



Public Document Pack

Boston Borough Council

Chief Executive
Rob Barlow

Municipal Buildings
Boston
Lincolnshire PE21 8QR
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Tuesday 9 September 2025

Notice of meeting of the Cabinet

Dear Councillor

You are invited to attend a meeting of the Cabinet
on **Wednesday 17th September 2025 at 6.00 pm**
in the Committee Room - Municipal Buildings, West Street, Boston, PE21 8QR

Rob Barlow
Chief Executive

Membership:

Leader of the Council:	Councillor Dale Broughton
Deputy Leader:	Councillor Mike Gilbert
Councillors:	John Baxter, Callum Butler, Sandeep Ghosh, Chris Mountain, Claire Rylott, Sarah Sharpe and Helen Staples

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 - Preliminaries

A Apologies for Absence

To receive apologies for absence.

B Declarations of Interest

To receive declarations of interests in respect of any item on the agenda.

C Minutes

(Pages 1 - 14)

To sign and confirm the minutes of the Cabinet meeting held on 7th May 2025 and the Special Cabinet meeting held on 31st July 2025.

D Questions from Members of the Public

To answer any written questions received from members of the public no later than 5 p.m. two clear working days prior to the meeting – for this meeting the deadline is 5 p.m. on Friday 12th September 2025.

Part II - Agenda Items

- 1 Recommendations from Overview and Scrutiny (Standing Item)***
- 2 Recommendations from the Boston Town Area Committee (BTAC) (Standing Item)**
- 3 Quarter 1 25/26 Performance and Risk Report** (Pages 15 - 56)
(A report by James Gilbert, Assistant Director – Corporate)
- 4 2025/26 Quarter 1 Finance Update** (Pages 57 - 76)
(A report by Brendan Arnold, Interim Director of Finance (S151 Officer))
- 5 Local Council Tax Support Scheme 2026/27 - Consultation** (Pages 77 - 84)
(A report by Brendan Arnold, Interim Director of Finance (S151 Officer))
- 6 Equality, Diversity & Inclusion Strategy** (Pages 85 - 114)
(A report by James Gilbert, Assistant Director – Corporate)
- 7 South & East Lincolnshire Councils Partnership Body Worn Video (BWV) Policy 2025** (Pages 115 - 142)
(A report by Christian Allen, Assistant Director – Regulatory)
- 8 South and East Lincolnshire Council's Crowdfunding Scheme - Two Year Progress** (Pages 143 - 166)
(A report by Emily Spicer, Assistant Director – Communities and Housing Services)

* In accordance with the Constitution, recommendations of Overview and Scrutiny Committees referred to Cabinet (if any) shall be included at this point in the agenda (unless they have been considered in the context of the Cabinet deliberations on a substantive item on the agenda) within six weeks of the Overview and Scrutiny Committee completing its report / recommendations.

Call-In – any decision taken by the Cabinet concerning an item on this agenda can be ‘called in’ in accordance with the Constitution, within 5 working days of the decision notice being published. It is expected that any decision notices will be published on Friday 19 September 2025. Subject to this publication, the deadline for calling in a decision is **5 p.m. on Friday 26th September 2025**.

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.

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Boston Borough Council

Minutes of a meeting of the **Cabinet** held in the Committee Room - Municipal Buildings, West Street, Boston, PE21 8QR on Wednesday 7th May 2025 at 6.30 pm.

Present:

Councillor Anne Dorrian (Leader), in the Chair.

Councillors Councillor Dale Broughton (Deputy Leader), John Baxter, Callum Butler, Emma Cresswell, Sandeep Ghosh and Sarah Sharpe.

In attendance:

Councillor Chris Mountain.

Officers:

Deputy Chief Executive (Programme Delivery) and Assistant Director - General Fund Assets, Interim Finance Director and S151 Officer, Assistant Director - Leisure and Local Services, Assistant Director - Neighbourhoods, Operations Manager, Interim Strategic Finance Manager, PSPSL, Communications Manager and Democratic Services Team Leader.

84 Apologies for Absence

No apologies for absence were received.

85 Declarations of Interest

No declarations of interest were received.

86 Minutes

The minutes of the meeting held on 26th March 2025 were approved as a correct record and signed by the Leader.

87 Questions from Members of the Public

No questions were received.

88 Recommendations from Overview and Scrutiny (Standing Item)*

There were no recommendations.

89 Recommendations from the Boston Town Area Committee (BTAC) (Standing Item)

There were no recommendations.

90 Boston Market Development Plan Report

The Deputy Leader of the Council, Councillor Dale Broughton, presented a report by the Assistant Director – Culture & Leisure which provided an update on the Boston Market Development Plan, originally agreed at Cabinet on 27th March 2024. The report outlined

progress made during the first year of delivery and highlighted a number of key developments. The report provided an update on the four key objectives within the Boston Markets Development/Action plan, attached as Appendix 1, and an overview on how Boston's regular Wednesday and Saturday markets had been performing.

Councillor Broughton outlined the progress made during the first year of implementation and highlighted several key developments:

- Revised market and severe weather policies had been adopted from April 2025.
- Market fees had been reduced across various categories to support trader engagement.
- A successful capital funding bid of £47,750 had enabled the purchase of a new market vehicle, gazebos, and equipment.
- Operational efficiencies had been achieved through a service review, resulting in a new store erector team and reduced contracted hours.
- Debt recovery measures had been implemented for non-compliant traders.
- Road closures had been introduced for Saturday markets, with consultations ongoing for Wednesday closures.
- New events, including the Makers and Farmers Markets, had been launched and were proving successful.
- Market occupancy had significantly improved, with near-full capacity achieved at recent events.
- Social media engagement had increased, with the Facebook page surpassing 3,000 followers.
- Promotional materials and branding had been refreshed, contributing to a more professional market appearance.
- The Market Action Plan remained a live document, with 9 of 13 actions completed, 2 on target, and 2 requiring further work.

Members discussed the report and commented as follows:

- The report and the work of the Markets Team were widely praised for their thoroughness and positive impact.
- Members noted visible improvements in the market's appearance and atmosphere, particularly during the Makers and Farmers Markets.
- The increase in social media engagement and the revamped Facebook page were highlighted as key contributors to public awareness and footfall.
- It was acknowledged that market occupancy had improved, with a recent event nearly reaching full capacity.
- A question was raised regarding the target occupancy rate; it was clarified that while 100% was ideal, 70–80% was a realistic and positive goal.
- The issue of footfall monitoring was discussed, with confirmation that new data collection methods were being explored to better understand visitor numbers.
- The availability of free stalls for charities was discussed, with confirmation that this was being actively promoted and that a designated charity market day was planned.
- Feedback from traders was generally positive, with most welcoming the changes and improvements, although it was acknowledged that not all were satisfied.
- The potential for introducing a continental market was raised. It was confirmed that the Council remained open to external event proposals.

- The integration of markets with local events and the broader benefits to town centre businesses were noted.
- A technical query regarding the compatibility of the new payment system (Pay360) with existing systems was raised, with a written response to be provided.
- The importance of continuing to build on recent successes and maintaining momentum was emphasised.

The recommendations were moved by Councillor Dale Broughton and seconded by Councillor Sandeep Ghosh.

Resolved:

That the progress made to date against the commitments set out within the Boston Market Development/Action Plan be noted.

91 Waste Services Delivery Model

The Portfolio Holder for Environmental Services, Councillor Callum Butler, presented a report by the Director of Communities which outlined the Council's response to the requirements of the Environment Act 2021. The Act mandated the introduction of weekly food waste collections from all households by April 2026.

An assessment of the options was included within Appendix 1, setting out the financial costs of each option and the service delivery impacts on both residents and the current service. Capital financing details were provided within Appendix 2. The preferred option involved the procurement of 14 new pod vehicles, identified as the most economical, viable, and environmentally sustainable solution. Due to a lead time of over 40 weeks, it was recommended that the capital programme be brought forward to allow for timely ordering.

Members were advised that the proposed changes would necessitate a full review of collection routes, which would likely result in changes to collection days for many residents. In addition, the introduction of the food waste service would coincide with the cessation of the current side waste policy, which allowed up to four additional bags to be placed alongside bins. The rationale for this change included improving recycling rates, enhancing staff safety, reducing incidents of fly-tipping, and identifying properties with potential overcrowding issues.

Councillor Butler highlighted the following key points:

- The introduction of weekly food waste collections from April 2026 was a statutory requirement under the Environment Act 2021.
- Two options had been assessed for delivering the service, with pod vehicles identified as the most cost-effective and environmentally sustainable solution.
- An order for 14 new pod vehicles had to be placed by June 2025 due to a lead time of over 40 weeks; and the capital programme would need to be brought forward to accommodate the purchase.
- A full review of collection routes would be required, likely resulting in changes to collection days for most residents.

- The current side waste policy, which allowed up to four additional bags alongside bins, would be withdrawn alongside the introduction of food waste collections.
- Reasons for removing side waste included:
 - Low recycling rates (currently around 39%);
 - Health and safety concerns for collection staff (e.g. risk of injury from sharp objects);
 - Prevention of fly-tipping and misattributed waste; and
 - Identification of overcrowded or problematic properties.
- Boston was currently the only council in Lincolnshire still accepting side waste with wheeled bins.
- Aligning the removal of side waste with the food waste rollout would allow for a single, coordinated communication and transition effort.

Members discussed the report and commented as follows:

- Strong support was expressed for the removal of side waste, particularly due to health and safety concerns for collection staff.
- Members welcomed the alignment of the new food waste service with the withdrawal of side waste, allowing for a single, coordinated transition.
- It was noted that the changes would help improve recycling rates and reduce fly-tipping incidents.
- Assurance was given that officers would provide support and engagement to help residents adapt to the new arrangements.
- Questions were raised about the disposal of existing vehicles, with confirmation that they would be sold and the proceeds would be returned to the capital programme.
- Clarification was sought on the modelling used to determine the number of vehicles required; officers confirmed that local data and projected growth had been factored in.
- The need for flexibility in vehicle size was discussed, particularly to accommodate narrow streets.
- Concerns were raised about the impact of the side waste policy during the Christmas period; it was agreed this would be reviewed.
- Members emphasised the importance of a clear and consistent communications campaign to support the rollout.
- It was noted that food waste caddies would be compatible with standard liners, and that additional support would be available for households with specific needs.
- The broader benefits of reducing food waste and encouraging more mindful consumption were acknowledged.

The recommendations were moved by Councillor Callum Butler and seconded by Councillor Sandeep Ghosh.

Resolved:

That the Cabinet:

- 1. Note Option 1b as presented within this report for collecting food waste weekly from households;**

2. **Approve 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, subject to Council approval;**
3. **Approve 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, subject to Council approval;**
4. **Approve an addition of £0.130m to the capital programme in 2026/27 to fund the capital costs of purchasing food waste collection vehicles, subject to Council approval;**
5. **Approve the placing of an order for 14 food waste collection vehicles in June 2025 for delivery in 2026/27, subject to the budget being confirmed; and**
6. **Approve the changes to the current waste collection policy to remove the presentation of sacks alongside bins, requiring waste and recycling to be presented within wheeled bin containers provided by the Council.**

[The Assistant Director – Neighbourhoods and the Operations Manager left the meeting at 7.09p.m., following consideration of the above item.]

92 Sponsorship Generation in Boston

The Deputy Leader of the Council, Councillor Dale Broughton, presented a report by the Assistant Director – Strategic Growth and Development which proposed the development of a sponsorship initiative to generate additional income to support Council activities. The report outlined how sponsorship could be used to enhance services, events, and infrastructure across the borough.

The initiative aimed to create new funding streams by engaging with local, regional, and national sponsors. It was intended to supplement existing budgets, add value to Council-led programmes, and foster stronger relationships with the business community. The approach would also support a more commercial and outward-facing image for the Council.

Members were advised that the proposal included appointing a freelance contractor to lead the sponsorship work. That individual would be responsible for identifying opportunities, building relationships with potential sponsors, and working with Council teams to develop a coordinated and commercially informed approach. The long-term aim was for the initiative to become self-funding.

The report set out the strategic benefits of the initiative and the principles that would guide its implementation. These included ensuring transparency, maintaining strong relationships with sponsors, and seeking opportunities beyond the borough's boundaries.

Members discussed the report and commented as follows:

- Members expressed strong support for the initiative, describing it as innovative and timely.

- It was noted that the proposal could help enhance events and services without placing additional strain on Council budgets.
- The potential to attract both local and national sponsors was welcomed, with an emphasis on promoting Boston as a proactive and business-friendly borough.
- Members highlighted that sponsorship opportunities should extend beyond events to include assets such as waste vehicles and public spaces.
- The importance of maintaining the identity of key community assets while exploring branding opportunities was raised.
- It was confirmed that pursuing sponsorship would not affect the Council's eligibility for other funding streams.
- The use of a freelance contractor was supported, with recognition that sponsorship and commercial engagement require specialist skills.
- Members acknowledged the value of internal expertise and experience in shaping the proposal and offered continued support to the initiative.
- The initiative was seen as a way to build stronger relationships with the business community and increase civic pride.

The recommendations were moved by Councillor Dale Broughton and seconded by Councillor Sarah Sharpe.

Resolved:

- 1. That approval be given to a programme of pursuing the generation of sponsorship to support council activity, with a view to seek to deliver the expected benefits as articulated within the report;**
- 2. That the recommended resourcing strategy for such a programme (i.e. the procurement of a contractor) as articulated within the report be approved; and**
- 3. That delegated authority be given to the Assistant Director Strategic Growth and Development, in conjunction with the Deputy Leader of the Council, to conclude contractual matters associated with the report recommendations.**

The Meeting ended at 7.18 pm.

Boston Borough Council

Minutes of a Special meeting of the **Cabinet** held in the Committee Room - Municipal Buildings, West Street, Boston, PE21 8QR on Thursday 31st July 2025 at 6.30 pm.

Present:

Councillor Dale Broughton (Leader), in the Chair.

Councillors Mike Gilbert (Deputy Leader), John Baxter, Callum Butler, Sandeep Ghosh, Chris Mountain, Claire Rylott, Sarah Sharpe and Helen Staples.

Officers:

Chief Executive, Interim Finance Director and S151 Officer, Director of Economic Development, Assistant Director - Regulatory, Group Manager - Climate Change and Environment, Business Intelligence and Change Manager, Head of Finance Delivery - BBC (PSPSL), Democratic Services Team Leader and Democratic Services Officer.

1 Apologies for Absence

No apologies for absence were received.

2 Declarations of Interest

Councillor Chris Mountain declared an interest in agenda item 3 'Home Energy Advice and Retrofit Team' as an employee of Cadent Gas. While there was no direct relation to the policy under discussion, the declaration was made in the interest of transparency due to the item relating to gas properties.

3 2024/25 Q4 Finance Update

The Portfolio Holder for Finance, Councillor Sandeep Ghosh, presented a report by the Interim Director of Finance (S151 Officer) which set out the final outturn position for the Council's finances for the financial year ending 31 March 2025. Details on the full year financial performance as at 31st March 2025 were attached as Appendix A within the report.

Cabinet was advised that the Council had closed the year with a revenue surplus of £1.015 million, representing a significant improvement on the Quarter 3 forecast of £627,000. The surplus was attributed to disciplined underspends across service directorates, totalling £746,000, with notable savings in IT staffing and deferred projects. Additionally, investment income had performed strongly, with a net favourable variance of £711,000 against the budget of £1.587 million. After transferring £53,000 of S106 interest to the balance sheet, the net benefit stood at £658,000.

It was noted that while most service areas contributed positively to the outturn, overspends were recorded in Governance and Monitoring and General Fund Assets. In terms of service income, planning and cremation fees underperformed by £91,000 and £92,000 respectively, though this was partly offset by an increase in car parking income of £56,000.

The Portfolio Holder reported that the Council had delivered £656,000 in efficiency savings against the £846,000 target, equating to 78% achievement. Although no additional savings were recorded in Quarter 4, the overall service underspends had contributed positively to the surplus position.

Cabinet was further advised that the Council had received £431,000 in government support to offset Internal Drainage Board (IDB) levy pressures. Engagement with the Local Government Minister was ongoing to seek sustainable long-term solutions, although funding arrangements for 2025/26 had not yet been confirmed.

The revised capital programme for the year was set at £20.814 million, with actual expenditure reaching £15.070 million by year-end, reflecting significant momentum in Quarter 4 and a commitment to progressing key infrastructure and service improvement projects.

The Council's treasury position remained strong, with cash investments closing at £34.832 million and property fund investments valued at £15.237 million. Borrowing costs remained within budget at £111,000. Total reserves increased by £3.343 million to £19.345 million, with the General Fund reserve remaining stable at £2 million.

During discussion, Cabinet welcomed the report and commended the strong financial management demonstrated throughout the year. It was acknowledged that investment performance had been particularly positive, and Members expressed support for the continued monitoring of interest rates and investment opportunities. The importance of maintaining robust reserves and delivering efficiencies was also noted.

The recommendations were moved by Councillor Sandeep Ghosh and seconded by Councillor John Baxter.

Resolved:

- 1. That the final revenue position of a £1,015,000 underspend for 2024/25, as detailed in Table 1, be noted;**
- 2. That Full Council approve the transfer of the £1,015,000 surplus to Volatility Reserve; and**
- 3. That the final BTAC revenue position of £86,000 and the transfer of the surplus to BTAC Reserve be noted.**

4 Quarter 4 24/25 Performance and Risk Report

The Leader of the Council, Councillor Dale Broughton, presented a report by the Assistant Director – Corporate which provided an overview of the Council's performance and risk management position as at the end of Quarter 4, covering the period to 31st March 2025. Details on the Quarter 4 Performance were attached as Appendix 1 and details on the Quarter 4 Risks were attached as Appendix 2 within the report.

Cabinet was advised that overall performance remained strong, with the majority of key performance indicators (KPIs) rated green, indicating that they were on or above target.

Only one KPI was rated red at year-end, relating to the average answer rate for Revenues and Benefits. This underperformance was attributed to an increase in the duration and complexity of calls. In response, opening hours and call lines had been extended to mitigate the impact, and further detail was provided within the report commentary regarding the nature of calls and the effectiveness of the callback system.

In terms of risk management, Cabinet was informed that both strategic and partnership risk registers had been fully reviewed during Quarter 4. It was noted that the overall risk rating relating to the depot had been reduced following the agreement of a new lease. Additionally, the risk concerning staff retention had been identified as a cross-cutting issue and was now duplicated in the Partnership Risk Register. As such, it was recommended that this risk be removed from the individual Council register to avoid duplication and ensure consistency.

A technical query was raised regarding the classification of the ICT infrastructure risk (BBC11), which was currently rated as high. It was suggested that, given the Council's strong ICT performance, the risk score might be more appropriately rated as medium. In response, it was explained that while the Council was indeed in a strong position, the inherent impact of a potential ICT failure remained high. The mitigation measures in place had successfully reduced the likelihood of occurrence, and the target risk score had been achieved. However, due to the nature of the risk, the overall rating remained high. It was confirmed that the risk would continue to be reviewed by the relevant officers and delivery teams.

Cabinet welcomed the report and acknowledged the consistent performance across services. Members expressed their appreciation for the efforts of officers in maintaining high standards and delivering against key objectives. The importance of robust risk management and continuous improvement was also noted.

The recommendations were moved by Councillor Dale Broughton and seconded by Councillor Sandeep Ghosh.

Resolved:

That the quarterly performance and risk monitoring information for Q4 of 2024/25 be noted.

5 Home Energy Advice and Retrofit Team

The Portfolio Holder for Housing and Communities presented a report by the Assistant Director – Regulatory which sought Cabinet approval for the operational arrangements for the South and East Lincolnshire Councils Partnership (SELCP) delivery of the Warm Homes Local Grant and the Home Energy Advice Service.

Cabinet was informed that funding totalling £5,639,974.60 had been secured from the Department for Energy Security and Net Zero to support the delivery of energy efficiency grants across South and East Lincolnshire over the next three years. Approximately 22% of this funding was allocated to the Boston area. The report proposed that the experienced team based at East Lindsey District Council continue to deliver the grants on behalf of

Boston and South Holland residents, building on the successful approach adopted during the previous two funding rounds.

In addition, a further funding award of £362,720.15 had been secured to extend the Home Energy Advice Service into Boston and South Holland. This service, delivered in partnership with the charity PECT, would provide residents with energy efficiency advice, support, and wider social signposting. The extension followed a successful pilot in East Lindsey and would include the deployment of a mobile electric energy advice vehicle.

Cabinet noted that the programme would be overseen by a Programme Monitoring Board with Portfolio Holder representation from all three councils. The report outlined the eligibility criteria for the grant programme, with a key change being the reintroduction of funding eligibility for properties with mains gas. Additionally, landlords would be eligible for one fully funded property, with subsequent properties requiring a 50% financial contribution. The Energy Advice Service would be open to all residents seeking support with energy bills and information on available funding.

During discussion, Cabinet welcomed the continuation of the programme and the expansion of services into Boston. Members expressed strong support for the inclusion of on-gas properties, recognising the significant benefit this would bring to residents in Boston town. The introduction of mobile advice services was also praised, particularly for its potential to reach rural communities and those unable to access fixed locations. The inclusion of a training budget to support local volunteers as community energy champions was noted as a positive step in strengthening community engagement.

Cabinet acknowledged that while the level of grant funding was lower than initially anticipated, the programme would nonetheless deliver meaningful improvements to energy efficiency and resident wellbeing, particularly in advance of the winter period.

The recommendations were moved by Councillor Chris Mountain and seconded by Councillor Callum Butler.

Resolved:

- 1. That the principle of East Lindsey District Council acting as the lead authority and accountable body for the Warm Homes – Local Grant programme and the Home Energy Advice Service on behalf of Boston Borough Council be approved;**
- 2. That the entering into of an appropriate written agreement between East Lindsey District Council and Boston Borough Council for delivery of the two programmes, subject to legal advice, with delegated authority given to the Assistant Director Regulatory in consultation with the Portfolio Holder to agree the terms of the agreement be approved; and**
- 3. That the continuation of a Programme Monitoring Board for Warm Homes – Local Grant, and for the Board to receive updates in relation to delivery of the Home Energy Advice Service as outlined in paragraph 2.13 within the report, be approved.**

6 Update on Plan for Neighbourhoods

The Deputy Leader of the Council, Councillor Mike Gilbert, presented a report by the Director of Economic Development which provided an update on the Plan for Neighbourhoods and sought approval for the use of capacity funding to support its development. Details on the funding profile were attached as Appendix 1, a map of the details of the Boston intervention area were attached as Appendix 2 and details of the current Town Board membership were attached as Appendix 3 within the report.

Cabinet was advised that the Plan for Neighbourhoods was the latest funding initiative made available to Boston Borough Council by the Department for Levelling Up, Housing and Communities. The programme would provide £20 million over a ten-year period from 2026 to support regeneration and infrastructure improvements in the borough. In order to access this funding, the Council was required to undertake extensive consultation and develop a comprehensive regeneration plan aligned with government criteria.

The report outlined the availability of interim capacity funding to support the consultation and plan development process. Cabinet was informed that the funding would enable the Council to engage with residents, businesses, and stakeholders, including the Town Board, to shape a programme of interventions and projects. The themes set out by government and the Neighbourhood Board were referenced in the report.

Cabinet was asked to approve five recommendations relating to the acceptance and use of the capacity funding. These included delegating authority to the Director of Economic Development to manage the funding in consultation with the Portfolio Holder for Economic Growth and, where necessary, the Director of Finance and the Town Board. The funding would support the development of both a ten-year regeneration plan and a four-year investment plan, which were required to be submitted to government by 28th November 2025.

During discussion, Cabinet welcomed the report and the opportunity to build on the success of previous funding programmes such as the Towns Fund and Levelling Up Fund. It was noted that while the funding must be spent within the built-up area of Boston town, the consultation process would be open to all residents across the borough. Members encouraged participation from parish areas and emphasised that the town belonged to everyone.

Cabinet also highlighted the importance of community engagement, noting that consultation was a recurring theme throughout the report. The role of the Town Board as a consultative body comprising local businesses, organisations and community representatives was acknowledged as a key strength in ensuring the plan reflected local priorities.

The recommendations were moved by Councillor Mike Gilbert and seconded by Councillor Sandeep Ghosh.

Resolved:

- 1. That all revenue capacity funding provided by Central Government be accepted and released in order to support the development of a new ten year regeneration plan for Boston;**
- 2. That authority be delegated to the Director of Economic Development to agree and expend all capacity funding provided by Central Government, in consultation with the Portfolio Holder for Economic Growth and a steer from the Town Board;**
- 3. That authority be delegated to the Director of Economic Development to approve and enter all of the necessary contractual arrangements to progress the submission of a ten-year Regeneration Plan and four year investment plan for Boston in consultation with the Portfolio Holder for Economic Growth and a steer from the Town Board;**
- 4. That authority be delegated to the interim Director of Finance in consultation with the Portfolio Holder for Economic Growth and the Director of Economic Development, to draw down up to £170,000 from the Economic Growth Reserve in order to meet proposed spend for 25/26 outlined in section 3.3 within the report; and**
- 5. That authority be delegated to the interim Director of Finance in consultation with the Portfolio Holder for Economic Growth and the Director of Economic Development to draw down additional sums from the balance sheet account up to £52,000.**

7 Local Government Re-organisation - support for 'A Greater Lincolnshire for All'

The Leader of the Council, Councillor Dale Broughton, presented a report by the Assistant Director – Corporate which sought Cabinet's agreement for Boston Borough Council to become a formal partner in the development of a proposal for local government reorganisation (LGR) in Greater Lincolnshire. Details of the LGR – interim plan was attached as Appendix A, a copy of the letter from the Minister for Local Governance was attached as Appendix B and details of the initial feedback to the LGR was attached as Appendix C within the report.

Cabinet was advised that Greater Lincolnshire had been invited by the Minister for Local Government to submit a proposal for reorganisation. East Lindsey District Council and South Holland District Council had submitted a joint interim proposal to government in March 2025. At that time, Boston Borough Council had opted not to submit an interim proposal, instead choosing to review all options before determining its preferred course of action.

On 10th July 2025, East Lindsey and South Holland Councils announced their intention to proceed with the development of a final proposal, entitled A Greater Lincolnshire for All. The proposal set out the creation of two new unitary councils: a northern unitary comprising the City of Lincoln, West Lindsey, North Lincolnshire and North East

Lincolnshire; and a southern unitary comprising Boston Borough, East Lindsey, South Holland, South Kesteven and North Kesteven.

Cabinet was informed that the leaders of East Lindsey and South Holland had invited Boston Borough Council to become a partner in the development of the final proposal. The report recommended that the Council accept this invitation, recognising the strong and positive working relationship already established through the South and East Lincolnshire Councils Partnership.

It was noted that the final proposal must be submitted to government by 28th November 2025, with implementation of new arrangements anticipated in April 2028. To support the Council's involvement in the development of the proposal, Cabinet was asked to approve the allocation of up to £42,000 from the Funding Volatility Reserve.

During discussion, Cabinet expressed broad support for the proposal. It was acknowledged that while local government reorganisation was being driven by central government, the Council had an opportunity to influence the outcome by actively participating in the development of a model that best served the interests of Boston's residents and businesses.

Members noted that the proposed southern unitary offered a balanced and viable structure, avoiding the creation of economically unequal areas. The importance of maintaining local identity and ensuring service delivery in rural areas was emphasised. Cabinet also welcomed the commitment to consultation and transparency throughout the process.

It was recognised that the Council's involvement would ensure that the voice of Boston was heard and that the borough's priorities were reflected in the final submission.

The recommendations were moved by Councillor Dale Broughton and seconded by Councillor Sarah Sharpe.

Resolved:

- 1. That Boston Borough Council become a partner in the 'A Greater Lincolnshire For All' proposal for Local Government reorganisation; and**
- 2. That a sum of up to £42,000 be available to support the development of the proposal.**

The Meeting ended at 6.59 pm.

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Report To:	Cabinet
Date:	17 th September 2025
Subject:	Quarter 1 25/26 Performance and Risk Report
Purpose:	To provide an update on performance and risk as at the end of June 2025
Key Decision:	No
Portfolio Holder:	Councillor Dale Broughton, Leader of the Council
Report Of:	James Gilbert, Assistant Director – Corporate; and John Medler, Assistant Director – Governance & Monitoring Officer
Report Author:	Corey Gooch, Business Intelligence and Change Manager
Ward(s) Affected:	All
Exempt Report:	No

Summary

This is the quarterly report covering performance and risk monitoring information for Quarter 1 of 2025/26 (as at the end of June 2025).

Recommendations

That Cabinet notes the quarterly performance and risk monitoring information for Q1 of 2025/26.

Reasons for Recommendations

To monitor delivery of performance and governance objectives and to support future planning and decision making within the Council.

Other Options Considered

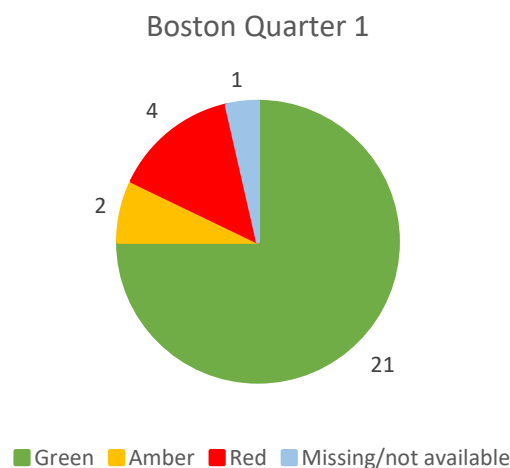
Alternative reporting arrangements.

1. Background

- 1.1 A joint performance management framework was agreed across the South & East Lincolnshire Councils Partnership for 2025/26 to support the delivery of services. Key Performance Indicators (KPIs) have been agreed to capture performance against the strategic priorities of the Partnership and the individual Councils. In addition to the performance, this report also covers the latest strategic risk registers, and high operational risks identified by each department. The risks are reviewed quarterly to maintain a level of awareness and prioritisation of council work.
- 1.2 This report presents the information for Boston Borough Council for Quarter 4 of 2025/26 (as at the end of June 2025).

2. Performance (Appendix A)

- 2.1 In total there are 98 KPIs for Boston Borough Council in 2025/26. These are set out by priority in Appendix A following the adoption of the Sub-regional Strategy.
- 2.2 There are 28 targeted indicators where performance is within the direct control of the Council, with past data or comparisons available on which to base those targets. Indicators were developed to stretch performance in teams. Green indicators are on target, amber indicators are within tolerance and red indicators are off target. One of the waste measures is reported as a target measure in Q1 but will revert to a trend only until Q1 26/27. Commentary is provided in Appendix A for the red indicator.



- 2.3 Shading has been added to the past quarters' data where possible, to show whether it was on target previously, to help provide more visual context for direction of travel. The shading is deliberately more muted for past data to keep the focus on the current performance. Where targets have changed since the previous year, this has been noted in the commentary, otherwise targets are the same.

- 2.4 There are also 72 trend indicators, which show context for policy decisions and resource allocation. The trend indicators have been reviewed to consider if any can become targeted measures if past data is now available. No changes are proposed at this time.
- 2.5 Performance indicators relating to PSPS Revenue and Benefits call volumes, answer rate and call time have been removed from the SLA for 2025/26. Customer contact related calls and answer rate PIs remain.

3. Risk management (Appendix 2)

- 3.1 The strategic risk register has been reviewed for Q1, as at the end of June 2025. An additional column to track the delivery of actions has been added – Green where actions are on track, Amber where a date for the action needs to be added and Red where actions are off track.
- 3.2 A summary of the risks and scores are set out in the table below, with full details in Appendix B.

In response to recommendations from the recent Internal Audit review of risk management practices, enhancements have been made to the this report to improve clarity and focus on key areas of concern

- **Target Status:** Each strategic risk now includes an indication of whether it is currently being managed at its target level. This addition supports better prioritisation by highlighting risks that require further mitigation to reach their desired state.
- **Mitigation Action Tracking:** The summary also incorporates the status of planned mitigation actions, using a RAG (Red, Amber, Green) rating. This provides assurance that actions are progressing as expected and helps identify where further attention may be needed.

These changes aim to strengthen the Council's oversight of strategic risks and ensure alignment with best practice recommendations outlined in the Internal Audit report.

Boston Strategic Risks	Risk score	Direction of travel	Target Status
BBC02: Health	Medium (9)	↔	At Target Score
BBC03: Local economy	Medium (9)	↔	At Target Score
BBC05: Budget	High (16)	↔	At Target Score
Update in Q1: Budget risk reviews underway, will come forward for Q2			
BBC06: Civil contingency risks	Medium (8)	↔	At Target Score
Update in Q1: Wording reviewed and updated.			
BBC07: Infrastructure risks	Medium (8)	↔	At Target Score

Boston Strategic Risks	Risk score	Direction of travel	Target Status
Update in Q1: Treatment reviewed and updated			
BBC08: Capital Programme	Medium (6)	↔	At Target Score
BBC09: General Fund Assets	Low (4)	↔	At Target Score
BBC10: Cyber Incident	High (15)	↔	At Target Score
BBC11: Technology infrastructure failure	High (10)	↔	At Target Score
BBC12: Implementation of the Environment Act 2021	High (16)	↔	Not at Target
Update in Q1: Wording and planned action reviewed and updated – On target for mitigations which is the new depot which has been secured.			
BBC13: Introduction of Extended Producer Responsibility	Low (4)	↔	At Target Score
BBC14: Identification and Suitability of future Depot Accommodation	Medium (9)	↔	At Target Score
BBC15: Waste Collection Round Pressures	Medium (6)	↔	Not at Target
Update in Q1: Wording, score and planned action reviewed and updated. Target risk score has been reduced to minimal to reflect future planned mitigations via the round review commencing in August 2025			
BBC16: Capacity	Medium (6)	↓	At Target Score
Update in Q1: Risk likelihood reduced due to existing mitigations and ongoing delivery			
BBC17: Third Party Service Delivery	Medium (9)	↔	At Target Score
BBC18: External Communication	Medium (6)	↔	At Target Score
BBC19: Retention of staff	Medium (8)	↔	At Target Score
BBC20: Service Delivery	Medium (9)	↔	Not on Target
Update in Q1: Not on target but set to be by the due date of end of this financial year, this is to allow time for services reviews to be implemented			
BBC21: Internal Communications	Medium (6)	↔	At Target Score
BBC22: Net Zero target	Medium (8)	↔	At Target Score
BBC23: Business continuity	Medium (9)	↔	At Target Score
Update in Q1: It is proposed this risk is removed as it is a duplication of the civil contingency risks			
BBC24: Health and Safety	Medium (9)	↑	Not on Target
Update in Q1: Risk likelihood has increased from Medium (6) > Medium (9) in Q4 following an increase in overdue outstanding audit actions, however audit actions are			

Boston Strategic Risks	Risk score	Direction of travel	Target Status
being monitored and governed by Director of communities to ensure all audit actions are completed by due dates			
BBC25: Information	Medium (8)	↔	At Target Score
BBC26: Local Plan being considered out of date	Medium (6)	↔	At Target Score
BBC27: Safeguarding	Medium (8)	↔	At Target Score
BBC28: Local Government Reform (LGR) in Greater Lincolnshire	High (15)	↔	At Target Score
BBC29: Inadequate mitigation of infrastructure risks in the BBC server room	High (12)	New	New

Risk Scoring Matrix						
Impact	Critical		11	10		
	High	9	6; 7; 19; 25; 27		5; 12	
	Medium		4; 8; 18; 21;	2; 3; 14; 15; 17; 20; 23;16;24	29	
	Low		13	26	22	
	Minimal					
		Rare	Unlikely	Possible	Likely	Almost certain
		Likelihood				

Risk Score


Minimal Risk

Low Risk

Medium Risk

High Risk

Critical Risk



3.3 As set out in the risk policy, we use the 4Ts of risk control:

- Terminate – rarely, we may be able to stop doing the activity altogether and thereby remove the risk altogether
- Tolerate – accept the risk and live with it because it is within our risk appetite and the cost of mitigating action would outweigh the benefits
- Transfer – move all or part of the risk to a third party or through insurance; however, sometimes accountability remains, particularly with a Council, so caution is advised
- Treat - take action to control the likelihood and/or impact and set a target to move the risk to within the risk appetite once the action has been implemented

3.4 The strategic risks for the Partnership have also been reviewed for quarter 1, as at the end of June 2025.

3.5 A summary of the Partnership risks and scores are set out in the table below, with full details in Appendix B.

SELCP Partnership Risks	Risk score	Direction of travel	Target Status
SELCP-01: Vision	Medium (8)	↔	At Target Score
SELCP-02: Trust	High (12)	↔	At Target Score
SELCP-03: Sovereignty	Medium (9)	↔	At Target Score
SELCP-05: Culture	Medium (6)	↔	At Target Score
SELCP-06: LGR	High (12)	↔	At Target Score
SELCP-07: Funding	High (16)	↔	At Target Score
SELCP-08: Staffing	High (12)	↔	Not on Target
Update in Q1: With LGR now looking likely in Greater Lincolnshire a refresh of the Workforce Development Strategy action plan will take place this year to help ensure colleagues have the skills and confidence required to continue to want to work in Local Government post re-organisation: by 31/3/26			
SELCP-09: PSPS	Medium (6)	↔	At Target Score

Risk Scoring Matrix						
Impact	Critical					
	High		1		7	
	Medium		5; 9	3	2; 6; 8	
	Low					
	Minimal					
		Rare	Unlikely	Possible	Likely	Almost certain
		Likelihood				

Risk Score

Minimal Risk


Low Risk

Medium Risk

High Risk

Critical Risk

Colour



3.6 The fraud risks have also been reviewed for Q1, as at the end of June 2025.

3.7 A summary of the fraud risks and scores are set out in the table below, with full details in Appendix B.

Fraud Risks	Risk score	Direction of travel	Target Status
1: Asset - Equipment	Minimal (1)	↔	At Target Score
3: Assets – Land and Property	Minimal (1)	↔	At Target Score

Fraud Risks	Risk score	Direction of travel	Target Status
4: Procurement – Contracts	Medium (6)	↔	Target TBC
5: Procurement – Contract Payments	Medium (8)	↔	Target TBC
6: Council Tax – Credit Refund and Income Fraud	Medium (6)	↔	Target TBC
7: Council Tax Fraud	Low (4)	↔	At Target Score
8: Council Tax Support Scheme	Low (4)	↔	At Target Score
9: National Non-Domestic Rate (NNDR) Fraud	Medium (9)	↔	Target TBC
10: Housing Benefit Fraud	Low (4)	↔	At Target Score

Risk Scoring Matrix					
Critical					
High		5			
Medium		4; 6	9		
Low		7; 8; 10			
Minimal	1; 3				
	Rare	Unlikely	Possible	Likely	Almost certain
	Likelihood				

Risk Score

Minimal Risk

Low Risk

Medium Risk

High Risk

Critical Risk

Colour

4. Conclusion

4.1. The performance and governance reporting and review arrangements support the Council to manage its services in an effective and efficient manner.

Implications

South and East Lincolnshire Councils Partnership

A Partnership approach has been agreed for 2025/26.

Corporate Priorities

Whole report. Performance information is set out by priority.

Staffing

No implications specific to this report. KPIs and risks relating to staffing are included in the report.

Workforce Capacity Implications

No implications specific to this report. KPIs and risks relating to workforce capacity are included in the report.

Constitutional and Legal Implications

No implications specific to this report

Data Protection

No implications specific to this report

Financial

No implications specific to this report

Risk Management

Section 3 of the report and Appendix B.

Stakeholder / Consultation / Timescales

Consultation with SLT

Reputation

No implications specific to this report. Potential reputational risks are included in the report.

Contracts

No implications specific to this report. KPIs and risks relating to contracts and procurement are included in the report.

Crime and Disorder

No implications specific to this report.

Equality and Diversity / Human Rights / Safeguarding

No implications specific to this report.

Health and Wellbeing

No implications specific to this report.

Climate Change and Environmental Implications

No implications specific to this report.

Acronyms

- 2Y: 2 year rolling period
- A&G: Audit & Governance Committee
- B&B: Bed & Breakfast accommodation
- BAU: Business As Usual
- CC: Customer Contact
- DD: Direct Debit
- EAP: Employee Assistance Programme
- KPIs: Key Performance Indicators
- LGR: Local Government Reorganisation
- OFLOG: Office for Local Government
- Q: Quarterly (Q1: April to June; Q2: July to September; Q3: October to December; Q4: January to March)
- NDR: Non-domestic rates (business rates)
- R&B: Revenues & Benefits
- SLA: Service Level Agreement
- SLT: Senior Leadership Team
- YE: Year End (April to March)

Appendices

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

Appendix A	Q1 Performance
Appendix B	Q1 BBC Risk Registers

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

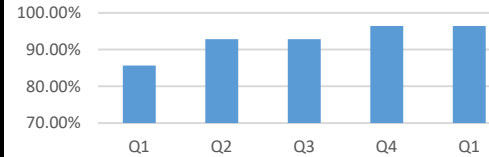
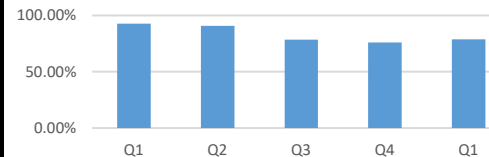
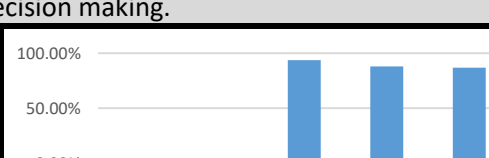
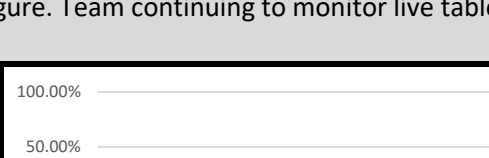
A report on this item has not been previously considered by a Council body.


Report Approval

Report author:	Corey Gooch – Business Intelligence and Change Manager corey.gooch@sholland.gov.uk
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Performance Indicators with Targeted Performance Levels

PI Name	AD	Q1	Q2	Q3	Q4	Q1	Target	RAG	
Occupancy Rate at end of Quarter: Industrial Units	Andy Fisher	85.71%	92.86%	92.86%	96.43%	96.43%	97.00%		
Commentary	1 unit was empty at the end of quarter 1 of the Council's 28. A new tenant is scheduled to sign a new lease in July.								
Percentage of major planning applications determined within 13/16 weeks (or agreed extended period)	Phil Norman	92.86%	90.77%	78.57%	76.00%	78.79%	65.00%		
Commentary	Good performance on Major applications. Low numbers means % can quickly drop with only 1 app out of time - above Government and KPI target figure. Team continuing to monitor live tables and manage timeliness of decision making.								
Percentage of non-major planning applications determined within 8 weeks (or agreed extended period)	Phil Norman	Not Previously Reported	Not Previously Reported	93.65%	87.93%	86.81%	75%		
Commentary	Good performance on Non-Major applications - well above Government and KPI target figure. Team continuing to monitor live tables and manage timeliness of decision making.								
Percentage of major planning appeals allowed within the last 2 years (rolling period) against number of applications determined	Phil Norman	0.00%	0.00%	0.00%	0.00%	0.00%	10%		
Commentary	Appeals performance is very good. No major appeals. Gives the service confidence in sound decision making.								

Percentage of minor & other planning appeals allowed within the last 2 years (rolling period) against number of applications determined (OFLOG)	Phil Norman	0.00%	0.18%	0.00%	0.22%	0.22%	10%	
Commentary	Appeals performance is very good - gives the service confidence in sound decision making.							

Safe and Resilient Communities

PI Name	AD	Q1	Q2	Q3	Q4	Q1	Target	RAG													
Percentage of cases opened at homelessness prevention stage (i.e. before they have become homeless)	Emily Spicer	61.29%	53.09%	50.59%	59.76%	59.34%	50.00%		<table><thead><tr><th>Quarter</th><th>Percentage</th></tr></thead><tbody><tr><td>Q1</td><td>61.29%</td></tr><tr><td>Q2</td><td>53.09%</td></tr><tr><td>Q3</td><td>50.59%</td></tr><tr><td>Q4</td><td>59.76%</td></tr><tr><td>Q1</td><td>59.34%</td></tr></tbody></table>	Quarter	Percentage	Q1	61.29%	Q2	53.09%	Q3	50.59%	Q4	59.76%	Q1	59.34%
Quarter	Percentage																				
Q1	61.29%																				
Q2	53.09%																				
Q3	50.59%																				
Q4	59.76%																				
Q1	59.34%																				
Commentary	Performance is above target. 4 applicants withdrew their application before any assessments could take place which does bring the average down.																				
Percentage of homelessness cases that were opened at homelessness prevention stage that resulted in the customer not becoming homeless	Emily Spicer	73.33%	58.00%	77.97%	75.61%	76.36%	50.00%		<table><thead><tr><th>Quarter</th><th>Percentage</th></tr></thead><tbody><tr><td>Q1</td><td>73.33%</td></tr><tr><td>Q2</td><td>58.00%</td></tr><tr><td>Q3</td><td>77.97%</td></tr><tr><td>Q4</td><td>75.61%</td></tr><tr><td>Q1</td><td>76.36%</td></tr></tbody></table>	Quarter	Percentage	Q1	73.33%	Q2	58.00%	Q3	77.97%	Q4	75.61%	Q1	76.36%
Quarter	Percentage																				
Q1	73.33%																				
Q2	58.00%																				
Q3	77.97%																				
Q4	75.61%																				
Q1	76.36%																				
Commentary	The total number of households prevented from becoming homeless is above the target.																				
Number of families with children placed into Bed & Breakfast (B&B) for more than 6 weeks	Emily Spicer	0	0	0	0	0	0		<table><thead><tr><th>Quarter</th><th>Count</th></tr></thead><tbody><tr><td>Q1</td><td>0</td></tr><tr><td>Q2</td><td>0</td></tr><tr><td>Q3</td><td>0</td></tr><tr><td>Q4</td><td>0</td></tr><tr><td>Q1</td><td>0</td></tr></tbody></table>	Quarter	Count	Q1	0	Q2	0	Q3	0	Q4	0	Q1	0
Quarter	Count																				
Q1	0																				
Q2	0																				
Q3	0																				
Q4	0																				
Q1	0																				
Commentary	No households with children were in B&B for more than 6 weeks.																				

Percentage of decisions issued on an applicant's initial homelessness application within target timescale of 33 working days	Emily Spicer	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	65.06%	75.00%		
Commentary	This is a new performance indicator which will be closely monitored to ensure performance improves with the aim of being above target.								

Environment

PI Name	AD	Q1	Q2	Q3	Q4	Q1	Target	RAG	
Number of homes improved through green home/warm home grants	Christian Allen	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	No Data Provided	0.00%		
Percentage of household waste collected for recycling and composting	Victoria Burgess	35.14%	39.68%	27.26%	23.36%		45.00%		
Commentary	Quarter 1 will be reported in quarter 2: Quarter 4 figure represents the end of year 2024/25 performance at 23.36%. Recycling/Composting 1425.58 and total waste 6102.77.								
Percentage of recycling collected that is unable to be recycled (contamination)	Victoria Burgess	17.36%	13.54%	11.62%	9.56%	8.00%	14.00%		
Percentage of waste collections that were successful first time	Victoria Burgess	99.21%	98.75%	96.57%	97.00%	99.94%	99.80%		

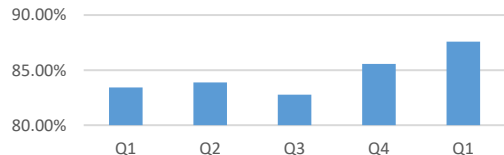
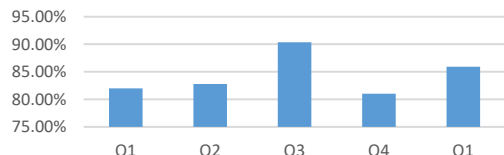
Percentage of fly-tips collected within 3 working days of being reported	Victoria Burgess	99.21%	98.75%	96.57%	97.00%	98.49%	95.00%		
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Efficiencies and Efficacies

PI Name	AD	Q1	Q2	Q3	Q4	Q1	Target	RAG	
Occupancy Rate at end of Quarter: Other investment property	Andy Fisher	100.00%	96.55%	96.55%	96.55%	96.43%	97.00%		
Commentary	1 property from 28 (Note - the denominator has been reduced from 29 units in 24/25 as one asset has been taken back in house by the Housing team) was empty at the end of the quarter; which is subject to a lease likely to complete in Q2 of 25/26.								
Percentage of car parking income received against agreed annual budget – cumulative figure to end of successive quarters.	Andy Fisher	104.53%	107.14%	111.53%	104.52%	111.48%	100.00%		
Commentary	In Q1 budget exceeded forecast by £55,513.92.								
LA Error rate (measured against estimated annual expenditure) (PSPS)	Brendan Arnold	0.04%	0.18%	0.25%	0.27%	0.08%	0.42%		
Commentary	It is pleasing to report performance within target.								

Business Rates in-year collection rate	Brendan Arnold	30.86%	55.33%	79.79%	98.83%	28.32%	28.00%		
Commentary	There has been a £1.4m increase in net rates payable from the previous year. The majority of this increase is due to the reduction in the level of Retail, Hospitality and Leisure relief from 75% to 40%. The Q1 target reflects a new uncertainty in the collection of business rates as businesses adapt to changes. A robust recovery program is in place with the first court hearing for the current year scheduled for 28 July 2025.								
Council Tax in-year collection rate	Brendan Arnold	26.93%	52.91%	79.12%	93.75%	27.55%	26.00%		
Commentary	It is pleasing to report Q1 performance above target.								
Housing Benefit New Claims speed of processing (Year to Date) (PSPS)	Brendan Arnold	30.00	25.00	24.67	25.75	18.00	25		
Housing Benefit Changes speed of processing (Year to Date) (PSPS)	Brendan Arnold	9.00	11.00	13.33	10.75	15.00	12		
Commentary	Whilst performance in Q1 was outside of the 'stretch' target, it is pleasing to report that actual performance was in line with DWP target expectations. We anticipate further improvement in this area through the year.								
Housing Benefit Overpayment Recovery rate (PSPS)	Brendan Arnold	152.97%	138.45%	132.21%	137.87%	219.28%	85.00%		

Land Charges - Average number of days taken to process Local Authority searches (working days)	Christian Allen	5.20	7.45	6.94	6.93	4.16	8		<table><caption>Land Charges - Average number of days</caption><tr><th>Quarter</th><th>Average days</th></tr><tr><td>Q1</td><td>5.20</td></tr><tr><td>Q2</td><td>7.45</td></tr><tr><td>Q3</td><td>6.94</td></tr><tr><td>Q4</td><td>6.93</td></tr><tr><td>Q1</td><td>4.16</td></tr></table>	Quarter	Average days	Q1	5.20	Q2	7.45	Q3	6.94	Q4	6.93	Q1	4.16
Quarter	Average days																				
Q1	5.20																				
Q2	7.45																				
Q3	6.94																				
Q4	6.93																				
Q1	4.16																				
Percentage of corporate complaints responded to within corporately set timescales	John Medler	100.00%	100.00%	88.24%	93.33%	87.50%	95.00%		<table><caption>Percentage of corporate complaints</caption><tr><th>Quarter</th><th>Percentage</th></tr><tr><td>Q1</td><td>100.00%</td></tr><tr><td>Q2</td><td>100.00%</td></tr><tr><td>Q3</td><td>88.24%</td></tr><tr><td>Q4</td><td>93.33%</td></tr><tr><td>Q1</td><td>87.50%</td></tr></table>	Quarter	Percentage	Q1	100.00%	Q2	100.00%	Q3	88.24%	Q4	93.33%	Q1	87.50%
Quarter	Percentage																				
Q1	100.00%																				
Q2	100.00%																				
Q3	88.24%																				
Q4	93.33%																				
Q1	87.50%																				
Commentary	There has been an increase in the number of complaints, and the number of contacts requiring triage. The new deadline's have continued to create pressure on the services to meet the 5 and 10 day deadline. 28 were received, some were withdrawn and a limited number are outstanding. Department with the biggest impact is the Waste team. After removals and withdrawn, 14 out of 16 complaints were responded to within timescales.																				
Percentage of subject requests responded to within statutory timescales	John Medler	60.00%	100.00%	100.00%	100.00%	100.00%	95.00%		<table><caption>Percentage of subject requests</caption><tr><th>Quarter</th><th>Percentage</th></tr><tr><td>Q1</td><td>60.00%</td></tr><tr><td>Q2</td><td>100.00%</td></tr><tr><td>Q3</td><td>100.00%</td></tr><tr><td>Q4</td><td>100.00%</td></tr><tr><td>Q1</td><td>95.00%</td></tr></table>	Quarter	Percentage	Q1	60.00%	Q2	100.00%	Q3	100.00%	Q4	100.00%	Q1	95.00%
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Q2	100.00%																				
Q3	100.00%																				
Q4	100.00%																				
Q1	95.00%																				
Percentage of information requests responded to within statutory timescales	John Medler	98.48%	98.52%	100.00%	97.94%	97.84%	95.00%		<table><caption>Percentage of information requests</caption><tr><th>Quarter</th><th>Percentage</th></tr><tr><td>Q1</td><td>98.48%</td></tr><tr><td>Q2</td><td>98.52%</td></tr><tr><td>Q3</td><td>100.00%</td></tr><tr><td>Q4</td><td>97.94%</td></tr><tr><td>Q1</td><td>97.84%</td></tr></table>	Quarter	Percentage	Q1	98.48%	Q2	98.52%	Q3	100.00%	Q4	97.94%	Q1	97.84%
Quarter	Percentage																				
Q1	98.48%																				
Q2	98.52%																				
Q3	100.00%																				
Q4	97.94%																				
Q1	97.84%																				
Commentary	1 on hold (not included) 181 closed where received in period. 4 late, reasons include officers away on leave and no one else had access to the information, day 19 deferral by teams to advise they are not the responsible team. Remains above ICO good threshold.																				


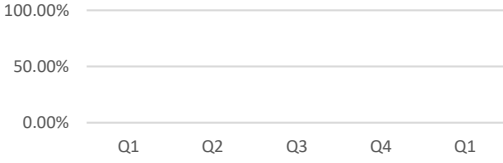
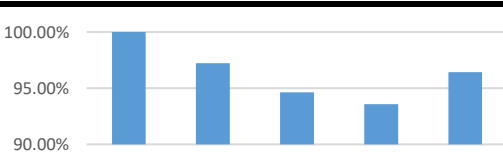
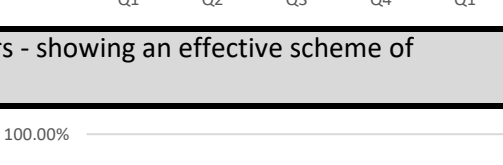
Percentage of contacts resolved at first contact – targeted. (PSPS)	Phil Perry	83.43%	83.88%	82.77%	85.57%	87.58%	80.00%		 <table><caption>Percentage of contacts resolved at first contact – targeted. (PSPS)</caption><tr><th>Quarter</th><th>Percentage</th></tr><tr><td>Q1</td><td>83.43%</td></tr><tr><td>Q2</td><td>83.88%</td></tr><tr><td>Q3</td><td>82.77%</td></tr><tr><td>Q4</td><td>85.57%</td></tr><tr><td>Q1</td><td>87.58%</td></tr></table>	Quarter	Percentage	Q1	83.43%	Q2	83.88%	Q3	82.77%	Q4	85.57%	Q1	87.58%
Quarter	Percentage																				
Q1	83.43%																				
Q2	83.88%																				
Q3	82.77%																				
Q4	85.57%																				
Q1	87.58%																				
Commentary	Vehicle Washing - £39,150.00 per annum – Assisted in securing a contract with Pre-Sure, following a strategic review of supplier performance which identified that the incumbent supplier was underperforming and charging uncompetitive rates. Water Coolers - £336.60 per annum - Cost savings were achieved through switching supplier, resulting in improved service levels and improved machines at a reduced overall cost. Fuel Cards - c£30,000 – Projected based on 2023/24 figures, annual fuel card expenditure totalled £309k. In 2025/26, spend to date is £63k, indicating a projected year-end total significantly lower than previous years, reflecting substantial cost savings. Asbestos Surveys - £3333.33 - The council will now contract directly with BPS, a local supplier for all DFG asbestos survey requirements, the surveys will be charged at £150 each, as opposed to £200 currently paid to the suppliers to organise and facilitate.																				
Average answer rate – Customer Contact (PSPS)	Phil Perry	82.01%	82.77%	90.34%	81.00%	85.94%	80.00%		 <table><caption>Average answer rate – Customer Contact (PSPS)</caption><tr><th>Quarter</th><th>Percentage</th></tr><tr><td>Q1</td><td>82.01%</td></tr><tr><td>Q2</td><td>82.77%</td></tr><tr><td>Q3</td><td>90.34%</td></tr><tr><td>Q4</td><td>81.00%</td></tr><tr><td>Q1</td><td>85.94%</td></tr></table>	Quarter	Percentage	Q1	82.01%	Q2	82.77%	Q3	90.34%	Q4	81.00%	Q1	85.94%
Quarter	Percentage																				
Q1	82.01%																				
Q2	82.77%																				
Q3	90.34%																				
Q4	81.00%																				
Q1	85.94%																				
Commentary	In Quarter Target Exceeded by 5.94%. Improvement of 3.93% vs Q1 24/25 Calls Received (11,985), 1.94% increase, Call Backs (563). Q1 has seen 4,916 visits, 11.20% Increase.																				

Performance Indicators with Trend Only Performance Levels

Growth and Prosperity

PI Name	AD	Q1	Q2	Q3	Q4	Q1	
Building Control market share	Christian Allen	77.00%	84.00%	93.00%	77.00%	84%%	
Commentary	Positive increase in market share from Q4.						
Value of Grants awarded via Grants4growth	Growth	£62,502	£63,168	£39,856	No Data Provided	No Data Provided	
Number of Grants awarded via Grants4growth	Growth	5	8	8	No Data Provided	No Data Provided	
Number of Businesses assisted via Grants4growth	Growth	17	8	12	No Data Provided	No Data Provided	
Number of Business registered via Grants4growth	Growth	No Data Provided	18	7	No Data Provided	No Data Provided	

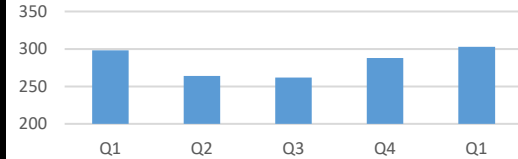
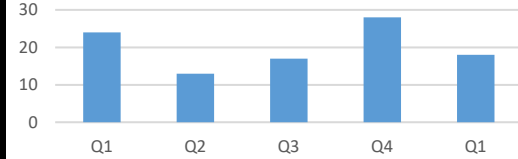
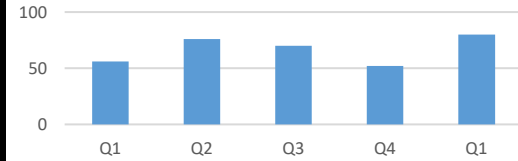
External funding bids submitted by the growth directorate	Growth	0	0	0	0	No Data Provided	
External Funding bids secured by the growth directorate	Growth	0	0	0	0	No Data Provided	
Matched funding achieved through local growth programmes (towns deal, LUF, UKSPF)	Growth	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	No Data Provided	
Matched funding through Grants4Growth scheme	Growth	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	No Data Provided	
Economic value of the visitor and tourism economy	Growth	No Data Provided	No Data Provided	No Data Provided	No Data Provided	No Data Provided	

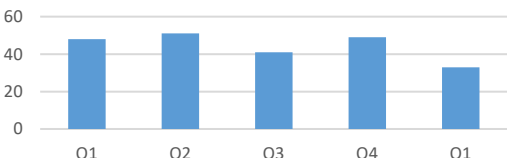
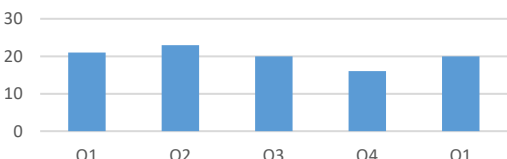


Number of successful compete grants awarded	Growth	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	No Data Provided	
Number of successful non-compete grants awarded	Growth	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	No Data Provided	
Percentage of decisions (major / minor / others) taken under delegation within period	Phil Norman	100.00%	97.22%	94.62%	93.59%	96.43%	
Commentary	High % of applications being determined through delegated powers - showing an effective scheme of delegation and support and trust in officer recommendations.						
Council run stall occupancy level (Markets)	Phil Perry	68.50%	59.00%	52.10%	54.00%	71.00%	

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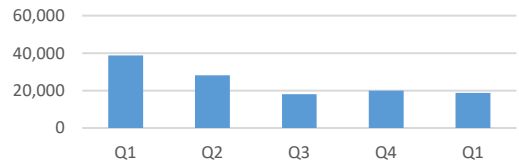
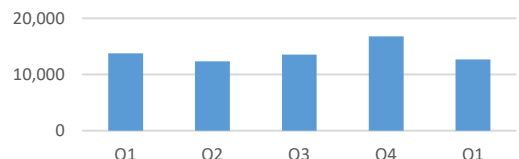
Healthy Lives

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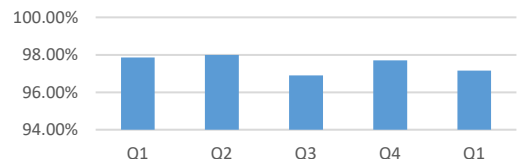
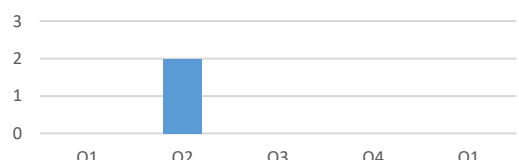
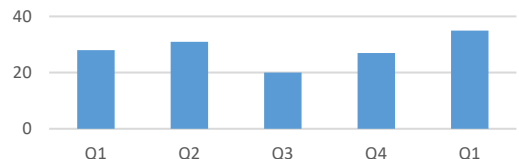
PI Name	AD	Q1	Q2	Q3	Q4	Q1	
Number of days to complete a stage 2 DFG	Emily Spicer	298	264	262	288	303	
Commentary	Stage 2 is from receipt of referral to the grant being ready to approve and involves design, costing of works and the necessary agreements from various parties. It also includes obtaining all the required information from the client. The figures are produced from the cases completed in the quarter and is subject to variation depending on the type of cases completed, as extensions can take considerably longer than other works.						
Number of days to complete a stage 3 DFG	Emily Spicer	24	13	17	28	18	
Commentary	Stage 3 is number of days to approve a grant and includes checking the application is correct and issue of approval letter.						
Number of days to complete a stage 4 DFG	Emily Spicer	56	76	70	52	80	
Commentary	Stage 4 is from approval of the grant to completion of works and payment being made. This can depend on contractors workload and clients availability.						

Number of DFG referrals received	Emily Spicer	48	51	41	49	33	
Commentary	The reduction in referrals may be due to LCC O/T availability. Further investigation needed if continues.						
Number of DFG grants approved	Emily Spicer	21	23	20	16	20	
Commentary	Cases continuing to progress through process until everything in place for approval.						
Number of DFG grants completed	Emily Spicer	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	14	
Commentary	A reduction in cases completed may be due to contractor availability or waiting for completion paperwork. Will need to investigate if continues.						
For a successful prevention outcome at least 32% should be achieved through keeping the household in the home presented from	Emily Spicer	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	12.00%	
Commentary	Performance in this area has been historically low at BBC but more emphasis is now being placed on keeping homeless households in their current property. This helps reduce the use of expensive temporary accommodation and does not take up much needed private rented and social homes.						

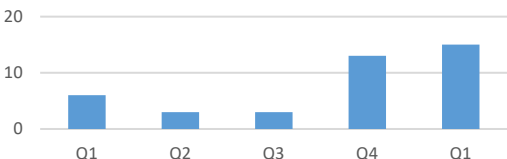


Percentage of not in priority need decisions should reflect at least the regional average for the East Midlands (32%)	Emily Spicer	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	50.00%	
Commentary	There were only two main duty decisions made and of these one of these was issued with non-priority decisions. Main duty decisions are only made if the Council hasn't been able to prevent or relieve homelessness.						
Percentage of intentional homelessness (IH) decisions should reflect at least the regional average for the East Midlands (5%)	Emily Spicer	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	0.00%	
Commentary	There were only two main duty decisions made and of these none were issued with an intentionally homeless decision. These can only be issued if the household has become homeless as a result of them doing something that resulted in them intentionally becoming homeless.						
Visitor numbers / number of tickets sold, for leisure venues	Phil Perry	82,074	65,934	58,964	74,358	66,421	
Commentary	Building Works on the main Leisure pool impacted usage from the 1st June 2025. With only the training pool operational, limiting public swims. There has also been a noticeable drop in usage seen due to the ceased operation of Boston Tri Club and a decrease in numbers affiliated with BASC leading to many sessions being cancelled.						
Number of gym members	Phil Perry	1,768	1,903	1,860	1,963	1,802	

Number of swims	Phil Perry	38,684	28,123	18,103	19,878	18,722	 <table><tr><th>Quarter</th><th>Number of swims</th></tr><tr><td>Q1</td><td>38,684</td></tr><tr><td>Q2</td><td>28,123</td></tr><tr><td>Q3</td><td>18,103</td></tr><tr><td>Q4</td><td>19,878</td></tr><tr><td>Q1</td><td>18,722</td></tr></table>	Quarter	Number of swims	Q1	38,684	Q2	28,123	Q3	18,103	Q4	19,878	Q1	18,722
Quarter	Number of swims																		
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Q4	19,878																		
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Number of swimming lessons	Phil Perry	13,767	12,321	13,538	16,810	12,690	 <table><tr><th>Quarter</th><th>Number of swimming lessons</th></tr><tr><td>Q1</td><td>13,767</td></tr><tr><td>Q2</td><td>12,321</td></tr><tr><td>Q3</td><td>13,538</td></tr><tr><td>Q4</td><td>16,810</td></tr><tr><td>Q1</td><td>12,690</td></tr></table>	Quarter	Number of swimming lessons	Q1	13,767	Q2	12,321	Q3	13,538	Q4	16,810	Q1	12,690
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Q1	12,690																		

Safe and Resilient Communities

PI Name	AD	Q1	Q2	Q3	Q4	Q1													
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.	Christian Allen	97.85%	98.00%	96.90%	97.70%	97.15%	 <table><tr><th>Quarter</th><th>Percentage</th></tr><tr><td>Q1</td><td>97.85%</td></tr><tr><td>Q2</td><td>98.00%</td></tr><tr><td>Q3</td><td>96.90%</td></tr><tr><td>Q4</td><td>97.70%</td></tr><tr><td>Q1</td><td>97.15%</td></tr></table>	Quarter	Percentage	Q1	97.85%	Q2	98.00%	Q3	96.90%	Q4	97.70%	Q1	97.15%
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Q2	98.00%																		
Q3	96.90%																		
Q4	97.70%																		
Q1	97.15%																		
Number of organisations supported with accessing funding	Emily Spicer	0	2	0	0	0	 <table><tr><th>Quarter</th><th>Number of organisations</th></tr><tr><td>Q1</td><td>0</td></tr><tr><td>Q2</td><td>2</td></tr><tr><td>Q3</td><td>0</td></tr><tr><td>Q4</td><td>0</td></tr><tr><td>Q1</td><td>0</td></tr></table>	Quarter	Number of organisations	Q1	0	Q2	2	Q3	0	Q4	0	Q1	0
Quarter	Number of organisations																		
Q1	0																		
Q2	2																		
Q3	0																		
Q4	0																		
Q1	0																		
Commentary	Latest Crowdfunding window opened.																		
Number of verified rough sleepers during the month	Emily Spicer	28	31	20	27	35	 <table><tr><th>Quarter</th><th>Number of verified rough sleepers</th></tr><tr><td>Q1</td><td>28</td></tr><tr><td>Q2</td><td>31</td></tr><tr><td>Q3</td><td>20</td></tr><tr><td>Q4</td><td>27</td></tr><tr><td>Q1</td><td>35</td></tr></table>	Quarter	Number of verified rough sleepers	Q1	28	Q2	31	Q3	20	Q4	27	Q1	35
Quarter	Number of verified rough sleepers																		
Q1	28																		
Q2	31																		
Q3	20																		
Q4	27																		
Q1	35																		
Commentary	The number of people sleeping rough over the course of the month is higher than a year ago, however the number of people sleeping rough on a single night has decreased from 19 to 12. This could indicate that rough sleeping is increasing but for shorter periods.																		

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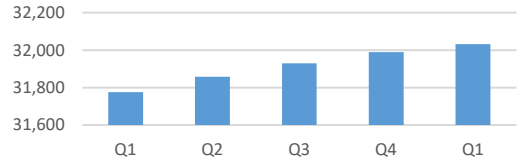

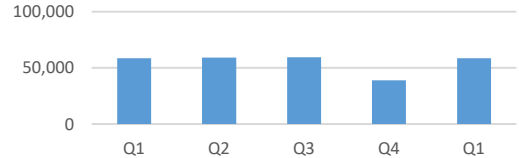
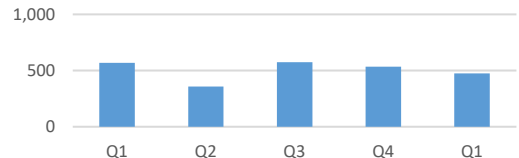
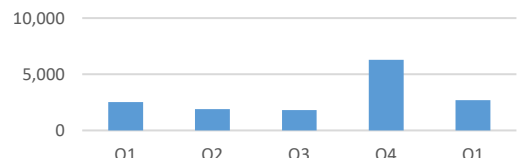
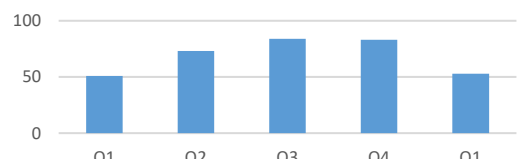
Number of properties improved through Council intervention	Emily Spicer	6	3	3	13	15	 <table><caption>Number of properties improved through Council intervention</caption><thead><tr><th>Quarter</th><th>Count</th></tr></thead><tbody><tr><td>Q1</td><td>6</td></tr><tr><td>Q2</td><td>3</td></tr><tr><td>Q3</td><td>3</td></tr><tr><td>Q4</td><td>13</td></tr><tr><td>Q1</td><td>15</td></tr></tbody></table>	Quarter	Count	Q1	6	Q2	3	Q3	3	Q4	13	Q1	15
Quarter	Count																		
Q1	6																		
Q2	3																		
Q3	3																		
Q4	13																		
Q1	15																		
Commentary	The team have been able to resolve cases informally, thus, bringing quicker resolution and negating the need for enforcement activity. The recent recruitment of a new administrator has also assisted the team.																		
The percentage of main duty decisions made within 5 working days of the end of the relief duty	Emily Spicer	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	50.00%	 <table><caption>Percentage of main duty decisions made within 5 working days of the end of the relief duty</caption><thead><tr><th>Quarter</th><th>Percentage</th></tr></thead><tbody><tr><td>Q1</td><td>0.00%</td></tr><tr><td>Q2</td><td>0.00%</td></tr><tr><td>Q3</td><td>0.00%</td></tr><tr><td>Q4</td><td>0.00%</td></tr><tr><td>Q1</td><td>50.00%</td></tr></tbody></table>	Quarter	Percentage	Q1	0.00%	Q2	0.00%	Q3	0.00%	Q4	0.00%	Q1	50.00%
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Q1	0.00%																		
Q2	0.00%																		
Q3	0.00%																		
Q4	0.00%																		
Q1	50.00%																		
Commentary	This performance indicator will be closely monitored with the aim of improving performance but mainly in relation to households who are in temporary accommodation. This is because if officers are not making quick decisions, the length of time in temporary accommodation increases which increases the cost of providing temporary accommodation.																		
Number of lets into the private rented sector	Emily Spicer	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	6	 <table><caption>Number of lets into the private rented sector</caption><thead><tr><th>Quarter</th><th>Count</th></tr></thead><tbody><tr><td>Q1</td><td>0.00%</td></tr><tr><td>Q2</td><td>0.00%</td></tr><tr><td>Q3</td><td>0.00%</td></tr><tr><td>Q4</td><td>0.00%</td></tr><tr><td>Q1</td><td>6.00%</td></tr></tbody></table>	Quarter	Count	Q1	0.00%	Q2	0.00%	Q3	0.00%	Q4	0.00%	Q1	6.00%
Quarter	Count																		
Q1	0.00%																		
Q2	0.00%																		
Q3	0.00%																		
Q4	0.00%																		
Q1	6.00%																		
Commentary	Performance should improve following the restructure because there will be additional posts targeted at getting more homeless households rehoused into the private rented sector. This then frees up more social homes for non-homeless applicants.																		

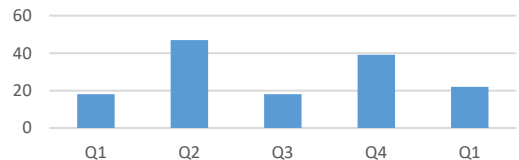
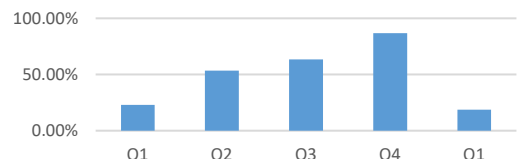
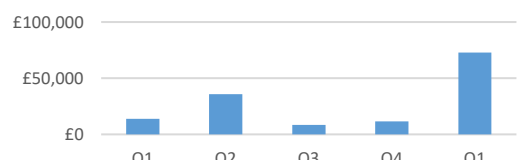
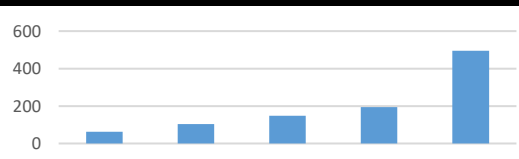
Environment

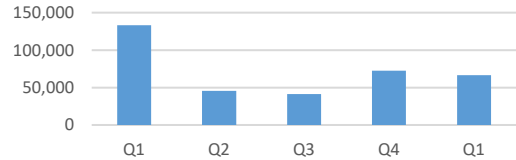
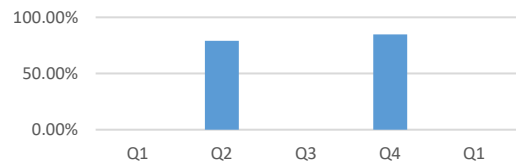
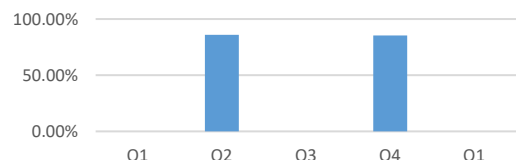
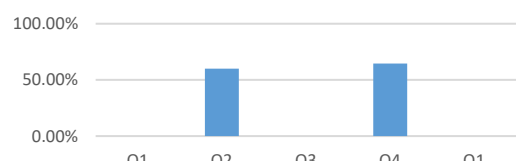
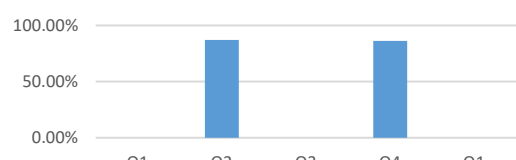
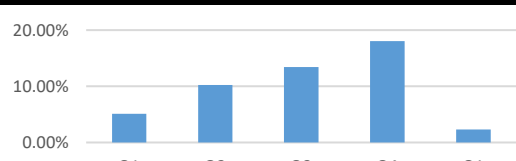
PI Name	AD	Q1	Q2	Q3	Q4	Q1													
Kingdom Contract: Number of Fixed Penalty Notices (FPNs) Issued - Litter (In quarter)	Christian Allen	284	183	291	250	231	<table><caption>Litter FPNs Data</caption><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q1</td><td>284</td></tr><tr><td>Q2</td><td>183</td></tr><tr><td>Q3</td><td>291</td></tr><tr><td>Q4</td><td>250</td></tr><tr><td>Q1</td><td>231</td></tr></tbody></table>	Quarter	Value	Q1	284	Q2	183	Q3	291	Q4	250	Q1	231
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Q4	250																		
Q1	231																		
Kingdom Contract: Number of FPNs Issued - Fly Tipping (In quarter)	Christian Allen	10	16	24	32	16	<table><caption>Fly Tipping FPNs Data</caption><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q1</td><td>10</td></tr><tr><td>Q2</td><td>16</td></tr><tr><td>Q3</td><td>24</td></tr><tr><td>Q4</td><td>32</td></tr><tr><td>Q1</td><td>16</td></tr></tbody></table>	Quarter	Value	Q1	10	Q2	16	Q3	24	Q4	32	Q1	16
Quarter	Value																		
Q1	10																		
Q2	16																		
Q3	24																		
Q4	32																		
Q1	16																		
Kingdom Contract: Number of FPNs Issued - Other (e.g. PSPO etc.) (In quarter)	Christian Allen	11	4	10	18	33	<table><caption>Other FPNs Data</caption><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q1</td><td>11</td></tr><tr><td>Q2</td><td>4</td></tr><tr><td>Q3</td><td>10</td></tr><tr><td>Q4</td><td>18</td></tr><tr><td>Q1</td><td>33</td></tr></tbody></table>	Quarter	Value	Q1	11	Q2	4	Q3	10	Q4	18	Q1	33
Quarter	Value																		
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Q4	18																		
Q1	33																		
Kingdom Contract: Number of prosecutions completed to sentencing. (In quarter)	Christian Allen	29	30	12	15	15	<table><caption>Prosecutions Data</caption><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q1</td><td>29</td></tr><tr><td>Q2</td><td>30</td></tr><tr><td>Q3</td><td>12</td></tr><tr><td>Q4</td><td>15</td></tr><tr><td>Q1</td><td>15</td></tr></tbody></table>	Quarter	Value	Q1	29	Q2	30	Q3	12	Q4	15	Q1	15
Quarter	Value																		
Q1	29																		
Q2	30																		
Q3	12																		
Q4	15																		
Q1	15																		
KG of total waste collected per household	Victoria Burgess	110.10	101.80	91.80	85.50	0.00	<table><caption>Waste Collection Data</caption><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q1</td><td>110.10</td></tr><tr><td>Q2</td><td>101.80</td></tr><tr><td>Q3</td><td>91.80</td></tr><tr><td>Q4</td><td>85.50</td></tr><tr><td>Q1</td><td>0.00</td></tr></tbody></table>	Quarter	Value	Q1	110.10	Q2	101.80	Q3	91.80	Q4	85.50	Q1	0.00
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Q1	110.10																		
Q2	101.80																		
Q3	91.80																		
Q4	85.50																		
Q1	0.00																		
Commentary	Quarter 1 will be reported in quarter 2 I now added all of the last years quarters in so I can report on this now but same percentage of waste we are a quarter behind.																		

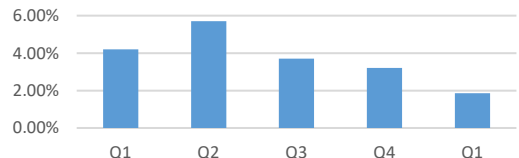
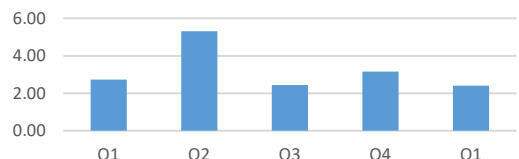
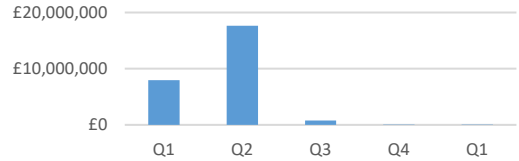
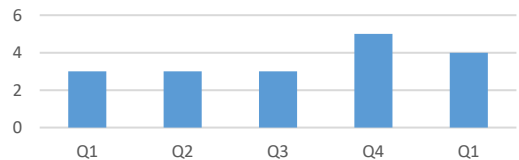
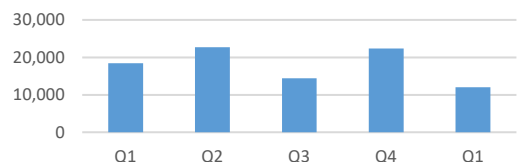
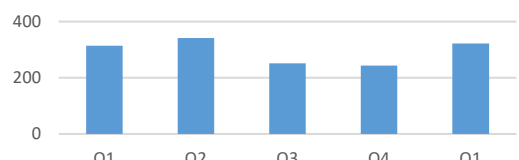
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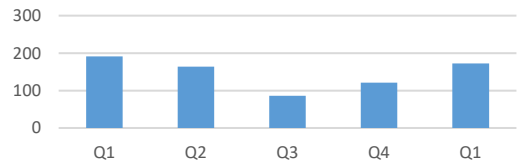
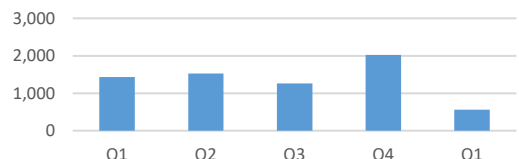
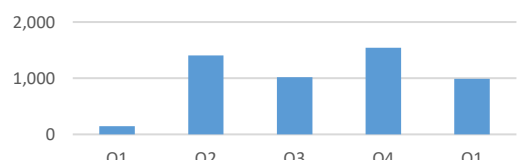
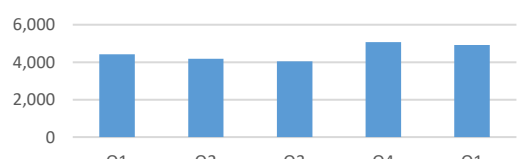
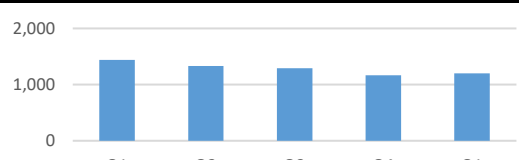
PI Name	AD	Q1	Q2	Q3	Q4	Q1	
Repairs & Maintenance: Percentage committed spend against budget – cumulative	Andy Fisher	20.13%	61.16%	95.82%	164.33%	31.69%	
Commentary	Annual budget is £250,000 revenue BUT includes expenditure then recovered from third parties , e.g. Parish Council contribution to footway lighting - the spend for which is netted in the calculation of this PI.						
Housing Benefit Caseload	Brendan Arnold	2150	2019	1909	1812	1681	
Council Tax Support Caseload	Brendan Arnold	2777	2838	2907	2951	3009	
Business Rates RV	Brendan Arnold	£55,684,937	£55,782,060	£55,858,896	£55,714,554	£55,783,595	
Business Rates Hereditaments	Brendan Arnold	2,484	2,485	2,488	2,481	2,496	

Council Tax Banded Dwellings	Brendan Arnold	31,775	31,858	31,930	31,989	32,032	
Digital Services Take-Up	Brendan Arnold	0	0	0	0	0	
Commentary	Boston does not currently offer digital services for revenue and benefits.						
Direct Debit Payments	Brendan Arnold	58,658	59,207	59,404	38,928	58,663	
CTS New Claims – Number of Decisions Made	Brendan Arnold	568	357	574	535	474	
CTS Changes – Number of Decisions Made	Brendan Arnold	2,517	1,894	1,821	6,299	2,686	
Discretionary Housing Payments (DHP) number of applications	Brendan Arnold	51	73	84	83	53	

Discretionary Housing Payments (DHP) number of awards	Brendan Arnold	18	47	18	39	22	
Discretionary Housing Payments (DHP) spend against Budget	Brendan Arnold	22.85%	53.46%	63.55%	86.74%	18.67%	
Procurement savings / benefits achieved (By the PSPS procurement team) In quarter	Brendan Arnold	£13,925	£35,930	£8,300	£11,500	£72,820	
Commentary	Vehicle Washing - £39,150.00 per annum – Assisted in securing a contract with Pre-Sure, following a strategic review of supplier performance which identified that the incumbent supplier was underperforming and charging uncompetitive rates. Water Coolers - £336.60 per annum - Cost savings were achieved through switching supplier, resulting in improved service levels and improved machines at a reduced overall cost. Fuel Cards - c£30,000 – Projected based on 2023/24 figures, annual fuel card expenditure totalled £309k. In 2025/26, spend to date is £63k, indicating a projected year-end total significantly lower than previous years, reflecting substantial cost savings. Asbestos Surveys - £3333.33 - The council will now contract directly with BPS, a local supplier for all DFG asbestos survey requirements, the surveys will be charged at £150 each, as opposed to £200 currently paid to the suppliers to organise and facilitate.						
Digital services take up (services accessed online) (PSPS)	Brendan Arnold	63	103	148	194	495	

Website visitors (accessing website information) (PSPS)	Brendan Arnold	133,265	45,494	41,478	72,493	66,518	
Percentage of Partnership workforce (surveyed collectively) who said ‘Yes’ when asked if they felt valued at work	James Gilbert	Half Yearly	79.00%	Half Yearly	84.80%	Half Yearly	
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	James Gilbert	Half Yearly	86.00%	Half Yearly	85.50%	Half Yearly	
Percentage of the Partnership workforce (surveyed collectively) who feel informed about the Partnership and what decisions it is making	James Gilbert	Half Yearly	60.00%	Half Yearly	64.70%	Half Yearly	
Percentage of the Partnership workforce (surveyed collectively) who said ‘yes’ they feel the Partnership recognises and supports positive mental health in the workplace	James Gilbert	Half Yearly	87.00%	Half Yearly	86.30%	Half Yearly	
Staff Turnover Cumulative	James Gilbert	5.13%	10.22%	13.41%	18.03%	2.34%	

Voluntary Staff Turnover	James Gilbert	4.20%	5.70%	3.70%	3.20%	1.85%	
Number of working days lost to sickness per Full Time Equivalent (FTE) (Cumulative)	James Gilbert	2.73	5.31	2.43	3.15	2.40	
Commentary	A reduction of 0.75 days lost per FTE and a significant reduction in short term absence since the previous quarter.						
External funding – a calculation of external Partnership funding received as a trend – showing quarter by quarter and including a breakdown by Council	James Gilbert	£7,960,404	£17,636,760	£752,541	£39,848	£38,000	
Number of late reports not made available to the Democratic Services teams at agenda publication	John Medler	3	3	3	5	4	
Call volumes (PSPS)	Phil Perry	18,461	22,705	14,418	22,381	11,985	
Average Call Duration - Customer Contact (Seconds) (PSPS)	Phil Perry	314	341	251	243	322	

Average Speed of Answer - Customer Contact (Seconds) (PSPS)	Phil Perry	191	164	86	121	172	
Number of Callbacks (PSPS)	Phil Perry	1,435	1,525	1,266	2,023	563	
Number of customers using webchat (PSPS)	Phil Perry	144	1,403	1,019	1,544	991	
Customer Contact Centre visits (PSPS)	Phil Perry	4,421	4,185	4,038	5,072	4,916	
Enquiries via email and social media (PSPS)	Phil Perry	1,442	1,331	1,289	1,166	1,199	

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Ref	Risk name	Risk description	Lead	Cause/s	Potential impact/consequences	Existing control measures in place	Current risk likelihood	Current risk impact	Current risk score	Treatment (4Ts)	Planned action / future mitigation	Action RAG	Target risk likelihood	Target impact	Target risk score	risk Changes since last update
BBC02	Health	The risk of long term health issues on local people; the opportunity to work with health partners to address these	AD-CHS	Long term health issues in the local population; Deprivation;Wider determinants of health; Access to services	Poor health outcomes; Increased costs to local health services; Unsustainable health services.	The opportunity to work with health and wider system partners to address long term health issues and deprivation, to raise awareness and promote good health, to support the sustainability of local health services. Close working with LCC Public Health, VCS and wider system partners to ensure appropriate support and treatment measures are carried out.	3	3	Medium (9)	Tolerate	Continue to implement the Healthy Living Action Plan	N/A	3	3	Medium (9)	
BBC03	Local economy	Risk to local businesses, lack of growth, lack of inward investment and tourism; opportunity to encourage growth and stimulate the local economy	D-ED	Continuing impact of general wider economic impact on businesses and the local economy; Increasing costs, including fuel costs; Lack of buses, particularly in rural areas, and increasing costs of travel	Struggling/failing local businesses; Stagnating local economy; Lack of inward investment; Low skills and aspirations; Low visitor numbers; Future sustainability of the Town Centre - retail, evening economy, housing, heritage, culture, leisure, events, car parking; Community perceptions. Threat to infrastructure, local services and housing	Town Deal and Levelling Up projects; Emergency Planning Team represented on County Wide LRF Group looking at issues of winter pressures / cost of living and industrial action.	3	3	Medium (9)	Tolerate	Continue to implement the Growth and Prosperity Plan	N/A	3	3	Medium (9)	
BBC05	Budget	Risk around the long term balancing of the budget with economic and funding uncertainty	D-F	Reduction of government funding; Reduction in income; Capital expenditure; Impact of Internal Drainage Board (IDB) levy; Inflation; Fuel shortages; Ukraine conflict	Lack of money and lack of certainty going forward; Failure to balance budget in future years	Medium Term Financial Strategy; Budgetary process; Sound level of reserves; Continued close monitoring; Continued lobbying regarding the IDB pressure. Savings and Efficiency Plan developed to support the MTF5	4	4	High (16)	Tolerate	Continued controls, monitoring and reporting	N/A	4	4	High (16)	
BBC06	Civil contingency risks	Community risks shared across Lincolnshire, managed in partnership with the Lincolnshire Resilience Forum (LRF) and through S&ELCP	AD-R	Any incident/emergency that requires a response from the council as a category 1 responder under the civil contingencies act	Failure in service delivery; Impact on local people; Reputational damage; Detrimental economic impact on business; inability to support partners during an incident through LRF structures	Community Risk Register monitored by the Lincolnshire Resilience Forum (LRF); Work with partners to assess, monitor, train, plan and exercise to enable effective response to and recovery from an incident. Strategic and Tactical Out of Hours duty rota in place. S&ELCP providing resilience for response and recovery from emergencies/incidents affecting a single council. Strategic Management Group in place to monitor performance and report to LT Governance. Partnership Emergency Plan in place for the Sub-region. Business Continuity Plans in place for all critical services across the S&ELCP. Partnership resilience manager appointed and in place from 1st August	2	4	Medium (8)	Tolerate	Continued partnership working with the Lincolnshire Resilience Forum (LRF). Alignment of service support, plans, procedures and policies across the S&ELCP to aid resilience and share learning. Joint Emergency Plan and Business Continuity Plans in place. PSPS have also aligned BC Plans to S&ELCP. BC Policy to be developed in 25/26 together with the establishment of a BC Steering Group with Terms of Reference to align with ISO22301 Business Continuity Mangement System		2	4	Medium (8)	Wording reviewed to also highlight Partnership resilience manager appointed and in place from 1st August. No changes to scoring/targets considered necessary
BBC07	Infrastructure risks	Risks to infrastructure - roads, rail, waste management, water supply, energy, digital connectivity	D-ED	Lack of investment, upgrade and development into infrastructure, broadband/digital connectivity, highways/public transport; Increased demand on infrastructure from population growth and rapid urbanisation	Impact on health, the economy and businesses; Opportunity to generate employment and boost living standards; Opportunity to encourage inward investment.	Sub-regional focus and briefings; Support with the evolution of ideas and solutions; Scrutiny Committee looking at the theme of highways/public transport.	2	4	Medium (8)	Tolerate	Continue to implement the Growth and Prosperity Plan	N/A	2	4	Medium (8)	Treatment reviewed and updated
BBC08	Capital Programme	Failure to deliver Major capital schemes within the capital programme	D-PD	Escalating costs Onsite Issues Grant funding withdrawal Non-compliance of grant funding obligations Insufficient Pre-project planning and specs (Brief-Creep) Partners withdrawal	Reputational Damage Financial impact Failure to deliver council objectives Reduced ability to secure future funding	Robust programme and project management; Regular and structured reporting mechanisms; Robust and effective governance (financial and project); Effective working with partners and 3rd Party delivery; Risk transference and mitigation; Requesting extra funding prior to project commencement where required	2	3	Medium (6)	Tolerate	Continued robust project management	N/A	2	3	Medium (6)	
BBC10	Cyber Incident	The risk of the council's ICT infrastructure being severally impact as the result of a cyber incident, both in terms of downtime of systems and loss of data/information.	AD-C	The threat landscape across the UK is continuously increasing and appears on the national risk assessment. The Council need to constantly adapt in its security mitigation and training to ensure they are both prepared from a technical and from a people aspect	Theft of corporate information theft of financial information (eg bank details or payment card details) theft of money disruption to service provision loss of business or contract loss of trust in customers/residents and partners	Defence in depth in the form of firewalls, Mimecast and antivirus is deployed both at the perimeter and the internal Local Area Network. The ICT team play an active part in the East Midlands WARP (Warning, Advice and Reporting Point) which allow us to have early sight of issues being experienced across neighbouring Authorities and Agencies. ICT is also a member of the CISP formed by the National Cyber Security Centre, this allows us early awareness from the central agency responsible for cyber threats across the UK as well as allowing them to monitor our environment to a degree. These mitigations afford ICT awareness of emerging threats. We are about to commission an external validation of our cyber response plan for ICT. We have also recently enabled and implemented further cyber security controls within Mimecast which will ensure further mitigation in this area is in place.	3	5	High (15)	Tolerate	Continued robust cyber security and training	N/A	3	5	High (15)	
BBC11	Technology infrastructure failure	The loss of ICT impacting upon the organisation to operate effectively and deliver services to residents.	AD-C	Human error, Power failure, Security, Hardware, Link failure	The Council relies heavily on the ICT infrastructure for normal business operation. Whilst resilience is built into the environment, the loss of a service is always possible. Depending on the service lost, the impact could be severe	The Council has a series of resilience arrangements in place through its service provider, PSPS. Work is continuous to ensure these are fit for purpose across a range of areas. As part of business continuity planning, services are considering in detail how they would continue to operate should an ICT outage occur	2	5	High (10)	Tolerate	Regular review of resilience arrangements	N/A	2	5	High (10)	
BBC12	Environment Act	The legislation will have an impact on the way that waste services are delivered, and will require operational changes. Changing service delivery requires financial support, and although some New Burdens has been made available information has not been provided to date on the ongoing New Burgdens revenue funding to meet the additional cost of service delivery.	AD-N	The Environment Act 2021 allows the UK to enshrine better environmental protection into law. It provides the Government with powers to set new binding targets, including for air quality, water, biodiversity, and waste reduction. This will change and impact the way environmental services are currently delivered	Failure to comply with legislation Negative effect on climate both locally and globally	A SELCP Waste Improvement Programme Board (WIPB) is established and comprises lead members from Neighbourhoods and PSPS services. The WIPB meets monthly for progress updates. A Programme Manager has been recruited to support the WIPB. Additionally the authorities comprising the Lincolnshire Waste Partnership work together to identify the impact of the Environment Act across the county, and make preparations for changes to service delivery.	4	4	High (16)	Treat	WIPB reports to SLT (Major Projects Board) and Cabinet. Project plan in place. Attending regular Defra Webinars. Pending Spending Review regarding New Burdens payments. Depot extension agreed to accomodate increased vehicles. Review and update every quarter.	30/06/2025	3	3	Medium (9)	Wording and planned action reviewed and updated; quarterly review and update of planned actions.
BBC15	Waste Collection Round Pressures	Increased housing growth has led to an increase in the amount of waste presented for collection each week, putting pressure on the service.	AD-N	Housing growth Increased waste from more residents at home	Increase in missed collections Reputational Damage Failure to increase Garden waste and commercial services Staff Absence Budget Implications	Round review will form part of rounds revision as a result of food waste collection. Hire in Vehicles to enable waste collection	3	3	Medium (9)	Treat	Round review starting August 2025. Cabinet decision made to withdraw side waste policy once food waste introduced.	09/01/2025	2	2	Low (4)	Wording reviewed and updated; target risk reduced from medium to minimal.

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BBC16	Capacity	Capacity to deliver the work programme for the Partnership/Councils	AD-C	The workload increasing to a point where it becomes unmanageable within existing staff resources.	Delivery of work programme slipping. Staff wellbeing concerns. Disruption to services. Reputation reduced with partners.	Alignment and Delivery Plan in place to help manage the work programme. Services when bringing forward new initiatives to consider the capacity required and the need to bid for capacity if it can't be accommodated within existing resources. Council report templates have a specific section on capacity. Services have been informed they can bid into the transformation reserve for short term capacity if they have a suitable proposal. Resourcing is tracked via the Assistant Director quarterly survey so concerns regarding capacity can be escalated to Leadership Team. Recent audit which linked to Capacity, Aims and Priorities gave 'Adequate Assurance'.	3	3	Medium (6)	Tolerate	Encourage Services to consider the transformation/capacity reserve for short term support where existing service capacity isn't sufficient.	31/03/2025	3	3	Medium (9)	Risk likelihood reduced due to existing mitigations and ongoing delivery
BBC17	Third Party service delivery	Risk around resilience and quality of service delivery arrangements with third parties	AD-C	This risk relates to the potential for the failure of a major supplier of Council services or partners with whom the Council co-delivers/enables provision of services and operations	In the event of a failure, either in resilience or quality, there are likely to be a mix of financial, service delivery and reputational impacts to the Council.	Regular performance reports and monitoring meetings with third parties. Some key partnerships based on open book approach to financial monitoring. Regular contract meetings in place to manage risk. SELCP approach to some contracts provides resilience.	3	3	Medium (9)	Tolerate	Continued monitoring and reporting	N/A	3	3	Medium (9)	
BBC18	External Communication	Poor quality external communication with stakeholders, residents and the wider public impacts upon the council's reputation and its ability to effectively deliver services	AD-C	Low frequency of communications No communication from senior leadership team Failure to understand residents needs	Lack of awareness of partnership and councils delivery and plans Failure to gauge residents needs and interests	External communications are quality checked by the Communications Team to ensure that the messaging is effective and relevant to its audience. The team also gather statistics across a range of areas to understand how much interaction is being achieved through social media channels, for example, and adapt messages and channel shift to ensure messages are being heard and well received. Recently we have adopted an engagement charter across the partnership.	2	3	Medium (6)	Tolerate		N/A	2	3	Medium (6)	
BBC19	Retention of staff	The recruitment of new and retention of existing staff within the organisation affecting the ability for the organisation to deliver and meet its objectives	AD-C	Recruitment challenges across region Specialist role recruitment can be difficult Competitive salaries offered at other organisations Uncertain financial climate	Failure to recruit Lack of resources Additional pressure on existing staff	The workforce strategy is aligned across the 3 Councils. A training programme is in place to assist with both personal and professional development and to further develop the talents of individual employees. This programme sits alongside a package of personal support for staff. Managers are encouraged to have regular 'one to ones' with staff to ensure that they are fully supported in their roles. Appraisal process in place. We have launched our own recruitment academy which seeks to recruit and develop apprentices specifically in those services where it is harder to recruit. The new managers development programme has launched, with the first cohort inducted. We also continue to have in place our Future Leaders' Programme to support colleagues in their career development. Corporate Management Team invest time in mentoring colleagues within the organisation through both of these development programmes.	2	4	Medium (8)	Treat	A refresh of the Workforce Development Strategy action plan will take place this year to help ensure colleagues have the skills and confidence required to continue to want to work in Local Government post re-organisation: by 31/3/26	31/03/2026	2	4	Medium (8)	Wording and planned action reviewed and updated
BBC20	Service Delivery	The risk to service delivery, impacting residents and partners we work with.	AD-C	Lack of training Lack of leadership No resources/budget Communication failure Poor performance Ineffective governance Lack of learning/feedback	Failure to meet needs of residents and partners Negative feedback and press coverage Reputational damage	Staff resources maximised under the Partnership. Working with external partners to deliver shared priorities. HR support on recruitment and retention. Training plans. Values & behaviours work; Annual Delivery Plan, Workforce Development, policies, and procedures.	3	3	Medium (9)	Treat	A number of service reviews are progressing at the moment which seek to increase resilience and support service delivery to all Councils. These will be considered by Councils in Q4. Review at year-end 31/3/25.	31/03/2025	2	3	Medium (6)	
BBC21	Internal Communications	The risk is that internal colleagues do not fully understand the aims and ambitions of the partnership and the role they play in the partnership's success.	AD-C	Low frequency of communications No communication from senior leadership team Lack of engagement from partners/PSPS Failure to understand staff needs/feedback	Staff do not feel informed Reduction in morale/engagement High turnover Lack of service delivery	Internal communications approach has been reviewed. There isn't a one size fits all approach for the Council/Partnership given the breadth of services provided and this is reflected in the internal communications model. Staff informed levels are monitored through the performance framework on a quarterly basis with the results being considered by scrutiny and Cabinet. Regular all staff bulletins with key information are issued. Regular videos from Senior leadership team to the workforce. Briefings on key corporate topics take place. Regular team meetings between service managers and their officers to cascade information. Monthly service manager meetings. Single Partnership Intranet in place	2	3	Medium (6)	Tolerate	Satisfied with level of mitigation, however, will continue to keep communications channels under review.	N/A	2	3	Medium (6)	
BBC23	Business continuity	Risk around business continuity and recovery in the event of a major incident or event	AD-R	The Council has a central role to play in the response to a major incident or event in the community and the subsequent recovery phase. The risk of flooding, both coastal and inland is increasingly recognised as one of the most significant and 'likely' events. There are also internal incident and events which could impact on the Council's operations directly (e.g. cyber attack, IT infrastructure failure, building fire).	In the immediate response phase to an emergency in the District, the "Blue Light" services will take the lead with the Council taking the lead role in the subsequent recovery phase. There could be significant impact on service delivery and potentially Council finances as well as the ability to support the LRF in a regional emergency situation.	The establishment of the S&ELCP has increased the resilience and capability of the 3 partner councils. Resources can be more easily shared and procedures and policies are being joined up to make our response to and recovery from an incident more resilient, efficient and effective. A strategic group meets regularly, including representation from PSPS, with minutes and actions reported to LT. Governance for awareness. The S&ELCP has a Strategic and Tactical duty rota with personnel trained to a minimum standard set by the LRF. All three councils are members of the LRF enabling access to expertise held by LCC whilst retaining staff, resources and expertise in each sovereign council within an EP&BC structure across the Partnership. Staff are regularly involved in training exercises delivered by the LRF and coordinated at County level to maximise preparedness. We have a Partnership Emergency Plan & critical services have Business Continuity Plans in place to prioritise and maintain service delivery in times of emergency. Public Sector Partnership Services (PSPS) and Magna Vita have Business Continuity Plans in place.	3	3	Medium (9)	Tolerate	Continued partnership working with the Lincolnshire Resilience Forum (LRF). Alignment of service support plans, procedures and policies across the S&ELCP to aid resilience and share learning. Joint Emergency Plan and Business Continuity Plans in place. PSPS have also aligned BC Plans to S&ELCP. BC Policy to be developed in 25/26 together with the establishment of a BC Steering Group with Terms of Reference to align with ISO22301 Business Continuity Management System	N/A	3	3	Medium (9)	It is felt that this risk should be removed as it duplicates the civil contingencies risk which has recently been updated.

Ref	Risk name	Risk description	Lead	Cause/s	Potential impact/consequences	Existing control measures in place	Current risk likelihood	Current risk impact	Current risk score	Treatment (4Ts)	Planned action / future mitigation	Action RAG	Target risk likelihood	Target risk impact	Target risk score	Changes since last update
BBC24	Health and Safety	Risk of failure to comply with Health and Safety requirements	AD-R	The Council has a clear responsibility to both staff and recipients of services under Health and Safety legislation and needs to effectively manage its responsibilities.	There can be consequences to the organisation's finances and reputation relating to non-compliance of health and safety requirements. There is also the risk of harm to individuals.	The establishment of the S&ELCP has increased the resilience and capability of the 3 partner councils. Resources can be more easily shared across the sub-region and procedures and policies are being harmonised, with assistance from PSPS, to provide a more efficient and effective approach towards H&S compliance. The partner Councils receive specialist Health and Safety advice from Public Sector Partnership Services who support the Partnership Health and Safety Governance Group (chaired by the Assistant Director – Regulatory) and each sovereign council Staff Health and Safety Forum. Both operate under agreed terms of reference and feed into the LT – Governance. LT Governance receive minutes and recommendations for approval from the Governance Group and the staff Forums. Policies and procedures are revised by PSPS, consulted upon through Staff H&S forums before being recieved and approved by the Governance Group and referred to LT Governance for information. Health and Safety is included within Internal Audit's annual audit plan.	3	3	Medium (9)	Treat	Continued monitoring and reporting through Staff H&S Forums, Partnership H&S Governance Group and LT Governance. Internal audits and Groups provide the opportunity to share learning across each entity Director of communities is hosting fortnightly health and safety clinics with managers of outstanding actions to accelerate closure and completion. Objective is to reduce overdue outstanding actions to zero.		2	3	Medium (6)	Risk likelihood has increased following an increase in overdue outstanding audit actions relating to Health and Safety planned audits and inspections. Health and Safety clinics now established as a means to mitigate risk.
BBC25	Information	Risk of failure to comply with Information Governance and Management requirements	AD-G	Increased understanding of the public's right to information means that we have to be fully aware of our legal duties. The increase in data also means we have to be able to manage information more effectively, including reducing the amount of unnecessary data held.	Data protection breaches which can result in significant fines from the Information Commissioner's Office.	All employees receive annual online training in data protection. Arrangements are in place to ensure that the organisation is compliant with the new General Data Protection Regulation (GDPR) requirement, including lead staff attending training. PSPS also have a lead officer overseeing compliance. An experienced Data Protection Officer is in place who monitors training, compliance and development of policy; also, full assessment of any breaches, providing recommendations for continual improvement. There is now additional resilience with two qualified DPOs in place across the Partnership which allows for cover.	2	4	Medium (8)	Tolerate	Continued monitoring, reporting and training	N/A	2	4	Medium (8)	
BBC26	Local Plan	The South East Lincolnshire Local Plan (2019) seeks to support proposals which assist in the delivery of economic prosperity and some jobs in Boston across the Plan period. Risk relates to failure to deliver an updated version of the local plan.	AD-PSI	Failure to adopt in time (stopping/pausing) Out of date evidence base Failure to understand housing need Issues with site selection processes Poor co-operation and engagement Misalignment with development management policies Local plan out of date	Lack of economic growth and inward investment Lack of new jobs and opportunity Failure to attract residents from outside of the district	Monitoring of the Plan policies. Taking of decision on planning applications. Review of the Local Plan where necessary.	3	2	Medium (6)	Tolerate	Continued monitoring and reporting	N/A	3	2	Medium (6)	
BBC27	Safeguarding	Risk of failure to deliver safeguarding children, young people and vulnerable adults responsibilities	AD-CHS	The Council has statutory duties in relation to safeguarding. Section 11 of the Children Act requires a regular audit to assess our capacity to respond appropriately and identify improvements needed. The Council also has statutory duties to safeguard individuals and communities in relation to the Care Act 2014, the Mental Capacity Act 2005, Modern Slavery Act 2015 and in relation to Prevent.	In relation to non-compliance there are potentially significant reputational risks to the Council	Lead Officer and Deputies identified, with Portfolio Holders engaged. The Safeguarding Policy and Procedures have been reviewed. The lead officer liaises regularly with other District Councils and external agencies. Team leaders identify relevant actions and staff training in their service plans. Human Resources supports safer recruitment (including DBS checks) and training for officers, volunteers and councillors. An incident reporting mechanism is in place to monitor the Council's responses. Wellbeing Lincs Service has provided a countywide response and support service for vulnerable and clinically vulnerable residents. Safeguarding was a key focus of a report to LCC during the Covid response. The District Councils and County Council continue to meet to collaborate and discuss matters around safeguarding policy and procedures.	2	4	Medium (8)	Tolerate	Continued monitoring, reporting and training	N/A	2	4	Medium (8)	
BBC28	Local Government Reform (LGR) in Greater Lincolnshire	LGR would lead to the creation of new Councils to replace existing Councils	AD-C	English Devolution White Paper	If LGR proceeds, there will be a period of uncertainty for Members, Officers and the community.	Regular staff and member briefings are taking place to share the latest information.	4	3	High (12)	Tolerate		N/A	4	3	High (12)	
BBC29	Inadequate mitigation of infrastructure risks in the BBC Server Room	There has been a significant delay in addressing known infrastructure risks associated with the BBC Server Room, including a high fire risk. Despite early identification and funding approval, the project to relocate or upgrade the server room has not progressed due to previous instructions to halt the initiative. The issue has since dropped off key governance agendas and lacked momentum, increasing the likelihood of operational disruption or data loss	AD-C	Despite early identification and funding approval, the project to relocate or upgrade the server room has not progressed due to previous instructions to halt the initiative.	Loss of critical ICT infrastructure and services Disruption to council operations and service delivery Reputational damage Financial loss due to emergency response or data recovery Non-compliance with health and safety obligations	Support from new Administration to continue with the project Confirm and commit to a delivery timeline (targeting Q4) Monitor progress through the Strategic Risk Register	4	3	High (12)	Treat		N/A	3	2	Medium (6)	New Risk

Ref	Risk name	Risk description	Lead	Existing control measures in place	Current risk likelihood	Current risk impact	Current risk score	Treatment (4Ts)	Planned action / future mitigation	Action RAG	Target risk likelihood	Target risk impact	Target risk score	Changes since last update
SELCP-01	Vision	A lack of clear and shared vision; the reasons for shared management and sharing of joint services	AD-C	The partnership exploration phase developed this understanding. Engagement with members to ensure the objectives of the business case were clearly understood, through the proposal recommendations, scrutiny process and final Council decisions. Adoption of a Sub-regional Strategy across the Partnership to embed shared vision, objectives and priorities. Quarterly stakeholder board meetings are underway which focus on ensuring the vision of the partnership is clear and aligned.	2	4	Medium (8)	Tolerate		N/A	2	4	Medium (8)	
SELCP-02	Trust	A poor relationship or lack of trust between members, leaders or senior staff	CX	Openness, transparency and accessibility for all groups. Building on the existing positive relationships between Members and Officers	3	3	Medium (9)	Tolerate		N/A	3	3	Medium (9)	
SELCP-03	Sovereignty	Concerns around the loss of sovereignty of a council	AD-G	Each Council continues to be governed by its own Constitution which is a key principle of the Memorandum of Agreement between the three Councils.	3	3	Medium (9)	Tolerate		N/A	3	3	Medium (9)	
SELCP-05	Culture	A fundamental difference in the organisational culture of the councils	AD-C	Expectation, set out in the business case, that many things will be similar. A commitment to use the best elements of each partner's cultural difference, for example in the Partnership Workforce Development Strategy. Culture is a key consideration as part of the development of shared teams.	2	3	Medium (6)	Tolerate	Future work taking place around workforce terms and conditions and shared officer pay.	N/A	2	3	Medium (6)	
SELCP-06	LGR	Local Government Reorganisation (LGR)	CX	The South East Lincolnshire Councils Partnership is designed to have a positive influence should Local Government Reorganisation be required of Lincolnshire. The partnership strengthens the case for 'locally-led deals' which benefit South East Lincolnshire	4	3	High (12)	Tolerate		N/A	4	3	High (12)	
SELCP-07	Funding	Local Government Funding	D-F	Local Government funding challenges are inevitable and evidenced by each partner's funding gaps. The business case assumes a shared opportunity for efficient services and shared commercial opportunities and provides a significant opportunity to respond to this on-going challenge.	4	4	High (16)	Treat	Delivering on the opportunities identified in the Partnership business case and realising the planned savings; savings tracker reported regularly; review at year-end 31/3/25	31/03/2026	3	3	Medium (9)	
SELCP-08	Staffing	Staff retention and resilience	AD-C	<p>The workforce strategy is aligned across the 3 Councils. A training programme is in place to assist with both personal and professional development and to further develop the talents of individual employees. This programme sits alongside a package of personal support for staff. Managers are encouraged to have regular 'one to ones' with staff to ensure that they are fully supported in their roles. Appraisal process in place. We have launched our own recruitment academy which seeks to recruit and develop apprentices specifically in those services where it is harder to recruit. The new managers development programme has launched, with the first cohort inducted. We also continue to have in place our Future Leaders' Programme to support colleagues in their career development. Corporate Management Team invest time in mentoring colleagues within the organisation through both of these development programmes.</p> <p>Alignment and Delivery Plan in place to help manage the work programme. Services when bringing forward new initiatives to consider the capacity required and the need to bid for capacity if it can't be accommodated within existing resources. This matter was discussed at a recent internal conference for senior managers, email appears to be the biggest pressure and services are considering how they best manage this. Services have been informed they can bid into the transformation reserve for short term capacity if they have a suitable proposal.</p>	4	3	High (12)	Treat	<p>Encourage Services to consider the transformation/ capacity reserve for short term support where existing service capacity isn't sufficient. Review at year-end 31/03/26.</p> <p>Seek to improve the employee benefits packages by Q2 25/26;</p> <p>Continue to promote opportunities to work in the sector through the SELCP Academy.</p> <p>With LGR now looking likely in Greater Lincolnshire a refresh of the Workforce Development Strategy action plan will take place this year to help ensure colleagues have the skills and confidence required to continue to want to work in Local Government post re-organisation: by 31/3/26</p>	31/03/2026	3	3	Medium (9)	

Ref	Risk name	Risk description	Lead	Existing control measures in place	Current risk likelihood	Current risk impact	Current risk score	Treatment (4Ts)	Planned action / future mitigation	Action RAG	Target risk likelihood	Target risk impact	Target risk score	Changes since last update
SELCP-09	PSPS	Relationship with PSPS	AD-C	The Partnership's relationship with PSPS could become strained due to demands being placed on the company to support organisational change. This is mitigated via SLAs being in place setting out the work programme, regular client liaison meetings, PSPS Stakeholder Board being in place to direct the company strategically and a process for Additional Work Requests that manages additional work required by the company. I think its medium but reduced to a low due to the mitigation	2	3	Medium (6)	Tolerate	Continued monitoring and liaison	N/A	2	3	Medium (6)	

Ref	Risk name	Risk description	Lead	Existing control measures in place	Current risk likelihood	Current risk impact	Current risk score	Treatment (4Ts)	Planned action / future mitigation	Target risk likelihood	Target risk impact	Target risk score	Changes since last update
F-01	Assets - Equipment	Selling asset for less than market value; Collusion between staff and purchaser; Disposal of assets no longer required by the council	AD-GFA	Asset Disposal policy -within constitution; Asset register; Financial Regulations; Anti-Fraud & Corruption Strategy; Staff counter-fraud training; Segregation of duties - includes systems administration,raising and authorising of financial procurements; Internal Audit reviews; Whistleblowing Policy; Register of Gifts& Hospitality & Register of Interests; Counter-fraud page on website detailing how public can report fraud; Counter Fraud section on intranet; Financial Regulations training for all appropriate staff	1	1	Minimal (1)	Tolerate	N/A	1	1	Minimal (1)	
F-02	Assets- land and Property SHDC	Selling asset for less than market value; Collusion between staff and purchaser - may include provision of insider knowledge (e.g. planning, leases& covenants)	AD-GFA	Asset Management Plan; Asset register; Segregation of duties; Independent valuation or auction; Financial Regulations; Anti-Fraud & Corruption Strategy; Staff counter-fraud training; Internal Audit reviews; Whistleblowing Policy; Register of Gifts & Hospitality/Register of Interests; Credit checks on potential purchasers; Counter-fraud page on website detailing how public can report fraud; Counter Fraud section on intranet	2	2	Low (4)	Tolerate	N/A	2	2	Low (4)	
F-03	Assets- land and Property ELDC and BBC	Selling asset for less than market value; Collusion between staff and purchaser - may include provision of insider knowledge (e.g. planning, leases & covenants)	AD-GFA	Asset Management Plan; Constitutional Guidance for Asset Disposal; Legal Framework; Scheme of delegation for officers; Asset register; Segregation of duties; Independent valuation or auction; Financial Regulations; Anti-Fraud & Corruption Strategy; Staff counter-fraud training; Internal Audit reviews; Whistleblowing Policy; Register of Gifts& Hospitality/Register of Interests; Credit checks on potential purchasers; Counter-fraud page on website detailing how public can report fraud; Counter Fraud section on intranet	1	1	Minimal (1)	Tolerate	N/A	1	1	Minimal (1)	
F-04	Procurement - Contracts	Credit/procurement cards; manipulation of accounts; false invoices & claims; BACS fraud - fraudulent change of bank details; mandate fraud; fake details for internet payments	PSPS - Finance	Financial Regulations; Anti-Fraud & Corruption Strategy- last reviewed March 2021, due this March for a review; Whistleblowing Policy Confidential Reporting Code -due in March; Segregation of duties for reconciliation; Reconciliation; Escalation of highvalue invoices; System team audited and logged; PCards- No cash withdrawals and card limits. Following P Card Review updated training issued. Process re-evaluated for checking transactions and receipts; Minor petty cash; Counter fraud training for the staff; Transparency reporting; Financial reporting training for all staff to be rolled out 2024; Segregation of duties within AP; confirmation with company regarding change of bank details; reconciliation; staff training	2	4	Medium (8)	Tolerate	Actions from P card audit - follow up audit will re-assess	2	4	Medium (8)	
F-05	Procurement - Contract Payments	Bribery of officers or Members involved in contract award; Collusion between officers and contractors involved in tendering; Violation of procedures; Manipulation of accounts; Asset Misappropriation; Fictitious requirement; Bid rigging & cartels; Failure to supply; Failure to supply to contractual standard; Inflating performance information to attract greater payments; Bid suppression; Price fixing; Bid rotation; Fictitious vendor	PSPS - Procurement	NAFN & fraud alerts; Contract procedure rules; Financial Regulations; Contract management; Contract Terms & Conditions; Code of Conduct; Whistleblowing policy; Register of Gifts & Hospitality/Register of Interests; Anti-Fraud & Corruption Strategy; Staff counter-fraud training; Internal Audit reviews; Separation of duties; Etender system - single login provides an audit trail; Contract management training; Transparency Code 2014 and Transparency agenda; CIPFA guidance - Managing the Risk of Procurement Fraud; Minimum quote dependant on value; Valuation methodology; Breach of contract clauses; Instant terminations; Self certificated questionnaires	2	4	Medium (8)	Tolerate	Ongoing training and support provided by the procurement team to service areas	2	4	Medium (8)	

Ref	Risk name	Risk description	Lead	Existing control measures in place	Current risk likelihood	Current risk impact	Current risk score	Treatment (4Ts)	Planned action / future mitigation	Target risk likelihood	Target risk impact	Target risk score	Changes since last update
F-06	Council Tax - Credit Refund and Income Fraud	Council tax/NNDR/Rents; Suppression of notification of debt to be raised; Improper write-off; Failing to institute recovery proceedings; Switching or transferring arrears; manipulation of credit balances; Payment using false/ fraudulent instrument then re-claim of refund; Employee based; false payment then request for refund	PSPS - Revs/Bens	Up to date Council Financial Regulations; Up to date Council Anti-Fraud & Corruption Strategy; Debit/credit card payments monitoring checking against pay.net system; Review of unusual activity; Refund to original card/bank account where appropriate; Authorisation procedures& levels; Checking against other accounts (Council Tax etc.) to ensure no other money owed to SELCP; Staff counter-fraud training; Audit trail/personal logins; Reconciliations; Budgetary controls; Write off policy; Debt recovery procedures; Supervisory controls; Review of credit balances and suspense items; Internal Audit reviews; Whistleblowing Policy; Counter-fraud page on website detailing how public can report fraud; Counter Fraud details on intranet; Financial Regulations training for all appropriate staff; Follow up payment sources	2	3	Medium (6)	Tolerate	Ongoing checks and balances	2	3	Medium (6)	
F-07	Council Tax Fraud	False applications; failure to notify change in circumstances	PSPS - Revs/Bens	Council Financial Regulations; Council Anti-Fraud & Corruption Strategy; National Fraud Initiative - data matching; Monitoring of council tax base; Application checks; Check electoral register; Information from planning re Developments where full planning not required; Checks on documentary evidence for exemptions; Visual inspection; Internal Audit reviews; Whistleblowing Policy; Separation of duties; Counter-fraud page on website detailing how public can report fraud; Single Person Discount review; Field officers available for investigations; Annual review of long-term empty properties	2	2	Low (4)	Tolerate	N/A	2	2	Low (4)	
F-08	Council Tax Support Scheme	False applications; failure to notify change in circumstances	PSPS - Revs/Bens	Most controls are the same as Housing Benefits; Council Anti-Fraud & Corruption Strategy; Council Tax Support policy; Counter-fraud page on website detailing how public can report fraud; Council Financial Regulations; Whistleblowing Policy; Inclusion in National Fraud Initiative (data matching) from October 2016; Closer working - Council Tax and Housing share intelligence and identify potential fraud opportunities (sharing intelligence - informal arrangement); Fraud hotline; Dedicated team for fraud hotline; DWP verification	2	2	Low (4)	Tolerate	N/A	2	2	Low (4)	
F-09	National Non-Domestic Fraud	Failure to declare occupation; Payment using false bank details; Companies going into liquidation then setting up as new companies; Avoidance of liability through fraudulent claim for discount or exemption; Empty rate avoidance	PSPS - Revs/Bens	Up to date Council Financial Regulations; Up to date Council Anti-Fraud & Corruption Strategy; Ensure liable person identified for each assessment on the list; Information sharing with other Business Units; Inspections of occupied properties; Checking empty properties; Information from Landlords or letting agents; Public complaints- reports to valuation office; Internal Audit reviews; Whistleblowing Policy; Separation of duties; Register of Gifts & Hospitality/Register of Interests; Supporting evidence requested; Counter-fraud page on website detailing how public can report fraud; Use of Analyse Local to monitor threats; Field officers; Undertaking reviews; NFI Matching	3	3	Medium (9)	Tolerate	Ongoing checks and balances; small business rate relief review	3	3	Medium (9)	

Ref	Risk name	Risk description	Lead	Existing control measures in place	Current risk likelihood	Current risk impact	Current risk score	Treatment (4Ts)	Planned action / future mitigation	Target risk likelihood	Target risk impact	Target risk score	Changes since last update
F-10	Housing Benefit Fraud	False applications; False documents; Failing to notify change	PSPS - Revs/Bens	Housing Benefit Anti-Fraud Strategy; Annual participation in National Fraud Initiative; NFI coordinator; HBMS - Government housing benefit matching scheme; Use prosecution, caution & admin penalties; Key controls in the housing benefit application process - prevention & detection; Authorised officer powers- access to employers, landlords, banks & building societies; Council Financial Regulations; Experienced and trained benefits staff; Mandatory benefit counter fraud training; Combined database with revenues; Only accept original documents in support of claims; Subscription to National Anti-Fraud Network; Housing Benefit review; Communications & publicity; Internal Audit reviews; Whistleblowing Policy; Counter-fraud page on website detailing how public can report fraud; Council Tax and Housing teams sharing intelligence to identify potential fraud; Counter Fraud Hotline; Dedicated Team for Counter Fraud; Data matching from DWP; Full case reviews; Customer contact team thoroughly trained; Dedicated intranet page	2	2	Low (4)	Tolerate	N/A	2	2	Low (4)	



Report To:	Cabinet
Date:	17 th September 2025
Subject:	2025/26 Quarter 1 Finance Update
Purpose:	To present the 2025/26 Quarter 1 position for the period ending 30 June 2025.
Key Decision:	No
Portfolio Holder:	Councillor Sandeep Ghosh, Portfolio Holder for Finance and Economic Growth
Report Of:	Brendan Arnold, Interim Director of Finance (S151 Officer)
Report Author:	Nicole Hayes, Head of Finance Delivery - BBC
Ward(s) Affected:	No
Exempt Report:	No

Summary

This report sets out a summary of the current financial position for the Council at the end of Quarter 1 for 2025/26 forecasting to the year end for members consideration.

Recommendations

It is recommended:

1. That Cabinet notes the forecast revenue position of £0.829m overspend for 2025/26 as detailed in Appendix A – Table 1 and the need for continuous focus on the savings and efficiency programme; and
2. That Cabinet approves the amendments to the Capital Programme at Appendix B – Table 3 that require Cabinet approval to take into account the changes set out in this report.

Reasons for Recommendations

To ensure the Council's forecast financial position for 2025/26 is considered and related decisions approved. It is important Cabinet are aware of the financial position of the General Fund to ensure they can make informed decisions that are affordable and financially sustainable for the Council.

Other Options Considered

To not approve the financial movements outlined.

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 of 30 June 2025 and as detailed in the attached Appendices, for the following areas:

- The General Fund Revenue Budget,
- The General Fund Reserve Position,
- The Treasury Performance,
- The Capital Programme.

2. Finance Revenue Report

General Fund Forecast Outturn

- 2.1 Quarter 1 data provides a view on which to base a revised full year forecast. The full year outturn based on current projections and assumptions is a forecast net deficit of £0.829m
- 2.2 The key variances are attributable to service efficiencies yet to be identified, shortfalls in achieving targeted salary efficiencies and lower than expected income from Bereavement services. These shortfalls are partially mitigated by savings from Senior Leadership Officer posts, higher than anticipated investment income and additional grant funding.
- 2.3 The forecast position by Assistant Director and Corporate Areas is detailed in Appendix A – Table 1.

Savings Target Fund Forecast Outturn

- 2.4 An efficiency target of £1.429m is included in the 2025/26 budget. Saving opportunities are being monitored throughout the year; this information is detailed in Appendix A – Table 2 of the report.

- 2.5 The forecast outturn position assumes 53% of the efficiencies (£0.760m) have been identified including the £0.654m IDB funding received. Assistant Director service reviews are ongoing and further savings will be identified as part of this process.

Reserves

- 2.6 The forecast balance of Specific and General Fund Reserves is £18.481m, reflecting planned use of reserves from the Capital Funding reserve, Transformation Reserve and Funding Volatility Reserve. Further details are provided in Appendix A – Table 4.

Treasury Management

- 2.7 Section 2.3 of Appendix A provides details of the Council's Treasury investments as of 30 June 2025. The Council's 2025/26 budget for investment income is £1.721m, the forecast outturn position is £1.934m, providing additional income of £0.213m.
- 2.8 The higher levels of investment income achieved compared to the budget is due to interest rates in the market being higher than the budgeted return for 2025/26, and balances available for investment being higher due to rephasing of the capital programme.
- 2.9 On 30 June 2025 negotiations were ongoing with a view to prematurely repaying the State Street LOBO loan on preferential terms to the Council, and securing further borrowing from the PWLB at a lower rate. The loan has subsequently been repaid during Quarter 2 and full financial details will be provided in the Quarter 2 report.

3. Finance Capital Report

- 3.1 As of 30 June 2025, capital expenditure totalled £4.396m against a full year budget of £38.131m.
- 3.2 The capital expenditure to 30 June 2025 and expected forecast position by scheme is detailed in Appendix B – Table 1.
- 3.3 The capital programme is primarily funded through external grants; details are provided in Appendix B – Table 2.
- 3.4 Due to the nature of capital projects, it is not uncommon for the timelines of large scale projects to be revised over the medium term. This requires changes to the approved capital budget totalling £0.201m, details are provided within Appendix B – Table 3.
- 3.5 The 5-year Capital Programme includes provision for Investment and Growth mainly funded through grant funding from Levelling Up Funds, Waste Services investment, IT investment and Disabled Facilities Grants. The main areas of continued investment are:
- Geoff Moulder Leisure Centre
 - Disabled Facilities Grant
 - Waste Vehicles and Caddies
 - IT Systems

Details are provided within Appendix B – Table 4.

4. Conclusion

4.1. To ensure the Quarter 1 position is scrutinised, and the forecast outturn is 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 the associated appendices.

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

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

Appendix A	BBC Q1 Finance Revenue Report 2025-26
Appendix B	BBC Q1 Finance Capital Report 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

None.

Report Approval

Report author:	Nicole Hayes, Head of Finance Delivery – BBC (PSPSL) Nicole.Hayes@pspsl.co.uk
Signed off by:	Brendan Arnold, Interim Director of Finance (S151 Officer) Brendan.Arnold@sholland.gov.uk
Approved by:	Councillor Sandeep Ghosh, Portfolio Holder for Finance and Economic Growth Sandeep.ghosh@boston.gov.uk

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Boston Borough Council – Q1 Finance Revenue Report for 2025-26

Finance Summary

- The revenue forecast shows a deficit position of £0.829m as of 30 June 2025.
- Specific and general reserves for the Council are forecast £18.481m as at 31 March 2026.
- The budget for 2025/26 included an efficiency target of £1.429m, and we have achieved £0.760m against that target in Q1 (53%).
- The Council held Treasury investments of £32.500m as at 30 June 2025.
- Investment income is forecast to overachieve by £0.213m against a budget of £1.721m.
- On 30 June 2025 the Council had a £1.000m loan with State Street which has been repaid during quarter 2 and replaced with a PWLB loan at a lower rate. The financial impact will be included within the quarter 2 report.

Section 2 – Finance

Section 2.1	Key Financial Issues in Quarter 1 of 2025/26
Section 2.2	Revenue Budget
Section 2.3	Treasury Update
Section 2.4	Insurance
Section 2.5	Debt Collection
Section 2.6	Business Rates and Council Tax Collection

Section 2.1 – Key Financial Issues in Quarter 1 of 2025/26

- The 2025/26 base budget included an efficiency target of £1.429m. As of 30 June 2025, £0.760m (53%) savings were identified (see table 2 below).
- The Government announced it would provide further funding to support Councils significantly impacted by Internal Drainage Board levies. Boston has been awarded funding in 2025/26 of £0.654m which has been included within the Q1 forecast and efficiencies table.
- The higher levels of investment income compared to the original budget have been partly offset with a reduction in the forecasted Property Fund income with a total favourable variance of £0.213m.
- Due to vacancies within the Senior Leadership Team there is forecasted to be a favourable variance of £76k
- Income pressures from Cremation services continues during Q1 and is forecast to underachieve by £75k due to market demands and a reduction in the volume of direct cremations.

Inflation	April (%)	May (%)	June (%)
CPI	3.5	3.4	3.6
RPI	4.5	4.3	4.4

Section 2.2 – Revenue Budget

Table 1 details the forecast outturn by Assistant Director for the 2025/26 Financial Year Outturn as of 30 June 2025.

The forecasted revenue position shows an overspend of £0.829m, primarily due to shortfalls in achieving planned efficiency savings and underperformance of income. This is offset by identified savings, staffing vacancies and additional investment income.

Table 1 – Net Spend by Assistant Director Area				
Assistant Director Area	Revised Budget 2025/26 at Q1 £'000	Outturn 2025/26 at Q1 £'000	Variance (underspend) / overspend at Q1 £'000	Comments on main variances at Q1
Corporate	2,181	2,184	3	
Economic Growth	96	108	12	Employee cost overspend of £11k (including agency).
Finance	3,598	3,507	(91)	Senior Leadership Team vacancies have generated an underspend of (£76k). Housing Benefit and Council Tax Admin Grant (£25k) higher than budgeted.
General Fund Assets	(525)	(496)	29	£24k Underachieved salary efficiency target.
Governance and Monitoring	997	1,056	59	£31k Additional legal fees, £8k employee costs overspend and £19k underachieved salary efficiency target.
Leisure and Local Services	1,188	1,260	72	£75k Underachievement of Bereavement income
Neighbourhoods	1,782	1,897	115	£112k Underachieved salary efficiency target.
Planning and Strategic Infrastructure	234	261	27	£32k Underachieved salary efficiency target.
Strategic Growth and Development	199	239	40	£30k Skills Needs funding to be identified, the service is investigating how this can be achieved.
Regulatory	635	678	43	£45k Underachieved salary efficiency target offset with (£6k) additional Hackney License income.
Communities and Housing Services	1,212	1,276	64	£77k Underachieved salary efficiency target offset with minor variances.
BTAC	756	756	-	
Efficiencies Required	(1,429)	(760)	669	See table 2
Cost of Services	10,924	11,966	1,042	
Internal Drainage Boards and Parish Precepts	3,557	3,557	-	
MRP	207	207	-	

Interest Payments Received / Return on Property Funds	(1,721)	(1,934)	(213)	Overachievement in investment income offset with a reduction in property fund income.
Borrowing Costs	111	111	-	
Borrowing Discount Allocated to Revenue	(642)	(642)	-	
DRF	643	643	-	Capital Programme delivery.
Reserves (Capital)	(643)	(643)	-	Capital Programme delivery.
Reserves (Revenue)	(400)	(400)	-	Budgeted contribution to support the efficiency target.
Corporate Impairment Allowance	165	165	-	
Other Income and Expenditure	1,277	1,064	(213)	
Total Expenditure	12,201	13,030	829	
Council Tax	(5,801)	(5,801)	-	
Business Rates	(5,063)	(5,063)	-	
Non-Ring-Fenced Government Grant	(1,337)	(1,337)	-	
Total Funding	(12,201)	(12,201)	-	
Total Budget – (Surplus)/Deficit	-	829	829	

Table 2 details the efficiencies identified during the year allocated to the budgeted efficiency target of £1.429m. This is the net efficiency balance to be identified following £400k budgeted contributions from the Funding Volatility reserve.

Table 2 – Efficiencies		
Efficiency Description	Amount £'000	Comments
Internal Drainage Board funding	(654)	Central Government funding received to support the IDB levies pressure.
Additional Employee Costs	45	Pressure for the agreed pay structure for shared roles across SELCP.
Neighbourhoods service review	20	Pressure from the Neighbourhoods service review relating to group manager staffing arrangements.
Leisure and Local Services, service review	(70)	Savings within service area.
Regulatory service review	(4)	Savings within service area.
Communities and Housing service review	(97)	Savings within service area.
Total efficiencies identified	(760)	
% Achieved	53%	
Target	(1,429)	
Efficiencies to be identified	(669)	

A medium term efficiency plan is in place to identify opportunities for further efficiencies, and we are actively engaging with Service Managers to take this process forward.

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

	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000
Annual Savings Requirement (£'000)	516	1,921	2,337	2,775	2,678
IDB Funding Requirement (£'000)	913	1,059	1,213	1,375	1,544
Total	1,429	2,980	3,550	4,150	4,222

Table 3 outlines the general fund revenue budget amendments that have been made during this financial year via Proforma B including additional income.

Table 3 - General Fund Revenue Budget Movements	
	£'000
Proforma Bs - Various	11
Additional income	-
Total General Fund Revenue Budget movements	11

Table 4 details the forecasted balance to 31 March 2026 for Specific and General reserves.

As of 30 June 2025 the forecast reserve balance is £18.481m, after a net transfer from reserves of £0.863m to cover revenue and capital expenditure.

Table 4 - Specific and General Reserves Balance				
Reserve	Balances at 1 April 2025 £'000	Contributions into Reserves £'000	Use of Reserves £'000	Forecast Balances at 31 March 2026 £'000
Capital Funding	6,252	-	(646)	5,606
Transformation	1,730	42	(153)	1,619
Repairs and Renewals	590	18	(15)	593
ICT	35	-	-	35
Housing	1,764	-	(13)	1,751
Controlling Migration Fund	14	-	-	14
Insurance	198	-	-	198
Risk Mitigation Reserve	1,116	-	-	1,116
Funding Volatility	3,272	-	(403)	2,869
EPR Reserve	-	473	-	473
Contingency Reserve	211	-	(61)	150
Climate Change Reserve	124	-	-	124
Planning Reserve	434	-	(50)	384
Property Funds Reserve	79	-	(55)	24
Specific Reserves Total	15,819	533	(1,396)	14,956
General Fund	2,000	-	-	2,000
S106 & Commuted Sums	1,231	-	-	1,231
BTAC	294	-	-	294
TOTAL	19,344	533	(1,396)	18,481

Section 2.3 – Treasury Update

During the financial year the Council has invested in line with the agreed Treasury Management Strategy.

The peaks and troughs in cash flow are managed daily. 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 includes money held on behalf of these other organisations and does not represent the value of BBC's own resources alone.

Treasury Investments - Investments held by the Council on 30 June 2025 (excluding accrued interest) totalled £32.500m compared with an opening balance at the start of the financial year of £34.700m.

Property Fund Investments – Between 2016 and 2018 the Council purchased property fund units in five different funds. As of 30 June 2025 the fair value of these funds was £2.100m below the purchase cost. During quarter 1 of 2025/26 the valuations reduced by £10,022.

The M&G UK Property fund is liquidating its assets and therefore their fund valuation is reducing as repayments are made. A further distribution payment of £117,308 was received in April 2025 which has now increased total distributions to £3,781,031 as of 30 June 2025 leaving a book value of £218,969 outstanding.

Income Received Against Budget and Forecast Outturn – The budget for net investment income for Quarter 1 was £429,348 and the actual was £593,641 giving a surplus of £164,293. The annual budget for net investment income is £1,722,111 and the forecast outturn is £1,934,601 giving a forecast surplus of £212,490.

External Borrowing and Interest Rates – The Council has £1.000m of long-term external borrowing which is a LOBO (lender option borrower option) with State Street at 11.125% and has a repayment date in 2051.

Interest payable on this borrowing for quarter 1 was £27,736 which was in line with the budget.

On 30 June 2025 negotiations were ongoing with a view to prematurely repaying this loan on preferential terms to the Council and securing further borrowing from the PWLB at a lower rate. The loan has subsequently been repaid during quarter 2 and full financial details will be provided in the quarter 2 report.

The 50 year PWLB certainty rate was 5.71% on 30 June 2025 compared with 5.67% at the end of 2024/25.

During Quarter 1 the Bank of England Base Rate has been reduced from 4.50% to 4.25%.

Quarter 1 Treasury Report – Further details of the treasury position at 30 June 2025 can be found in the Quarter 1 Treasury Report which will be submitted to the Audit and Governance Committee on 13 October 2025.

Section 2.4 – Insurance

Table 5 details the number of formal insurance claims received to 30 June 2025 for Quarter 1 of 2025/26 (figures in brackets are comparable figures for 2024/25).

Table 5 – Insurance Claims					
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
Public Liability	1 (2)	(-)	(1)	(-)	(3)
Employers Liability	- (-)	(-)	(1)	(-)	(1)
Motor	1 (1)	(2)	(4)	(2)	(9)
Property	1 (1)	(1)	(1)	(-)	(3)
Officers Indemnity	1 (-)	(-)	(-)	(-)	(-)
Total	4 (5)	(3)	(7)	(2)	(16)

Insurance Reserves - The Council maintains an insurance reserve for small value insurance claims where the losses are below the principal deductible of £25k.

At 31 March 2025 the balance of the reserve was £0.198m with no in year transfers forecasted at this time. The balance is monitored on a regular basis to ensure the value of the reserve is sufficient to meet future liabilities.

Section 2.5 – 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 Section 151 Officer with all debts for this amount or over requiring Cabinet approval. 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.

Table 6 details the sundry debts the Council held as of 30 June 2025.

Table 6 – 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
£	£	£	£	£	£	£	£
741,468	29,203	47,017	4,943	51,271	18,158	557,702	1,449,762

This does not include invoices not yet due totalling £108,233.

Section 2.6 – Council Tax and Business Rates

Collection and recovery is likely to remain challenging in 2025/26 as a result of the ongoing cost of living crisis. In recognition, we continue to remain prudent in setting the bad debt provision in this area. A programme of statutory recovery is in place for the year ahead.

Council Tax Support Scheme (CTS)

Following the fundamental review in 2024/25, the 2025/26 scheme for working age claimants includes an increase in the maximum level of support for households with children up to 100%, and 85% for other households.

Council Tax – 2025/26 Quarter 1 In-Year Collection

The collectable debt for the year as of 30 June 2025 was £45.200m with a net collection rate of 27.56% achieved (26.93% as of 30 June 2024).

Business Rates – 2025/26 Quarter 1 In-Year Collection

The collectable debt for the year as of 30 June 2025 was £22.100m with a net collection rate of 28.34% achieved (30.86% as of 30 June 2024).

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Boston Borough Council – Q1 Finance Capital Report for 2025-26

Finance Summary

- As of 30 June 2025 capital spend was £4.396m against a revised full year budget of £38.485m.
- Towns Fund projects account for the largest portion of the revised capital budget at £14.849m with forecast full spend in year.
- Amendments to the 2025/26 approved capital budget equate to £0.201m.
- The majority of the capital programme is financed through external grant funding.
- The 5-year capital programme shows planned spending across various projects including Disabled Facilities Grants, IT infrastructure, Towns Fund, LUF and BPF projects.

Section 2 – Finance

Section 2.1 Capital Programme in Year

Section 2.2 Capital 5-year Programme

Section 2.1 – Capital Programme in Year

Table 1 details the revisions to the capital programme and progress against the 2025/26 approved programme including the projected forecast outturn to 31 March 2026.

Table 1 – Capital Programme 2025/26						
Scheme	Approved Budget 2025/26 £'000	Changes to Approved Budget £'000	Revised Budget 2025/26 £'000	Actuals to June 2025 £'000	Forecast Outturn 2025/26 £'000	Variance (underspend)/overspend at Q1 £'000
Disabled Facilities Grant	885	-	885	102	1,100	215
Vehicle Replacements	746	(210)	536	98	536	-
Information Technology Infrastructure Refresh	538	(126)	412	3	412	-
Swimming Pool Support Fund	122	-	122	83	122	-
Uniform	291	-	291	-	231	(60)
Unit 4 Implementation	47	-	47	-	47	-
Affordable Housing Commuted Sum	1,074	-	1,074	-	-	(1,074)
Capital Enhancements	250	354	604	-	604	-
Depot Purchase	150	-	150	-	150	-
Food Waste	784	(630)	154	2	154	-
Homelessness Prevention Van	-	7	7	5	5	(2)
Total Projects (Excl Towns Funds, UKSPF, LUF & BPF)	4,887	(605)	4,282	293	3,361	(921)
Towns Fund - Leisure	7,895	-	7,895	165	7,895	-
Towns Fund - Mayflower	3,600	-	3,600	3,381	3,600	-
Towns Fund - St Botolph's Library	57	-	57	-	57	-

Table 1 – Capital Programme 2025/26

Scheme	Approved Budget 2025/26 £'000	Changes to Approved Budget £'000	Revised Budget 2025/26 £'000	Actuals to June 2025 £'000	Forecast Outturn 2025/26 £'000	Variance (underspend)/overspend at Q1 £'000
Towns Fund - Healing the High St (incl. Shodfriars)	2,433	-	2,433	4	2,433	-
Towns Fund - Boston Station	864	-	864	-	864	-
Total Towns Fund Projects	14,849	-	14,849	3,550	14,849	-
UKSPF (Capacity building projects for local groups)	-	275	275	-	275	-
UKSPF Rural (Community projects aimed at reducing the cost of living)	-	129	129	-	129	-
Total UKSPF Projects	-	404	404	-	404	-
LUF - Civic Hub	581	-	581	3	581	-
LUF - Crown House	4,877	-	4,877	31	4,877	-
LUF - Public Realm	5,412	-	5,412	224	5,412	-
Total LUF Projects	10,870	-	10,870	258	10,870	-
BPF - Boston United Football Sports Complex	1,450	-	1,450	-	1,450	-
BPF - Affordable Homes (Quadrant Housing Development)	1,752	-	1,752	177	1,752	-
BPF - Haven Wharf	2,800	-	2,800	-	2,800	-
BPF - PE21 Rosegarth Square	398	-	398	118	398	-
BPF - Community Organisations Package	690	-	690	-	690	-
BPF - Boston Connected	570	-	570	-	570	-
BPF - Boston Community Research Project	370	-	370	-	370	-
BPF – St Botolph's Church Visitor Offer	50	-	50	-	50	-
Total BPF Projects (excl Boston Leisure)	8,080	-	8,080	295	8,080	-
Grand Total	38,686	(201)	38,485	4,396	37,564	(921)

The revised capital budget as of 30 June 2025 is £38.485m, derived from the combination of the 2025/26 approved budget of £38.686m, new in-year approved spend, slippage into future years and decommitted spend. The overall expenditure as at quarter 1 is £4.396m.

The Towns Fund projects represent the largest specific group at £14.849m, 39% of total revised capital budget followed by Levelling Up Funding (LUF) £10.870m which represents 28%. Others make up the remaining £12.766m, 33% of total revised capital budget including Boston Partnership Funding (BPF).

Progress against approved budgets

- **Disabled Facilities Grants** – Forecasting use of remaining grant received in prior years, budget will be updated during Q2 following further review.

- **Uniform** – Forecast underspend expected to be rephased into 2026/27.
- **Affordable Housing Commuted Sum** – Forecast underspend expected to be rephased into 2026/27, greater certainty on delivery expected during Q2. Draft funding agreement seeks completion of properties prior to payment.

2025/26 Funding

Table 2 details the Capital Programme financing and the projected forecast outturn to 31 March 2026.

Table 2 – Capital Programme Financing				
All Projects	Approved Budget 2025/26 £'000	Revised Budget 2025/26 £'000	Outturn 2025/26 at Q1 £'000	Variance (under)/ over at Q1 £'000
Prudential Borrowing	(1,339)	(1,302)	(1,242)	60
External Grants	(35,535)	(35,364)	(35,579)	(215)
Capital Reserve	(738)	(738)	(738)	-
Other Reserves	-	(7)	(5)	2
S106	(1,074)	(1,074)	-	1,074
Totals	(38,686)	(38,485)	(37,564)	921

Capital Financing - The current capital programme is financed from reserves and internal borrowing in line with the Capital Strategy.

Table 3 details the changes to the approved capital budget for 2025/26.

Table 3 – Changes to Approved Capital Budget		
Project Description	Amount £'000	Approval
Vehicle Replacements	(210)	Rephasing of the capital programme as approved at Council 19 May 2025.
Food Waste	(630)	Rephasing of the capital programme as approved at Council 19 May 2025.
Homelessness Prevention Van	7	Proforma approved by S151 Officer.
Amendments to approved capital budget requiring Cabinet approval		
Information Technology Infrastructure Refresh	(126)	Decommitment offered by service as a capital budget saving.
Capital Enhancements	200	Acceleration requested of £200k from 2026/27 into 2025/26 previously approved within the Capital Programme.
	154	A request for Cabinet to approve an addition of £164k for urgent works among the Council's assets, of which £154k is required in 2025/26.
UKSPF	275	UKSPF grant received now confirmed from Combined Majoral Authority via North East Lincolnshire Council.
UKSPF Rural	129	UKSPF grant received now confirmed from Combined Majoral Authority via North East Lincolnshire Council.
Total	(201)	

Section 2.2 – Capital 5-year Programme

Table 4 details the 5-year capital profiling for each scheme.

Table 4 – Capital Programme					
Scheme	2025/26	2026/27	2027/28	2028/29	2029/30
	£'000	£'000	£'000	£'000	£'000
Disabled Facilities Grant	885	785	785	785	785
Vehicle Replacements	536	-	219	200	-
Information Technology Infrastructure Refresh	412	265	549	100	100
Swimming Pool Support Fund	122	-	-	-	-
Uniform	291	-	-	-	-
Unit 4 Implementation	47	17	-	-	-
Affordable Housing Commuted Sum	1,074	-	-	-	-
Capital Enhancements	604	10	-	-	-
Depot Purchase	150	-	-	-	-
Food Waste	154	2,981	-	679	-
Homelessness Prevention Van	7	-	-	-	-
Boston Crematorium	-	-	525	-	-
Total Projects (Excl Towns Funds, UKSPF, LUF & BPF)	4,282	4,058	2,078	1,764	885
Towns Fund – Leisure	7,895	5,592	-	-	-
Towns Fund - Mayflower	3,600	-	-	-	-
Towns Fund - St Botolph's Library	57	-	-	-	-
Towns Fund - Healing the High St (incl. Shodfriars)	2,433	-	-	-	-
Towns Fund - Boston Station	864	-	-	-	-
Total Towns Fund Projects	14,849	5,592	-	-	-
UKSPF (Capacity building projects for local groups)	275	-	-	-	-
UKSPF Rural (Community projects aimed at reducing the cost of living)	129	-	-	-	-
Total UKSPF Projects	404	-	-	-	-
LUF - Civic Hub	581	100	-	-	-
LUF - Crown House	4,877	900	-	-	-
LUF - Public Realm	5,412	600	-	-	-
Total LUF Projects	10,870	1,600	-	-	-
BPF - Boston United Football Sports Complex	1,450	-	-	-	-
BPF - Affordable Homes (Quadrant Housing Development)	1,752	-	-	-	-
BPF - Haven Wharf	2,800	-	-	-	-
BPF - PE21 Rosegarth Square	398	-	-	-	-
BPF - Community Organisations Package	690	-	-	-	-
BPF - Boston Connected	570	-	-	-	-
BPF - Boston Community Research Project	370	-	-	-	-
BPF – St Botolph's Church Visitor Offer	50	-	-	-	-

Table 4 – Capital Programme					
Scheme	2025/26	2026/27	2027/28	2028/29	2029/30
	£'000	£'000	£'000	£'000	£'000
Total BPF Projects (excl Boston Leisure)	8,080	-	-	-	-
Grand Total – All Projects	38,485	11,250	2,078	1,764	885
Capital Financing					
Prudential Borrowing	(1,302)	(7,419)	(1,293)	(979)	(100)
External Grants	(35,364)	(3,831)	(785)	(785)	(785)
Capital Reserve	(738)	-	-	-	-
Other Reserves	(7)	-	-	-	-
S106	(1,074)	-	-	-	-
	(38,485)	(11,250)	(2,078)	(1,764)	(885)

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Report To:	Cabinet
Date:	17 th September 2025
Subject:	Local Council Tax Support Scheme 2026/27 – Consultation
Purpose:	To agree consultation options for the local Council Tax Support Scheme, 2026/27
Key Decision:	No
Portfolio Holder:	Councillor Sandeep Ghosh, Portfolio Holder for Finance and Economic Growth
Report Of:	Brendan Arnold, Interim Director of Finance (S151 Officer)
Report Author:	Sharon Hammond, Head of Revenues and Benefits
Ward(s) Affected:	All
Exempt Report:	No

Summary

Council Tax Support provides financial assistance through a reduction in Council Tax bills for households on a low income or receiving certain benefits.

The Council is required to review its local Council Tax Support scheme each year and consult on its scheme proposals for the forthcoming year. Pension age residents are regulated by national rules in England and are not affected by any changes in this review.

This report provides an update on the current scheme and, having regard to the financial pressures on the council, presents options for Cabinet consideration to take forward to consultation with major preceptors and other interested persons. Responses from the consultation will be provided back to Cabinet at a later meeting for consideration to help inform its final 2026/27 scheme recommendation to Full Council.

Recommendations

That Cabinet:

1. Agrees to consult on the following options: -
 - Option 1 - Retain the current maximum level of support for Households with Children 100% and Other Households 85% and find savings elsewhere.
 - Option 2 – Reduce the maximum level of support to 90% to lone parents, 80% to couples with children and 75% for all other households.
 - Option 3 – Reduce the maximum level of support to 90% to lone parents, 80% to couples with children and 70% for all other households; and
2. Delegates oversight and approval of the consultation approach to the Section 151 Officer in consultation with the Portfolio Holder for Finance.

Reasons for Recommendations

This will enable a period of consultation with major preceptors and the public on the scheme options for 2026/27, with feedback from the consultation process helping Cabinet to make its final recommendation to Full Council in respect of the scheme for 2026/27.

Other Options Considered

Options to reduce the support in the current scheme groups, i.e. households with children, and other households were considered but rejected in favour of considering options that maintain a higher level of support for lone parent households.

1. Background

- 1.1. Local Council Tax Support schemes replaced the former national Council Tax Benefit (CTB) scheme from April 2013, with government placing the duty to create a local scheme for working age applicants with billing authorities. Central funding was reduced and then, in subsequent years subsumed into other grants paid to local authorities. It is no longer possible to identify the amount of funding provided by central government.
- 1.2. The scheme for pensioners continues to be prescribed by government and allows up to 100% support against Council Tax liability. The council has no power to change the level of support for pensioners.
- 1.3. This annual review relates only to Working Age claimants.

1.4 Changes made to the scheme in 2025/26, following a fundamental review in 2024/25, included an increase in the level of support, along with streamlining and simplification of the scheme. Full Council determined the new scheme at its meeting on 20 January 2025, introducing the following changes from April 2025: -

- Maximum level of support increased to: -
 - 100% for households with children, and
 - 85% for other households.
- Standard £10 non-dependant deductions
- Minimum support £1 per week (CTS entitlement below this level is not paid).
- Introduction of UC earnings tolerance to £30 per week (£130 monthly).
- Removal of Universal Credit earning disregard.
- Reduced upper capital limit to £10,000

1.5 In addition an Exceptional Hardship Fund was introduced, to sit alongside the CTS scheme, administered under the provisions of Section 13A (1) (c) of the Local Government Finance Act 1992, to provide further short-term financial support and signposting in exceptional hardship cases.

1.6 Since its introduction in 2013, some changes to the scheme have been made, including restriction to Band D Council Tax liability. In 2024/25, a new class for Care Leavers was introduced.

2. 2025/26 Current Scheme Expenditure and Caseload

2.1 For the current year it is estimated that £4.9m in Council Tax Support will be granted under the current scheme for both pension age (£2.6m) and working age (£2.3m).

	Total Claims	2025/26 CTS Expenditure £
All Groups	4,542	4,927,879
Elderly	1,974	2,291,080
Working Age	2,568	2,636,799

2.2 This council meets around 13% of the cost of the scheme, (£656m) with the remainder being met by precepting authorities, Lincolnshire County Council and Lincolnshire Police and Crime Commissioner. The cost of Council Tax Support is shared across major preceptors as part of the collection fund accounting process:

CTS 2025/26	BBC	LCC	PCC
£4,927,879	£655,901	£3,558,914	£713,064
	13.31%	72.22%	14.47%

3. Establishing a Council Tax Support scheme for 2026/27

- 3.1 For each financial year, the billing authority must consider whether to revise its scheme or replace it with another scheme. Council Tax Support schemes cannot be changed mid-year.
- 3.2 The Local Government Finance Act requires that before a scheme can be adopted by the billing authority, it must: -
- Consult any major precepting authority which has power to issue a precept to it,
 - Publish a draft scheme in such manner as it thinks fit, and
 - Consult such other persons as it considers are likely to have an interest in the operation of the scheme.

4. 2026/27 Scheme Options for Consultation

- 4.1 Boston BC faces considerable challenges to produce a balanced budget for 2026/27, and work is underway to identify how the level of saving required can be achieved.
- 4.2 Whilst the intention was to review the new CTS scheme after it had been in operation for a full financial year, a review of the level of support offered through this scheme is now brought forward for consideration as part of the council's wider range of savings proposals. Council tax support schemes must be affordable.
- 4.3 It is proposed that consultation seeks views on the following options: -

Option 1. To retain the current maximum level of support for Households with Children 100% and Other Households 85% and find savings elsewhere.

Option 2. To reduce the maximum level of support to households with lone parents to 90%, for households with couples and children 80% and all other households 75%. The potential saving for BBC would be £45k. The average increase in Council Tax payable by affected households would be around £2.50 per week (£132 per year).

Option 3. To reduce the maximum level of support to households with lone parents to 90%, for households with couples and children 80% and all other households 70%. The potential saving for BBC would be £57k. The average increase in Council Tax payable by affected households would be around £3.20 per week (£167 per year).

- 4.4 Whilst any reduction in support will contribute to the council's overall budget position, this decision will place a further requirement on low income / benefit households to pay a higher percentage of their Council Tax liability. As a result, higher levels of non-payment and escalation of debt may be expected, in turn increasing the requirement for bad debt provision.

5. Conclusion

- 5.1. The need for Boston to reach a balanced budget for 2026/27 means that all areas of expenditure need to be explored. The recommendations for consulting on these options will enable Cabinet to make an informed final recommendation to Full Council in respect of the scheme for 2026/27.

Implications

South and East Lincolnshire Councils Partnership

None

Corporate Priorities

None

Staffing

None

Workforce Capacity Implications

None

Constitutional and Legal Implications

The authority is required to make its Local Council Tax Support Scheme, including any revised or replacement schemes, in accordance with the Local Government Finance Act 1992.

Data Protection

None

Financial

There are no direct financial implications as a result of this report, which is seeking approval to consult on options. Following consultation, a further report will be brought back to Cabinet for a final scheme recommendation to Full Council.

During the autumn of 2025 the Council will be considering how to balance the 2026/27 Budget and will be considering in due course a range of proposals in order to achieve this. Some of the options described in this report are capable of contributing savings should this be required, but only after a broader review of budget options has been considered.

Risk Management

None

Stakeholder / Consultation / Timescales

Consultation with major preceptors and other interested parties will be carried out based on Cabinet's decision on the proposals set out in the report.

In line with the principles of consultation, the responses will be provided to Cabinet for consideration at a later meeting, helping to inform the recommendation for the 2026/27 scheme to Full Council.

Reputation

In 2024/25 BBC decided to increase the maximum level of support available under its Council Tax scheme with the intention for the next review in 2026/27 with any changes to be implemented in 2027/28.

The financial circumstances faced by the council has meant a review of the scheme costs has needed to be carried out sooner than anticipated.

As a result, this may reflect on the reputation of the council.

Contracts

None

Crime and Disorder

None

Equality and Diversity / Human Rights / Safeguarding

The Council Tax Support scheme continues to be delivered on the basis of the DWP's previous means tested Council Tax Benefit scheme regarding protection for vulnerable groups, including children and the disabled. The options for consultation do not change this approach.

Health and Wellbeing

None

Climate Change and Environmental Implications

None

Acronyms

CTS – Council Tax Support

UC – Universal Credit

DWP – Department for Work and Pensions

Appendices

None

Background Papers

None

Chronological History of this Report

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

Report Approval

Report author: Sharon Hammond, Head of Revenues and Benefits,
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Signed off by: Brendan Arnold, Interim Director of Finance (S151 Officer)
Brendan.Arnold@sholland.gov.uk

Approved by: Councillor Sandeep Ghosh, Portfolio Holder for Finance and
Economic Growth
Sandeep.ghosh@boston.gov.uk

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Report To:	Cabinet
Date:	17 September 2025
Subject:	Equality, Diversity & Inclusion Strategy
Purpose:	To seek approval for a Partnership Equality, Diversity & Inclusion Strategy.
Key Decision:	No
Portfolio Holder:	Councillor Dale Broughton, Leader of the Council
Report Of:	James Gilbert, Assistant Director – Corporate
Report Author:	Rachel Robinson, Group Manager – Organisational Development
Ward(s) Affected:	N/A
Exempt Report:	No

Summary

This report brings forward the proposed Equality, Diversity & Inclusion (EDI) Strategy (Appendix A) for the South and East Lincolnshire Councils Partnership (SELCP) for 2025-2028. The strategy, developed following extensive consultation and as a key recommendation from the Local Government Association Peer Challenge process, aims to further develop service provision to ensure services are accessible to all. It includes a high-level action plan (Appendix B) to implement the strategy effectively.

Recommendations

1. Approve the Equality, Diversity & Inclusion Strategy and Action Plan at Appendices A and B; and
2. To contribute to a 2-year fixed term officer role to provide expertise and to oversee the implementation of the high-level action plan.

Reasons for Recommendations

- To ensure Boston Borough Council further the development of service provision to ensure services are accessible to all and is committed to promoting inclusion within its workforce and the communities it serves.
- To comply with legal obligations under the Equality Act 2010 and the Public Sector Equality Duty.
- To enhance the reputation of Boston Borough Council as an inclusive and progressive Council.

Other Options Considered

Do nothing: This option was rejected as it would not address the gaps in equality, diversity and inclusion within the Council that were identified through the Peer Challenge process.

1. Background

- 1.1 The Equality Act 2010 provides the legal framework for this strategy. It protects people from discrimination in the workplace and wider society and places a duty on public bodies to eliminate unlawful discrimination, advance equality of opportunity, and foster good relations between different people.
- 1.2 Boston Borough Council recognises the importance of creating an inclusive environment for both employees and the community. EDI, when implemented correctly, can significantly improve service provision to the needs of local communities.
- 1.3 The proposed EDI Strategy has been developed following extensive consultation with stakeholders, including workforce, councillors, residents and partners such as Lincs Digital, Citizens Advice and Shine Lincolnshire.
- 1.4 The EDI Strategy and associated action plan have been reviewed by the Overview & Scrutiny Committee. The Committee has provided constructive feedback which has been incorporated into the final version. The Committee confirmed its support for the Strategy's aims and implementation approach.

2. Report

- 2.1 The strategy is attached at Appendix A and High-Level Action Plan at Appendix B.
- 2.2 The EDI Strategy sets out the Council's commitment to promoting equality, diversity and inclusion across all areas of its operation.

2.3 Key Objectives:

- Understand the needs of our communities and bring local people together.
- Create a diverse and inclusive leadership team and embed inclusion in decision-making.
- Ensure council services meet the diverse needs of residents and make it easy for local residents to access services.
- Be an inclusive and fair employer with a diverse workforce at all levels.

2.4 High-Level Action Plan:

- Training and Development: Implement mandatory EDI training for all staff.
- Policy Review: Conduct a comprehensive review of existing policies to ensure they align with EDI principles.
- Community Engagement: Develop initiatives to engage with diverse community groups.
- Monitoring and Evaluating: Establish metrics to measure progress and impact.

2.5 Expertise is required internally to deliver the strategy through the appointment of a 2-year fixed term officer post. This post will provide expertise and delivery of the high level action plan. The budget required is based on the SELC Partnership MOA split.

BBC	ELDC	SHDC
£7,370	£14,739	£9,933

3. Conclusion

3.1. The adoption of the EDI Strategy and the high-level action plan will position the Council as a leader in promoting equality, diversity and inclusion and ultimately improve service provision to the local community. The recommendations are designed to ensure effective implementation and continuous improvement.

Implications

South and East Lincolnshire Councils Partnership

Positive impact by fostering an inclusive environment.

Corporate Priorities

Supports corporate priorities related to community engagement and workforce development.

Staffing

Requires commitment from all staff; Organisational Development to lead training initiatives.

Workforce Capacity Implications

The post identified within the report is required in order for the Council to deliver the Strategy and associated Action Plan.

Constitutional and Legal Implications

Complies with the Equality Act 2010.

Data Protection

No specific implications

Financial

Budget allocation required for the appointment of a part time, 2 year fixed term officer role to provide expert advice to services and the implementation of the action plan.

Risk Management

Mitigates risks associated with non-compliance with equality legislation.

Stakeholder / Consultation / Timescales

Consultation undertaken with staff, unions, community groups and Councils Scrutiny Committee.

Reputation

Enhances the Council's reputation as an inclusive employer and service provider.

Contracts

No specific implications.

Crime and Disorder

No specific implications

Equality and Diversity / Human Rights / Safeguarding

Positive impact on equality and diversity; no safeguarding issues.

Health and Wellbeing

Promotes a positive and inclusive environment.

Climate Change and Environment Impact Assessment

Not Undertaken.

Acronyms

EDI; Equality, Diversity & Inclusion

SELCP: South and East Lincolnshire Councils Partnership

Appendices

Appendix A

Equality, Diversity & Inclusion Strategy Document

Appendix B

High-level Action Plan

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

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`South and East Lincolnshire Councils Partnership
Equality, Diversity and Inclusion Strategy
2025-2028

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DRAFT

Our Commitment to Equality, Diversity and Inclusion

The South and East Lincolnshire Councils Partnership is committed to delivering services in a way that's inclusive and fair, and with a workforce who reflect our local population, and which treats everyone fairly.

This new Equality, Diversity and Inclusion Strategy sets out how we achieve this. It also sets out how we'll demonstrate our commitment to inclusion, why we want to do so, and how with a clear action plan that translates into action.

We're proud of the communities who make up Boston, East Lindsey and South Holland. At South Holland District Council, where we act as landlord for over 3,700 tenants. We recognise the additional role we play in supporting our tenants and the specific duties placed on us as a registered provider. This includes understanding the needs of our tenants and sharing information with them that is appropriate to their requirements. We want to support residents across all three council areas to live well, recognising the challenges they might face and helping mitigate them. Not everyone has the same starting point. Some people face additional barriers to overcome to access services or go about their daily lives. This could be getting older, having a physical or mental disability, or not speaking English as a first language. There are many reasons why it's important for us to consider inclusion in our approach. This strategy refreshes our commitment to do that.

We want to be bold and ambitious in our Sub-Regional Strategy, doing more for local communities by working together. This includes recognising the diverse needs of our communities, working together to deliver services in a way that meets local need and taking steps to bring our communities together. The objectives in this strategy complement our sub-regional priorities of healthy lives, safe and resilient communities, environment and growth and prosperity. This strategy also supports the objectives set out in our Customer Experience Strategy and our Workforce Strategy.

Developing this strategy

We have consulted widely in developing this strategy. This included consultation with our workforce at all levels within the Partnership, who have experience in delivering a range of services for residents across our area. We have consulted with councillors representing communities across Boston, East Lindsey and South Holland, gaining insights into issues affecting local residents. We have also consulted with residents through group workshops with council tenants in South Holland and Ageing Well Ambassadors. We have had input from partners working with different communities and individuals to address some of the barriers to accessing services, including Lincs Digital, Citizens Advice and Shine Lincolnshire. We are grateful for all those who took the time to feed into this process.

This strategy builds on best practice set out in the LGA Equality Framework, which recognises and supports councils to meet their obligations under the Equality Act 2010.

Context and Legislation

The Equality Act 2010 provides the legal framework for this strategy. It protects people from discrimination in the workplace and wider society and places a duty on public bodies to:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not, including:
 - Remove or minimise disadvantages suffered by people due to their protected characteristics.
 - Take steps to meet the needs of people with certain protected characteristics where these are different from the needs of other people.
 - Encourage people with certain protected characteristics to participate in public life, or in other activities where their participation is disproportionately low.
- Foster good relations between people who share a protected characteristic and those who do not.

This is known as the Public Sector Equality Duty. The Public Sector Equality Duty requires public bodies including councils to:

- Consider how people can be affected by different decisions
- Publish relevant, proportionate information showing how we are complying with the duty
 - Including Gender Pay Gap information (for workforces of 250 or more) and workforce profiles
- Set at least one equality objective every four years

The Equality Act identifies nine 'protected characteristics' and makes it illegal to discriminate against anyone on the basis of any of these characteristics. The nine protected characteristics are:

- Age
- Sex
- Gender reassignment
- Race
- Disability
- Pregnancy/ maternity
- Sexual orientation
- Religion or belief
- Marriage/ civil partnership

The Equality Act defines a disability as:

“a physical or mental impairment that has a ‘substantial’ and ‘long-term’ negative effect on your ability to carry out normal daily activities”.

The South and East Lincolnshire Councils Partnership recognises that there are characteristics beyond the nine legally recognised which can also create barriers to access for individuals. These include, but are not limited to:

- Socioeconomic status
- Care experience/ care leaver
- Literacy or education level
- Digital literacy
- Armed forces service
- Whether you provide care to another person

What is the Gender Pay Gap?

The gender pay gap is a measure of workplace disadvantage, expressed by comparing the average (median) hour rates of pay received by men and women.

It is different to Equal Pay, which is a legal requirement. By law, men and women must receive equal pay for:

- The same or broadly similar work;
- Work rated as equivalent under a job evaluation scheme; or
- Work of equal value.

Organisations with more than 250 employees are legally required to publish data relating to their Gender Pay Gap annually. This duty is placed on each council within the partnership. Boston, East Lindsey and South Holland Councils will continue to publish their Gender Pay Gap reports as sovereign councils.

Our Equality Objectives

As part of the Public Sector Equality Duty, we are publishing our Equality Objectives. These are:

- Our communities: understand the needs of our communities and bring local people together
- Our leadership: create a diverse and inclusive leadership team (both Councillors and Officers) and embed inclusion in our decision making
- Our services: ensure council services meet the diverse needs of our residents and make it easy for local residents to access council services and facilities
- Our workforce: be an inclusive and fair employer with a diverse workforce at all levels

South and East Lincolnshire and its citizens: some key facts

The three local authority areas of Boston, East Lindsey and South Holland cover 1019 square miles (45% of the administrative county of Lincolnshire) and with 306,000 people represent 40% of its population.

While each council area has its own profile, there are common themes. Amongst this area is a sparse pattern of settlements and two main economic sectors: tourism and food manufacturing. Both industries are highly seasonal. This, has led to significant pockets of deprivation in the area; particularly prevalent on the East Lindsey coast. The rurality of the area and the lack of public transport leads some people and communities to be physically disconnected from others.

The average age in the sub-region is significantly higher than the national average, particularly in East Lindsey, where there is also much higher prevalence of physical disability than average. The profile of the area remains predominantly white British, with a significant population from new and established communities, predominantly from Eastern European countries, particularly in the Boston area.

Boston

Boston Borough has a population of 70,800, of whom around 46,000 live within Boston town itself. It is the main service centre in Lincolnshire and the second largest settlement in the region, after Lincoln.

Wages in Boston are amongst the lowest in Great Britain, at more than £100 per week lower than the national average (£582 vs £683). This figure is even lower amongst women (£487 vs £629).

In addition to economic hardship, Boston has experienced challenges with political disengagement, with historically low voter turnout and limited civic participation in some communities. These issues are compounded by language barriers and a lack of trust in institutions, which can further marginalise residents from democratic processes. Addressing these barriers is essential to fostering inclusive civic engagement and ensuring all voices are heard in local decision-making.

Boston Borough has a higher proportion of people claiming out of work benefits than the national average, at 4.3%, compared to 3.7%. Boston has the lowest score in England for educational attainment in the 2019 English Indices of Deprivation. The greatest educational challenge relates to adult rather than school age skills deficits.

Boston has become home to a settled population of successful migrant workers and almost half (44.7%) of live births in the area are to non-UK born mothers. 20.9% of Boston residents do not consider their national identity to be British, and 13.9% households do not speak English.

20.4% Over 65	17.6% Disabled	20.9% Non-UK Identity
19.5% no access to a vehicle	13.4% have no English speakers in the household	59.1% deprived in one of more dimension*

East Lindsey

East Lindsey is the largest District Council by geographical area in the country. This creates challenges for transport and access to rural towns and villages. It has a population of 142,900, making it the second largest in Lincolnshire. Some communities are at risk of economic and social deprivation or 'un-met needs'. East Lindsey is currently ranked 30th most deprived out of 318 of local authority in England in the national for Indices of Multiple Deprivation. East Lindsey has poor health outcomes, with some of the highest levels of disease prevalence on almost every indicator in Lincolnshire.

With an average age of 52, compared to the national average age of 42, the population of East Lindsey is significantly higher than in other areas. Over a third of local residents are retired. It also has a higher-than-average number of local residents living with a disability.

Key stats

30.5% Over 65	22.2% Disabled	2% Non-UK identity
17.6% no access to a vehicle	Less than 1% have no English speakers in the household	61.2% deprived in one or more dimension*

South Holland

South Holland has a population of 98,000 and is of modest geographical size by Lincolnshire standards but remains rural and remote.

Although it is not in the lowest local authority areas by Indices of Multiple Deprivation, salaries are considerably lower per week than the national average (£636 vs £683), and particularly low for women (£546 vs £628). 56% of local people are deprived in at least one category.

The average age in South Holland is above the national average, at 46 compared to 42 and it has a higher-than-average percentage of people who are retired.

South Holland District Council is the only one of the three councils in the partnership to also act as a landlord, with over 3700 council properties. Over 50% of South Holland's tenants have a disability, and the average age of a tenant is 63 years old.

23.9% Over 65	17.6% Disabled	11.6% Non-UK identity
12.9% no access to a vehicle	7.1% have no English speakers in the household	56% deprived in one or more dimension*

***Note on Deprivation**

The 2021 Census classified household deprivation against four possible indicators: education, employment, health and housing. The definitions used are:

Education: a household is classified as deprived in the education dimension if no one has at least level 2 education and no one aged 16 to 18 years is a full-time student.

Employment: a household is classified as deprived in the employment dimension if any member, not a full-time student, is either unemployed or economically inactive due to long-term sickness or disability.

Health: a household is classified as deprived in the health dimension if any person in the household has general health that is bad or very bad or is identified as disabled.

Housing: a household is classified as deprived in the housing dimension if the household's accommodation is either overcrowded, in a shared dwelling, or has no central heating.

Delivering our Objectives

This section sets out each of our Equality Objectives and our priorities to deliver them. Actions to support these can be found in the plan accompanying this strategy (appendix 2).

1. Our communities: understand the needs of our communities and bring local people together

The South and East Lincolnshire Councils Partnership serves a range of communities and residents across a vast geographical area. Across these communities are individuals with a range of needs, priorities and challenges. We are committed to breaking down barriers that might prevent people from accessing services or engaging in their local community. To do that, we must understand what these might be.

Across our towns and villages local people get on well with each other. Many give up their time to be part of community groups and initiatives. But there is more we can do across generations, backgrounds and cultures. We are committed to supporting initiatives that promote community cohesion across our sub-region.

Priorities:

- A better understanding of community needs, including:
 - Community profiles, easily accessible across the councils and our partners
 - Benchmarking data on community cohesion, asking residents “do people from different backgrounds get on well together?”
 - Support initiatives that promote civic engagement and democratic participation, particularly in areas with historically low voter turnout or political disengagement
 - Work with community representatives and organisations to build trust and increase participation in local governance
- A greater sense of community and increased community cohesion
 - Celebrating the work of volunteers and supporting community initiatives that bring people together
 - Councils actively participating in local events which celebrate diversity
 - Initiatives that support people from different backgrounds to come together and understand one another

2. Our leadership: create a diverse and inclusive leadership team (Councillors and Officers) and embed inclusion in our decision making

Developing a greater diverse leadership team, both Councillors and Officers, can help improve equality outcomes that draw on their different perspectives, experiences and backgrounds. It sets the tone for the organisation we want to be: one where diversity and inclusion are everyone’s responsibility and are considered in every decision we make. It helps lead conversations with our partners as we strive to be more inclusive organisations.

It's our duty under the Equality Act to consider how different people are affected by decisions we make. To do this effectively, we will implement a new Equality Impact Assessment process, drawing on best practice in the sector. We will ensure that Members and Officers know when and how to produce and evaluate these assessments and take steps to mitigate the impacts they identify.

Priorities:

- A leadership team that sets the tone of a diverse, fair and inclusive organisation
- Talent management programmes which support progression of those from underrepresented groups across the Partnership
- Work with Councillors to increase the diversity of those who stand for council, and consider best practice around increasing diversity among the Executive
- Embed a new Equality Impact Assessment tool into decision making, with clear expectations and training and support for decision makers on how to interpret and consider them

3. Our services: ensure council services meet the diverse needs of our residents and make it easy for local residents to access council services and facilities

Our first priority sets out our commitment to better understanding local need. Once we understand it better, we must take steps to ensure our services meet the needs identified. This includes making it easy for residents to access what they need – whether that's information online or physical access to council facilities.

For many people, accessing services and information online is efficient and straightforward, but for others it's a significant challenge. We want to set the standard for inclusive and accessible services locally, developing and implementing best practice which we will share with partners. We are committed to ensuring that community groups are able to participate in decision making through consultation and engagement.

Priorities:

- Ensure residents access and understand information provided by the council, including writing in plain English and providing translation where needed
- To consider improved physical accessibility across our buildings and whether access to our outdoor spaces, parks and beaches needs improving.
- Increased understanding of digital inclusion and inclusivity in how online services and information are presented
- Ensure that meaningful consultation with a diverse range of people informs decisions made by the council and the services we deliver

4. Our workforce: be an inclusive and fair employer with a diverse workforce at all levels

The South and East Lincolnshire Councils Partnership has a committed and talented workforce who work hard to deliver local services that matter. But we want to be an even better place

to work, where people from all backgrounds and with all protected characteristics feel comfortable, supported and included. We expect those who deliver services on our behalf, including any contractor or supplier, to meet our standards and expectations with regards to equality, diversity and inclusion.

As a recognised Disability Confident and Age Friendly Employer, we already take steps to make our workplace an inclusive place for those with a disability and for older employees. But we know there's more that we can do. We want to support and encourage our staff to come together around their shared experiences and ensure that we consult with these groups about decisions that affect our workforce.

Priorities:

- Improve the data available in the workforce profile through increased focus on providing the information requested, helping colleagues to understand why this matters
- Recruitment practices which attract a diverse pool of talent, including diverse recruitment panels
- Encouraging a culture where inclusion is openly discussed, and discrimination is challenged
- Improved training on Equality, Diversity and Inclusion for both members and officers
- Support staff groups that bring people together around protected characteristics/ shared experiences and involve them in relevant policy development

Governance and Next Steps

Alongside this strategy, we have developed a high-level action plan. This will serve as our roadmap to delivering the objectives in this strategy and embedding inclusion across our organisation. The South and East Lincolnshire Councils Partnership recognises that for our commitment to inclusion to be meaningful, it must be embedded within our organisation. It must be at the centre of our policies and decisions, not an add on. This plan will take steps to embed inclusion in our organisation and to improve the way we address issues of inequality when and where they occur.

The South and East Lincolnshire Councils Partnership's Officer Equalities Board will oversee delivery of these actions. The Lead officer will feedback from the Equalities Board to the Portfolio Holder.

While the lead member, officers and the Board will take a key role in delivering our action plan, the Partnership expects all Councillors and Officers to play their part in achieving our equality objectives. This includes fostering an inclusive place to work, considering inclusion in decision making and challenging inappropriate language or behaviour should it occur.

The South and East Lincolnshire Councils Partnership will provide regular updates to Portfolio Holders and Leadership Team.

Appendix 1- Census Data

Census data

The table below sets out the profile of residents in Boston, East Lindsey and South Holland against each protected characteristic, according to the 2021 census. It provides a national average for reference (England and Wales).

These figures rely on the accuracy of the data reported, which asked people to self-identify against these criteria. Being in line with the national average does not diminish the need to address barriers faced due to any protected characteristic.

There was no question relating to gender reassignment or pregnancy/ maternity in the 2021 census.

Protected characteristic	Boston	East Lindsey	South Holland	National Average	Commentary
Age	Median age-42 15 or under 18.3% 16-64 61.2% 65+ 20.4%	Median age-52 15 or under 14.7% 16-64 54.9% 65+ 30.5%	Median age-46 15 or under 17% 16-64 59.2% 65+ 23.9%	Median age-40 15 or under 17.4% 16-64 64.1% 65+ 18.6%	Average age is above the national average
Sex	50.8% Female 49.2% Male	51.1% Female 48.9% Male	50.8% Female 49.2% Male	51% Female 49% Male	In line with national average
Sexual orientation	88.4% Straight 2.17% LGB 9.87% DNA	89.87% Straight 2.22% LGB 7.9% DNA	89.27% Straight 1.98% LGB 8.75% DNA	89.4% Straight 3.2% LGB 7.5% DNA	In line with national average
Race	94.7% White 2% Asian 0.7% Black 1.4% Mixed/Multiple Ethnic Group 1.2% Other	97.8% White 0.8% Asian 0.2% Black 1% Mixed/Multiple Ethnic Group 0.2% Other	96.3% White 1.2% Asian 0.5% Black 1.3% Mixed/Multiple Ethnic Group 0.6% Other	81.7% White 9.3% Asian 2.5% Black 3% Mixed/Multiple Ethnic Group 1.6% Other	Population is less diverse than national average
Religion	31.3% No religion 59.8% Christian 1.4% Muslim All others below 1% 6.5% DNA	38.8% No religion 53.9% Christian All others below 1% 6% DNA	33% No religion 58.9% Christian 1.4% Muslim All others below 1% 6.5% DNA	37.2% No religion 46.2% Christian 6.5% Muslim All others below 1% 6% DNA	Religious v non-religious is roughly in line, but with a lower representation of people who are from other religions
Disability	17.6% disabled	22.2% disabled	17.6% disabled	17.7% disabled	East Lindsey has higher level of disability

Marriage/ Civil Partnership	44.7% married or in a civil partnership	50.4% married or in a civil partnership	49.2% married or in a civil partnership	46.9% married or in a civil partnership	Overall similar to national average
Employment status (not a protected characteristic)	57.2% in employment 23.7% retired	45.8% in employment 35% retired	56.3% in employment 27.4% retired	57.2% in employment 21.6% retired	Higher than average number of retired people
Household deprivation	59.1% deprived in one or more dimensions	61.2% deprived in one or more dimensions	56% deprived in one or more dimensions	51.7% deprived in one or more dimensions	Higher than average deprivation
Health	5.7% in bad or very bad health	6.8% in bad or very bad health	5.2% in bad or very bad health	5.3% in bad or very bad health	Above average bad health in Boston and East Lindsey
Access to a vehicle	19.5% no access to vehicle	16.7% no access to vehicle	12.9% no access to vehicle	12.7% no access to vehicle	Below average access to a vehicle

South and East Lincolnshire Councils Partnerships- EDI Action Plan

This action plan accompanies the SELCP 2025-28 Equality, Diversity and Inclusion Strategy. It sets out actions against each of the four Equality Objectives. It aims to provide actions that allow the public and our partners to hold us to account for their delivery.

This action plan requires additional capacity, through a shared post, being introduced to the Officer structure to lead its delivery.

Objective 1: Our communities: understand the needs of our communities and bring local people together

Outcome Number	Outcome (What we want to achieve)	Deliverable (How we will achieve it)	Lead Officer	Due Date	Status (RAG)
1.1	A better understanding of the needs of our community, which can be easily accessed by councillors, officers and our partners	1.1.1 Produce community profiles for each council area which provide demographic details, including any particular barriers to access and languages spoken in each area 1.1.2 Publish these on the council's website and communicate them to officers, members and partners 1.1.3 Produce a profile of South Holland District Council tenants, including needs around access and language			
1.2	A baseline for community cohesion through the residents' survey	1.2.1 Include a question about how well communities get on with each other in future residents' surveys 1.2.2 Ensure that the methodology of this survey produces a robust baseline (ie it is a representative sample)			
1.3	Celebrate and support events which highlight underrepresented groups throughout the year	1.3.1 Publish a calendar of events which support/ promote diversity/inclusion in the local area (ie Pride, International Women's Day, Remembrance Sunday etc)			

		1.3.2 Consider how the Partnership will support local events, including building relationships with partners, considering financial or other support, and encouraging attendance at and promotion of events			
1.4	Encourage and celebrate participation in community initiatives	<p>1.4.1 Celebrate the work of volunteers through an annual awards event</p> <p>1.4.2 Work with voluntary and community groups to identify volunteering opportunities and connect them with volunteers</p>			
1.5	Take a leadership role in promoting EDI in our area	<p>1.5.1 Identify key voluntary and community organisations working with or representing new and emerging communities</p> <p>1.5.2 Develop a positive relationship with these organisations, seeking opportunities to deliver projects together and get involved in the work they doing</p> <p>1.5.3 Explore the possibility of a voluntary and community board to act as a point of reference/ consultation for key policy developments and decisions and to listen to their challenges and experiences</p>			
1.6	Improve community cohesion and reduce hate crime	1.6.1 Establish a task and finish group to review our approach to tackling hate crime			

Objective 2: Our leadership: create a diverse and inclusive leadership team (Councillors and Officers) and embed inclusion in our decision making

Outcome Number	Outcome (What we want to achieve)	Deliverable (How we will achieve it)	Lead Officer	Due Date	Status (RAG)
2.1	Senior leaders take an active role in understanding and monitoring progress towards delivering our equalities objectives	2.1.1 Produce an annual EDI update report to publish on the Council website. 2.1.2 Require senior leaders (Service Manager and above) to demonstrate how they have promoted inclusion in their annual reviews.			
2.2	Address the gender pay gap at all levels	2.2.1 Produce an annual gender pay gap report and leadership profile for the top two tiers of management 2.2.2 Implement a plan to eliminate the gender pay gap at all levels			
2.3	Advance diversity in the senior leadership team by embedding inclusive, transparent, and meritocratic practices in recruitment and talent development.	2.3.1 Ensure diverse participation in talent management programmes across the partnership 2.3.2 Provide opportunities for training and development for underrepresented groups at senior levels, including funding mentoring and external training			
2.4	Encourage councillors to consider best practice around increasing diversity in representation and address equalities issues faced by elected members	2.4.1 Deliver training to councillors around EDI, with a particular focus on the role of elected members in inclusive decision making 2.4.2 Encourage discussion around issues such as the LGA's Parental Leave Policy, the timing of council meetings to allow for greater participation from those in work/ with caring responsibilities etc and initiatives to ensure greater diversity amongst executive appointments			

		2.4.3 Consider reasonable adjustments required by councillors with disabilities, including ensuring meeting rooms have hearing loops			
2.5	Encourage more diversity in candidates standing for election	2.5.1 Run a 'become a councillor' campaign, focussing on encouraging those from underrepresented groups to put themselves forward			
2.6	Embed EDI into decision making through a clear and robust Equality Impact Assessment process	<p>2.6.1 Review and update the Equality Impact Assessment template, following best practice from within the sector</p> <p>2.6.2 Publish an approach to EIAs, outlining:</p> <ul style="list-style-type: none"> ○ when an EIA is required ○ who should complete it ○ what guidance they should follow ○ how an EIA is 'signed off' ○ how it should be considered in the decision-making process <p>2.6.3 Communicate this approach to Councillors and Officers, and make it publicly available on the council's website</p> <p>2.6.4 Provide training to relevant staff and councillors in the use and evaluation of Equality Impact Assessments</p> <p>2.6.5 Report annually on the use and impact of EIAs on decision making</p>			

Objective 3: Our services: ensure council services meet the diverse needs of our residents and make it easy for local residents to access council services and facilities

Outcome Number	Outcome (What we want to achieve)	Deliverable (How we will achieve it)	Lead Officer	Due Date	Status (RAG)
3.1	Ensure that meaningful consultation with diverse groups informs decisions made by the council	<p>3.1.1 Ensure that the forward plan considers how local communities will be consulted about council decisions</p> <p>3.1.2 Develop an inclusive consultation process through a task and finish group</p> <p>3.1.3 Create opportunities for partners and service providers to share experiences and input into decisions</p>			
3.2	All residents are able to access and understand information shared by the council	<p>3.2.1 Review all key communications sent by the council to ensure they are easy to read and understand (such as council tax letters, standard responses to enquiries etc)</p> <p>3.2.2 Roll out 'plain English' guidance across the Partnership and training for those most regularly in contact with the public about writing in plain English</p> <p>3.2.3 Streamline the process for accessing translation and interpreting services, ensuring this is applied equally across all departments within the council</p> <p>3.2.4 Produce an 'inclusive information' guide, which gives due regard to how information is presented to ensure it is easily to read (eg fonts, colours, format)</p>			

3.3	Remove barriers to accessing information and services online, promoting digital inclusion	<p>3.3.1 Consider whether the Digital Strategy aligns with the EDI Strategy</p> <p>3.3.2 Ensure the council understands the profile of those who struggle most with digital access, understanding that this is not necessarily about age</p> <p>3.3.3 Review digital processes to ensure they are not unnecessarily complicated through regular focus groups with service users</p> <p>3.3.4 Ensure the 'recite me' accessibility toolbar is easily accessible on each council's website and communicate about it to residents</p> <p>3.3.5 Undertake a website audit to ensure that all links are correct and information is easily accessible</p> <p>3.3.6 Introduce a text relay service to ensure that residents who are deaf, hard of hearing or speech impaired are able to contact the council by telephone</p>			
3.4	Council facilities and outdoor public spaces are easy to access and use for all	<p>3.4.1 Undertake accessibility and age friendly audits of all council buildings/ facilities</p> <p>3.4.2 Implement all appropriate recommendations from accessibility and age friendly audits</p> <p>3.4.3 Review accessibility to outdoor public spaces, including parks and beaches</p>			
3.5	Improve accessibility of community and partner venues	<p>3.5.1 Develop an 'inclusive buildings standard'</p> <p>3.5.2 Encourage community venues and partners to ensure their facilities meet these standards</p>			

3.6	Support local residents to get around better	<p>3.6.1 Encourage public transport providers to provide regular services across our area</p> <p>3.6.2 Pay due regard to availability of public transport when planning community events/ meetings etc</p> <p>3.6.3 Work with the County Council to address the physical condition of roads and pavements, particularly where they create a hazard from those with a disability</p>			
3.7	Ensure that tenants of South Holland District Council are able to report repairs and consider vulnerability in undertaking repairs	<p>3.7.1 Introduce a text relay service to enable those who are deaf, hard of hearing or speech impaired to report repairs over the phone</p> <p>3.7.2 Consider assessing tenant vulnerability (eg age, disability) in the repairs process, reviewing the Housing Repairs Policy if appropriate</p>			

Objective 4: Our workforce: be an inclusive and fair employer with a diverse workforce at all levels

Outcome Number	Outcome (What we want to achieve)	Deliverable (How we will achieve it)	Lead Officer	Due Date	Status (RAG)
4.1	All those representing the council, both officers and members, have appropriate understanding of EDI through training and development	<p>4.1.1 Review the mandatory training offer on EDI</p> <p>4.1.2 Ensure all staff and councillors undertake agreed EDI training within 6 months</p> <p>4.1.3 Consider how those who are not desk based can best participate (ie offer some training in person)</p> <p>4.1.4 Provide data on those who have not completed the training to SLT each quarter</p> <p>4.1.5 Roll out unconscious bias training to all managers and councillors</p>			
4.2	A better understanding of our workforce	<p>4.2.1 Improved data reporting for our annual workforce profiles</p> <p>4.2.2 Communicate with staff about why this information matters and offer incentives to complete their profiles</p> <p>4.2.3 Improve the workforce profiles in line with sector best practice, including a narrative to contextualise the information and explain why it matters</p> <p>4.2.4 Identify priority areas of focus, either to improve reporting or underrepresentation, and establish necessary task and finish groups to address areas of concern</p>			

4.3	A more inclusive and diverse workforce through inclusive recruitment and onboarding practices	<p>4.3.1 Review the recruitment policy to incorporate a commitment to inclusive recruitment, building on sector best practice</p> <p>4.3.2 Commit to diverse interview panels</p> <p>4.3.3 Review the onboarding process to ensure a focus on EDI is included</p>			
4.4	Bring people together around shared experiences or protected characteristics and involve them in decisions	<p>4.4.1 Encourage and support new and existing staff groups that bring people together around protected characteristics/ shared experiences (such as menopause, neurodiversity, disability)</p> <ul style="list-style-type: none"> ○ Support staff to make time to participate in such groups ○ Consider how participation can be recognised as CPD/ in appraisals etc <p>4.4.2 Involve these groups in decision making and policy development</p> <p>4.4.3 Listening to the views of these groups and ensuring access to senior leaders through regular opportunities to feedback views from the workforce</p>			
4.5	Promote a culture where inclusion is discussed and discrimination is challenged	<p>4.5.1 Encourage teams to share their experiences and discuss EDI issues in their work, removing stigma and challenging assumptions</p> <p>4.5.2 Provide clear channels of escalation to raise queries or concerns regarding EDI issues</p>			
4.6	A collective understanding of roles and responsibilities around EDI	<p>4.6.1 A named EDI lead at a strategic level, currently the Assistant Director (Corporate), communicated to staff at all levels</p> <p>4.6.2 Named EDI leads amongst councillors, with clearly defined responsibilities</p>			

		<p>4.6.3 Recruit a person/ persons responsible for EDI at an operational level, able to provide advice and act as a point of escalation for relevant issues</p> <p>4.6.4 Greater visibility to the work of the Equalities Board through regular reporting back to the workforce</p> <p>4.6.5 All Councillors and Officers play their part in creating an inclusive organisation</p>			
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Other outcomes

These outcomes are recommended to support the overall delivery of the strategy

Outcome Number	Outcome (What we want to achieve)	Deliverable (How we will achieve it)	Lead Officer	Due Date	Status (RAG)
5.1	Appropriate resourcing to deliver the actions included in this action plan	<p>5.1.1 Identify required resourcing to support this strategy</p> <p>5.1.2 Recruit if required</p> <p>5.1.3 Agree the membership of the Equalities Board, as well as terms of reference and meeting dates</p> <p>5.1.4 Designate a named person responsible for delivering each action in this plan</p>			
5.2	Show local leadership in addressing EDI issues	5.2.1 Establish a partnership board to bring partners together to address inclusion issues across the area			
5.3	Ensure those delivering services on behalf of the council meet the councils expectations around respect and inclusion	<p>5.3.1 Review procurement and commissioning processes to ensure the principles of the EDI Strategy translate into contracts</p> <p>5.3.2 Provide a clear route to raise concerns relating to discrimination or behaviour which is not in line with the Partnership's commitment to EDI</p>			



Report To:	Cabinet
Date:	17 th September 2025
Subject:	South & East Lincolnshire Councils Partnership Body Worn Video (BWV) Policy 2025
Purpose:	To seek approval from Cabinet for a new Body Worn Video Policy for the South & East Lincolnshire Councils Partnership to ensure arrangements are compliant with our legal obligations and data protection controls.
Key Decision:	No
Portfolio Holder:	Councillor Dale Broughton, Leader of the Council
Report Of:	Christian Allen, Assistant Director – Regulatory
Report Author:	Peter Hunn, Safer Communities Manager (Operations)
Ward(s) Affected:	All
Exempt Report:	No

Summary

The purpose of this new policy is to ensure that the operational use of Body Worn Video (BWV) is lawful, proportionate, legitimate and necessary; that it will be only used when deemed necessary for the purposes of violence reduction or evidence collection by trained staff in accordance with legislation, policy and procedures. It sets out roles and responsibilities, provides staff with the correct procedures for collecting, downloading, processing and presenting video evidence. This policy will ensure all BWV devices are used reasonably, justifiable and proportionately and that the product of BWV devices is stored, retained, reproduced and disposed of appropriately.

Recommendations

1. That Cabinet consider the report, policy and any feedback from the Overview and Scrutiny Committee held on 17 July 2025 and approve the Body Worn Video Policy; and

2. That the Assistant Director Regulatory / Senior Responsible Officer, in consultation with the 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 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.

Reasons for Recommendations

To ensure that Members are aware of the duties imposed on the Council by legislation and best practice guidance with regard to the use of BWV and the requirement to adopt policies, processes and procedures that are up to date, relevant and fit for purpose. Ensuring Members are informed BWV activity, policy and procedures demonstrates good governance and an organisational commitment to the obligations imposed by RIPA, Surveillance Camera Commissioner guidance and any appropriate legislation around privacy, Data Protection and Freedom of Information legislation.

Other Options Considered

None

1. Background

- 1.1 As reported to Cabinet earlier this year, there was a commitment made to bring forward a new Partnership BWV Policy demonstrating an ongoing commitment to the health, safety and welfare of our staff, service users and anyone else affected by our activities. Members of Overview and Scrutiny Committee were consulted on 17th July 2025 and welcomed this new policy and were supportive of it being taken forward to Cabinet for approval.
- 1.2 SHDC Policy Development Panel made one substantive suggestion around the limitation on use to only BWV devices provided by the Council. This has now been added into the policy and can be found in the Equipment Section (8) (8.1).
- 1.3 This new policy will enable front line officers to utilise BWV devices where it is lawful, reasonable, justifiable and proportionate to do so.
- 1.4 The policy will demonstrate that appropriate technical and organisational measures have been considered and will be implemented, integrating the principles of data protection into the processing of evidence/data. BWV devices provide an excellent standard of evidence when undertaking regulatory and enforcement activities however, they must be deployed appropriately and the information/data gathered correctly managed.

- 1.5 The purpose of this new policy will be to ensure that BWV devices will only be deployed when it is deemed necessary for the purposes of reducing aggression towards officers or in the gathering of evidence by trained staff in accordance with legal requirements, policy and mandatory guidance. It will set out roles and responsibilities, provide staff with the correct procedures for collecting, downloading, processing, presenting and retaining evidence obtained from BWV devices.

2. Report

- 2.1. The individual councils within the S&ELCP are committed to ensuring, so far as is reasonably practicable, the health, safety and welfare of its staff, service users and anyone else who may be affected by its activities. This policy has been developed to ensure that the council's front line enforcement officers using BWV devices do so in a lawful, reasonable, justifiable and proportionate manner.
- 2.2. Under Articles 25(1) and 25(2) of the UK GDPR, the individual councils within the S&ELCP have an obligation to implement appropriate technical and organisational measures to show that it has considered and integrated all of the principles of data protection into their processing activities.

3. Policy Statement

- 3.1. The individual councils within the S&ELCP are committed to securing the best evidence and intelligence possible when carrying out their council functions, including but not being limited to its regulation and enforcement activities. BWV technology provides enhanced opportunity to secure such evidence and intelligence.

4. Training

- 4.1. All Officers authorised to use BWV devices will receive training in the operation of this policy and the operation of allocated BWV devices prior to being able to employ their use. This will include:
- Applicable legislation and legal requirements of using BWV devices in a public area, privacy, data protection, information governance etc.
 - Framework and reasons for deployment of devices throughout the Councils.
 - How to mount the device on the body.
 - How to operate the device, turning on/off and various functions.
 - When to operate the recording function and the parameters of permitted use.
 - Permissions of use, how to alert the public recording is about to commence and reasons why.
 - Maintenance and charging of the device.
 - How to use the device software for information and data upload/transfer.
 - The timeframe for uploading of information and data.
 - How to deal with a subject access request.
 - How the information and data is stored and erased from the devices.
 - Implications for misuse.
- 4.2. All personnel must attend a full training session prior to deploying a BWV device in an operational environment and must sign to acknowledge they have been trained and understand their legal responsibilities in its use. Records of this training will be held centrally for audit and accountability purposes.

5. Conclusion

5.1. This report brings forward a BWV Policy for consideration and approval by Cabinet.

Implications

South and East Lincolnshire Councils Partnership

By adopting a common approach to the use of BWV across all three councils, economies of scale, efficiencies and shared learning can be optimised across the Partnership. This sub regional approach also accords with the objectives set out in the Memorandum of Agreement and the Business Case for the South and East Lincolnshire Councils Partnership.

Corporate Priorities

Safe and Resilient Communities

Staffing

Current staffing resource across the partnership will support the delivery of BWV activity with additional resources identified through further funding as necessary.

Workforce Capacity Implications

None

Constitutional and Legal Implications

Non - compliance with the legislation associated with covert surveillance leaves the Council open to evidential challenge to enforcement activities in the courts and potentially formal claims for compensation from individuals or corporate bodies should it be found that BWV policy, guidance and procedures have not been followed. The Policy and training ensure all officers considering using BWV are aware of the requirements of legislation and best practice.

Data Protection

A separate DPIA has been produced for this policy and is available on request.

Financial

None, there is an expectation that departments across the Partnership who wish to use BWV will purchase their own CCTV enabled cameras that are able to be connected directly to the CCTV Suite at Boston. Further funding opportunities will be sought wherever possible to support delivery. That aside, delivery will be managed through existing departmental commitments and resources.

Risk Management

The Council may be exposed to legal, financial and reputational risk were it to undertake enforcement activity inconsistent with the obligations of this policy. Hence it is important

that our policy, practices and procedures are regularly reviewed to ensure that they are up to date with IPCO and Home Office guidance. Adopting common policy, practices and procedures also provides the Partnership with improved resilience, capability and capacity to our evidence gathering and recording arrangements.

Stakeholder / Consultation / Timescales

Consultation has been undertaken with the relevant Portfolio Holder, Monitoring Officer, Group Manager for Information Governance and Data Protection Officer and Section 151, Corporate Managers and Service Managers.

The report has also been shared with those Officers with designated responsibilities in the Partnership BWV Policy.

Reputation

Non-compliance with the legislation associated with covert / overt surveillance leaves the Council open to reputational damage should a formal claim for compensation from individuals or corporate bodies find BWV policy, guidance and procedures have not been followed.

If any prosecution is undertaken, and that through disclosure it becomes clear that either our BWV policy is not robust or it has not been followed, it may compromise the outcome of the prosecution as a result.

Contracts

None

Crime and Disorder

Compliance with the obligations of PACE and Crime and Disorder Act 1998 must be intrinsic to all enforcement activities undertaken by the Council.

Equality and Diversity / Human Rights / Safeguarding

Adopting an approach to the use of BWV that is consistent with Data Protection, RIPA, IPCO and Home Office guidance will help to ensure that the Council is meeting its equality and diversity, human rights and safeguarding obligations.

It should be noted that CCTV surveillance techniques and investigations need to consider Article 8 of the Human Rights Act, which covers right to privacy. This is also subject to regulation under RIPA and CCTV Codes of Practice.

Health and Wellbeing

This policy supports officers for the purposes of violence reduction or evidence collection by trained staff in accordance with legislation.

Work carried out to reduce crime and disorder within the partnership and to support those that are affected helps to improve the health and wellbeing of those residents.

Climate Change and Environment Impact Assessment

None

Acronyms

IPCO – Investigatory Powers Commissioners Office
RIPA – Regulation of Investigatory Powers Act (2000)
BWV – Body Worn Video
CCTV – Closed circuit television
BBC – Boston Borough Council
ELDC – East Lindsey District Council
SHDC – South Holland District Council
S&ELCP – South and East Lincolnshire Councils Partnership
PACE – Police and Criminal Evidence Act
DPIA – Data Protection Impact Assessment
FAQ – Frequent Asked Questions
GDPR – General Data Protection Regulation
PDP – Policy Development Panel

Appendices

Appendix A – BWV Policy 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

None

Report Approval

Report author: Peter Hunn, Community Safety Manager
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Signed off by: Christian Allen, Assistant Director – Regulatory
Christian.Allen@boston.gov.uk

Approved for publication: Councillor Dale Broughton, Leader of the Council
dale.broughton@boston.gov.uk



South & East Lincolnshire Councils Partnership Body Worn Video (BWV) Policy

Name of Policy: **Body Worn Video (BWV)**

Author:	Peter Hunn
Date agreed and implemented:	August 2025
Agreed by:	
Frequency of Review:	Every 3 years
Review date:	August 2028
Privacy Impact Assessment completed: (date)	August 2028
Member involvement (if any)	Consultation with PFHs / ELDC Overview Committee
Internal or Public Domain:	

VERSION CONTROL:			
Reference:	Status:	Authorised by:	Date:

1 Introduction

South & East Lincolnshire Councils Partnership (The Partnership) is committed to ensuring, so far as is reasonably practicable, the health, safety and welfare of its staff, service users and anyone else who may be affected by its activities. This policy has been developed and adopted to ensure that The Partnership's front line enforcement officers using Body Worn Video (BWV) devices do so in a lawful, reasonable, justifiable and proportionate manner.

1.1 Under Articles 25(1) and 25(2) of the UK GDPR, The Partnership have an obligation to implement appropriate technical and organisational measures to show that it has considered and integrated all of the principles of data protection into the processing activities. **Policy Statement.** The Partnership is committed to securing the best evidence and intelligence possible when carrying out any relevant Partnership Council function, including but not being limited to its regulation and enforcement activities. BWV technology provides enhanced opportunity to secure such evidence and intelligence.

2 Purpose.

The purpose of this policy is to ensure that the operational use of BWV is lawful, proportionate, legitimate and necessary; that it will be only used when deemed necessary for the purposes of violence reduction or evidence collection by trained staff in accordance with legislation, policy and procedures. It sets out roles and responsibilities, provides staff with the correct procedures for collecting, downloading, processing and presenting video evidence, appropriate retention etc. This policy will ensure all BWV devices are used reasonably, justifiable and proportionately and that the product of BWV devices is stored, retained, reproduced and disposed of appropriately.

3 Application and Scope.

3.1 This policy is effective from 1st August 2025 and applies to all officers who using BWV as part of their role.

4 Supplementary Benefits.

The use of BWV may derive a range of supplementary benefits including but not being limited to:

- Compliance with the appropriate legislation and guidance including requirements around privacy, the Data Protection and Freedom of Information legislation.
- A reduction in the risk of violence and aggression towards staff as BWV devices should act as a deterrent (by clearly demonstrating that actions may be recorded).

- That staff are trained and have detailed guidance on the collection, downloading, processing, presentation and retention of video / audio evidence.
- That BWV devices are used correctly to maximise their benefit.
- The provision of compelling, high-quality video / audio footage thereby supporting the likelihood of the successful identification, apprehension and prosecution of offenders, particularly in relation to violence and aggression towards staff.

5 Safeguarding of public assets.

- Reducing protracted complaint investigations by providing impartial, accurate evidence.
- Support PACE interviews through the quality of evidence presented to alleged perpetrators.
- Give greater insight into service delivery and assist in identifying good practice.
- Reduce the number of incidents of aggressive behaviour and abuse aimed at officers exercising their duties.
- Evidence the good service of enforcement and advisory letters.

6 General Principles

6.1 BWV devices are an overt method by which staff can obtain and secure evidence at the scene of incidents.

The use of BWV will be:

- Proportionate.
- Legitimate.
- Necessary.
- Justifiable.

6.2 These principles are intended to enable staff to comply with all legislative requirements. When used effectively BWV can capture best evidence, modify behaviour, prevent harm and deter people from committing offences and anti-social behaviour. The general principles of operation will include:

- BWV devices will be used overtly, fairly, within the law, and only for the purposes for which it was established.
- Operating BWV with due regard to the principle that everyone has the right to respect for his or her private and family life and their home and that the use BWV must be proportionate, legitimate and necessary.

- The public interest in the operation of the system will be recognised by ensuring the security and integrity of operational procedures and that data will be processed and managed in line with data protection requirements.
Data will:
 - o Be processed fairly, lawfully and in a transparent manner.
 - o Be adequate, relevant and limited to what is necessary.
 - o Not be kept for longer than is necessary.
 - o Be kept securely.

7 Procedure

Body Worn Video (BWV):

7.1 A BWV device is an overt camera capable of capturing video and audio information used to record events in which the wearer is involved. It is typically worn on the torso of the member of staff and on the uniform (clipped on); a harness can also be used. They are highly visible and used by staff to capture evidence of incidents that occur while they are on operational duty.

7.2 Why use BWV?

BWV devices will be used to assist with the prevention and reduction of violence and aggression. When used effectively BWV can capture best evidence, modify behaviour, prevent harm and deter people from committing crime and anti-social behaviour. BWV devices will record exactly what happened, what was said and when, in an indisputable format.

7.3 BWV devices are 'overt' meaning that they should be visible and obvious at all times. Overt means any use of surveillance for which authority does not fall under the Regulation and Investigatory Powers Act 2000 (RIPA). BWV will always be used in an **overt** manner unless a RIPA application has been duly approved by a Court.

7.4 Where possible, reasonable, practicable and appropriate, the potential/use of BWV devices will be notified to those who are or who may be subject to any form of lawful engagement, regulation or enforcement by the Council. For example (and non-exhaustively), the Partnership may include reference to the potential/use of BWV devices within its Privacy Notice (s), letters, Notices, Orders or other communications to individuals, groups or businesses.

7.5 Where possible, reasonable, practicable and appropriate, officers equipped with BWV devices will notify those whose personal data is likely to be captured by the use of BWV devices of such likelihood both prior to switching the device on and immediately after switching the device on.

7.6 Officers are **NOT** authorised under this policy to have BWV devices constantly running.

7.7 All images captured by BWV will be handled securely in accordance with the Partnership's CCTV retention procedures where products with **no** evidential or other lawful value will be retained for a **maximum** of 30 days with authorised officers, named here, being responsible for destruction of data. CCTV Manager, Community Safety Manager, ASB Officers and CCTV Operators (those with a SIA Public CCTV Licence) will be the only authorised staff allowed to access the DEMS (Digital Evidence Management System system) to produce the evidence accordingly as they do now for image requested caught on our Public Space CCTV System. Any product of evidential or other lawful value will then be stored, retained, reproduced and disposed of in accordance with prevailing legislative requirements and the Partnership's Data Retention Policy.

8 Equipment

8.1 BWV devices shall be overtly body mountable with built in microphones.

8.2 Once appropriate budgetary provision is in place, the purchase or acquisition of BWV devices must be authorised by the Partnership's Assistant Director for Regulatory Services.

8.3 All Boston Borough Council BWV devices shall be stored securely in the Council's CCTV suite and a central register (including make, model and serial number) of BWV devices will be maintained by The Partnership's CCTV Manager / CCTV Team. East Lindsey District Council and South Holland District Council BWV devices will be stored securely only in Council Owned Buildings, will be added to the central register and images captured on all BWV devices (across The Partnership) will remotely be transferred to the DEMS System within the CCTV Suite at Boston within 2 hours of being placed back in the charging and storing docking station.

8.4 Authorised officers will sign all BWV devices in and out of the CCTV suite and shall: test that the device they are seeking to use is working correctly; that the battery is fully charged and that the date and time stamp on the device is accurate. Separate logs for charging and storing docking stations within ELDC and SHDC to sign devices in and out will be produced and maintained by managers / team leaders with the responsibility for separate charging and docking stations outside of the CCTV Suite at Boston.

8.5 Any malfunction of a BWV device must be notified immediately to the Duty CCTV Operator and CCTV Manager.

8.6 Any loss or theft of a BWV device containing **NO** recorded material must be notified immediately to the Partnership's Assistant Director for Regulatory Services and CCTV Manager and reported to the Police by the wearer at the time.

8.7 Any loss or theft of a BWV device **CONTAINING** recorded material must be notified immediately to the Partnership's Assistant Director for Regulatory Services, CCTV Manager **and Information Governance Team.**

8.8 As soon as any BWV product is considered to have evidential or other lawful value it will be stored, processed and disposed of according to its use (for example, evidence for certain enforcement cases will be retained for up to seven years). Each primary file will be allocated a unique identifier with the time and date stamp.

8.9 The storage of recordings from BWV is not cloud based. Storage is separate to that of the council's main IT servers and is situated in a secure room at a Boston Borough Council premises. To support the camera systems, 'stand-alone' computers or equipment and appropriate encryption should be utilised for the downloading and storage of digital video files. These will need to provide a full audit trail and ensure evidential continuity is maintained. The storage and control of all BWV and the necessary computer systems required for the storage and download of images and digital video files will be based within the Borough Council's CCTV Suite / The Hub / Priory Road or any other council premises named within this policy.

8.10 When not in use all BWV devices shall be stored within the Partnership's CCTV Suite.

9 Training

9.1 All Officers authorised to use BWV devices will receive training in the operation of this policy and the operation of allocated BWV devices prior to being able to employ their use. This will include:

- Applicable legislation and legal requirements of using BWV devices in a public area, privacy, data protection, information governance etc.
- Framework and reasons for implementation of devices throughout the Councils.
- How to mount the device on the body.
- How to operate the device, turning on/off and various functions.
- When to operate the recording function and the parameters of permitted use.
- Permissions of use, how to alert the public recording is about to commence and reasons why.
- Maintenance and charging of the device.
- How to use the device software for information and data upload/transfer.
- The timeframe for uploading of information and data.
- How to deal with a subject access request.
- How the information and data is stored and erased from the devices.
- Implications for misuse.

9.2 All personnel must attend a full training session prior to operating the BWV device in an operational environment and must sign to acknowledge they have been trained in the use of BWV devices and understand their legal responsibilities in its use.

Records of this training will be held centrally for audit and accountability purposes.

10 Equipment Use and Storage

BWV will be accessed only by staff who have an appropriate authority to do so. Staff must:

- ensure the device remains with them at all times during their shift;
- make all reasonable efforts to ensure the device is kept secure, clean and in an operational condition;
- report any losses, defects or malfunctions of devices as soon as reasonably practicable and seek a replacement device where necessary.

When the staff members shift finishes, they must return their BWV to the CCTV suite or authorised area within East Lindsey or South Holland to ensure it will be charged and ready for operational use.

11 Recording Inspections and Incidents

The following is guidance on the use of BWV when recording incidents.

11.1 Decision. Officers will wear BWV when on operational duties or as required by a supervisory officer, the camera should be switched on when footage might support 'professional observation' or would corroborate what would be written in a pocket notebook (PNB). The decision to record or not to record any incident remains with the user. The user should be mindful that failing to record incidents that are of evidential value may require explanation in court.

11.2 Objections. There may be occasions where a person objects to being recorded. BWV wearers may record overt video and audio without consent if this recording is for the reasons stated in this policy, including any aggression or threats of violence to the wearer or their colleagues. There is no requirement to obtain the express consent of the person or persons being filmed since the actions of the officers acting in according with these Policy guidelines and associated Data Privacy Impact Assessment are deemed to be lawful. The lawful basis for the recordings is as outlined in the Partnership's Privacy Notice (s).

11.3 The decision to continue recording should remain with the BWV wearer, who should consider the objections made by the person in respect of the recording. The presumption should be, however, that recording should continue unless the objection(s) made overrides the need to record an evidential encounter. If the BWV wearer decides to continue recording despite objections, they should make a note as to why they have decided to do so. (see also 6.9 below).

11.4 Start recording early. It is evidentially important to record as much of an incident as possible; therefore, recording should begin at the earliest opportunity from the start of an incident.

11.5 **Recordings to be Incident Specific.** Recording must be incident specific. Users should not indiscriminately record entire duties or operations and must only use recording to capture video and audio during inspections or incidents that would normally be the subject of Pocket Note Book entries or as 'professional observation', whether or not these are ultimately required for use in evidence. There are a few instances where recording should not be undertaken and further guidance on when not to record is contained in this policy.

11.6 **Talk.** At the commencement of any recording the user should, where practicable, make a verbal announcement to indicate why the recording has been activated. If possible this should include:

- Date, time and location
- Confirmation, where practicable, to those present that the inspection/incident is now being recorded using both video and audio.

11.7 **Inform.** If the recording has commenced prior to arrival at the site or scene of an inspection/incident the user should, as soon as is practicable, announce to those persons present that recording is taking place and that actions and sounds are being recorded. Specific words for this announcement have not been prescribed in this guidance, but users should use straightforward speech that can be easily understood by those present, such as, "Please be aware I am wearing and using body worn video".

11.8 **Privacy Notice.** The Partnership will also have readily available privacy policies that individuals are able to access (for example, on your website) in the event that it is not operationally viable for fair processing information to be provided before recording is commenced.

11.9 **Collateral intrusion.** It is possible that the BWV camera field of view may include individuals (members of the public, staff, etc.) not directly involved in the incident, i.e. bystanders, resulting in individuals being recorded by devices without them being fully aware. This is known as collateral intrusion and in this context extends to the capturing of the movements and actions of other persons, not involved in an incident, when this equipment is being used.

11.9.1 It is inevitable that in some circumstances this will occur, albeit staff will be trained to ensure that wherever possible, the focus of their activity is on the subject of attention. In circumstances where members of the public are captured in any video or audio information and they are unrelated to any offence under investigation, their identities will be protected and anonymised especially should the matter be presented to a court.

11.10 In so far as is practicable, **users should restrict recording** to areas and persons necessary in order to obtain evidence and intelligence relevant to the incident and should attempt to minimise collateral intrusion to those not involved. Users should attempt to minimise intrusion of privacy on those persons who are present but not involved in an incident, by keeping the camera focused on the incident and not bystanders and third parties.

11.11 **Staff should be aware of high sensitivity** areas such as residential premises, hospitals, private vehicles etc. and avoid recording unnecessarily.

11.12 **Private dwellings.** In private dwellings, users may find that one party objects to the recording taking place; for example where warrants are available and abuse is apparent or expected. In such circumstances users should continue to record and explain the reasons for recording continuously. These include:

- Where an operational plan or procedure is in place
- A warrant is in force or powers under current legislation
- There is a requirement to secure best evidence of any offences that have occurred.
- Continuing to record would safeguard both parties with true and accurate recording of any significant statement made by either party
- Continuing to record would safeguard vulnerable persons.
- Where an incident having previously taken place may reoccur in the immediate future.

11.13 **Sensitivities connected with faith/equalities issues.** The filming in domestic circumstances could be an issue with some faiths. An example may be where the female may not have a face covering within the home. Officers should be aware of this fact and be sensitive to the wishes of those involved.

11.14 **Do not interrupt filming.** Unless specific circumstances dictate otherwise recording must continue uninterrupted from commencement of recording until the conclusion of the incident.

11.15 **Concluding filming.** It is considered advisable that the officer continues to record for a short period after the incident to clearly demonstrate to any subsequent viewer that the incident has concluded and the user has resumed other duties or activities.

11.16 **The recording must cease as soon as reasonably practicable,** the incident has been dealt with or de-escalated to a point the staff member, using their own dynamic risk assessment, no longer feels under threat and the incident has come to a conclusion.

11.17 Recording may also be concluded when the officer attends another area.

Prior to concluding recording the user should make a verbal announcement to indicate the reason for ending the recording this should state:

- Date, time and location
- Reason for concluding recording

11.18 **Don't delete!** Once a recording has been completed this becomes The Partnership's information and must be retained and handled in accordance with the Police and Criminal Evidence Act, the Data Protection legislation and The Partnership's CCTV Policy. Therefore any recorded image must not be deleted by the recording user

and must be retained as required by the procedures. Any breach of the procedures may render the user liable to disciplinary action or adverse comment in criminal proceedings.

11.19 Selective Capture. In general, the BWV user should record entire encounters from beginning to end without the recording being interrupted. However the nature of some incidents may make it necessary for the user to consider the rationale for continuing to record throughout entire incidents.

11.19.1 For example, the recording may be stopped in cases of a sensitive nature or if the incident has concluded prior to the arrival of the user. In all cases the user should exercise their professional judgement in deciding whether or not to record all or part of an incident.

11.20 In cases **where the user does interrupt** or cease recording at an ongoing incident, they should record their decision including the grounds for making such a decision.

11.21 The whole incident, where practicable, should be recorded. If an employee attends an incident and is recording evidence using a BWV device, they should record it all. Employees should not intentionally fail to record an incident by, for example, turning away without good cause, or deliberately obstructing the camera lens. Such actions may be considered misconduct.

11.22 Recording of Interviews. BWV should not be used to record interviews of suspects under caution which occur at an office or police station. It may be used to record interviews which take place other than at an office or police station. However, recording of interviews under such circumstances does not negate the need for them to be recorded contemporaneously.

11.23 BWV can and should be used to capture hearsay evidence. An example of this is where a person gives his account of suspected offender's actions to an investigating officer, in the presence and hearing of the suspect.

11.24 Scene Review. An additional use of BWV is to record the location of objects and evidence at the scene of a crime/incident or inspection e.g. property hazards, defects, damage and deficiencies. This can be particularly beneficial in allowing Senior managers an opportunity to review scenes of crime/incident or inspection or in effectively recording the positions of vehicles, animals, persons, equipment at the scene.

12 Limitations on Use

12.1 BWV is an overt recording medium and can be used across a wide range of Local Authority operations. There are a few examples of situations where the use of BWV is not appropriate. In all cases users and supervisors must use their professional judgement with regard to recording.

12.2 Intimate searches - BWV must not be used under any circumstances for video or photographic recording to be made of intimate searches.

13 Confidential Information

13.1 Particular care should be taken in cases where the subject of the recording might reasonably expect a high degree of privacy where confidential information is involved.

13.2 'Confidential information' consists of such matters as legal privilege, confidential personal information or confidential journalistic information. So for example particular care should be given where matters of medical or journalistic confidentiality or legal privilege may be involved.

13.3 Where it is likely that through the use of BWV cameras knowledge of confidential information will be acquired the users should carefully consider the balance between the privacy expectations of the subject (s) and the requirement to record the proceedings.

13.4 In general any recording which is likely to result in the acquisition of legally privileged information should only be made in exceptional and compelling circumstances. Particular regard should be had to the issue of proportionality. Similar considerations should also be given to authorisations that involve confidential personal information and confidential journalistic material.

13.5 'Legally privileged' information applies to communications between a professional legal adviser and their client or any person representing their client which are made in connection with the giving of legal advice to the client or in contemplation of legal proceedings.

13.6 'Confidential personal information' is information held in confidence relating to the physical or mental health or spiritual counselling concerning an individual (whether living or dead) who can be identified from it. Examples might include consultations between a health professional and a patient.

13.7 'Confidential journalistic material' includes material acquired or created for the purposes of journalism and held subject to an undertaking to hold it in confidence.

14 Audit Trail

14.1 Supporting Software must be used from approved contractors or hard copies kept to evidence strict controls. The Duty CCTV Operator will assist with downloads and produce evidence packages as required.

15 Right of access

15.1 Subject to exemption, the right of access under Article 15 of the UK GDPR is a fundamental right for individuals and helps them understand how and why their data

is being used, and to check it is done lawfully. The right of access gives individuals the right to obtain a copy of their personal data, as well as other supplementary information.

15.2 In practice, requests for CCTV or BWV footage can be a complex area and each request should be approached on a case-by-case basis. The Partnership should however ensure that the design of any surveillance system allows the controller to easily locate and extract personal data in response to such requests.

15.3 Freedom of Information (FOI):

- All requests for information under Freedom of Information will be dealt with on a case-by-case basis by the Information Governance Team.
- Requestors may only ask for information regarding the general operation of the BWV devices, the allocation of them, or the costs of purchasing, using and maintaining them. No recorded content should be disclosed under an FOI request without authorisation from a Senior officer of The Partnership.

16. Production of Exhibits

16.1 Data will not be downloaded to any device other than the dedicated stand-alone computer /forensic examination System BWV provided as stated in Appendix2, or on approved The Partnership's DVDs when Master and/or working copies of the recordings are required.

16.2 All footage recorded to the BWV unit will be downloaded as soon as practical.

16.3 Evidential footage downloaded will be saved on the relevant stand-alone BWV computer as per the approved procedure. It will be identified by exhibit/unique reference number.

16.4 As soon as reasonably practical, a CCTV Operator will make two DVD copies. The first will be a 'master copy' which will be sealed and labelled. The second will be a 'working copy' for investigation and file preparation purposes. DVDs should be retained in line with authority's evidential retention policy.

17. Evidential footage

17.1 Evidential footage will be considered as any data that is:

17.2 Evidence of an offence or supporting evidence for any process – e.g. charge, Fixed Penalty Notice, Penalty Notice for Disorder etc.

17.3 Footage that is required for a relevant and proportionate purpose - i.e. footage taken of an overcrowded town centre taxi-rank to highlight the need for an extended facility to partner agencies or services.

17.4 Footage which is subject to the Local Government Act 1972 (LGA 1972). The LGA 1972, s 222 provides that a local authority can prosecute or defend criminal proceedings where it considers it 'expedient for the promotion or protection of the interests of the inhabitants of their area'.

This gives local authorities power to prosecute criminal offences investigated by their own departments.

These departments may include, but not limited to:

- community safety
- health and safety
- environmental health/food safety and hygiene
- Planning Enforcement
- housing and council tax benefit.

17.5 The LGA 1972, s 222 provides that a local authority can prosecute or defend criminal proceedings where it considers it 'expedient for the promotion or protection of the interests of the inhabitants of their area'. It is for the local authority to determine what is in the interests of its residents and not the courts. In practice this means that in, general terms, local authorities can only enforce offences within their own jurisdiction.

17.6 BWV is supporting evidence and officers will be required to provide written statements which must include the audit trail for the capture of the footage and the subsequent production of the master disc/DVD.

18. Non evidential footage:

18.1 Data downloaded as **non-evidential** will be stored for a maximum of 30 days. During that time, it is searchable and can be retrieved and marked as evidential. After this period, it will be deleted.

18.2 Security and sharing with third parties

- Any non-evidential data is destroyed within 30 days.
- Any data / information recorded / stored will only be kept for as long as necessary to allow for all investigations, legal proceedings and convictions to be finalised and in line with the Partnership's retention and disposal arrangements.
- Recorded material will be stored in a way that maintains the integrity of the information and ensures the rights of individuals recorded by BWV devices are protected and that the information can be used as evidence in court.

- The information will be stored in a secure location with restricted access and fully encrypted.
- Images and information will only be accessible by authorised staff.
- Recorded images will only be viewed in a restricted area, such as a designated secure office. This viewing must be carried out under the direct supervision of an authorised officer.
- Where BWV recordings are required for evidential purposes in legal proceedings, they will be properly processed following consultation with the Information Governance Team and authorised officers.
- Information and data will be recorded and stored, in a recognisable and useable format. This will allow ease of transfer if required, to other agencies. Such formats will be of digital standard.
- The recording will be placed in a sealed envelope which is signed, dated and then stored securely until the investigation is complete.

19 Anticipated Third parties sharing

19.1 Due to the nature of the specified purposes, there is likely to be sharing of data with Lincolnshire Police, the Partnership, other departments within the Partnership and similar public organisations. From time to time, it may also be shared with the Media during public appeals for information etc.

19.2 Primary requests to view data generated by a BWV device are likely to be made by third parties for any one or more of the following purposes:

- i. providing evidence in criminal proceedings
- ii. the prevention of crime
- iii. the investigation and detection of crime (may include identification of offenders)
- iv. identification of witnesses
- v. Internal Gross Misconduct enquiries.

19.3 Information is only released to third parties on receipt of the appropriate REQUEST FOR DISCLOSURE OF PERSONAL INFORMATION - Schedule 2, Part 1 (2) Data Protection Act 2018 form completed by the appropriate police/organisation rank.

19.4 The same applies to other law enforcement agencies.

Third parties, which are required to show adequate grounds for disclosure of data within the above criteria, may include, but are not limited to:

- police

- statutory authorities with powers to prosecute, for example Customs and Excise, Trading Standards
- solicitors
- claimants in civil proceedings
- accused persons or defendants in criminal proceedings
- other agencies, as agreed by the Data Controllers.

19.5 Upon receipt from a third party of a bona fide request for the release of data, the Partnership's BWV Information Governance lead shall:

- Not unduly obstruct a third-party investigation to verify the existence of relevant data,
- Ensure the retention of data which may be relevant to a request, but which may be pending application for, or the issue of, a court order. A time limit shall be imposed on such retention, which will be notified at the time of the request.

19.6 Most requests from the Police can be dealt with during normal working hours, although there may be occasions where urgent access is sought, particularly when dealing with serious crimes. These requests will be dealt with accordingly under routine protocols by the CCTV manager.

19.7 The Police and others legitimately requesting access to images should only be given **copies** of the original data. Copies should be made onto portable media, such as write-only DVDs and handed over against a signature. Images should not be sent by email or other networked systems.

19.8 There may be very rare occasions when the Police require the original recording device, or the hard disk drives from the device. This may be necessary to safeguard forensic data following a serious incident. Release of recording devices or hard disk drives will be actioned by the Information Governance Team in line with existing procedures.

19.9 No secondary recording of images and data is permitted under any circumstances (recording of computer monitors for example).

19.10 Any person found recording of information or data on a secondary device may be subject to disciplinary proceedings.

19.11 Misuse of BWV devices and equipment, unauthorised processing of data may be a criminal offence under the Data Protection Act.

20 Disclosure of Information

20.1 Disclosure of information from any of the The Partnership's BWV devices will be controlled and consistent with the purpose(s) for which the scheme was established.

20.2 The date of the disclosure along with details of who the information has been provided to (the name of the person and the organisation they represent) will be recorded accordingly.

20.3 Each recording will be viewed and if necessary, images of persons not directly involved in the incident will be obscured to protect their identity and comply with data protection requirements.

20.4 When disclosing images of individuals, consideration will be given to whether obscuring of identifying features is necessary. Whether or not it is necessary to obscure will depend on the nature and context of the footage that is being considered for disclosure.

20.5 Judgements about disclosure should be made by the Data Protection Officer. They have discretion to refuse any request for information unless there is an overriding legal obligation, such as a court order or information access rights.

20.6 Once the information has been to another body, such as the police, they become the data controller for the copy (s) they hold. It is their responsibility to comply with the data protection legislation in relation to any further disclosures.

20.7 The method of disclosing information will be secure to ensure they are only seen by the intended recipient/s.

20.8 Under no circumstances should copies of non-evidential material be burned to disc.

20.9 The CCTV Operator or nominated authorised officer will download the content onto working and master DVDs and complete necessary evidence paperwork for release to requesting officer / agency.

21 Miscellaneous guidance

21.1 Where more than one BWV device is present at the scene of an incident, or the area of the incident is also covered by a CCTV system the investigating officer and the officer in the case (OIC) must ensure that all available footage of the incident is secured as exhibits in consideration of any defence arguments that may be presented.

21.2 Data/footage must be made available to partner agencies and organisations as per The Partnership's data protection procedures and or local information sharing protocols. More information on this is available on The Partnership's website.

22 Legislation & Statutory Guidance

22.1 The integrity of any video data recorded will be considered in accordance with the following legislation and Statutory Guidance:

- UK General Data Protection Regulation ('UK GDPR')
- Data Protection Act 2018 ('DPA 2018')
- Freedom of Information Act 2000

- Human Rights Act 1998
- Protection of Freedoms Act 2012
- Regulation and Investigatory Powers Act 2000
- Home Office Surveillance Camera Code of Practice & Information Commissioners Code of Practice
- The Local Government Act 1972 (LGA 1972)
- Housing Act 2004, Section 239

23 Complaints

23.1 Formal complaints received in relation to any issue pertaining to the use of BWV will be managed through the Partnership Councils routine complaints process with assistance from the local managers, and advice from the Data Protection Officer.

Where these cannot be resolved, the individual has the right to escalate the complaint to the office of the Information Commissioner (ICO).

23.2 As well as monitoring and enforcing the UK General Data Protection Regulation ('UK GDPR') and Data Protection Act 2018 ('DPA 2018'), the Information Commissioner's functions include promoting public awareness and understanding of the risks, rules, safeguards and rights in relation to the processing of personal data.

24 Home Office Surveillance Camera Code of Practice

24.1 This document sets out The Partnership's response and clarification of compliance and conformity to the Home Office Surveillance Camera Code of Practice. The document is our main referral document and The Partnership will endeavour to comply and conform to all guidance within the document but specifically, in this case, refer to the 'Twelve Guiding Principles'.

24.2 The Home Office is the author of guidance with regard to use of Body-worn CCTV equipment. This guidance is centred on "12 Guiding Principles" which The Partnership has adopted and will always adhere to.

25 The 'Twelve Guiding Principles'

25.1 Use of a surveillance camera system must always be for a specified purpose which is in the pursuit of a legitimate aim and necessary to meet an identified pressing need.

25.2 The use of a surveillance camera system must consider its effect on individuals and their privacy, with regular reviews to ensure it remains justified.

25.3 There must be as much transparency in the use of a surveillance camera system as possible, including a published contact point for access to information or complaints.

25.4 There must be a clear responsibility and accountability for all surveillance camera system activities including images and information collected, held and used.

25.5 Clear rules, policies and procedures must be in place before a surveillance camera system is used, and these must be communicated to all who need to comply with them.

25.6 No more images and information should be stored than that which is strictly required for the stated purposes of a surveillance camera system and such images and information should be deleted once their purposes have been discharged.

25.7 Access to retained images and information should be restricted and there must be clearly defined rules on who can gain access and for what purpose such access is granted; the disclosure of images and information should only take place when it is necessary for such a purpose or for law enforcement purposes.

25.8 Surveillance camera operators should consider any approved operational, technical and competency standards relevant to a system and its purpose and work to maintain those standards.

Purchase of Bodycams is only from approved accredited manufacturers.

25.9 Surveillance camera system images and information should be subject to appropriate security measures against unauthorised access and use.

25.10 There should be effective review and audit mechanisms to ensure legal requirements, policies and standards are complied with in practice, and regular reports should be published.

25.11 When the use of a surveillance camera system is in pursuit of a legitimate aim, and there is a pressing need for its use, it should then be used in the most effective way to support public safety and law enforcement with the aim of processing images and evidential value.

25.12 Any information used to support a surveillance camera system which compares against a reference database for matching purposes should be accurate and kept up to date.

Appendix 1

The Partnership	Name	Position
Scheme Manager		
Data Controller		Head of Service
Authorised Personnel (Trained in use of BWV)		
Name	Position	

Appendix 2

The Partnership	List of Equipment	
Location of Equipment	The Partnership CCTV Suite	
Make	Model	URN/Serial No.

CY = current year CM = current month.

Depending upon the trigger point for retention, current year/month will relate to year/month of creation or closure.

		Status		Trigger Point for Retention	Action Following Retention Period	Authority guiding record creation & retention	Updates
BWV Unit							
The Partnership Server							
Hard Drive							
Disc/DVD							

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Report To:	Cabinet
Date:	17 th September 2025
Subject:	South and East Lincolnshire Council's Crowdfunding Scheme – Two Year Progress
Purpose:	To provide an overview of the first two years of the South and East Lincolnshire Crowdfunding Scheme
Key Decision:	No
Portfolio Holder:	Councillor Helen Staples, Portfolio Holder for Communities
Report Of:	Emily Spicer, Assistant Director - Housing and Communities
Report Author:	Nichola Holderness, Community Leadership Manger
Ward(s) Affected:	All
Exempt Report:	No

Summary

The South and East Lincolnshire Crowdfund launched in Spring 2023 with the first funding window, there has since been a further four funding windows. In its first two years the scheme has supported fifteen projects totalling £149,887 across the sub-region.

The following report provides an overview of activity in the first two years and how it is delivering much needed financial support to community groups in line with the intentions of the three councils within South and East Lincolnshire Councils Partnership who jointly committed to establishing an innovative Crowdfunding scheme in 2022.

Recommendations

That the progress of the South and East Lincolnshire Councils Crowdfunding scheme is noted and that Members support its continuation.

Reasons for Recommendations

To continue to raise funds for local voluntary and community groups across South and East Lincolnshire via the South and East Lincolnshire Crowdfunding scheme for local projects.

To further support Voluntary and Community groups within Boston to raise funds for local projects.

Other Options Considered

Draw the current scheme to a close (not recommended) and not offer financial support to local community and voluntary groups raising funds for projects.

1. Background

- 1.1 In Autumn 2022 the South and East Lincolnshire Councils Partnership (S&ELCP) contracted with Spacehive Ltd (Spacehive) to launch an innovative approach to supporting community groups raising funds for local projects.
- 1.2 The scheme was named the South and East Lincolnshire Crowd. An initial contract entered via 'G-Cloud' was signed for two years plus two 'roll forward years'.

2. Report

- 2.1 On behalf of the three sovereign councils Boston Borough Council entered a contract with Spacehive starting in Autumn 2022 to set up and operate a crowdfunding scheme. The scheme went live in Spring 2023.
- 2.2 So far 17 projects have been supported and a total of 15 have reached their target. 1 project was unsuccessful as it was unable to reach its final target and 1 project continues to raise funds.
- 2.3 The overall project total value is £149,887 the total crowd contribution being £77,117.
- 2.4 A review document is set out in Appendix A. Headlines include:
 - **15 projects - The number of projects being supported or have been supported**
 - **545 backers**
 - **88% success rate.**
- 2.5 South East Lincolnshire Crowd is currently operated and maintained through an annual contract with Spacehive of £34,000, split equally between each sovereign council.

2.6 To date the leverage on the Council's investment from the funding pot is 1.4. This means for every £1 the council pledges to a crowdfunding project the crowd are contributing an additional £4.

2.7 Boston Borough Council has £11,000 remaining in the funding pledge pot to allocate to further funding rounds that come forward.

3. Conclusion

3.1. Although investing in local community projects is a discretionary activity, it underpins the Partnership priorities in supporting our communities, particularly Safe and Resilient – *work with the local community to promote community confidence and pride in place.*

3.2. The Crowdfunding scheme is a modest investment but levers a good return and more importantly offers the community an innovative, alternative platform to support their projects, which may not be eligible for traditional funding routes.

Implications

South and East Lincolnshire Councils Partnership

Managing the South and East Lincolnshire Crowd as a Partnership ensures resources are aligned for efficiencies, that local knowledge identifies local beneficiaries within the Voluntary and Community Sector and promotion of the scheme is maximised.

Corporate Priorities

The following Sub-Regional Priorities are supported through the operation of the Community Lottery Scheme:

- 1) Growth and Prosperity
- 2) Healthy Lives
- 3) Safe and Resilient Communities
- 4) Environment.

Staffing

There are no additional staffing requirements, all monitoring and promotion of the scheme is undertaken by the Community Leadership Team.

Workforce Capacity Implications

There are no additional workforce capacity implications, all work is undertaken by the Community Leadership Team

Constitutional and Legal Implications

None

Data Protection

None

Financial

Annual Cost of the Space scheme for each Sovereign Council is £11,333.

Risk Management

None

Stakeholder / Consultation / Timescales

The South and East Lincolnshire Council Partnership (SELCP) determined the eligibility criteria of projects from the Voluntary and Community Sector. Each project is verified via the Spacehive platform and then each pledge is evaluated by the Community Leadership Manager and then signed off by the relevant delegated officer and Portfolio Holder.

Reputation

The South and East Lincolnshire Crowd has a positive impact on the reputation of the SELCP as it offers a financial support opportunity to voluntary and community sector organisations wishing to raise funds for projects.

Contracts

Contract monitoring takes place once per year with relevant delegated staff.

The contract with Spacehive is due to expire in October 2026.

Crime and Disorder

None

Equality and Diversity / Human Rights / Safeguarding

The South East Lincolnshire Crowd does not have any identified disproportionate impacts on groups with protected characteristics. The following has been considered: -

- i) Online platform – may not be suitable for all. The Community Leadership Team will work to ensure the scheme is accessible to all. Face to Face promotion will take place at community venues and funding events.

Health and Wellbeing

The additional funding for the Voluntary and Community sector via the South and East Lincolnshire Crowd scheme continue to benefit our local communities.

Climate Change and Environment Impact Assessment

An impact assessment has been undertaken but as this is an overarching report it is difficult to quantify the impact of what may come forward under future projects. The assessment has been based on the experience to date and the key areas where there is likely to have been an impact however this is only indicative and cannot be a comprehensive assessment. Ways to better capture the impact of individual schemes, without potentially overburdening community projects are being explored with Climate Change Group Manager.

Infographic from the Climate Change and Environment Impact Assessment Tool attached as Appendix B.

Acronyms

S&ELCP - South and East Lincolnshire Councils Partnership of you

Appendix A	Impact report – Crowdfund
Appendix B	Climate Change and Environment Impact Assessment Tool

Background Papers

None

Chronological History of this Report

None

Report Approval

Report author:	Nichola Holderness, Community Leadership Manager Nichola.holderness@boston.gov.uk
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Signed off by:	Emily Spicer, Assistant Director – Housing and Communities Emily.spicer@sholland.gov.uk
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Approved for publication:	Councillor Helen Staples, Portfolio Holder for Communities Helen.staples@boston.gov.uk
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South and East Lincolnshire Crowd – Two Year Progress Report

Introduction

Boston Borough Council on behalf of South Holland District Council and East Lindsey District Council commissioned Spacehive in Autumn 2022 to set up and operate a crowdfunding platform for the South and East Lincolnshire Councils Partnership. The platform helps leverage in funds for community projects from not only Council sources but also via other members of the community.

The fund has now been in operation for two years and has supported 15 successful projects across the partnership. Which collectively have attracted over 545 pledges, contributing to a total project value of £149,887.

Data

The following information covers 15 project ideas, covering the period February 2023 to July 2025. During this time there were three official funding windows for projects to raise funds. 15 projects (88%) have reached their target and have now finished raising funds.

Leverage

The total cost of successful projects on the South and East Lincolnshire Crowd is £149,887 of this £73,137 was pledged by the South and East Lincolnshire Crowd and the remaining £73,137 from 545 pledges from the 'crowd'

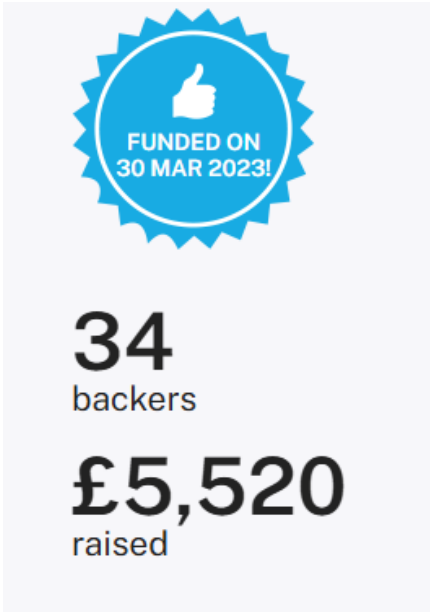
It should be noted that the South and East Lincolnshire Councils Partnership commitment to the programme consists of both grant giving and the cost of the annual contract fees. The programme operates two rounds per annum, Spring and Autumn. The contract value to date is calculated at £68,000 – the contract is split equally between the 3 councils.

Projects

To date 88% of projects that have launched have hit their funding target.

The biggest project so far being Fydell House (project total £22,632) with the smallest being Remembering Spilsby Union Workhouse (project total £2765) . Projects see a good range of supporters with one project seeing 60 backers . Projects also see a range of financial contributions with contributions starting as low as £2. See appendix A for an example of the impacting reporting received from projects.

Details of successful projects:

<p>Tydd Dog paddock play area</p> <p>South Holland pledge pot contribution £2000</p> <p>Crowd Contribution £3520</p> <p>Category: Sport and Play Park and Gardens</p>	 <p>A graphic showing a blue circular seal with a thumbs up icon and the text 'FUNDED ON 30 MAR 2023!'. Below the seal, it displays '34 backers' and '£5,520 raised' in large, bold text.</p>
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Social and Educational activity – Lithuanian Community Group

Boston pledge pot contribution - **£3,500**

Crowd contribution - **£5,154**

Category:
Sport and Play
Arts and Culture



32
backers

£8,654
raised

Restoration of Goluceby Church

East Lindsey pledge pot contribution - **£1,800**

UKSPF pot contribution - **£3,000**

TOTAL - **£4,800**



Crowd contribution - **£5,875**


Category:
Buildings







23
backers



£10,675
raised


<p>Spalding Museum – The Future</p> <p>UKSPF pot contribution - £3,000</p> <p>Crowd Contribution - £9,846</p> <p>Category: Arts and Culture Buildings Street and Infrastructure</p>	 <p>60 backers</p> <p>£12,846 raised</p>
<p>Taste it Lincolnshire</p> <p>South Holland pledge pot contribution - £1,500 Boston pledge pot contribution - £1,500 East Lindsey pledge pot contribution £750 UKSPF pot contribution - £3,000 TOTAL - £6,750</p> <p>Crowd Contribution - £8,240</p> <p>Category: Arts and Culture Food and Farming</p>	 <p>36 backers</p> <p>£14,990 raised</p>

<p>Fyddell House</p> <p>Boston pledge pot contribution - £5,000 UKSPF pledge pot contribution £3,000</p> <p>TOTAL £8,000</p> <p>Crowd Contribution - £14,632</p> <p>Category: Arts and Culture Parks and Gardens Buildings</p>	 <p>35 backers</p> <p>£22,632 raised</p>
<p>Remembering Spilsby Union Workhouse</p> <p>East Lindsey pledge pot contribution - £480 UKSPF pot contribution - £1,300 TOTAL - £1780</p> <p>Crowd contribution - £985</p> <p>Category: Arts and Culture</p>	<p>29 backers</p> <p>£2,765 raised</p>

<p>Young Farmers Gardening Club</p> <p>Boston pledge pot contribution - £3,000</p> <p>Crowd Contribution - £3,062</p> <p>Category: Parks and Gardens Sport and Play Food and Farming</p>	 <p>47 backers</p> <p>£6,062 raised</p>
<p>Crafty Cabin</p> <p>East Lindsey pledge pot contribution - £5,000 UKSPF pledge pot contribution - £3,000</p> <p>Crowd contribution - £5,019</p> <p>Category: Buildings</p>	<p>36 backers</p> <p>£13,019 raised</p> 
<p>Rural Friendship Group</p> <p>East Lindsey Pledge Pot contribution - £2,400</p> <p>UKSPF pledge pot contribution - £3,000</p> <p>Crowd contribution - £2,928</p> <p>Category: Art and Culture Sport and Play</p>	<p>51 backers</p> <p>£8,328 raised</p>

<p>FND Lincs Supporting FND</p> <p>South Holland Pledge Pot contribution £2,000</p> <p>Crowd Contribution - £2004</p>	 <p>38 backers</p> <p>£4,004 raised</p>
<p>Louth Sensory Room</p> <p>East Lindsey Pledge Pot contribution £5,000</p> <p>Crowd Contribution - £7,047</p>	 <p>34 backers</p> <p>£12,047 raised</p>

<p>Tiny Ponies, Big Smiles, Lincolnshire</p> <p>East Lindsey Pledge Pot contribution £5,000</p> <p>Boston Pledge pot contribution £2,000</p> <p>Crowd Contribution - £ 4,828</p>	 <p>33 backers</p> <p>£11,828 raised</p>
<p>Rock School Bus – Music for all</p> <p>East Lindsey Pledge Pot contribution £2,400</p> <p>Boston Pledge pot contribution £2,400</p> <p>South Holland Pledge pot contribution £2,400</p> <p>Crowd Contribution - £ 4,682</p>	 <p>30 backers</p> <p>£11,882 raised</p>

<p>Bobs Brainwaves</p> <p>Boston Pledge Pot contribution £2,250</p> <p>Crowd Contribution - £2, 367</p>	 <p>27 backers</p> <p>£4,617 raised</p>
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Outcomes Against Targets

Financial Target

At the outset of the scheme, the target was to achieve a return of £3 for every £1 invested by the Council

☒ Outcome: In Boston Borough, this target was significantly exceeded, achieving a return of £4 for every £1 invested.

Wider Outcomes

The scheme aimed to deliver the following outcomes:

- Improve the mental and physical health and wellbeing of the local community
- Enhance lives through events and activities
- Build stronger communities.
- Help to tackle barriers and challenges many of us experience in life, such as poverty, ill health, distance from services, social isolation/loneliness
- Invest in and maintain facilities we rely on for activities to take place
- Increase Physical activity levels
- Connect and integrate people into their local community

Below is a summary of how each project has contributed to these outcomes:

Project	Key Outcomes Delivered
Tydd Playing Field	Improved mental and physical Health Increased activity levels Community integration
Lithuanian Community Group	Held 2 events Building stronger communities Improved community integration
Goulceby Church	Improved building Enhance wellbeing Hosting events Building stronger communities Maintaining facilities Improved community integration
Museum of Spalding Gentlemen's Society	Improved building Enhance wellbeing Hosting events Building stronger communities Maintaining facilities Improved community integration
Taste it Lincolnshire	Enhanced wellbeing 7 events
Fydell House	Improved building Enhance wellbeing Hosting events Building stronger communities Maintaining facilities Improved community integration Increase in volunteers
Community Growers	Enhanced wellbeing Building stronger communities Community integration
Rural Friendship Group	Enhance wellbeing Hosting events Building stronger communities Tackling social isolation Improved community integration Increase in volunteers
Crafty Cabin	Improved building Enhance wellbeing Hosting events Building stronger communities Maintaining facilities Improved community integration

	Increase in volunteers
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Overall Achievements

- 4 community buildings refurbished or improved
- Multiple new events supported that did not exist prior to the Crowdfunding scheme
- Community Engagement across groups and locations
- Increased number of volunteer opportunities
- Signification return on investment

Communications

The South and East Lincolnshire Crowd requires awareness raising – first to attract project creators and then secondly to attract project supporters to pledge to these projects. This has been done through a variety of routes, including signposting, social media campaigners, press releases and Member briefings and projects can directly inform people through their own websites and social media campaigns.

There have been four press release featuring the South and East Lincolnshire Crowd and also a number of leaflets have been distributed to community groups to inform them of the scheme.

Lithuanian Community Group – Cultural activities

“Our Christmas event on December, attracted over 400 individuals from various cultural backgrounds. With your support, we curated a memorable experience featuring children's clubs, adult performers, and traditional theatre acts. The resounding success of this event not only brought our community closer together but also facilitated cultural exchange and appreciation among attendees from diverse backgrounds”

“The Pancakes Day event in February, saw over 200 attendees gather at Boston Market Place Square, the Methodist Church Garden, and the Local Community Centre. Through captivating performances, interactive games, and delectable traditional cuisine, we fostered an inclusive atmosphere that brought joy and camaraderie to all who participated.

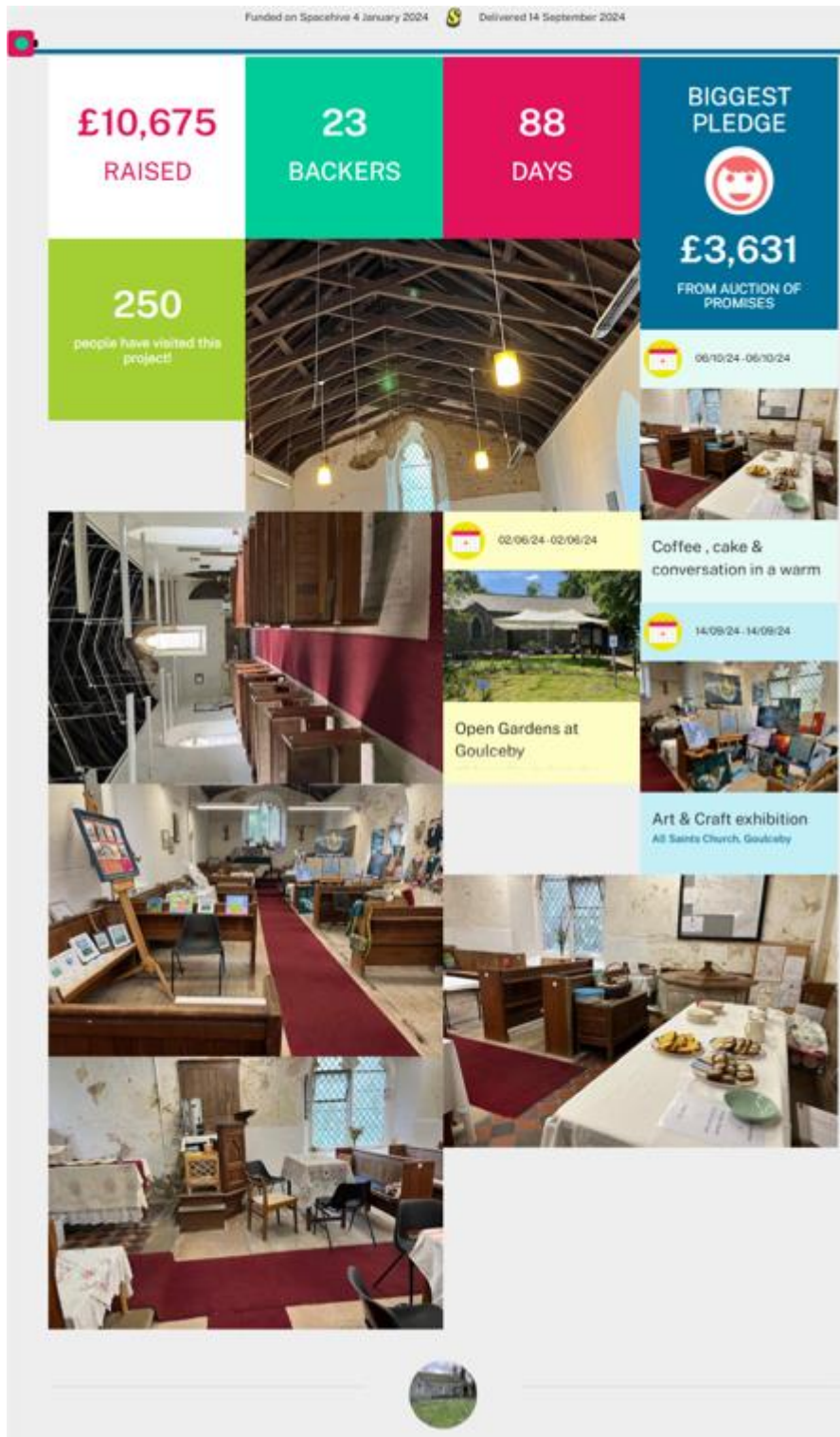



Young Farmers Gardening Club

A weekly children's gardening club on Saturday mornings, as well as a weekday club during half terms and school holidays, giving parents an alternative holiday club option.

Target -£6,082
48 backers
Boston







The Latest from All Saints Church Goulceby

The church has been completely rewired; the heating and lighting systems replaced with modern, eco-friendly lights and infra red heating. The space is now warm and welcoming. The east and west wall have been partially replastered where they had been damp. Fundraising events have allowed us to ensure the roof is weather tight. We have moved some of the pews to create a community space within the church.

We have held several events through the summer to bring the village community together, with the additional benefit of further fundraising:-


June: a very successful village Open Gardens with teas at the church.

July: Church Service for the Asterby Group of Parishes


September: Harvest Thanksgiving

October: Art and Craft Exhibition with Teas, Children's activities, and Bric a Brac

October: The first of our monthly coffee Mornings for the winter season for all villagers




More about our impact




The environment

The rewiring project has meant we have installed eco-friendly lights and heaters, using considerably less electricity than previously. The warmth and lighting has been outstanding, with reduced electricity bills.




The local economy

Whilst the impact on the local economy has been minimal, the village community now has a meeting place and events venue should the local pub be unavailable.




Volunteering, jobs & education

The local community has joined together to offer their skills and help with village events and maintenance work. This has increased the number of volunteers available since the completion of the first part of our project.



Arts, culture & heritage

During the course of the year we have held an art and craft exhibition which was attended by over 50 people. The exhibitors were local artists and crafters displaying a wide range of skills.



Activity, health and leisure

The restored church is being offered for any group wishing to use it for yoga, pilates, gardening or other club activities. Regular coffee mornings are open to all, thereby enhancing physical and mental health.

Impact data and claims within this report are provided by the project creator and have not been independently verified by Spacehive.

Case Study: Dog play paddock and exercise area



Tydd St Mary Playing Field Committee raised funds for a fenced off area of their village playing field for dogs to play and run in securely and safely, including play equipment and dog agility equipment.

[Link to project](#)



£2,000 pledged
from South
Holland District
Council



£5,520 raised
overall

34 community
backers



Thank you for helping us to create a dog area. This is the most popular and well used part of the playing field and lots of new friendships have been formed both 2 and 4 legged.

This has also led to other groups such as book club and craft clubs being set up which has all added value to the life of the village.

Much appreciated and woof woof!

Annette Magnus, Tydd St Mary Playing Field Committee

spacehive

Case Study: Remembering Spilsby Union Workhouse



St Mary's Church Hundley PCC are a small parish church in the village of Hundley, Lincolnshire. They raised money to put up an interpretation board in the churchyard to remember the hundreds of workhouse inmates who lie in unmarked graves, for all users of the public footpath and visitors to the church to read.

[Link to project](#)



£1,780
pledged from
Partnership



£2,765 raised
overall

29 community
backers



We found Spacehive to be such a useful way of reaching out to the community to tell them about the project and then easily provide updates. We have had massive support from the village and wider afield. People are really interested in the workhouse.

Using Spacehive has made it very easy to collect donations.

We don't think that a formal grant application would have worked for this project.

Jane Slaymaker, St Marys Church Hundley PCC

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Appendix B - Climate Change and Environment Impact Assessment Tool

Climate Change and Environment Impact Assessment Tool (v1.36)

Report Name: Boston Borough Council
 Report date: 17th September 2025
 Report author: Nichola Holderness
 Project Notes: TO PROVIDE AN OVERVIEW OF THE FIRST TWO YEARS OF THE SOUTH AND EAST LINCOLNSHIRE CROWD FUNDING SCHEME

Export filename: Boston Borough Council CCIA 17th September 2025.png

Preview

Generated: 04/09/25 v1.36

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Category	Impact	Notes / justification for score / existing work (see guidance sheet or attached notes for more information)	Score (-5 to +5)
Buildings	Building construction		
Buildings	Building use	It is highly likely that, as already seen at Goulceby Church, this scheme may assist with improving the efficiency of community buildings	+1
Buildings	Green / blue infrastructure		
Business	Developing green businesses		
Business	Marketable skills & training		
Business	Sustainability in business		
Business			
Energy	Local renewable generation capacity		
Energy	Reducing energy demand		
Energy	Switching away from fossil fuels		
Energy			
Influence	Communication & engagement		
Influence	Wider influence		
Influence	Working with communities	It may be possible through this process to promote environmentally friendly initiatives amongst community groups and partners	+1
Influence	Working with partners		
Influence			
Internal Resources	Material / infrastructure requirement		
Internal	Staff time requirement		

Category	Impact	Notes / justification for score / existing work (see guidance sheet or attached notes for more information)	Score (-5 to +5)
Influence			
Internal Resources	Material / infrastructure requirement		
Internal Resources	Staff time requirement		
Internal	Staff travel requirement		
Internal	External funding	Small amounts of external funding are leveraged in through the platform which for relevant applications	+1
Internal			
Land use	Carbon storage		
Land use	Improving biodiversity adaptation		
Land use	Natural flood management		
Land use			
Goods & Services	Food & Drink		
Goods & Services	Products		
Goods & Services	Single-use products		
Goods & Services	Services		

Transport	Decarbonising vehicles		
Transport	Improving infrastructure		
Transport	Supporting people to use active travel		
Transport			
Waste	End of life disposal / recycling	Louth Sensory Project will include upcycling and recycling of materials.	+1
Waste	Waste volume		
Waste	Enviro-crime		
Adaptation	Drought vulnerability		
Adaptation	Flooding vulnerability		
Adaptation	Heatwave vulnerability		
Adaptation			
Other	Other 1		
Other	Other 2		
Other	Other 3		
Other	Other 4		

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