilities, and the company of an animal of its own kind, where appropriate).
- Any need to be housed with, or apart from, other animals; and (by providing the company of an animal of its own kind, where appropriate).
- The need to be protected from pain, suffering, injury and disease (by prevention or rapid diagnosis and treatment; and ensuring conditions and treatment which avoid mental suffering).

2.3 Licensing Principles

2.3.1 The Council's animal licensing regime will be guided by the following four principles.

- (a) the responsibility to protect the welfare and wellbeing of all fellow creatures.
- (b) ensuring the welfare of domestic or captive animals by implementing appropriate standards that promote the 'five needs'.
- (c) ensuring that persons responsible for the management of animal welfare adhere to recognised standards of good practice; and
- (d) ensuring that, to the extent permitted by its authority, the requirements of all relevant animal-related legislation will be enforced as appropriate.

Part 3 – Licence fees

- 3.1 Fees have been set in accordance with the principles of the EU Services Directive and with consideration of 'Open for business: LGA guidance on locally set licence fees' and 'Animal Welfare Licence Fees – A Practical Guide to Fee Setting'.
- 3.2 The total fee has been split into an application fee and licence fee, plus vet fee where appropriate. The application fee must be submitted with an application as it covers the cost of administering and determining the application. This part of the fee is non-refundable.
- 3.3 Any fee that is incurred as a result of the requirement for a veterinary inspection is the responsibility of the applicant to pay in full on receipt of the final invoice. Reimbursement of the vet's inspection fee is considered to be a requirement of the application process. Failure to pay for the Council for the vet inspection will result in the application being considered incomplete. The Council cannot issue a licence where an application is incomplete.
- 3.4 The licence fee must be paid once the Licensing Officer issues an 'intention to grant' notice to the applicant. On receipt of payment the licence will be granted. The licence fee covers ongoing maintenance of the licence, including inspections and enforcement. The licence will not be issued until the licence fee has been paid in full. In the event that the licence is subsequently surrendered, a pro-rata refund of the licence fee only, may be paid for any unused complete months. If the licence is revoked, no refund will be made.

Part 4 – Persons required to obtain a licence

- 4.1 Schedule 1 of the Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018 ("the Regulations") defines the licensable activities for each sector (as summarised in section 1.5.2 of this policy).
 - 4.1.1 In all cases, except dog breeding, the licensable activity is exclusively restricted to businesses or those operating on a commercial basis. For dog breeders a limit on the number of litters is also in place unless it can be proved that none of the puppies from these litters are sold.
- 4.2 Commercial activity**
 - 4.2.1 As the licensing authority, the Council will give regard to any guidance issued from time to time, in respect of what defines commercial activity.
 - 4.2.2 In determining 'business' in this context, the Council will have regard to the HMRC '9 Badges of Trade' test, as set out in the Statutory Guidance.
 - 4.2.3 The Regulations which the Council must consider in assessing whether commercial activity is being carried on, are whether the operator:

- a) makes any sale by, or otherwise carries on, the activity with a view to either:
 - i. making a profit, or
 - ii. earning any commission or fee from the activity.

4.2.4 Each individual case will be assessed on its own merits considering the above criteria. The over-arching consideration will be section 4.1.1 whereby an activity that attracts an income is likely to be considered commercial activity.

4.3 Dog breeding

4.3.1 A licence is needed for breeding of dogs if one or both of the following apply:

- a) breeding three or more litters of puppies in any twelve-month period; or
- b) breeding dogs and advertising a business of selling dogs.

4.3.2 In both situations described above, the person carrying on the activity must provide documentary evidence that no puppies have been sold, before consideration can be given to the Council not requiring that person to apply for a licence.

4.4 Dangerous Wild Animals Act 1976 and Zoo Licensing Act 1981

4.4.1 Neither of these Acts provide means for assessment as to whether the activity is being carried on for commercial purposes. Any premises where an activity as detailed in sections 1.5.5 and 1.5.6 of this policy will require a licence.

4.4.2 The only exception to this is that the Secretary of State may issue an exemption for a small zoo that would otherwise require a licence. The operator / owner is responsible for making such an application.

Part 5 – Suitability of applicants

5.1 New applicants

5.1.1 In order to comply with its duty to ensure that an applicant has not been disqualified from holding a licence, the Council require a new applicant to provide a Basic Disclosure Certificate (issued within three months of the date of application) from the Disclosure & Barring Service (DBS).

5.1.2 An applicant will be granted a licence if the Council is satisfied that:

- a) the applicant has not been disqualified from holding a licence; and
- b) the applicant is a 'fit and proper' person to hold a licence;

and providing that all other application requirements are met.

5.1.3 The definition of a "fit and proper person" is not provided within the regulations or guidance. However, for the purpose of this policy, the council will regard a 'fit and proper person' as an individual who, upon application, can demonstrate they possess:

- a) the right work in the UK;
- b) no relevant convictions that impact on their suitability to hold a licence;
- c) the knowledge, experience, compliance history (where applicable), and ability to comply with the licence conditions and safeguard the welfare of animals in their care; and

- d) that they have made suitable management and training arrangements to safeguard and protect any staff and/or members of the public who may be affected by the licensable activities.

5.1.4 In addition to the above, any individual applying for a licence under the Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018 will be designated as the operator of the business providing, they are not disqualified from holding a licence in accordance with Regulation 11 and Schedule 8.

5.2 Renewal applications

5.3.1 In the case of all renewal applications, it is the applicant's responsibility to submit their application in good time, to ensure licence continuity. The Council will consider any information received about the licence holder and/or business during the period of the existing licence. The Council will expect licence holders to always demonstrate appropriate professional conduct and behave in a manner befitting the trust placed in them to undertake the care of animals, protect staff working at the premises and safeguard the public visiting or in the vicinity of the premises.

5.3.2 The Council require an applicant to provide a Basic Disclosure Certificate (issued within three months of the date of application) from the Disclosure & Barring Service. The basic DBS requirement will be required at every renewal. The council encourages all licence holders to sign up to the DBS update service. This will allow the applicants DBS to be checked by the council periodically and on renewal without the need for applicants to reapply each time. It will be the applicant's responsibility to obtain the DBS certificate in good time, and to pay any fees or charges associated with them.

5.4 All applications

5.4.1 To assist in assessing the suitability of an applicant, the Council may request information from:

- Lincolnshire Police relating to any relevant convictions an applicant may hold or any ongoing investigations that may impact on the applicant's suitability to hold a licence.
- Any other local authority that holds information about the applicant's suitability to hold a licence.

5.4.2 This information sharing is possible under the provisions of section 17 of the Crime and Disorder Act 1998 which places a duty on local authorities to have regard to the likely effect of the exercise of their functions on, and do all they can to prevent, crime and disorder in their district.

5.5 Relevance of Convictions

5.5.1 The disclosure of a criminal record or other information will not necessarily debar an applicant from gaining a licence unless the authority considers that any conviction renders them unsuitable. In making this decision the authority will consider the nature of the offence, how long ago and the age of the applicant when it was committed and any other factors which may be relevant.

5.5.2 The Council will not normally grant a licence to a person with any conviction for offences related to animal cruelty or suffering. The primary purpose of the Regulations is to ensure the welfare of animals and as such, these types of offences are highly relevant.

5.5.3 The Council will not normally grant a licence to a person with any conviction(s) for an offence that is related to licensing as such offences demonstrate a disregard for licensing processes and procedures.

5.5.4 In addition to the above, the Council also has wider obligations to prevent crime and disorder and safeguard both children and vulnerable adults. As a result, the Council will not normally grant a licence to a person with one conviction or more for any of the following offences:

- Offences involving violence
- Possession of a weapon
- Sex and indecency offences
- Offences involving dishonesty
- Offences involving drugs

5.5.5 Any offences or behaviour not expressly covered by this policy may still be taken into account.

Part 6 – Application process

6.1 Advice for applicants

6.1.1 New applicants are advised to contact the Council's licensing team before an application is made to allow officers to provide advice and clarify any areas of uncertainty. This can via email to licensing@boston.gov.uk.

6.1.2 The Council can also provide guidance in relation to other legal requirements, for example, planning permission or building control approval. Applicants should seek advice from the appropriate Council department.

6.1.3 The Council reserves the right to charge for pre-application advice or inspections. Any scheme for chargeable advice will be published on the Council website.

6.2 Making an application.

6.2.1 All licence applications must be submitted on the prescribed application form and be accompanied by:

- All supporting information required by this policy or the legislation
- An up-to-date DBS certificate;
- The appropriate application fee; and
- Proof of planning permission (where necessary)

6.2.2 Applications can be made in hard copy or electronically.

6.3 Veterinary inspections

6.3.1 Where an inspection is required by a veterinary surgeon, either by legislation or by the Council in order to determine an application, the cost of the inspection is the sole responsibility of the applicant. Costs incurred must be paid in full to the Council prior to the issue of a licence. Failure to pay will deem the application incomplete and may lead to refusal of a licence being granted.

6.3.2 If an application is refused, any veterinary surgeon inspection fee will still be payable by the applicant.

6.4 CITES permits

Where an applicants' business involves the import of any species detailed in the appendices to the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), they will be required to evidence that the necessary authorisations are in place prior to a licence being granted."

6.5 Renewals

6.5.1 The Council will notify licence holders of the need to renew their licence no later than three calendar months prior to the expiry of the existing licence, however it is the licence holder's responsibility to ensure that their renewal application is submitted in a timely manner. The council take no responsibility for claims of missed renewal reminders as the onus is always on the applicant.

6.5.2 In order to ensure continuity of licence, renewal applications should be made no later than ten weeks prior to the expiry of the existing licence. The Council accepts no responsibility for a break in trading if a complete renewal application is submitted with less than ten weeks' notice prior to the expiry of the existing licence.

6.5.3 For the avoidance of doubt, if a renewal application:

- has not been submitted prior to expiry of the existing licence; or
- has been submitted but has not been determined prior to expiry of the existing licence, licensable activities must cease until such time as the renewal application has been granted.
- The applicant is solely responsible for ensuring that their application and all supporting material is submitted a minimum of 10 weeks before expiry of the licence.
- enforcement action may be taken if a premises continues to trade knowingly without a licence.

6.6 Application Determination

6.6.1 Once a completed application has been received and accepted, the Council must inspect the site of the proposed licensable activities to assess whether it is likely to meet the licence conditions.

6.6.2 The inspection must be carried out by a suitably qualified inspector, accompanied by a veterinary surgeon where required by legislation or where the Council deem it necessary to determine the application.

6.6.3 The inspector must produce a report in accordance with the requirements of the legislation and submit it in a timely manner.

6.6.4 The inspector's report will contain information about the applicant, the premises, any relevant records inspected, the condition of the animals and any other relevant matter. The report must state whether the inspector is satisfied that the licence conditions will be met.

6.6.5 Following a new licence inspection and/or receipt of the vets reports to the council, where the applicant has any outstanding issues such as policies and procedures required to meet the minimum standards, these must be submitted within a period of 21 days from notification, otherwise the application may be rejected.

6.6.6 Before a licence a licence can be issued, the balance of the application fee relating to ongoing compliance and administration must be paid (the licence fee). Where a veterinary surgeon has attended and inspected the premises, this fee must also have been paid prior to the issue of a licence.

6.7 Schedules of species

6.7.1 A schedule of permitted animals will be attached to licences issued for:

- Hiring of horses
- Pet shops
- Dangerous wild animals

- Keeping or exhibiting animals for exhibition
- Zoos

6.7.2 If a licence holder wishes to amend the schedule during the term of the licence, they will need to apply in writing to the Council to vary the schedule and pay the appropriate variation fee. Until such time as the Council confirm in writing that the schedule has been amended, the additional animals should not be used for licensable activities. Such applications may take up to 10 weeks to be determined.

6.8 Additional licensable activities

6.8.1 If a licence holder wishes to add an additional licensable activity during the term of a licence, they will need to apply to the Council in writing and pay the appropriate fee. This process may take up to 10 weeks for the additional licensable activity to be authorised and may require an inspection by an officer, a vet, or both if deemed necessary.

Part 7 – Safeguarding

7.1 Whilst the legislation has the aim of maintaining and improving standards of welfare for animals, the Council has a statutory duty to consider safeguarding associated with all licensable activities.

7.2 The Council has a duty to protect children and vulnerable persons and always prioritises public safety. The council is aware that some licensable activities may involve ~~unsupervised~~ contact with children and/or vulnerable persons. Examples include, but are not limited to, horse riding tuition or an exhibition of animals at a children's party.

7.3 The Council expects applicants and licence holders whose licensable activities may involve contact with children or vulnerable persons to:

- Have a written safeguarding policy.
- Undertake appropriate safeguarding for all staff.
- Keep a log of staff training records.
- Have a procedure for vetting staff who have unsupervised contact with children and/or vulnerable persons.
- Have a basic Disclosure and Barring Service (DBS) Certificate.
- Ensure that any staff who are not the licence holder but have direct contact with children or vulnerable people are subject to an annual basic Disclosure and Barring Service check.

Part 8 – Inspectors

8.1 Animal Activity Licences

8.1.1 The Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations require all inspectors to be suitably qualified. This is defined in the national guidance as:

- Any person holding a Level 3 certificate granted by a body, recognised and regulated by the Office of Qualifications and Examinations Regulation which oversees the training and assessment of persons in inspecting and licensing certain animal activities businesses, confirming the passing of an independent examination. A person is only considered to be qualified to inspect a particular type of activity if their certificate applies to that activity.
- Any person holding a formal veterinary qualification, as recognised by the Royal College of Veterinary Surgeons ("RCVS"), together with a relevant RCVS continuing professional development record.

- 8.1.2 All persons inspecting premises must be appointed by the Council under regulation 4(2)(b) of the Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018 to carry out inspections of premises upon application or renewal of a licence
- 8.1.3 All inspections required as part of an application for grant or renewal of a licence will be undertaken by a suitably qualified inspector, as will any inspection required to vary a licence, as well as to determine if suspension or revocation may be appropriate following investigation.
- 8.1.4 Any unannounced informal inspection during the term of the licence or as a result of a complaint may be undertaken by a Council licensing officer where appropriate.

8.2 Dangerous Wild Animals

- 8.2.1 All inspections required as part of an application for grant or renewal of a licence will be undertaken by a suitably qualified inspector, as will any inspection required to vary, suspend or revoke a licence.
- 8.2.2 For the purposes of inspecting in accordance with section 8.2.1, the Council will use:
- A veterinary surgeon with experience of the specific type of animal; or
 - Any other person deemed competent by the Council to undertake the inspection.

8.3 Zoos

- 8.3.1 All inspections required as part of an application for grant or renewal of a licence will be undertaken by a suitably qualified inspector, as will any inspection required to vary, suspend or revoke a licence.
- 8.3.2 For the purposes of inspecting in accordance with section 8.3.1, the Council will use:
- No more than three persons appointed by the Council, one of whom must be a veterinary surgeon, who are suitably competent for the type of premises; and
 - Two inspectors from the list published by the Secretary of State (one from each part of the list)

NB: Zoo's with dispensation may require less persons to be present.

- 8.3.3 The Council's inspecting team may be accompanied by no more than three representatives of the licence holder plus any veterinary surgeon employed by the premises.

Part 9 – Standards and licence conditions

9.1 Animal Activity Licences

- 9.1.1 Licences issued under the Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations are subject to mandatory conditions for each licensable activity.
- 9.1.2 To assist local authorities, DEFRA has issued national guidance on the interpretation of these conditions to promote uniformity across the country.
- 9.1.3 The licence conditions are split into two categories, 'general conditions' detailed in Schedule 2 of the Regulations and 'specific conditions' detailed in the appropriate Schedule of the Regulations dependent on licensable activity.

- 9.1.4 Applicants will need to demonstrate that they can meet all generic and specific conditions appropriate to the activities provided in order to be granted a licence, however minor failings may not preclude a licence being issued, if they are predominately administrative in nature and do not impact on animal welfare. This will impact upon the star rating awarded and all administrative failings would be expected to be resolved prior to renewal.
- 9.1.5 In order to achieve the higher ratings of 4 and 5 stars, applicants will need to meet the higher standards. Higher standards are specific to each licensable activity except for keeping or training animals for exhibition which are exempt from the star rating scheme.
- 9.1.6 The national guidance divides the higher standards into two categories, required and optional. To qualify as meeting the higher standards, an applicant must meet all the required higher standards and at least 50% of the optional higher standards.

Samples

- 9.1.7 The Regulations allow for officers to take samples for laboratory testing from any animals on a premises to ensure that licence conditions are being complied with. A licence holder must make all reasonable efforts to comply with a request for samples including, but not limited to:
- facilitating the identification of the animal(s)
 - facilitating the examination of the animal and the taking of the sample
 - assisting with suitable restraint of the animal(s)
- 9.1.8 The Council will appoint a veterinary Surgeon to undertake the collection of samples and any costs incurred will be payable by the applicant unless otherwise decided by the Council.
- 9.1.9 The number of samples taken will be the minimum number required to address the specific welfare concerns and to avoid undue stress to the animals.

9.2 Dangerous Wild Animals

- 9.2.1 In order to determine an application, an independent veterinary inspection of the animals and premises is required prior to the issuing of a licence. The veterinary surgeon must have suitable experience of the dangerous wild animal species concerned.
- 9.2.2 The Council will nominate the veterinary surgeon for each inspection and make the appropriate arrangements.
- 9.2.3 A licence will not be issued where the veterinary surgeon recommends refusal.
- 9.2.4 Licence conditions will predominately be concerned with suitable accommodation and care of the species concerned to ensure that both the welfare needs are met and that the keeping of the animal would not endanger public safety or create a public nuisance.

9.3 Zoos

- 9.3.1 An independent veterinary inspection of the animals and premises is required prior to the issuing of a licence. The veterinary surgeon must be a specialist in the field of zoo licensing.
- 9.3.2 The Council will nominate the veterinary surgeon for each inspection and make the appropriate arrangements.
- 9.3.3 A licence will not be issued where the veterinary surgeon recommends refusal.
- 9.3.4 Licence conditions will ~~predominately be concerned with~~ relate to a broad range of issues, including but not limited to, feeding, environment, conservation/education and public safety.

- 9.3.5 Conditions will be based upon DEFRA's Standards of Modern Zoo Practice. All veterinary surgeons inspecting a zoo must have regard to these standards but may amend the conditions to suit the individual establishment. The Council inspector may add conditions outside of this guidance if deemed necessary.

Part 10 – Licence duration and star rating

10.1 Extent of Licence

- 10.1.1 The issue of a licence in accordance with this policy does not imply approval or consent that may be necessary under any other laws, orders or regulations apart from those governing the issue of the licence.

10.2 Licence Duration

- 10.2.1 Licences for the keeping or training of animals for exhibition are issued for a period of three years.
- 10.2.2 Licences for the keeping of dangerous wild animals are issued for a period of two years.
- 10.2.3 Licences for new zoos are issued for a period of four years and existing zoos six years.
- 10.2.4 Animal activity licences are issued for either one, two, or three years, dependent upon the considered risk and welfare standards. The licence duration is linked to the mandatory star rating scheme (see below).

10.3 Star rating scheme (animal activity licences only)

- 10.3.1 All animal activity licences must be issued a star rating in accordance with prescribed national standards based on the inspector's report.
- 10.3.2 The Council will display a list of animal establishments and their star rating on its website.
- 10.3.3 The national star rating scheme does not apply to dangerous wild animals and zoos, or the exhibition of animals under the 2018 Animal Welfare (Licensing) Regulations.
- 10.3.4 Where a licence authorises more than one licensable activity and those activities achieve different star ratings, the licence will be issued with the lowest rating awarded. For example, a premises with a 5-star kennel and a 3-star cattery would be awarded a 3-star animal activity licence.
- 10.3.5 Where a business wishes to apply for their star rating to be re-evaluated following completion of works to rectify any non-compliance or following the implementation of improvements in order to achieve a higher rating a fee will be payable.

Part 11 – Refusal of a licence

- 11.1 The Council will have regard to all available information when determining an application including, but not limited to:
- The appointed inspector's report
 - The veterinary surgeon's report (if applicable)
 - Comments and documentation supplied by the applicant
- 11.2 The Council will refuse to issue or renew a licence if it considers that the applicant cannot meet the licence conditions.

- 11.3 The Council will also refuse to issue or renew a licence if:
- a) the applicant has a history of non-compliance with licence conditions or Council requirements;
 - b) the applicant is obstructive towards officers, inspectors or veterinary surgeons;
 - c) there are safeguarding concerns relating to licensable activities at the
 - d) premises;
 - e) the applicant fails to meet the 'fit and proper' person test detailed in section 5.1.3 of this policy; or
 - f) the applicant has been disqualified from holding a licence.

This list is not exhaustive but suggestive of the circumstances where the Council may refuse to issue or renew a licence.

11.4 Where an application is unsuccessful, all application fees and veterinary surgeon inspection fees are non-refundable.

11.5 If a licence is refused, the applicant will have the following rights of appeal:

- (a) Animal Activity Licences - Within twenty-eight days of receiving the Council's Decision Notice to the First-Tier Tribunal (General Regulatory Chamber)
- (b) Dangerous Wild Animals - Within twenty-eight days of receiving the Council's Decision Notice to the local Magistrates Court
- (c) Zoos - Within twenty-eight days of receiving the Council's Decision Notice to the local Magistrates Court

11.6 Prior to the refusal of a licence, the reasons why refusal is likely will be advised to the applicant in writing. The applicant may then submit written representation stating any mitigating circumstances and/or reasoning why the licence should be granted. Any representation submitted by the applicant will be considered as part of the determination.

Part 12 – Star rating appeals

12.1 To ensure fairness to the business, the Council has an appeals procedure in place for the operator to dispute the star rating awarded.

12.2 The business will be provided with supporting information which will highlight the Inspecting Officer's decision on how the risk rating, compliance level and star rating has been determined. The business is encouraged to discuss the matter with the Inspecting Officer before submitting an appeal.

12.3 A business may appeal if they consider their star rating to be wrong. Any appeal to the rating given must be made in writing to the Licensing Authority within 21 days of the star rating being issued. It is important to note that the appeal specifically concerns the standards at the time of the licensing inspection.

12.4 The DEFRA Guidance states that no Officer involved with the initial star rating or inspection should consider an appeal. Accordingly, the Council will ensure that a separate Officer determines the appeal in all cases. DEFRA Guidance also states that the appeal should be determined by the Head of the Department or a Designated Deputy and this Council will consider the delegation of such functions to an Officer that is considered suitably qualified. Depending on the specific details of the appeal, the relevant Officer may or may not visit the premises.

12.5 If the business disagrees with the outcome of the appeal, they can challenge the decision by means of judicial review. If they consider that the service has not been properly delivered, the

business also has recourse to the Local Authority Complaints Procedure (then taking the matter to the Local Government Ombudsman where appropriate). Information regarding this Authority's complaint's procedure can be found on the Council's website www.boston.gov.uk/complaints.

Part 13 - Licence variations, suspensions, and revocations

13.1 Animal Activity Licences

13.1.1 The Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations allow for a local authority to vary a licence at any time either:

- (a) on written application (including electronic submission) by the licence holder; or
- (b) on the instigation of the Council with the written consent of the licence holder.

This approach can serve as a balanced response to addressing issues in cases where the licence holder and the council agree that a resolution can be achieved without necessity for formal action.

13.1.2 The Council may suspend, vary, or revoke a licence without the consent of the licence holder where:

- (a) licence conditions are not being complied with;
- (b) there has been a breach of the Regulations.
- (c) the licence holder has supplied false or misleading information; or
- (d) it is necessary to protect the welfare of an animal.

13.1.3 A suspension or variation of a licence will ordinarily take effect seven working days after the written decision notice has been issued to the licence holder. The decision notice will be sent by email and via first class signed-for to the address of the licence holder. If the reason for the decision is to protect the welfare of an animal the Council must specify in the decision notice that the decision will take immediate effect.

13.1.4 A decision notice varying or suspending a licence must and will always be given in writing and will contain:

- (a) The rationale for the decision
- (b) The date the decision takes effect
- (c) The rights of the licence holder to make written representations
- (d) A summary of the matters to be addressed to resolve the concerns

13.1.5 The decision to vary, suspend or revoke a licence will be appropriate based on the specific nature of the concerns.

Some examples of proportionality include, but are not limited to:

- Variation: Minor adjustments to the licence that will resolve concerns informally
- Suspension: Failure to meet administrative conditions or supply information when requested
- Revocation: Repeated failure to meet administrative conditions or supply information when requested
- Immediate revocation: Poor welfare conditions or where it would be beneficial to remove the animals for welfare reasons.

13.1.6 In most cases, after receiving a suspension or variation notice, the licence holder will have 7 working days to submit written representations. Upon review of these representations, the Council may choose to either maintain the suspension or variation or rescind its initial

decision. However, if a licence has been immediately suspended, varied, or revoked in order to safeguard an animal's welfare, the 7-day period for representation does not apply.

13.1.7 Once the suspension of a licence takes effect the business will no longer be able to provide licensable activities until such time as the suspension is subsequently removed by the Council once it is satisfied that its concerns have been addressed.

13.1.8 There is no right of appeal against the suspension of a licence however after twenty-eight days of suspension the licence must either be revoked or reinstated by the Council.

13.1.9 If a licence is varied or revoked by the Council, the licence holder has a right of appeal within twenty-eight days of receiving written notice of the decision to the First-Tier Tribunal (General Regulatory Chamber).

13.2 Dangerous Wild Animals

13.2.1 At any time during the period of a licence, the Council may vary the licence by:

- Specifying a new condition
- Varying an existing condition
- Removing an existing condition

13.2.2 If the variation was requested by the licence holder it will take immediate effect.

13.2.3 If the variation was instigated by the Council, it will not take effect until such time as the licence holder has been made aware of the variation and is provided with 21 days to consider the proposed variation.

13.2.4 Once the variation is added and a decision notice has been provided by the council, there is a right of appeal to the local Magistrates Court against a decision to add, amend or remove licence conditions. An appeal must be lodged with the court within twenty-eight days of receiving the Council's written Decision Notice.

13.2.5 Where an animal is being kept without an appropriate licence or where a licence condition is not being complied with, the Council may seize the animal and either retain it, destroy it, or otherwise dispose of it with no liability to pay compensation for the exercise of this power.

13.2.6 Where the Council incurs any expenditure exercising the power detailed in section 13.2.5 it shall be entitled to recover the full cost as a civil debt against the person from who the animal was seized.

13.3 Zoos

13.3.1 At any time during the period of a licence, the Council may alter the licence if they are satisfied that it is necessary or appropriate to do so for ensuring the proper conduct of the zoo.

13.3.2 Before amending a licence, the Council shall give the licence holder the opportunity to make written representation.

13.3.3 If the proposed amendment is a significant change, the Council shall:

- Consult the licence holder about the proposed alteration.
- Arrange an inspection by an appropriate inspector/veterinary surgeon.
- Consider the inspection report prior to making its final decision.

13.3.4 The Secretary of State is empowered to direct the Council to amend a licence where appropriate. If the proposed amendment is significant, the process in section 13.3.3 will apply.

13.3.5 The Council may, after giving the licence holder an opportunity to submit written representation, revoke a licence if:

- a) any reasonable requirements relating to the premises or conduct of the zoo which were notified to the licence holder following an inspection are not complied within a reasonable time.
- b) it is satisfied that the zoo has been conducted in a disorderly manner or so as to cause a nuisance, or is in breach of licence conditions;
- c) the licence holder (or in the case of a corporate body a director, manager or similar official) is convicted of a relevant offence; or
- d) any person employed as a keeper in the zoo who, to the knowledge of the licence holder, has been convicted of a relevant offence.

13.3.6 There is a right of appeal to the local Magistrates Court against a decision to refuse a licence, amend a licence, attach conditions to a licence or revoke a licence within twenty-eight days of receiving the Council's written Decision Notice.

Part 14 – Death of a licence holder

Animal Activity Licences

- 14.1 The Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations allow for the personal representative(s) of a licence holder to take over the licence if they inform the Council in writing within twenty-eight days of the death of the licence holder.
- 14.2 The licence will remain in force in the name of the new licence holder for a period of three months from the death of the previous licence holder or for the remainder of the licence period if that time is shorter. The new licence holder must then apply for a new licence no later than one month prior to the expiry of the prescribed period.
- 14.3 The Council can extend the three-month period by a maximum of another three months upon the written request of the personal representative if it is satisfied that this additional time is necessary to wind up the estate of the deceased licence holder.
- 14.4 If the personal representative does not notify the Council in writing within twenty-eight days of the death of the licence holder, the licence will automatically cease to have effect.

Dangerous Wild Animals

- 14.5 On the death of the licence holder, the licence shall continue in force for a period of twenty-eight days as if it had been granted to the personal representative(s) of the deceased. If an application is made for a new licence within the twenty-eight days, the licence shall be deemed to be still in force pending the grant or refusal of the new application.

Zoos

- 14.6 On the death of the licence holder, the personal representative(s) of the deceased are deemed to be the holders of the licence during the period of three months immediately following the death, or such longer period as the Council may approve, to allow for the lawful transfer of the licence.

Part 15 – Inspection of licensed premises

- 15.1 There are occasions where inspections must be carried out during the term of a licence as follows:
 - (a) Animal Activity Licences (other than hiring out of horses)

A minimum of one unannounced inspection must take place during the term of the licence irrespective of whether it is a one, two, or three-year licence.

- (b) **Hiring out of Horses**
An annual inspection by veterinary surgeon must be undertaken irrespective of the length of licence; this inspection is in addition to a minimum of one unannounced inspection during the term of the licence.
- (c) **Dangerous Wild Animals**
An annual inspection by veterinary surgeon must be undertaken.
- (d) **Zoos**
Periodic inspections must be undertaken in accordance with prescribed requirements.

15.2 Further unannounced inspections may also take place in the case of complaints or other information that suggests licence conditions are not being complied with or that the welfare of the animals involved in the licensable activity is at risk.

Part 16 – Enforcement

16.1 It is recognised that well-directed enforcement activity by the Council benefits not only the public but also the responsible licence holders.

16.2 In pursuing its licensing principles detailed in this policy, the Council will operate a proportionate enforcement regime in accordance with the Council's Enforcement Policy.

16.3 Where necessary to ensure the 'five needs' of the 2006 Act, the Council may utilise its enforcement powers under the Act to ensure the welfare of the animals is addressed at the earliest opportunity to avoid any distress or suffering.

16.4 The main enforcement and compliance roles for the Council are to:

- ensure compliance with the conditions placed on a licence;
- investigate complaints relating to a licensed premises; and
- investigate and take appropriate action against unlicensed premises.

16.5 Complaints

16.5.1 The Council will record and investigate, where appropriate, all complaints relating to animal licensed premises or premises allegedly operating without a licence.

16.5.2 The Council will require complainants to provide their name and contact details to ensure a complaint is not malicious or vexatious in nature and to enable witness statements to be obtained if required for formal enforcement action. The complainant's details will not be revealed to the licence holder/person being investigated unless it is necessary as part of legal proceedings. If complainant details are withheld the Council will not progress with any investigation, however the information will be retained for intelligence purposes.

16.5.3 On review of the information supplied, the Council will always approach the allegation with the intention to seek compliance. If it is found that unlicensed activity is taking place, where appropriate the council will encourage compliance by assisting with advice of how to obtain a licence.

16.5.4 Complainants need to ensure that they are willing to provide evidence to the council in order to support any investigation required. Evidence must be supported with an explanation as to how they came to know the information.

- 16.5.5 Where complaints involve information sought from social media, explanation needs to be provided as to how they have access to this and what leads them to believe that the social media post relates directly to the specific activities or premises they are complaining. The investigating officer will decide what weight is given to the posts.
- 16.5.6 If the complainant believes that animals are at risk of serious immediate harm the Council will expect this to be reported to Lincolnshire Police and request that a crime reference number is provided.
- 16.5.7 The Council anticipates that any allegation of unlicensed activity taking place, that's supported by evidence, will require a detailed investigation. Complainants need to be aware that an investigation can take a considerable amount of time to reach conclusion.
- 16.5.8 At the end of the investigation the council will write to the complainant with an outcome. The investigating officer will outline what investigation has occurred and what their rationale is in deciding to:
- Pursue the case by taking enforcement action;
 - Provide a warning to the accused if appropriate to do so;
 - Resolve the case by seeking compliance with the accused;
 - Take no further action.
- 16.5.9 Should a case result in no further action being taken by the council, the decision will be deemed final unless the complainant can provide new evidence that shows a material change to the evidence supplied previously.

Part 17 – Sharing of information

- 17.1 The Council will exchange information with other enforcement agencies such as, but not limited to, the Police, the RSPCA and DEFRA, for the purposes of:
- Safeguarding public safety
 - Ensuring the safety, welfare and wellbeing of animals
 - Evaluating the suitability and conduct of applicants and licence holders.
- 17.2 The Council may also disclose information with other local authorities or internal Council departments when deemed suitable and lawful, for the purposes for example of preventing crime and disorder or preventing fraud.
- 17.3 In sharing information, the Council will adhere to relevant data protection legislation.