



Public Document Pack
Boston Borough Council

**Chief Executive
Rob Barlow**

Municipal Buildings
Boston
Lincolnshire PE21 8QR
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Tuesday 10 February 2026

Notice of meeting of the Cabinet

Dear Councillor

You are invited to attend a meeting of the Cabinet
on **Wednesday 18th February 2026 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

Quorum 4

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

To sign and confirm the minutes of the last meeting.

(Pages 1 - 8)

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 13th February 2026.

Part II - Agenda Items

- 1 Recommendations from Overview and Scrutiny (Standing Item)***
- 2 Recommendations from the Boston Town Area Committee (BTAC) (Standing Item)**
- 3 South & East Lincolnshire Community Safety Strategy** (Pages 9 - 44)
(A report by Emily Spicer, Assistant Director – Communities & Housing Services)
- 4 Annual Budget Report 2026/27, Medium Term Financial Strategy, Capital Programme and Capital Strategy Treasury management Policy/Strategy, and Annual Delivery Plan** (Pages 45 - 270)
(A report by Russell Stone, Director of Finance (S151 Officer))

* 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 20 February 2026. Subject to this publication, the deadline for calling in a decision is **5 p.m. on Friday 27th February 2026.**

Notes:

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

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

Alternative Versions

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

Boston Borough Council

Minutes of a meeting of the **Cabinet** held in the Committee Room - Municipal Buildings, West Street, Boston, PE21 8QR on Tuesday 27th January 2026 at 6.00 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, Assistant Director - Regulatory, Assistant Director - Communities and Housing Services, Housing, Homelessness and Wellbeing Service Manager, Safer Communities Service Manager, Communications Manager and Democratic Services Team Leader.

40 Apologies for Absence

No apologies for absence were received.

41 Declarations of Interest

No declarations of interest were received.

42 Minutes

The minutes and the exempt minutes of the Cabinet meeting held on 10th December 2025 were approved as a correct record and signed by the Leader.

43 Questions from Members of the Public

No questions were received.

44 Recommendations from Overview and Scrutiny (Standing Item)*

There were no recommendations.

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

There were no recommendations.

46 Partnership Social Media Policy

The Leader of the Council, Councillor Dale Broughton, presented a report by the Assistant Director – Corporate, supported by the Communications Manager who was in attendance, which sought approval of the South and East Lincolnshire Councils Partnership Social Media Policy. The report explained that the policy had been developed as an addendum to the existing Partnership Communications Strategy and was intended to provide a coordinated, consistent and strategic approach to the use of social media across the Partnership.

Members were advised that the policy responded to the rapidly evolving nature of social media and the increasing reliance on digital platforms as a primary channel for communicating with residents, businesses and stakeholders. The report highlighted national data on social media usage, which demonstrated the continued dominance of Meta-owned platforms, and emphasised the need for the Partnership to focus its resources on channels that delivered the greatest reach and engagement.

The policy set out a clear framework for how social media would be used corporately, including the strategic purpose of each platform, expectations for content planning, and the use of data and analytics to inform decision-making. It also covered governance and operational matters such as published “house rules” for followers, comment moderation, response protocols, guidance for staff use of social media, and security and housekeeping arrangements for corporate accounts. Members were advised that the policy had been considered by the Overview and Scrutiny Committees of each partner council and was now presented for approval.

During discussion, Members welcomed the introduction of a single Partnership-wide policy, recognising the benefits of a consistent approach to tone, messaging and standards across all social media channels. Members acknowledged the high public visibility of social media activity and the importance of managing reputational risk while maintaining open and accessible communication with communities.

The proposed “house rules” and moderation framework were considered in detail, with Members noting that these provided clarity for both residents and officers about acceptable standards of engagement. The emphasis on respectful and relevant interaction was supported, alongside the clear position that abusive, misleading or discriminatory content would not be tolerated. The discussion also acknowledged the challenges posed by anonymous or potentially fake accounts and noted that the policy set out a proportionate approach to managing such issues within the limitations of platform controls.

Members supported the shift towards a more insight-led approach to content, with decisions informed by audience data, analytics and engagement metrics. It was agreed that focusing on quality rather than volume would help ensure that content reflected strategic priorities, highlighted positive outcomes and reduced low-impact posting. The inclusion of regular evaluation and reporting was welcomed as a mechanism for monitoring performance and driving continuous improvement.

Members also considered the guidance relating to staff use of social media, noting the importance of a clear distinction between personal accounts and corporate communication. The principle that key messages should be shared first through official corporate channels, with staff encouraged to amplify rather than originate Council messaging, was supported as a means of maintaining consistency and accountability.

The discussion highlighted the importance of the security and housekeeping provisions within the policy, including the management of access permissions, password controls and the closure of inactive or unauthorised accounts. These measures were recognised as essential safeguards to protect the Council’s digital presence. Members also noted the intention to keep the effectiveness of individual platforms under review, including the continued assessment of engagement levels on X and emerging platforms.

Overall, Members agreed that the policy provided a clear, practical and proportionate framework that balanced effective communication with governance, risk management and efficient use of resources.

The recommendation was moved by Councillor Dale Broughton and seconded by Councillor John Baxter.

Resolved:

That the Partnership's Social Media Policy, attached at Appendix 1 within the report, be approved.

[The Communications Manager left the meeting at 6.16pm, following consideration of the above item.]

47 Trees & Hedgerow Strategy Action Plan

The Portfolio Holder for Green Spaces and Travel, Councillor Claire Rylott, presented a report by the Assistant Director – Regulatory, who was in attendance, which sought approval of the Tree and Hedgerow Strategy Action Plan for the South and East Lincolnshire Councils Partnership. The report explained that the Action Plan had been developed to support delivery of the Tree and Hedgerow Strategy adopted in 2022 and provided a structured programme of activity to progress the Partnership's ambitions to protect, enhance and expand tree and hedgerow cover across the sub-region.

Members were advised that the Action Plan set out a series of short, medium and long-term actions aligned to the three core objectives of the Strategy: Protect, Plant and Participate. The report emphasised that while tree planting was often highlighted as a response to climate change and biodiversity loss, effective delivery required a more considered approach focused on long-term management, maintenance and appropriate siting, applying the principle of the "right tree in the right place".

The report summarised the evidence base underpinning the Action Plan, including baseline canopy mapping which showed that South and East Lincolnshire had lower levels of tree and hedgerow cover than national averages, reflecting its predominantly fenland and agricultural landscape. Members were advised that woodland opportunity mapping demonstrated significant variation across the Partnership area, with greater opportunities in East Lindsey and more limited scope in Boston and South Holland, reinforcing the importance of a sub-regional approach.

It was further noted that the Action Plan had been informed by consultation with external partners and stakeholders, and had been considered and supported by Overview and Scrutiny. The Action Plan did not commit the Council to immediate additional expenditure, but would guide the prioritisation of internal resources and the pursuit of external funding opportunities.

The Action Plan was welcomed as a clear and evidence-led framework that translated the high-level Strategy into practical and deliverable actions. The importance of protecting existing trees and hedgerows, alongside any new planting, was noted, together with the need to recognise and respect local landscape character.

Members reflected on the role of trees and hedgerows in supporting climate resilience, particularly in areas such as Boston where localised flooding had been experienced. It was noted that trees played an important role within flood plains by helping to stabilise soil, improve water absorption and contribute to flood mitigation, alongside their wider environmental benefits.

Support was noted for the emphasis on biosecurity, appropriate species selection and consistent decision-making in relation to tree management on Council-owned land. The value of community engagement, including working with volunteers and local stakeholders, was welcomed, alongside the broader benefits for biodiversity, wellbeing and environmental stewardship.

The alignment of the Action Plan with the Partnership's wider environmental objectives was noted, including net zero ambitions and the emerging Local Nature Recovery Strategy, and supported the proposal to review the Action Plan once that strategy had been finalised. The importance of monitoring progress and developing informed planting targets over time was also recognised.

The recommendation was moved by Councillor Claire Rylott and seconded by Councillor Chris Mountain.

Resolved:

That the Tree and Hedgerow Action Plan be adopted.

48 South and East Lincolnshire Councils Partnership Safeguarding Policy

The Portfolio Holder for Communities, Councillor Helen Staples, presented a report by the Assistant Director – Communities and Housing Services, who was in attendance, which sought approval of the South and East Lincolnshire Councils Partnership Safeguarding Policy. The report explained that the policy had been developed following the creation of the Partnership and the move to a single workforce, with the aim of providing a consistent and standardised approach to safeguarding children and adults across all three councils.

Members were advised that the policy set out the Partnership's responsibilities under the Children Act 1989 and the Care Act 2014, and provided clear guidance for Members, officers, contractors and volunteers on identifying, reporting and responding to safeguarding concerns. The report highlighted that the policy emphasised a person-centred approach, professional curiosity, clear reporting pathways and effective record keeping, ensuring that safeguarding remained everyone's responsibility.

The policy also incorporated arrangements for training and awareness, including mandatory safeguarding training delivered through the First4Learning system, supported by face-to-face sessions where appropriate. Members were advised that the policy included provisions for ongoing review, with minor updates to be made as required to reflect changes in legislation or practice, and a full review to be undertaken on a cyclical basis.

Members were further advised that the adoption of a single safeguarding policy would improve clarity, strengthen governance and support effective partnership working with Lincolnshire County Council and other relevant agencies.

The introduction of a single Partnership-wide safeguarding policy was welcomed, and the significant amount of work undertaken was acknowledged by the Portfolio Holder and officers to develop a comprehensive and robust framework across the Partnership. The complexity of aligning safeguarding arrangements across three councils within a single workforce was recognised, and Members noted the importance of the collaborative approach taken to achieve this.

The strong emphasis on early identification of concerns was supported and the clear message that safeguarding issues should be shared and not retained by individuals. The focus on professional curiosity, clear reporting routes and robust record keeping was noted as particularly important in supporting effective safeguarding practice.

The inclusion of mandatory training and ongoing monitoring of completion was welcomed, alongside the recognition of the need to support both staff and Members through supervision, guidance and regular discussion of safeguarding matters. Members noted that the policy provided clarity around roles and responsibilities and would help ensure confidence and consistency in responding to safeguarding concerns.

The discussion highlighted the benefits of a standardised approach in strengthening governance, reducing the risk of inconsistency and ensuring continued compliance with statutory duties. Members also welcomed the provision for regular review, recognising the need for the policy to remain responsive to legislative change and emerging best practice.

Overall, Members agreed that the policy reflected a high standard of work and provided a clear, proportionate and effective framework to support safeguarding across the Partnership.

The recommendation was moved by Councillor Helen Staples and seconded by Councillor Sandeep Ghosh.

Resolved:

- 1. That the joint SELCP Safeguarding Policy be adopted;**
- 2. That authority be delegated to the Assistant Director in consultation with the Portfolio Holder to make minor amendments to the policy, ensuring it remains up to date with legislative changes and operational requirements; and**
- 3. That the Assistant Director undertake a full review of the policy every four years, with any proposed revisions presented to Cabinet for approval to maintain strategic oversight and governance.**

[The Assistant Director – Regulatory left the meeting at 6.21pm, during consideration of the above item]

49 Revised Housing Allocations Policy BBC/ELDC

The Portfolio Holder for Housing, Councillor John Baxter, presented a report by the Assistant Director – Communities and Housing Services, supported by the Assistant Director – Communities and Housing Services and the Housing, Homelessness and Wellbeing Service Manager who were in attendance, which sought approval of the revised Housing Allocations Policy for Boston Borough Council and East Lindsey District Council. The report explained that the policy had been reviewed in response to recent changes in national legislation and statutory guidance relating to social housing allocations, and to ensure that the shared policy remained legally compliant, transparent and fit for purpose.

Members were advised that a key driver for the review was the introduction of the Allocation of Housing (Qualification Criteria for Victims of Domestic Abuse and Care Leavers) (England) Regulations 2025, which required local authorities to remove local connection and residency requirements for specified groups. The revised policy therefore incorporated changes to ensure that victims of domestic abuse who needed to relocate, and care leavers up to the age of 25, could not be excluded from the housing register on the basis of local connection.

The report outlined a number of further amendments designed to clarify and strengthen the policy, including refinements to banding and priority, additional preference categories, financial capacity thresholds, housing-related debt provisions, and clearer guidance on sensitive and direct lettings. Members were advised that the review had taken a comprehensive approach rather than making isolated amendments, and had been informed by legal advice, consultation with the Portfolio Holder and engagement with internal and external stakeholders.

It was further noted that the revised policy had been considered by Overview and Scrutiny and that an Equality Impact Assessment had been undertaken as part of the review process.

The revised policy was welcomed, and the significant amount of work undertaken was acknowledged by the Portfolio Holder and officers to produce a clear, robust and legally compliant document. The complexity of balancing statutory requirements with local priorities and housing pressures was recognised, particularly given the high demand for social housing across both districts.

Members supported the changes required to comply with national legislation, noting the importance of ensuring that vulnerable groups, including victims of domestic abuse and care leavers, were not disadvantaged by local connection criteria. The introduction of clearer banding rules, additional preference categories and defined financial and debt thresholds was welcomed as a means of improving transparency and consistency in decision-making.

The discussion noted that the revised policy would provide clearer information for applicants and officers alike, helping to manage expectations while ensuring that housing need continued to be prioritised appropriately. Members also recognised that the policy would support more efficient assessment processes and improve the overall customer experience.

Members noted the importance of ongoing monitoring to ensure the policy operated as intended and continued to deliver fair outcomes, and welcomed the delegated authority for minor amendments to enable the policy to remain responsive to legislative or operational change.

Overall, Members agreed that the revised policy represented a balanced and thorough review, strengthening the framework for allocating social housing across Boston Borough Council and East Lindsey District Council.

The recommendation was moved by Councillor John Baxter and seconded by Councillor Sandeep Ghosh.

Resolved:

- 1. That the revised Housing Allocations Policy 2025 be approved; and**
- 2. That authority be delegated to the Assistant Director – Communities and Housing Services in consultation with the relevant Portfolio Holder to make minor changes to the policy that would not require a consultation exercise as per legislation.**

50 Housing Standards Policies

The Portfolio Holder for Housing, Councillor John Baxter, presented a report by the Assistant Director – Communities and Housing Services, supported by the Assistant Director – Communities and Housing Services and the Safer Communities Service Manager who were in attendance, which sought approval of a suite of Housing Standards Policies. The report explained that the policies had been developed to provide a consistent and robust framework for regulating housing standards across the South and East Lincolnshire Councils Partnership and to ensure alignment with current legislation, guidance and best practice.

Members were advised that the report covered three key policy documents: the Empty Homes Policy, the Houses in Multiple Occupation (HMO) Licensing Policy, and the Housing Standards Enforcement Policy. Together, these policies were intended to support improved housing conditions, bring long-term empty properties back into use, strengthen regulation of HMOs, and provide a clear, proportionate and transparent approach to enforcement activity.

The report outlined that the policies had been developed collaboratively across the Partnership, reflecting the move towards a more consistent approach to housing standards, enforcement thresholds, fees and penalties. Members were advised that the policies would support early intervention and engagement where possible, while also providing a clear escalation framework where compliance was not achieved.

Members welcomed the suite of Housing Standards Policies and acknowledged the significant amount of work undertaken by the Portfolio Holder and officers to bring forward comprehensive and well-structured documents. Members also noted the Portfolio Holder's thanks to his counterpart Portfolio Holders at South Holland District Council and East

Lindsey District Council for their collaborative work and support in developing the policies across the Partnership.

The importance of a consistent approach across the Partnership was recognised, particularly in relation to enforcement standards, fee structures and decision-making processes. Members noted the benefits of the Empty Homes Policy in supporting the return of long-term vacant properties to use, helping to address housing pressures while reducing the negative impacts of empty homes on local communities.

The discussion also highlighted the role of the HMO Licensing Policy in improving housing standards, protecting tenants and supporting responsible landlords through clear expectations and consistent regulation. Members welcomed the clarity provided around inspection regimes and enforcement measures.

Members supported the Housing Standards Enforcement Policy, noting that a clear and proportionate enforcement framework would provide transparency and consistency, while ensuring that serious or persistent non-compliance could be addressed effectively. The emphasis on early advice and support, alongside firm enforcement where required, was welcomed.

Overall, Members agreed that the policies provided a strong and balanced framework to support improved housing standards, protect residents and strengthen the Council's regulatory role across the Partnership.

The recommendation was moved by Councillor John Baxter and seconded by Councillor Sarah Sharpe.

Resolved:

That the draft Empty Homes Policy at Appendix 1 within the report, the draft HMO Policy at Appendix 2 within the report, and the draft Housing Standards Enforcement Policy at Appendix 3 within the report be approved.

51 Exclusion of Public and Press

Due to the Committee's approval of the exempt minutes under the Minutes item, this item was not required.

52 Exempt Minutes

Due to the Committee's approval of the exempt minutes under the Minutes item, this item was not required.

The Meeting ended at 6.37 pm.



Report To:	Cabinet
Date:	18 th February 2026
Subject:	South & East Lincolnshire Community Safety Strategy
Purpose:	To seek approval of the Community Safety Strategy and to recommend its adoption by Full Council.
Key Decision:	N/A
Portfolio Holder:	Councillor Dale Broughton, Leader of the Council
Report Of:	Emily Spicer, Assistant Director – Communities & Housing Services
Report Author:	Sarah Cocker, Safer Communities Officer
Ward(s) Affected:	All
Exempt Report:	No

Summary

This report sets out the duties placed on local authorities and other named statutory agencies in relation to crime and disorder (Sections 5-7 of the Crime and Disorder Act 1998). It outlines the Community Safety Partnership arrangements across the South and East Lincolnshire Councils Partnership, and more widely in Lincolnshire.

The Community Safety Strategy has been refreshed following a strategic review process and outlines the areas of focus that have been identified by the South and East Lincolnshire Community Safety Partnership. The strategy also demonstrates how the South and East Lincolnshire Community Safety Partnership works with the county Safer Lincolnshire Partnership in addressing crime and disorder and fulfilling the statutory duties placed on relevant authorities. Cabinet is asked to approve the strategy and recommend its adoption by Full Council.

Recommendations

1. That Cabinet note the contents of the report and the work of partners in addressing crime and disorder in South and East Lincolnshire and Lincolnshire as a whole;

2. That Cabinet recommends Full Council adopt the Community Safety Strategy which sets out the areas of focus identified by the South and East Lincolnshire Community Safety Partnership; and
3. That Cabinet requests that the Full Council authorises the executive of the authority to make any future amendments to the Strategy as required to meet emerging needs identified and that subject to Full council authorisation the Cabinet authorises the Assistant Director, Communities and Housing Services, in consultation with relevant Portfolio Holders to amend the Strategy.

Reasons for Recommendations

To communicate the commitment of the South and East Lincolnshire Community Safety Partnership in supporting the Safer Lincolnshire Partnership to meet the statutory duties set out in the Crime & Disorder Act 1998, and address crime and disorder at the local level.

Other Options Considered

Do nothing.

1. Background

- 1.1. Community Safety Partnerships (formerly known as Crime and Disorder Reduction Partnerships) were formed under Sections 5-7 of the Crime and Disorder Act 1998. They are made up of 'responsible authorities' including: local authorities, police, fire and rescue authorities, probation services and health partners. These authorities have a duty to work in co-operation with other 'co-operating bodies' for example Registered Social Landlords and Parish Councils.
- 1.2. This report outlines the community safety landscape across the geographical area of the South & East Lincolnshire Councils Partnership and Lincolnshire as a whole, setting out the statutory duties placed on responsible authorities and the arrangements for how these are met in Lincolnshire.

2. Report

- 2.1. To fulfil their statutory duties as a Community Safety Partnership, responsible authorities must undertake a range of coordinated actions¹. The core responsibilities are to:
 - 2.1.1. Conduct a strategic assessment to review crime patterns and evaluate the effectiveness of previous strategies.
 - 2.1.2. Formulate and implement a strategy to reduce crime, disorder, anti-social behaviour (ASB), substance misuse, and re-offending in the local area.
 - 2.1.3. Engage with the community to ensure local views inform priorities and plans.
 - 2.1.4. Hold one or more public meetings during each year.

¹ Set out in Section 6 of the Crime and Disorder Act 1998.

- 2.1.5. Share information effectively through formal protocols to support joint working.
 - 2.1.6. Align with Police and Crime Commissioners (PCCs) by having regard to their police and crime plans.
 - 2.1.7. Commission Domestic Abuse Related Death Reviews (DARDRs) following notification from the Police of a domestic homicide².
 - 2.1.8. Formulate and implement a strategy for preventing people from becoming involved in serious violence and reducing instances of serious violence in the area³.
- 2.2. In addition to the above; Section 17 of the Crime & Disorder Act 1998 places a duty on all employees of responsible authorities to take into consideration crime and disorder in everything they do.
- 2.3. These responsibilities ensure Community Safety Partnerships take a proactive, evidence-based, and collaborative approach to improving community safety.
- 2.4. Working in partnership at a sub-region and at a county level enables the district councils in the SELCSP to discharge their statutory duties. Examples include:
- 2.4.1. *Regularly engage and consult with the public* – this had been discharged by the Safer Lincolnshire Partnership to the PCC who has a duty to consult the community before making recommendations on precept levels to the Police and Crime Panel.
 - 2.4.2. *Commission DARDRs* - This duty has been delegated to the Lincolnshire Domestic Abuse Partnership which provides assurance to the Safer Lincolnshire Partnership regarding the commissioning and completion of these reviews.
 - 2.4.3. *Hold one or more public meetings* – This duty is fulfilled by the Safer Lincolnshire Partnership through their Annual General Meeting which is accessible to the general public.

3. Collaboration for effective working

3.1. South and East Lincolnshire Community Safety Partnership

- 3.2. The South and East Lincolnshire Community Safety Partnership covers the municipal areas of South Holland District Council, Boston Borough Council and East Lindsey District Council, collectively known as the South and East Lincolnshire Councils Partnership. Each local authority offers a range of community safety services to support a joined-up approach with partners. For example, provision of CCTV, addressing ASB (including coordination of the Anti-Social Behaviour Risk Assessment Conferences and ASB Case Review process), Public Spaces Protection Orders, emergency planning, Vulnerable Adults Panels (South Holland) and a safe at home scheme for victims of domestic abuse (East Lindsey). The South & East Lincolnshire Councils Partnership provides a good grounding to support local community safety work in collaboration with all relevant partners and compliments (not duplicates) the work of the county level Safer Lincolnshire Partnership.

² This duty is set out in Section 9 of the Domestic Violence, Crime and Victims Act 2004, which came into force in April 2011.

³ This duty was introduced through amendments to Section 6 of the Crime and Disorder Act 1998, made by the Police, Crime, Sentencing and Courts Act 2022.

3.3. The Safer Lincolnshire Partnership

- 3.4. The Safer Lincolnshire Partnership is the multi-agency forum for addressing community safety issues at a county level. Working alongside others such as the South and East Lincolnshire Community Safety Partnership the Safer Lincolnshire Partnership aims to:
- 3.4.1. Reduce crime and disorder and increase the safety of individuals and communities across Lincolnshire;
 - 3.4.2. Ensure those living, working, or visiting Lincolnshire feel safe and are equipped to cope with any hazards or threats they may encounter;
 - 3.4.3. Improve communication, coordination and cooperation between agencies allowing them to work together more efficiently and effectively.
- 3.5. The Safer Lincolnshire Partnership conducted a Strategic Needs Assessment to inform its 2025–2028 strategy. Moving away from ‘Core Priority Groups’, the Safer Lincolnshire Partnership have adopted a project-based approach to meet statutory duties. This shift ensures targeted, efficient use of shared resources and aligns activity with local needs. Projects will be evidence-based, time-limited, and focused on prevention, early intervention, and collaboration with community and voluntary sectors. Each will have clear deliverables, allowing the Safer Lincolnshire Partnership to remain agile and responsive.
- 3.6. Officers from the South and East Lincolnshire Councils Partnership actively participate in the Safer Lincolnshire Partnership to strengthen collaboration and support shared priorities. In turn, the Safer Lincolnshire Partnership contributes to the work of the South and East Lincolnshire Community Safety Partnership.

4. Police & Crime Commissioners

- 4.1. The Police Reform and Social Responsibility Act 2011 established elected Police and Crime Commissioners (PCCs) for each police force area in England and Wales. PCCs are responsible for:
- 4.1.1. Developing a Police and Crime Plan for their area.
 - 4.1.2. Commissioning services related to community safety and criminal justice.
 - 4.1.3. Appointing and holding Chief Constables to account.
 - 4.1.4. Overseeing police budgets and ensuring public confidence in policing.
- 4.2. PCCs must have regard to the priorities of Community Safety Partnerships, and the partnerships must consider the objectives set out in the Police and Crime Plan. Both are expected to cooperate and align efforts to reduce crime and antisocial behaviour. Oversight of PCCs is provided by Police and Crime Panels, which include representatives from county and district councils.
- 4.3. A two-part review of the PCC model was launched in 2020. Part one focused on improving accountability, transparency, and scrutiny of PCCs and Part two explored ways to strengthen and expand the PCC role, including their involvement in fire governance and mayoral devolution.

- 4.4. Following the PCC review, the Home Office conducted a full review of Community Safety Partnerships (in 2023/24), aiming to: clarify their roles and improve transparency and accountability, strengthen partnership working between Community Safety Partnerships and PCCs, enhance powers to tackle antisocial behaviour, and develop new guidance with minimum standards and best practices.
- 4.5. A Police Leadership Commission was launched in October 2025 to address cultural issues and leadership challenges in policing. In November 2025 the UK Government announced that PCCs will be abolished by the end of their current terms in 2028 as part of a sweeping reform programme. This change is detailed in the policing white paper *'From Local to National: A New Model for Policing'*, which outlines a new governance model and broader policing reforms.

5. The South & East Lincolnshire Community Safety Strategy

- 5.1. A strategic review was undertaken to support the development of a revised strategy (see Appendix 1). The review incorporated a range of data and information from several sources including Lincolnshire Police, local health profiles, and the county Strategic Needs Assessment. Findings from public consultations and surveys were also incorporated into the review (for example the PCC's annual crime and policing survey). The strategy is underpinned by an action plan which details the specific pieces of work that support delivery of the strategy (see Appendix 2). The strategy will be reviewed each year by the South and East Lincolnshire Community Safety Partnership to ensure it remains appropriate. The action plan is a dynamic document which will regularly be updated to reflect changing opportunities and intelligence.
- 5.2. Four areas of focus were identified which are detailed in the strategy, these are:
 - 5.2.1. Tackle ASB in our communities with a focus on neighbour disputes;
 - 5.2.2. Develop our understanding about fear of crime and perceptions to identify underlying causes;
 - 5.2.3. Work with the Safer Lincolnshire Partnership to support a place-based approach to project delivery;
 - 5.2.4. Encourage people to report issues that they see within local communities to build intelligence.
- 5.3. The strategy provides further information on each of these focus areas and the rationale for why they have been identified.
- 5.4. The strategy and action plan were reviewed by the Scrutiny Committee in October 2025 as part of the annual Crime and Disorder review. Following this review, the strategy is now being presented to Cabinet to seek support of the recommendation for its adoption by Full Council.

3. Conclusion

- 3.1. Sections 5-7 of the Crime & Disorder Act 1998 set out the way in which the responsible authorities should carry out their functions as a Community Safety Partnership.

3.2. In Lincolnshire, the responsible authorities work as a combined area to fulfil the statutory duties through the South and East Lincolnshire Community Safety Partnership and the countywide Safer Lincolnshire Partnership. The South and East Lincolnshire Community Safety Partnership is an informally merged Community Safety Partnership covering the South & East Lincolnshire Councils Partnership area. The existing strategy was refreshed following a strategic review to produce a revised strategy. This helps to publicise the dedication and commitment of partners working across the South & East Lincolnshire Councils Partnership to address community safety concerns within the sub-region.

Implications

South and East Lincolnshire Councils Partnership

The Community Safety Strategy has been developed as a cross-partnership strategy aiming to communicate our priorities and aspirations for keeping our communities safe. It highlights the strength of local partnership arrangements; and provides reputational benefits to the South & East Lincolnshire Councils Partnership as a driver of local action to tackle crime and disorder. The proposed Community Safety Strategy will support our delivery against our statutory community safety responsibilities collaborating with key partners.

Corporate Priorities

The area of work detailed in this report supports the following corporate priorities: Safe and Resilient Communities - work with partners to help reduce domestic abuse and the fear of crime; ensure licensing policies support crime reduction; work with the local community to support community cohesion.

Staffing

Current staffing resource across the partnership will support the delivery of community safety activity. Some roles that support community safety work are funded through external grants and exit management arrangements will need to be put in place towards the end of the funding period.

Workforce Capacity Implications

None

Constitutional and Legal Implications

The Local Authorities (Functions and Responsibilities) (England) Regulations 2000 (Regulation 4 and Schedule 3) set out that the adoption of a Crime and Disorder Reduction Strategy (Under Sections 5 and 6 of the Crime and Disorder Act 1998) is not to be the responsibility of the Executive.

The Regulations make provision for the function of *amending* this Strategy to be the responsibility of an executive of the authority to the extent that this is authorised by a determination of the authority when approving or adopting the Strategy.

The Crime and Disorder Reduction Strategy sits under the Policy Framework in the Council's Constitution. As such, Council has the function to approve, adopt or amend it. The statutory duties required of Community Safety Partnerships, as set out in the Crime & Disorder Act 1998, are met through working with the county Safer Lincolnshire Partnership which works as a combined area for Lincolnshire. We support the fulfilment of these duties through our own South and East Lincolnshire Community Safety Partnership.

Data Protection

Data Protection will be dealt with under the partnership's information sharing agreements and arrangements.

Financial

None

Risk Management

All risks will be managed as part of the strategy and action plan development as appropriate. At a county level the Safer Lincolnshire Partnership Strategy Board maintains a risk register.

Stakeholder / Consultation / Timescales

Consultation has been undertaken with the Portfolio Holders of each sovereign council, members of the South and East Lincolnshire Community Safety Partnership and with key officers across the South & East Lincolnshire Councils Partnership (Corporate Management and Service Managers). Feedback has been positive and constructive; the version presented incorporates suggested additions and amendments to an initial draft.

Reputation

It is important that the councils demonstrate their commitment to dealing with community safety issues and respond to local concerns. The Community Safety Strategy will have a positive impact on the reputation of the South & East Lincolnshire Councils Partnership as it shows our dedication to improving the safety and wellbeing of our local communities.

Contracts

None

Crime and Disorder

The Councils have a duty under section 17 of the Crime and Disorder Act 1998 to take steps to reasonably prevent crime and disorder in the district. Changes to this legislation were brought in through the Police and Justice Act 2006, with subsequent regulations coming into force in 2007. The regulations set out the minimum requirements for partnership working to ensure effective practice and that all partnerships deliver to a common standard. This report provides evidence of compliance with the Acts and the regulations. The Community Safety Strategy supports delivery of duties placed on responsible authorities in the Crime and Disorder Act 1998.

Equality and Diversity / Human Rights / Safeguarding

An Equality Impact Assessment (EIA) of the Community Safety Strategy found it is likely to have a positive impact on most protected and vulnerable groups, particularly through its focus on reducing anti-social behaviour, improving public safety, and strengthening community engagement.

Potential risks identified in the EIA are considered manageable provided that the strategy's planned mitigation—such as inclusive engagement, accessible reporting routes, and targeted outreach—is implemented and monitored. The strategy's commitment to annual review supports its ability to remain responsive and reduce inequalities over time.

It is also 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

The Community Safety Strategy aims to address ASB and crime, which can have a detrimental impact on people's health and wellbeing. Victim engagement and onward referrals to additional support services are an integral part of delivery.

Climate Change and Environment Impact Assessment

Not undertaken

Acronyms

ASB	Anti-Social Behaviour
PCC	Police and Crime Commissioner
DARDRs	Domestic Abuse Related Death Reviews
CCTV	Closed Circuit Television
HRA	Housing Revenue Account
EIA	Equality Impact Assessment
SELCP	South & East Lincolnshire Councils Partnership
SEL CSP	South & East Lincolnshire Community Safety Partnership
RIPA	Regulation of Investigatory Powers Act

Appendices

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

Appendix 1	South and East Lincolnshire Community Safety Strategy
Appendix 2	South and East Lincolnshire Community Safety Strategy Action Plan V2

Background Papers

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

Document title

Where the document can be viewed

Crime & Disorder Act 1998 [Crime and Disorder Act 1998 \(legislation.gov.uk\)](https://www.legislation.gov.uk)
From Local to National: A New Model for Policing: [Policing white paper January 2026](#)
The Local Authorities (Functions and Responsibilities) (England) Regulations 2000 [View](#)

Chronological History of this Report

The Community Safety Strategy and action plan have been reviewed by the Council's scrutiny committee as part of the annual Crime and Disorder review report (in October 2025).

Report Approval

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South & East Lincolnshire Community Safety Strategy

Appendix One

Introduction

Community Safety Partnerships (CSPs) were introduced by the Crime and Disorder Act 1998, which places a statutory duty on responsible authorities to work together to reduce crime and disorder.

The South and East Lincolnshire Community Safety Partnership (SELCSP) is an informally merged partnership covering the Lincolnshire districts of Boston Borough, East Lindsey, and South Holland. The SELCSP comprises statutory agencies and representatives from supporting organisations.

At a county level, the Safer Lincolnshire Partnership (SLP) is the informally merged partnership for Lincolnshire. It is responsible with the SELCSP for meeting the statutory duties required of CSPs. This includes the preparation and implementation of a strategy to tackle crime, disorder and anti-social behaviour in local communities.

This strategy sets out the areas of focus for the SELCSP over next three years. However, it will be reviewed annually to ensure it remains current and achievable.



The South & East Lincolnshire Community Safety Partnership's vision:

"We will combine our knowledge, powers and expertise to reduce anti-social behaviour, crime, and the fear of crime in South and East Lincolnshire, to ensure that the area remains one of the safest places to live, work and visit"

Delivering a safer South & East Lincolnshire

All partners of the SELCSP are actively working to reduce crime and anti-social behaviour as part of their core business. We use a range of technology, resources, tools, and statutory powers to help keep our communities safe. Below are some of the key measures we routinely employ.

CCTV

- Monitoring of public spaces.
 - Operational 24 hours a day, 365 days a year.
- During 2024-2025 there were:
- 1360 incidents witnessed by CCTV operators
 - 442 police arrests that CCTV operators contributed to
 - 514 evidence packages produced for police/courts to use.

Public Spaces Protection Orders (PSPOs)

- Ensuring public spaces can be enjoyed free from Anti-Social Behaviour (ASB).
- In specific areas across the partnership to address issues such as alcohol-related ASB, control of dogs, littering and spitting.
- Incremental approach used to tackle persistent offenders.
- Reviewed periodically to ensure the orders are still necessary, proportionate and evidence-based.

Prevent Duty

- Prevent is a core part of the UK Counter-Terrorism strategy.
- It aims to stop people from becoming involved in terrorism or extremist ideology. We support this work through:
 - Identifying and supporting people who may be at risk of radicalisation.
 - Helping communities to identify and challenge violent extremism appropriately.

Communication and Engagement

- Quarterly police priority setting incorporating the views of the public.
- Routine crime prevention and safety messages throughout the year.
- Engagement with the public (e.g. Community Safety Officers in Boston and Community Warden in South Holland).
- Supporting partners to share key messages and information via social media channels.

Public Consultation

Each year the Police and Crime Commissioner for Lincolnshire engages and consults with residents on crime and policing. Below are some of the findings from the 2024* survey.

- At least half of participating residents in Boston (62%) South Holland (60%) and East Lindsey (50%) said that their quality life is affected by fear of crime, giving a score of 5 or more on a scale of 1 to 10 (with 1 being not at all affected and 10 being severely affected).
- Respondents with a disability, who are 'non-white', and/or unemployed are much more likely than average to be fearful.
- Half of respondents in Boston indicated that they had experienced a crime or incident in the previous 12 months, this was closely followed by respondents in South Holland (47%) and East Lindsey (43%).
- The crimes which respondents were 'very worried' about are being a victim of are identify theft, online/cyber crime and having their home broken into and something stolen.
- From a list of options, 'drug use and dealing' was selected as the top priority that respondents would like to see prioritised for attention in their local area.

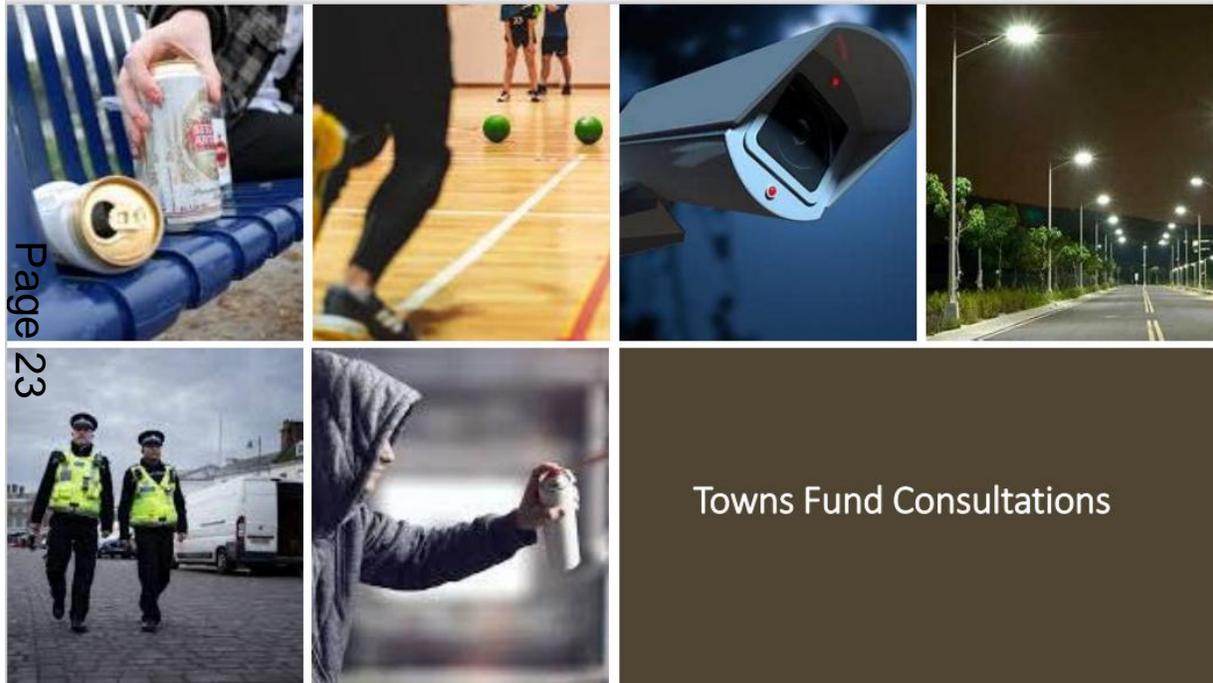
Source: Lincolnshire Crime & Policing Survey 2024

*At the time of publication, the survey results for 2025 were not yet available.

What You Said

Consultations in Boston, Skegness and Spalding identified similar themes that people want to see or are concerned about in these towns:

- Residents would like more police presence and better law enforcement.
- Residents are concerned about Anti-Social Behaviour and excessive use of alcohol and/or drug taking.
- Residents want more CCTV and more activities for young people to relieve boredom and encourage healthier behaviours.



Areas of focus

Using the outcome of the consultations along with data from various sources including Lincolnshire Police, local health profiles and the county Strategic Needs Assessment, the SELCSP were able to identify specific areas of focus for the three-year period. These will be reviewed annually to ensure they remain appropriate.

1. Tackle Anti-Social Behaviour in our communities with a focus on neighbour disputes.
2. Develop our understanding about fear of crime and perceptions to identify underlying causes.
3. Work with the SLP to support a place-based approach to project delivery.
4. Encourage people to report issues that they see within local communities to build intelligence.

The CSP also aims to improve links with the Town Boards across the partnership area and keep a watching brief on priorities identified through the quarterly Neighbourhood Policing priority setting process.



Anti-Social Behaviour

Tackling ASB is a core role for the partnership. Dedicated Council Community Safety Teams and Neighbourhood Policing Teams work together with other agencies such as Registered Social Landlords to address issues.

Over 6000 incidents of ASB were reported to Lincolnshire Police alone across the partnership area in 2024-25.

We are part of the Lincolnshire ASB Partnership, working with agencies to tackle ASB through countywide policies and procedures and sharing best practice.

ASB is consistently identified by our communities as a priority area at quarterly policing priority setting.

We address high risk and complex ASB cases through multi-agency meetings called Anti-Social Behaviour Risk Assessment Conferences (ASBRACs).

The district councils coordinate the Anti-Social Behaviour Case Review, which gives victims the right to request a formal review of their ASB case where the local threshold is met.

Inconsiderate Behaviour
and nuisance neighbours
are the two biggest
categories of ASB across
the partnership.

We will examine the processes and tools currently used for dealing with neighbour disputes alongside best practice to assess whether there are areas of improvement to prevent situations from escalating and to effectively manage people's expectations.

Fear of Crime & Perceptions



Feeling unsafe is a common theme in recent surveys and consultations, particularly in town centres where there is a 'no go' feeling reported by some residents.

The impact of fear of crime on people's quality of life has increased across the partnership area over the last year.

This is concerning, particularly as there has been increased visible patrolling in specific hot-spot areas across the partnership area during the same period. In addition, recorded crime and ASB is lower than pre-pandemic levels.

We will develop our understanding of negative perceptions about crime and the associated fear, to identify if there are any actions that can be taken to provide reassurance and increase feeling of safety within our local communities.

Placed-based approach

The SLP undertook a Strategic Needs Assessment in 2024 to feed into their priority setting process. As a result, the SLP will be moving to a **project-based approach** with these projects being distributed across the county, as outlined in their [strategy](#). Projects will be:

- Aligned to the statutory duties
- Aligned to the SLP's principles of working
- Based on findings from the Strategic Needs Assessment
- Time limited and changeable to allow responsiveness to emerging trends

We will support the SLP with this approach, working in partnership on shared objectives.

The SLP's Vision

To create a safe Lincolnshire by preventing and tackling crime, and the factors that drive it. By working together, we will develop effective, sustainable solutions to local concerns, improve confidence and build stronger communities to be safe and feel safe.

Safer
Lincolnshire
Partnership

Encouraging reporting of crime & ASB

Crime and ASB incidents can have a huge impact on individuals in varying ways. People do not have to be a direct victim to be affected, for example witnessing ASB associated with drinking in public, or seeing an act of vandalism take place can affect feelings of safety.

You may be tempted to turn a blind eye or wonder what reporting these issues will achieve. You may turn to social media to report it on community groups instead, which are not a formal reporting mechanism.

However, we need to know what is happening in our local communities and encourage you to report all incidents that you are a victim of, or a witness to. See page 11 for details of how to report.

Reasons why we encourage reporting

- To understand where and when issues are happening.
- To assess whether an immediate response is required.
- To help build up intelligence to plan a suitable response.
- To support the planning of policing patrols.
- To provide an evidence base to request additional resources.
- To be able to share information with partner agencies to assist in signposting people who may need additional help or support.

Whilst not all incidents need a direct response there is a need to build an evidence base for us to effectively address issues in our communities.

We will encourage reporting of crime and ASB, providing clear information and guidance on how to report.

How you can help us

Residents play a vital role in supporting us to keep our communities safe. We need your help in meeting our vision to keep our area one of the safest places to live, work and visit. Small contributions from the public can make a huge difference overall. Please follow our suggestions below to play your part in helping us to help you.

Report crime and hate crime	Report unsafe locations	Contact Crimestoppers	Report anti-social behaviour	Follow Crime Prevention Advice	Volunteer	Have Your Say
<ul style="list-style-type: none">• Report a crime Lincolnshire Police (lincs.police.uk)• Report a hate crime - True Vision (report-it.org.uk)	<ul style="list-style-type: none">• StreetSafe Police.uk (www.police.uk)• Download the StreetSafe app to your smartphone via the relevant app store for your device.	<ul style="list-style-type: none">• Contact Crimestoppers to remain anonymous on 0800 555 111 or visit Crimestoppers (crimestoppers-uk.org)	<ul style="list-style-type: none">• To Lincs Police• Boston BC - 01205 314318 - Email• East Lindsey DC - 01507 603095 - Email• South Holland DC - 01775 761161 - Email	<ul style="list-style-type: none">• Improve security on your property.• Crime prevention advice Lincolnshire Police (lincs.police.uk)	<ul style="list-style-type: none">• Police support volunteer vacancies• Join or set up a Neighbourhood Watch Group in your local area.	<ul style="list-style-type: none">• Contribute to the Police & Crime Commissioner's police and crime survey.• Contribute to your local Neighbourhood Policing Team's priority setting.

List of Acronyms



ASB - Anti-Social Behaviour

ASBRAC - Anti-Social Behaviour Risk Assessment Conference

CCTV - Closed Circuit Television

CSP - Community Safety Partnership

PSPO - Public Spaces Protection Order

SELCSPP - South & East Lincolnshire Community Safety Partnership

SLP - Safer Lincolnshire Partnership

Useful Websites

[Amplius | \(Amplius.co.uk\)](https://www.amplius.co.uk)

[Boston Borough Council \(Boston.gov.uk\)](https://www.boston.gov.uk)

[Boston College UK \(boston.ac.uk\)](https://www.boston.ac.uk)

[East Lindsey District Council \(e-lindsey.gov.uk\)](https://www.e-lindsey.gov.uk)

[Just Lincolnshire | www.justlincolnshire.org.uk](https://www.justlincolnshire.org.uk)

[Lincolnshire Community and Voluntary Service \(lincolnshirecvs.org.uk\)](https://www.lincolnshirecvs.org.uk)

[Lincolnshire County Council \(Lincolnshire.gov.uk\)](https://www.lincolnshire.gov.uk)

[Lincolnshire Fire and Rescue \(Lincolnshire.gov.uk/Lincolnshire-fire-rescue\)](https://www.lincolnshire.gov.uk/lincolnshire-fire-rescue)

[Lincolnshire Housing Partnership \(lincolnshirehp.com\)](https://www.lincolnshirehp.com)

[Lincolnshire Integrated Care Board \(Lincolnshire.icb.nhs.uk\)](https://www.lincolnshire.icb.nhs.uk)

[Lincolnshire Partnership NHS Trust \(lpft.nhs.uk\)](https://www.lpft.nhs.uk)

[Lincolnshire Police \(lincs.police.uk\)](https://www.lincs.police.uk)

[Lincolnshire's Police and Crime Commissioner \(lincolnshire-pcc.gov.uk\)](https://www.lincolnshire-pcc.gov.uk)

[Lincolnshire Recovery Partnership \(turning-point.co.uk\)](https://www.turning-point.co.uk)

[Lincolnshire Road Safety Partnership \(lincolnshire.gov.uk\)](https://www.lincolnshire.gov.uk)

[North Sea Camp Prison - GOV.UK](https://www.gov.uk)

[Platform Housing Group \(platformhg.com\)](https://www.platformmhg.com)

[Probation Service - GOV.UK](https://www.gov.uk)

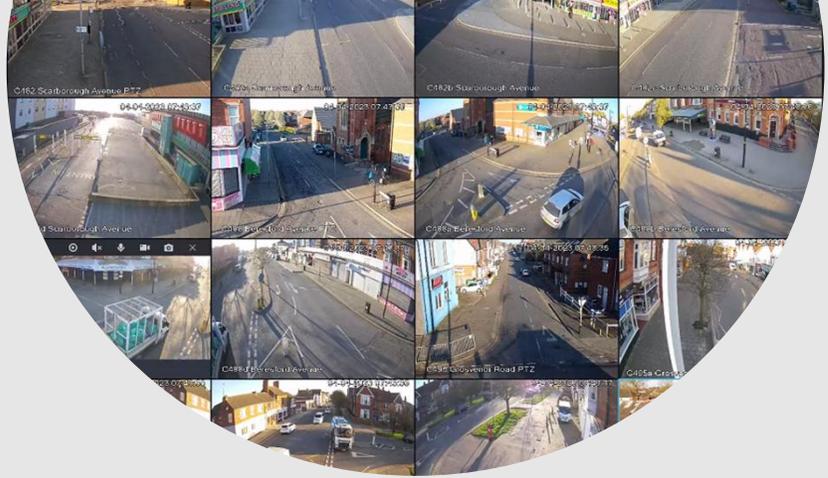
[Public Health – Lincolnshire County Council](https://www.lincolnshire.gov.uk)

[Safer Lincolnshire Partnership
\(Lincolnshire.gov.uk/saferlincolnshirepartnership\)](https://www.lincolnshire.gov.uk/saferlincolnshirepartnership)

[South Holland District Council \(sholland.gov.uk\)](https://www.sholland.gov.uk)

[Youth offending service – Lincolnshire County Council](https://www.lincolnshire.gov.uk)

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South & East Lincolnshire Community Safety Strategy Action Plan

Appendix Two



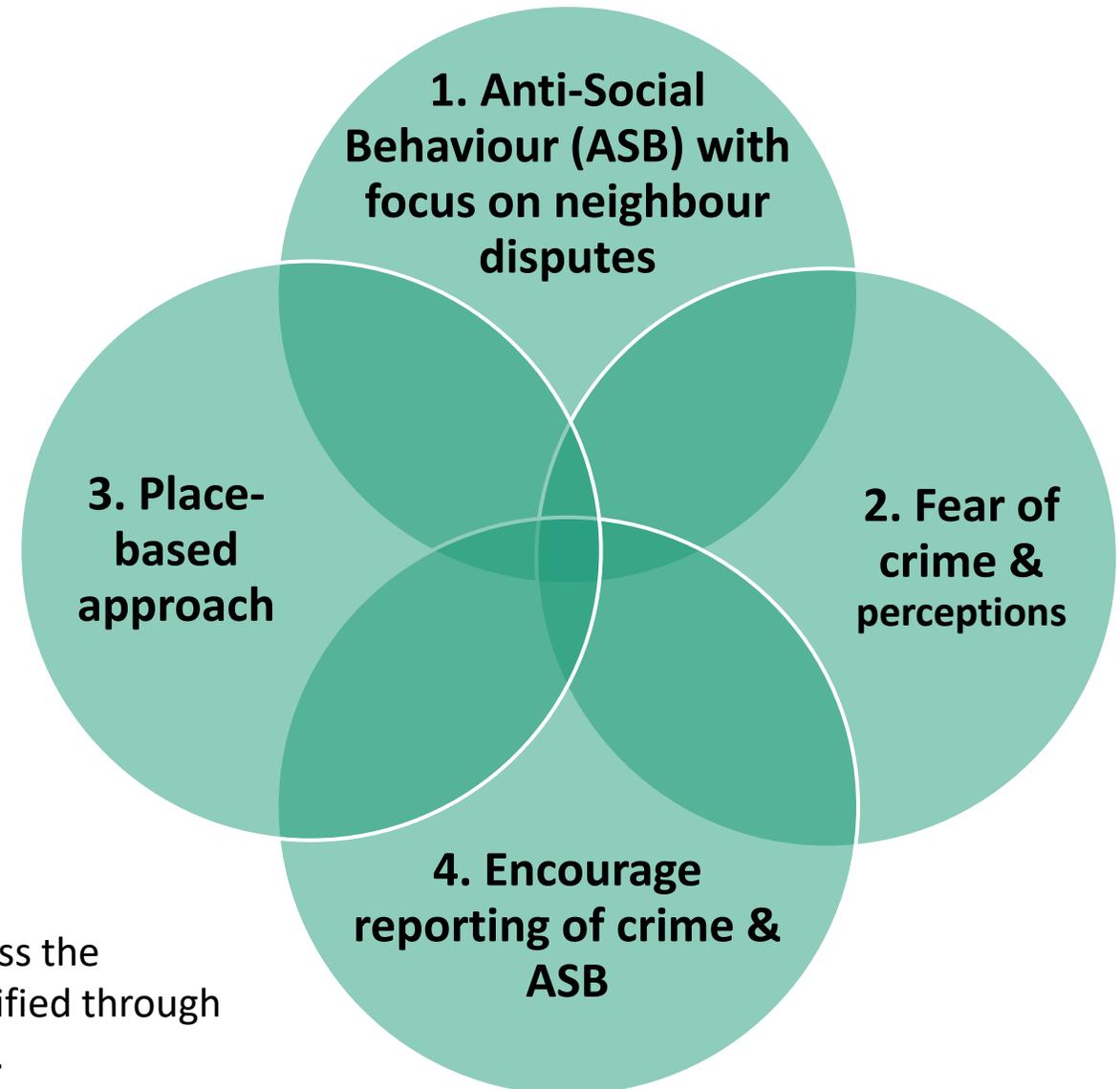
Areas of focus

This action plan underpins the South & East Lincolnshire Community Safety Strategy, which outlines the current areas of focus. These are:

1. Tackle Anti-Social Behaviour in our communities with a focus on neighbour disputes.
2. Develop our understanding about fear of crime and perceptions to identify underlying causes.
3. Work with the Safer Lincolnshire Partnership (SLP) to support a place-based approach to project delivery.
4. Encourage people to report issues that they see within local communities to build intelligence.

This is a living document; further actions will be added over time. It includes activity outside of day-to-day business and supports the work of the Safer Lincolnshire Partnership.

The CSP also aims to improve links with the Town Boards across the partnership area and keep a watching brief on priorities identified through the quarterly Neighbourhood Policing priority setting process.



Partnership-wide projects

Project Title, Location & Area of Focus	Overview & Aims	Target completion date, Funding Source & Lead	Progress
<p>Scope out best practice for managing neighbour disputes (Partnership-wide)</p> <p>Area of focus: 1</p>	<ul style="list-style-type: none"> Identify best practice for how to effectively manage neighbour disputes. Examine neighbour-related ASB Case Reviews to identify any learning. Link in with SHDC housing services in relation to the Housing Revenue Account (HRA) action 'Create a good neighbour guide with information on conflict resolution of what ASB is and the services available to tenants.' 	<p>April 2026</p> <p>Lead: SELCP Safer Communities Officer</p>	<ul style="list-style-type: none"> Best practice has been reviewed and Initial guidance drafted. Review of neighbour dispute cases across the partnership continues and is ongoing. Further work is required to align with other policies and guidance (e.g. Good Neighbourhood Management) and to incorporate any relevant learning from the countywide benchmarking report on ASB undertaken by the University of Lincoln.
<p>Leaflet – ‘how you can help your CSP’</p> <p>Area of focus: 4</p>	<ul style="list-style-type: none"> Produce a public facing leaflet to promote what communities can do to help reduce crime/ASB and encourage reporting of incidents. Explore similar leaflet for young people and in different languages. Distribution plan to be developed. 	<p>March 2027</p> <p>Lead: SELCP Safer Communities Officer</p>	<ul style="list-style-type: none"> Leaflet produced following consultation with key partners. Web and hardcopy versions produced. 500 copies printed. Copies provided to Elected Members for distribution across the partnership area. Exploring inclusion of the leaflet with Council Tax bills for 2026. Additional versions to be scoped out.

Partnership-wide projects cont.

Project Title, Location & Area of Focus	Overview & Aims	Target completion date, Funding Source & Lead	Progress
<p>Establish a task and finish group to explore fear & perceptions of crime and identify actions to address it.</p> <p>Areas of focus: 2, 4</p>	<ul style="list-style-type: none"> Undertake a review of crime, ASB, consultation, survey, engagement data to understand current fear of crime across the partnership area. Review over time to monitor changes in fear levels and perceptions following targeted work. Develop actions which aim to reduce fear and improve perceptions. 	<p>March 2026</p> <p>Leads: SELCP Safer Communities Manager (Partnerships)</p>	<ul style="list-style-type: none"> Task & finish group formed. First meeting held in December 2025, and initial review of data completed. Discussions on an outline plan undertaken and draft comms plan produced. Further development to be discussed at the next meeting in February 2026. CSP to be updated on 11.02.2026.
<p>Digital & Social Media plan – fear & perceptions / increasing reporting</p> <p>Areas of focus: 2, 4</p>	<p>To deliver actions from task and finish group:</p> <ul style="list-style-type: none"> Promote transparency & positive action. Increase public trust & confidence in local enforcement and the CSP. Encourage community engagement and proactive reporting of issues. Highlight successes and ongoing improvements in community safety. Promote ‘See It, Report It, Change It’ Support delivery of HRA action to raise awareness of the impacts of hate crime and make it clear that hate crime, harassment and bullying in any form will not be tolerated. 	<p>March 2027</p> <p>Leads: SELCP Safer Communities Manager (Partnerships), SELCP Safer Communities Officer, Housing Transformation Officer (SHDC)</p>	<ul style="list-style-type: none"> Outline plan drafted for consultation with the Task and Finish Group & S&ELCP Communications Team. Comms plan to be reviewed annually. Draft comms plan being jointly produced between community safety and housing to support the HRA action to ‘Promote a variety of methods through which to report ASB, including via our website/email and telephone to increase accessibility to the service.’

Partnership-wide projects cont.

Project Title, Location & Area of Focus	Overview & Aims	Target completion date, Funding Source & Lead	Progress
Improve links with the Neighbourhood & Town Boards and Business Improvement Districts. Areas of focus: 2, 3	<ul style="list-style-type: none"> To share information and ideas. To support delivery of respective plans. Support any work relating to Pride in Place plans. 	March 2027. Lead: SELCP Safer Communities Manager (Partnerships)	<ul style="list-style-type: none"> Initial introductions have been made and information shared. Constructive meetings with Spalding BID have taken place and actions identified. Further engagement to be undertaken in 2026/27.
Identify ways to reach the views from, and share information with, harder to reach groups. Area of focus: 2, 4	<ul style="list-style-type: none"> To gather the views of individuals and communities who may not participate in routine surveys and consultations. 	March 2027 Lead: TBC	<ul style="list-style-type: none"> Scope of the project in the design phase.
Undertake a review of the Countywide ASB Case Review Policy and Procedures Area of focus: 1	<ul style="list-style-type: none"> To support continuation of a consistent process across Lincolnshire which meets the standards of the ASB Help Pledge. Support the HRA actions: <ul style="list-style-type: none"> -Subscribe to the ASB Help Pledge -Promote ASB case reviews -Work in partnership with Victim Support, ASB Help and Resolve, sign-up to ASB Help Pledge (<i>renewal process</i>). 	September 2026 Leads: SELCP Safer Communities Manager (Operations) & SELCP Safer Communities Officer	<ul style="list-style-type: none"> The process of renewal for the ASB Help Pledge is nearing completion. The countywide procedures will be reviewed to incorporate learning from the University of Lincoln benchmarking exercise.

Projects in Boston Borough

Project Title, Location & Area of Focus	Overview & Aims	Target completion date, Funding Source & Lead	Progress
Community Safety Officers (Boston) Areas of focus: 1, 2, 4	<ul style="list-style-type: none"> To provide uniformed patrols in Boston Borough. Enforce the PSPO area (alcohol restrictions). Promote community cohesion and social inclusion. The CSOs will provide education and engagement and reassurance to the community. 	<p>August 2026 (possible extension thereafter)</p> <p>Funding provided by the Boston Town Board.</p> <p>Lead: SELCP Safer Communities Manager (Operations)</p>	<p>Two CSO's in post since August 2025. Summary of outputs (Aug-Dec 25):</p> <ul style="list-style-type: none"> 715 hours patrolled. 38 people approached for drinking alcohol in the PSPO area. 32 pieces of intelligence passed to police. 8 situations de-escalated. Involved in 20 shoplifting incidents and 43 ASB incidents. Advice given to 500+ members of the public. Involved in 15 CCTV related incidents. 4 witness statements produced. 45 Joint patrols (with police/Environmental Crime Officers). <p>A business case is being developed to look at extending the CSO provision beyond August 2026.</p>
Community Safety Officers to undertake further engagement work Area of focus: 2	<ul style="list-style-type: none"> Engage with the public in Boston Borough, consult on ideas for improving feelings of safety. Identify any changes from the previous engagement work. 	<p>July 2026</p> <p>Lead: Community Safety Officer (BBC)</p>	<ul style="list-style-type: none"> Scope of the project in the design phase.

Projects in Boston Borough cont.

Project Title, Location & Area of Focus	Overview & Aims	Target completion date, Funding Source & Lead	Progress
<p>Enhance CCTV in Strait Bargate, Wide Bargate and Market Place (Boston).</p> <p>Areas of focus: 1, 2</p>	<ul style="list-style-type: none"> To improve CCTV coverage and monitoring capabilities. Improve feelings of safety within Boston Town Centre. 	<p>March 2027</p> <p>Funding provided by the Boston Town Board.</p> <p>Lead: CCTV Manager (SELCP)</p>	<ul style="list-style-type: none"> Work completed to-date: Pescod Square shopping area and Cattle Market car park. Boston Town Board have signed off and given approval of an independent report and therefore work will now commence once all permissions have been obtained (e.g. use of street furniture for camera mounting and planning permissions).

Projects in East Lindsey

Project Title, Location & Area of Focus	Overview & Aims	Target completion date, Funding Source & Lead	Progress
<p>Placed-Based Approach:</p> <p>Skegness Project Group</p> <p>Area of focus: 3</p>	<p>The SLP will move to a project-based approach with these projects being distributed across the county. Projects will be:</p> <ul style="list-style-type: none"> • Aligned to statutory duties. • Aligned to principles of working • Based on findings from the SLP’s Strategic Needs Assessment. • Time limited and changeable to allow responsiveness to emerging trends. 	<p>September 2027</p> <p>Lead: LCC Community Safety Strategy Coordinator</p>	<ul style="list-style-type: none"> • The Project Brief was approved by Strategy Board in December 2026. A full project action plan is in development. • Project mobilised January 2026 with a projected end date of Q3 2027-8. • Project Group established and has met. Supporting task & finish groups established to progress workstreams are due to meet. • Thematic workstreams include: System Mapping, community engagement, communication campaign, reviewing/developing multi-agency coordinated responses to tackle and reduce ASB/SV in hot spot location/s, improving business engagement with Domestic Abuse Partnership.
<p>Support the implementation of the ‘Beyond Project’ in Louth (East Lindsey).</p> <p>Area of focus: 1</p>	<ul style="list-style-type: none"> • To tackle ASB in areas by diverting children to community sport and activity sessions. • Raise aspirations of the children worked with by delivering a nationally recognised leadership award. 	<p>April 2026</p> <p>Lead: LCC Community Safety Strategy Coordinator (Lead for Preventative Education)</p>	<ul style="list-style-type: none"> • Initial meetings held in December 2025 • Information on hot-spot areas and target groups shared. • Timetable of activities developed by Positive Futures workers from LCC

Projects in South Holland

Project Title, Location & Area of Focus	Overview & Aims	Target completion date, Funding Source & Lead	Progress
<p>Hot-spot policing programme (Spalding)</p> <p>Areas of focus: 1, 2, 4</p>	<ul style="list-style-type: none"> To provide additional high visibility police patrols. Delivered in partnership with Lincolnshire Police and Lincolnshire Police and Crime Commissioner (OPPC). Aims to tackle anti-social behaviour and improve public confidence. 	<p>February 2026 (with possible extension thereafter).</p> <p>Funding provided by the Spalding Town Board.</p> <p>Lead: OPCC</p>	<p>Initial pilot delivered and report submitted to the Spalding Town Board (shared with SELCSP). The report states that the objectives of the pilot were met; progress made and improvements in effectiveness identified.</p> <p>The patrols were extended with a fixed budget for a further three months from mid-October to late January 2026. The OPPC are compiling data and lessons learned to evaluate impact and will present a report to the Town Board on 13th February 2026. Permission will be sought to share the report with the CSP.</p>
<p>Explore the feasibility of the Community Warden (SHDC) undertaking an engagement exercise in South Holland, replicating the work undertaken by the CSOs in Boston.</p> <p>Area of focus: 2</p>	<ul style="list-style-type: none"> To utilise a community event to engage with the public to establish which areas they feel could be improved. Map out ‘hot-spots’ and tailor patrols and targeted work. 	<p>March 2027</p> <p>Lead: Community Warden (SHDC)</p>	<ul style="list-style-type: none"> Scope of the project in the design phase.

Projects in South Holland cont.

Project Title, Location & Area of Focus	Overview & Aims	Target completion date, Funding Source & Lead	Progress
<p>Tackle graffiti in South Holland.</p> <p>Area of focus: 1,</p>	<ul style="list-style-type: none"> • Work with owners of private properties to offer graffiti removal (for a fee) to improve the look and feel of the local area. • Work alongside SHDC Ops team to remove any graffiti classified as “offensive” as defined under the DEFRA guidance. • Work alongside Spalding Police, Spalding BID and Spalding Civic Society to offer “Restorative Justice” for any identified offender caught “tagging” in Spalding. • Scope out expanding the project across the partnership & link in with Pride in Place. • Links in with the review of the SELCP Street Art & Graffiti policy which will clarify roles and responsibilities. 	<p>March 2027</p> <p>Lead: SELCP Safer Communities Manager (Operations) & SHDC Safer Communities Team</p>	<ul style="list-style-type: none"> • Letter templates produced. • Process developed to offer the removal of graffiti from private properties to improve the local area. • Process developed with Spalding Community Warden to deliver supervised “Restorative Justice” work with offenders to clean up known graffiti areas with offenders of “tagging” / other graffiti related offences.

Projects in South Holland cont.

Project Title, Location & Area of Focus	Overview & Aims	Target completion date, Funding Source & Lead	Progress
<p>Adopt a Harm Centred, Trauma Informed approach to addressing street drinking in Spalding Town centre and surrounding area.</p> <p>Page 43 Areas of focus 1, 2</p>	<ul style="list-style-type: none"> • Identify underlying causes of repeat street drinking and explore alternative, non-enforcement interventions that can reduce harm and promote longer-term positive outcomes. • Work collaboratively with partners such as Lincolnshire Recovery Partnership, health services, outreach and community organisations. • Balance support with proportionate enforcement, ensuring that PSPO breaches are managed appropriately while maintaining a focus on engagement, support and risk reduction. • Improve public confidence and perceptions of the town centre. 	<p>March 2027</p> <p>Lead: Anti-Social Behaviour and Enforcement Officer (SHDC)</p>	<ul style="list-style-type: none"> • Scope of the project in the design phase.

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Report To:	Cabinet
Date:	18 th February 2026
Subject:	Annual Budget Report 2026/27, Medium Term Financial Strategy, Capital Programme and Capital Strategy Treasury management Policy/Strategy, and Annual Delivery Plan
Purpose:	To approve and refer to Council on 2 March 2026 for consideration and approval: The General Fund Budget for 2026/27, including the use of reserves, Medium Term Financial Strategy, Capital Programme and Strategy, Treasury management Policy/Strategy and the Annual Delivery Plan including the approval of Council Tax levels.
Key Decision:	N/A
Portfolio Holder:	Councillor Sandeep Ghosh, Portfolio Holder for Finance and Economic Growth
Report Of:	Russell Stone, Director of Finance (S151 Officer)
Report Author:	Russell Stone, Director of Finance (S151 Officer) Ramesh Prashar, Interim Finance Consultant
Ward(s) Affected:	All
Exempt Report:	No

Summary

Attached to this report is the final detail of the 2026/27 budget, the 5-year Medium Term Financial Strategy (MTFS) from 2026/27 to 2030/31, Capital Programme, Capital Strategy, Treasury Management Policy/Strategy and the Annual Delivery Plan for 2026/27.

The report also includes the recommended level of Council Tax for 2026/27, including that of the IDB levy. (TBC)

The draft budget includes efficiencies that have been identified to support the short and medium-term financial strategy (MTFS).

Recommendations

It is recommended that Cabinet approve the Draft Budget 2026/27 including all appendices and it be forwarded to Council on 2 March 2026 for consideration and approval with the following specific recommendations:

1. The Medium Term Financial Strategy (at Appendix 1) be approved.
2. That it be noted that the Council Tax Base for Boston Borough Council (BBC) of 20,572 and 9,455 for Boston Special Expenses (Band D equivalent) has been set for 2026/27 and on the 23 December 2025 by the Director of Finance & Section 151 Officer, under officer delegation in line with the Constitution.
3. That the Revenue Estimates for the General Fund and Boston Special Expenses for 2026/27 (Appendices 1, 1A and 1B) be approved.
4. The additions to and use of reserves (as detailed at Appendix 1) be approved.
5. The Capital Programme and Capital Strategy (Appendices 2 and 3) be approved.
6. That the Treasury Management Policy Statement Treasury Management Strategy Statement MRP Policy and Annual Investment Strategy and Treasury Management Practices (Appendix 4A, 4B and 4C) be approved.
7. The Fees and Charges Schedule 2026/27 (Appendix 5) be approved.
8. That the report of the Section 151 Officer, under Section 25 of the Local Government Act 2003 on the robustness of the estimates made for the purposes of the budget calculations and adequacy of proposed financial reserves be noted (Paragraph 10).
9. That the Council Tax for a Band D property in 2026/27 be set at £231.48 (£7.83 per annum increase on 2025/26 levels) for Boston Borough Council and £82.44 (£1.35 per annum increase on 2025/26 levels) for Boston Special Expenses.
10. The Annual Delivery Plan for 2026/27 (Appendix 6) be approved.

It is recommended that Cabinet:

11. Delegate the further amendment of this document (where needed to ensure financial integrity and reconciliation) in preparation for Council on 2 March 2026 to the Director of Finance & Section 151 Officer in consultation with the Portfolio Holder for Finance.

Reasons for Recommendations

To comply with the budgetary and policy framework and legislative requirement.

Other Options Considered

No other options were considered.

1. Background

- 1.1 The Local Government Finance Act 1972 requires the Council to set a balanced, risk assessed budget each year and to approve the setting of Council Tax by 11 March in each year.
- 1.2 This year's budget has been set within a background of unprecedented inflationary pressures and significant changes in resident, customer and business needs as well as proposed significant changes to funding arrangements. Despite these challenges the Council's financial position means that it is able to take a considered approach to mitigating these exceptional pressures. The attached Budget Report sets out the Council's Revenue and Capital Budgets for 2026/27, the Council Tax increases proposed, the MTFS to 2030/31, associated financial strategies and Annual Delivery Plan.
- 1.3 The preparation of the budget for 2026/27 has been a detailed process involving officers and the attached appendices reflect the latest known position. The report below sets out the basis for the final budget and MTFS for the next five years and assumptions used in its development.
- 1.4 The Provisional Local Government Settlement announced on 17 December 2025 included provisional allocations for 2027/28 and 2028/29 allocations. The settlement reflects changes made through the 2024 Autumn Budget & Spending Review, 2025 Budget and 20 November Policy Statement which collectively results in an unprecedented level of change to the Local Government Finance system and significant added complexity.
- 1.5 The budget proposals have been subject to review by the Overview and Scrutiny Committee on 15 January 2026 with the draft minutes attached at Appendix 7. A budget consultation process with the public has also been completed. The draft Treasury Management Strategy was also presented to Audit and Governance Committee on 19 January 2026.

2. Key Budget Pressures

- 2.1 Identified below are the key assumptions included within the proposed budget:
 - The changes from the Local Government Finance settlement have been incorporated.
 - Inflation increases have been reviewed throughout the MTFS and are included at appropriate levels. Ongoing inflationary pressures and wider economic uncertainty continue to make the forecasting of future expenditure increasingly volatile.
 - For the pay award 2026/27 to 2030/31 a 3.0% increase has been assumed.

- Based on the Pension Triennial Valuation the pension contribution will be 18.20% in 2026/27 with an additional lump sum amount payable towards the deficit on the pension scheme reducing from £741k to £493k. This rate is applied only to those staff in the local government pension scheme. Any vacant posts are assumed to be within the pension scheme.
- The return on cash investment reflects the level of cash balances and current Bank of England base rates alongside the forecasts provided by our external treasury advisors.
- A 7.5% increase has been assumed for the IDB Levy which increases it from £2.927m in 2025/26 to £3.144m in 2026/27 (£217k increase).

3. Council Tax and Business Rates

- 3.1 District Councils are permitted to increase their Relevant Basic Amount (RBA) of Council Tax by up to 3% or £5, whichever is higher. The RBA takes into account the total of the Council precepts plus Boston Special Expenses.
- 3.2 The MTFs assumes a Council Tax increase in line with the maximum allowed under the Local Government Finance Settlement. In the case of Boston Borough for 2026/27 this is a £7.83 (3.5%) per annum increase (for band D properties). The increase is reflected through the MTFs. The table below demonstrates that the annual increase is within the 3% threshold when considering the RBA.

Relevant Basic Amount Calculation	2025/26		2026/27		Movement	
	Precept (£)	Band D (£)	Precept (£)	Band D (£)	£	%
Boston Special Expenses	769,057	81.09	779,470	82.44	1.35	1.67
BBC	4,538,082	223.65	4,762,006	231.48	7.83	3.50
Total – RBA	5,307,139	261.55	5,541,476	269.37	7.82	2.99
Tax Base	No of Band D Properties		No of Band D Properties		Change in Properties	%
Boston Special Expenses	9,484		9,455		(29)	(0.31)
BBC	20,291		20,572		281	1.38

- 3.3 The tax base projections for 2026/27 have provided for a growth of 281 band D equivalent properties. Future growth has been projected at 1.5%.
- 3.4 A revaluation exercise for Business Rates will take effect from 1 April 2026, with 5 new multipliers replacing the current 2 multipliers. A provision has been put aside for any potential appeals based on intelligence from the Council's advisors to cover any effects from this, but there still remains a large amount of uncertainty in this area.

3.5 As well as the potential for the authority to attract additional income through retained business rates there is also the risk of uncertainty through a reduction in the amount of business rates that it collects, this has been further exacerbated by economic impacts. This coupled with uncertainties relating to appeals against rateable values for business premises, with the potential for successful appeals being backdated makes estimating income accurately extremely challenging and potentially volatile.

4. Local Government Settlement

4.1 The local government final settlement delivered on 17 December 2025 has provided the following support.

Local Government Final Settlement	Settlement 2025/26 £'000	Provisional Settlement 2026/27 £'000	Difference £'000
Revenue Support Grant	(482)	(3,588)	(3,106)
Funding Floor Guarantee	(255)	-	255
Recovery Grant	(306)	(306)	-
New Homes Bonus	(174)	-	174
Legacy Grants now rolled into RSG	(209)	-	209
Business Rates	(2,830)	(2,797)	33
S31 Grants relating to Business Rates	(2,382)	-	2,382
Total	(6,638)	(6,691)	(53)

4.2 As a result of the reset of the Business Rates Retention System from 1 April 2026 as part of the Government's Fair Funding Review, the net Retained Business Rates income has reduced significantly from prior years. This is compensated by an increase in Revenue Support Grant.

4.3 Changes from previous years include 4 new consolidated grants, bringing together 16 funding streams over the multi-year Settlement, alongside grants that have been rolled into the Revenue Support Grant. Of these 4 grants, 2 are applicable to Boston Borough Council – Homelessness, Rough Sleeping & Domestic Abuse Grant and the Crisis & Resilience Fund.

4.4 The 2026/27 Local Government Finance Settlement includes provisional allocations for 2027/28 and 2028/29.

4.5 Amongst other changes, the spending comparisons made by MHCLG within the settlement have been assessed against values from 2024/25 and not 2025/26.

4.6 Given the scale of change being experienced, the main areas of change within the settlement are set out below.

- **Fair Funding Assessment** – MHCLG has published the provisional outcome of the Fair Funding Review which sets the new levels of funding for Local

Authorities. The settlement suggests that the Fair Funding Assessment amounts also include Simpler Recycling new burdens (primarily food waste), but this is not itemised, and analysis suggests there is little additional funding that could account for this.

- **Funding Floor** – MHCLG has decided to implement a 2-tier system of funding floors. This means that some Local Authorities will receive varying levels of funding protection depending on how far from the newly assessed level of funding they are.
- **Business Rates Reset, Revaluation and Multiplier Reform** – the split of Fair Funding Assessment to Baseline Funding Level and Revenue Support Grant, and the new top-up and tariff amounts, reflects MHCLG’s latest analysis on the impact of the business rates revaluation, business rates reset and introduction of new business rates multipliers.

5 Internal Drainage Boards

5.1 Internal Drainage Board (IDB) increases are set out in the table below. Post 2026/27 increases have been estimated at 7.5% per annum, pending confirmation from the IDBs, which is expected early February. The Council is liaising with the local Internal Drainage Boards to work towards limiting future increases where possible. Lobbying of government is also underway with the impact of this loss of revenue to the Council due to the embedded levy having an impact every year that passes.

Internal Drainage Board	2021/22	2025/26	2026/27 Draft	Increase	Increase	Increase	Increase over
	(Actual) £	(Actual) £	Budget £	2026/27 £	2026/27 %	2026/27 £	2021/22 £
Witham Fourth Internal Drainage Board	1,108,050	1,547,276	1,662,322	115,046	7.50%	554,272	50.02%
Welland and Deepings Internal Drainage Board	61,851	85,478	91,889	6,411	7.50%	30,038	48.57%
Black Sluice Internal Drainage Board	842,838	1,293,006	1,388,981	95,975	7.50%	546,143	64.79%
South Holland Drainage Board	973	1,290	1,387	97	7.50%	414	42.55%
Total	2,013,712	2,927,050	3,144,579	217,529	7.50%	1,130,867	56.16%

6 Capital Programme

6.1 The Capital Programmes and Capital Strategy are included at Appendices 1, 2 and 3.

6.2 The five-year General Fund Capital Programme includes provision for Investment and Growth linked to the Councils Strategic objectives. The main areas of continued investment are:

- Disabled Facilities Grant.
- Pride in Place.
- Leisure.
- Food Waste.
- Vehicle Replacement.
- Investment in IT.

6.3 Due to the nature of some capital projects, it can be common for large scale project timing to change over the medium term. This budget provides the best estimates of deliverability available at the time of production and the programme will be flexed over time with approvals sought in line with the Council's financial procedure rules.

7 Reserves

7.1 A detailed breakdown of Reserve movements are included in Appendix 1 to this report.

8 Balancing the Budget and Other Proposed Changes

8.1 In terms of balancing the budget the following areas have been considered as part of the budget setting process:

Short Term

- Service Reviews planned.
- Continued work to engage on the Internal Drainage Board financing challenge.
- Review of all new pressures and service budgets to consider efficiency opportunities and alternative options.
- Income opportunities including reviews of fees and charges.
- Reviewing all assets to maximise income and efficiency of use.

Medium Term

- Work with PSPSL in terms of its transformation plans for the future.
- Driving transformational change using the SELCP sub-regional partnership as a driver for innovation and efficiency.
- Delivering and supporting economic growth

9 Additional Considerations

9.1 **Annual Delivery Plan** - The South and East Lincolnshire Councils Partnership (SELCP) Annual Delivery Plan (Appendix 6) identifies the planned programme of work for the Partnership and sovereign Councils for 2026/27, drawing on the previously approved Partnership Work Programme, as well as wider opportunities that have since been identified.

- 9.2 **Real Living Wage Pay Supplement** - Since 2021, the Council has chosen to apply a pay supplement specifically to support its lowest paid employees and assist them in meeting the cost of living. This supplement, reviewed each April, ensures their earnings align with the real Living Wage as set by the Living Wage Foundation.
- 9.3 The Living Wage Foundation announced a new rate of £13.45 per hour in October 2025. The Council's lowest paid employees are currently earning £12.65 per hour in line with NJC pay scales. Applying the Real Living Wage supplement with effect from 1 April 2026 will result in an additional cost of £50k. The NJC pay award is often not implemented until later in the year, when implemented if the NJC hourly rate is above the Real Living Wage rate, the supplement will no longer be applicable. This will be included as a budgetary adjustment during 2026/27.

10 Section 25 - Report of the Section 151 Officer as to the Robustness of the Estimates Made for the Purposes of the Budget Calculations and the Adequacy of the Proposed Financial Reserves.

- 10.1 *Under Section 25 of the Local Government Act 2003, the Authority's Chief Financial Officer (presently the Director of Finance and Section 151 Officer) is required to report to Council on the robustness of the estimates made for the purposes of the Council's Budget calculations and the adequacy of the General Fund balances and reserves. The Council must have regard to this report, which is set out below, when making decisions in respect of the Budget.*
- 10.2 *In expressing the opinion, the Section 151 Officer has considered the financial management and control frameworks that are in place, the budget assumptions, the financial risks facing the council and the level of reserves.*
- 10.3 *Section 25 of the Local Government Act 2003 concentrates primarily on the uncertainties within the forthcoming budget year, however longer-term uncertainties and increasing pressures on the Council's finances also inform consideration of the adequacy of the level of reserves for the medium term.*

Financial Controls

- 10.4 *The Section 151 Officer has responsibility for ensuring that an effective system of internal control is maintained to provide an assessment of the current position across the whole Council's finances and identifying areas for improvement where appropriate.*
- 10.5 *The Code of Practice for Financial Management (the FM Code) was introduced by CIPFA in November 2019. The Code clarifies how Chief Finance Officers should satisfy their statutory responsibility for good financial administration as required in section 151 of the Local Government Act 1972.*

Medium Term Financial Planning

- 10.6 *The Council has completed successfully a medium-term financial planning process for both the Revenue Budget and Capital Programme. In doing so, it has set down a Medium-Term Financial Strategy (MTFS) over 5 years and has successfully forecast the estimated budget position for 2026/27 and the years following.*

- 10.7 *In forming the MTFs and the associated suite of reports appended to the Draft Budget 2026/27 the Council has demonstrated a significant capability to frame and form both strategic and operational initiatives to manage the strategic position.*

Council Tax

- 10.8 *A further key component in balancing the Budget has been the recommendation for the agreement by Council of an increase in Council Tax It is of the utmost importance that this stream of funding is agreed in order to (a) protect the strategic wellbeing of the Council in future years and (b) to suppress the need for additional savings in those years.*

Reserves

- 10.9 *The Section 151 Officer considers that level of Reserves is currently sufficient, in respect of any ongoing risks and challenges set out in the MTFs.*

Budget Assumptions and Background

- 10.10 *The Section 151 Officer is satisfied that the Draft Budget 2026/27 has been based on the best available information and has used reasonable assumptions and approaches that are commonly used across the Local Government sector.*
- 10.11 *In addition, a number of key processes have been set in place and the Section 151 Officer is generally satisfied that:*
- i. *Existing and future expenditure pressures have been suitably estimated using suitable techniques and by reference to evidence and relevant professional advice and informed opinion.*
 - ii. *The senior members of the Finance Team and/or the Section 151 Officer have provided advice to Directorates, the Senior Leadership Team and Members throughout the process.*

On Amendments to the Draft Budget 2026/27

- 10.12 *Should Amendments to the Budget be set before Council that impair the prospect that the Budget and Council Tax for 2026/27 can be set lawfully by (a) implying an imbalance or other aspect which the Section 151 Officer determines as resulting in a loss or (b) deems to be otherwise unlawful, Council will not be able to set a lawful Budget as is required by statute. Under these circumstances, should they arise, Council would (a) need to re-consider the adjustment that has resulted in the position reached or (b) present alternative proposals that in the view of the Statutory Officer (s) deal with the observed impediment.*

11 Conclusion

- 11.1 *Cabinet is recommended to approve this Budget Report containing Revenue and Capital Programme, Council Tax levels and associated strategies/policies and refer it to Council on 2 March 2026 for consideration and approval.*

12 Expected Benefits to the Partnership

12.1 This report enables Boston Borough Council to approve its Budget and Council Tax for 2026/27 whilst considering the longer-term outlook.

Implications

South and East Lincolnshire Councils Partnership

This budget support the SELCP partnership arrangements

Corporate Priorities

This budget has been built in line with corporate priorities.

Staffing

The Equality Act requires the Council to consider any equality impacts in relation to staff from these plans. As projects within the programme are developed a draft impact assessment will be discussed with Trades Unions and staff, and especially as individual projects are delivered.

Workforce Capacity Implications

Contained within the report.

Constitutional and Legal Implications

This report is required by virtue of the Local Government Finance Act 1992, as amended by the Localism Act 2011.

Data Protection

None

Financial

Contained within the report.

Risk Management

Risk management is considered as part of the budget setting process.

Stakeholder / Consultation / Timescales

The Council has a legal duty to consult with persons or representative bodies who are subject to non-domestic rates on its budget proposals.

Reputation

None

Contracts

None

Crime and Disorder

None

Equality and Diversity/ Human Rights/ Safeguarding

New Equality Impact Assessments will be developed and published wherever these are required and will be made available during the management and decision-making of the Programme.

Health And Wellbeing

None

Climate Change and Environmental Implications

None

Acronyms

CDS	Credit Default Swaps
CFR	Capital Financing Requirement
CIPFA	Chartered Institute of Public Finance and Accountancy
DHLUC	Department for Levelling Up, Housing and Communities
DMADF	UK Debt Management Agency Deposit Facility
ECL	Expected Credit Loss
EPR	Extended Producers Responsibility
GPOC	General Power of Competence
IDB	Internal Drainage Board
IFRS	International Financial Reporting Standards
IMP	Investment Management Practices
LGR	Local Government Reorganisation
MHCLG	Ministry of Housing, Communities and Local Government
MRP	Minimum Revenue Provision
MTFS	Medium Term Financial Strategy
PSPSL	Public Sector Partnership Services LTD
PWLB	Public Works Loan Board
RBA	Relevant Basic Amount
REFCUS	Revenue Expenditure Funded from Capital under Statute
SELCP	South and East Lincolnshire Councils Partnership
SONIA	Sterling Overnight Index Average
TMP	Treasury Management Practices
UKSPF	UK Shared Prosperity Fund
VRP	Voluntary Revenue Provision

Appendices

Appendix 1	Draft Budget Setting Report 2026-27
Appendix 1A	Medium Term Financial Strategy 2026 to 2031 (By Account)
Appendix 1B	Medium Term Financial Strategy 2026 to 2031 (By Service)
Appendix 2	Capital Programme 2026-27 to 2030-31
Appendix 3	Capital Strategy 2026-27
Appendix 4A	Treasury Management Policy Statement 2026-27
Appendix 4B	Treasury Management Strategy, MRP Policy and AIS 2026-27
Appendix 4C	Treasury Management Practices 2026-27
Appendix 5	Fees and Charges 2026-27
Appendix 6	South and East Lincolnshire Councils Partnership Annual Delivery Plan 2026/27
Appendix 7	Draft Overview & Scrutiny Committee Minutes - 15 January 2026

Background Papers

None

Chronological History of this Report

Overview and Scrutiny Committee – 15 January 2026

Report Approval

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BOSTON BOROUGH COUNCIL

REPORT OF SANDEEP GHOSH, PORTFOLIO HOLDER FOR FINANCE AND ECONOMIC GROWTH

(Authors: Russell Stone (Director of Finance and Section 151 Officer) and Nicole Hayes (Head of Finance Delivery - BBC))

BUDGET SETTING REPORT AND ASSOCIATED FINANCIAL STRATEGIES - 2026/27-2030/31

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- 1 - Revenue Budget and Medium Term Financial Strategy Summary
 - 1A – Medium Term Financial Strategy 2026 to 2031 (By Account)
 - 1B – Medium Term Financial Strategy 2026 to 2031 (By Service)
- 2 - Capital Programme 2026-27 to 2030-31
- 3 - Capital Strategy 2026-27
- 4 - Treasury Management
 - 4A – Treasury Management Policy Statement 2026-27
 - 4B – Treasury Management Strategy Statement Minimum Revenue Provision Policy Statement and Annual Investment Strategy 2026-27
 - 4C – Treasury Management and Investment Management (Non-Treasury) Principles and Practices – January 2026
- 5 - Fees and Charges 2026-27
- 6 - South and East Lincolnshire Councils Partnership Annual Delivery Plan 2026-27
- 7- Draft Overview & Scrutiny Committee Minutes - 15 January 2026

FOREWORD TO THE BUDGET FROM COUNCILLOR SANDEEP GHOSH - FINANCE PORTFOLIO HOLDER

The 2026/27 budget has been developed against a backdrop of significant financial pressure and with a sustained period of funding uncertainty now being replaced with the most far-reaching set of changes the Local Government finance system has seen.

In addition, the combination of economic uncertainty, inflationary pressures and rising demand for Council services is increasing the pressures being felt on Council Services. Despite these challenges the approach adopted seeks to preserve the Council's sound financial position and take a considered approach to mitigating these exceptional circumstances. With the steps taken the budgets present a balanced and sustainable financial position which continues to focus on delivering services.

The Local Government Finance Settlement for 2026/27 also includes provisional allocations for 2027/28 and 2028/29.

Boston Borough Council remains sovereign in terms of its constitution and budget as do the Councils we partnership with and our BBC priorities are to ensure that the Council remains financially resilient, able to deliver services it has to by law and to provide support to the Borough's most vulnerable residents.

In addition, despite the challenges of the past few years, we continue to work to develop new opportunities, deliver services in different ways in order to create efficiencies, and new income streams to support the Council's revenue budget.

Another key component of the Council budget is its share of business rates income which has seen a significant change following the Finance Settlement in December.

The Council has maintained a capital resource base commensurate with our capital delivery ambitions.

The Budget for 2026/27 proposes:

- A Council Tax increase of £7.83 per year (for Band D properties this is equivalent to 15p per week).
- To continue with the generation of additional efficiencies, shared services and income from commercial activities guided by our Delivery Plans.
- Increased capital investment in Council assets to help generate new income streams, reduce running costs, and help deliver services more efficiently.

Councillor Sandeep Ghosh, Portfolio Holder for Finance



EXECUTIVE SUMMARY: BOSTON BOROUGH COUNCIL

Table 0 – Executive Summary

Overview	2025/26	2026/27
Boston Borough Council Precept	£4.538m	£4.762m
Council Tax Increase	3.50%*	3.50%*
Relevant Basic Amount (including Boston Special Expenses)	2.99%	2.99%
Council Tax Band D	£223.65	£231.48
Government Funding	£1.217m	£3.894m
Retained Business Rates used to support budget	£5.063m	£3.228m**
Boston Special Expenses Account	£0.769m	£0.779m
Earmarked Reserves (at 31 March 2026)	£16.207m	-
Earmarked Reserves (forecast at 31 March 2027)	-	£14.771m

*See note at 4.6 - Council Tax

** See note at 4.4 – Business Rates

1. INTRODUCTION

- 1.1 This Appendix sets out the 2026/27 budget estimates and Medium Term Financial Strategy (MTFS) for the period 2026/27 to 2030/31 for the Council's General Fund. The MTFS sets out the current and forecast future costs of the Council and is linked to the Sub-regional Strategy and Partnership Annual Delivery Plan, which sets out the aims and ambitions of the Council.
- 1.2 The MTFS establishes a set of financial policies and principles which aim to provide a sound basis for maintaining the financial integrity of the Council over the medium term.
- 1.3 This Appendix sets out:
- The Council's Medium Term Financial Strategy for the period 2026/27 to 2030/31.
 - The 2026/27 General Fund Revenue Budget & associated Financing.
 - The General Fund Reserves Position.
 - The General Fund Capital Programme and Financing.
 - Risks, key issues, sensitivity, and monitoring.
- 1.4 The unprecedented challenges faced through recent years have continued into 2026/27, with significant inflationary pressures and changing service demands. The provisional finance government settlement delivered in December for Boston Borough Council included Revenue Support Grant of £3.588m and the Recovery Grant £0.306m.
- 1.5 In 2026/27, a budget is proposed that allows expenditure to be financed through the creation of efficiencies and appropriate funding in order to smooth the impact of the Council's ongoing pressures. Savings are required going forward as a result of increased inflationary costs and other cost pressures but particularly in relation to substantial pressure from the IDB levy where the Council has and continues to lead on raising this issue with its partners in the South and East Lincolnshire Partnership (SELCP). This means that the Council can continue to provide services whilst also supporting its overall objectives. The Council will continue to strive to be as efficient as possible in all its work, building on the SELCP Partnership with its Council partners whilst ensuring it maximises the income it receives.

2. BUDGET ASSUMPTIONS

Table 1 – Assumptions which influence the five year financial strategy

Assumption	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Budgeted inflation ¹	0%	3.70%	2.00%	2.00%	2.00%	2.00%
Pay costs increase ²	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Number of full time equivalent employees	220.40	205.94	201.34	200.34	200.34	200.34
Staffing levels ³	96%	96%	96%	96%	96%	96%
Pension contribution rate – current service cost ⁴	23.6%	18.20%	18.20%	18.20%	18.20%	18.20%
Pension contribution cash amount to fund deficit on scheme ⁴	£741,000	£493,000	£493,000	£493,000	£493,000	£493,000
Return on cash investments ⁵	4.10%	3.38%	3.25%	3.25%	3.25%	3.25%
Return on property funds ⁵	4.00%	3.50%	3.50%	3.50%	3.50%	3.50%
Tax base ⁶	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%

Notes to Assumptions

These assumptions reflect, where known, future changes which may arise from the implementation of the Council's organisational development plans including the South and East Lincolnshire Councils Partnership with South Holland District Council and East Lindsey District Council (see section 10).

1. Inflation increases have been reviewed throughout the MTFs and are included at appropriate levels. Ongoing inflationary pressures and wider economic uncertainty continue to make the forecasting of future expenditure increasingly volatile.
2. A pay award for 2025/26 was agreed by the National Joint Council for Local Government Service offering an increase of 3.20% on all pay points with effect from 1 April 2025. For 2026/27 onwards a 3.0% award has been assumed.
3. An annual saving in staff costs (£379k for 2026/27) has been built into the budget (equivalent to 4% of the staff budget) due to anticipated staff vacancies during the year.
4. Based on the Pension Triennial Valuation the pension contribution will be 18.20% in 2026/27 with an additional lump sum amount payable towards the deficit on the pension scheme reducing from £741k to £493k. This rate is applied only to those staff in the local government pension scheme. Any vacant posts are assumed to be within the pension scheme.
5. These are the estimated returns on cash and the estimated yield on the Property Fund balances held by the Council.
6. The tax base projections for 2026/27 have provided growth of 281 Band D equivalent properties. Future growth has been projected at 1.5% (see section 4.6 and table 3).

3. RESOURCES

- 3.1 The following section of the Appendix outlines the resources that will be available to the Council under 6 headings, Business Rates, Council Tax, Revenue Support Grant and Other Non-Specific Government Grants, Fees and Charges and Other Income.
- 3.2 The Provisional Local Government Finance Settlement for 2026/27 was released on 17 December 2025 with further supporting information following. The 2026/27 Settlement includes provisional allocations for 2027/28 and 2028/29 and as such delivers the first multi-year settlement in a decade.
- 3.3 The settlement reflects changes made through the 2024 Autumn Budget & Spending Review, 2025 Budget and 20 November 2025 Policy Statement which collectively results in an unprecedented level of change to the Local Government Finance system and significant added complexity. Given the scale of changes being experienced, the main areas of change within the settlement are set out below.
- 3.4 The Recovery Grant continues at a national level, Boston Borough Council will see their Recovery Grant remain flat at £306k per annum, the same as 2025/26.
- 3.5 Changes from previous years include 4 new consolidated grants, bringing together 16 funding streams over the multi-year Settlement, alongside grants that have been rolled into the Revenue Support Grant. Of these 4 grants, 2 are applicable to Boston Borough Council – Homelessness, Rough Sleeping and Domestic Abuse Grant and the Crisis and Resilience Fund Grant.

4. SPENDING PLANS

Business Rates

- 4.1 Under the current arrangements for retained Business Rates, where a Council collects rates above an assessed baseline level set by the Government, a 50% levy is applied that is paid to the Government. In order to mitigate this 50% levy a business rates pool was adopted with the County Council and other districts within Lincolnshire.
- 4.2 The Business Rates Pool Lincolnshire will not continue into 2026/27; any levy payable on Business Rates growth will be due to Central Government.
- 4.3 A revaluation exercise for business rates took effect from 1 April 2026. A provision has been put aside for any potential appeals based on intelligence from the Council's advisors to cover any effects from this, but there still remains a large amount of uncertainty in this area.

- 4.4 Table 2 provides details of the anticipated business rates figures for 2025/26 and provisional figures for 2026/27 to 2030/31. As a result of the reset of the Business Rates Retention System from 1 April 2026, as part of the Government's Fair Funding Review, the net Retained Business Rates income has reduced significantly from prior years. This is compensated by an increase in Revenue Support Grant.
- 4.5 As well as the potential for the authority to attract additional income through retained business rates there is also the risk of uncertainty through a reduction in the amount of business rates that it collects, this has been further exacerbated by economic impacts. This coupled with uncertainties relating to appeals against rateable values for business premises, with the potential for successful appeals being backdated makes estimating income accurately extremely challenging and potentially volatile.

Table 2 – Business Rates

Business Rates (Income)/Expenditure	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000
Retained Business Rates	(8,301)	(10,814)	(11,031)	(11,251)	(11,476)	(11,706)
S31 Grants relating to Business Rates	(2,382)	-	-	-	-	-
Tariff to Government	5,471	8,017	8,178	8,341	8,507	8,678
Pre-levy income	(5,212)	(2,797)	(2,853)	(2,910)	(2,969)	(3,028)
Renewable Energy (100% retained by Boston BC)	(245)	(245)	(250)	(255)	(260)	(265)
Levy payment to Lincolnshire Pool	315	-	-	-	-	-
Levy payment to Central Government	-	2	2	2	2	2
Estimated (Surplus)/Deficit Collection Fund	79	(188)	-	-	-	-
Net Retained Business Rates Income	(5,063)	(3,228)	(3,101)	(3,163)	(3,227)	(3,291)

Council Tax

- 4.6 The MTFs assumes a Council Tax increase in line with the maximum allowed under the referendum principles. In the case of Boston Borough Council for 2026/27 this is a £7.83 (3.50%) per annum increase (for Band D properties). See table 3 below for the estimated changes in the tax base and Council Tax collected.

Table 3 – Council Tax

		2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
a	Council Tax Base (Band D equivalents)	20,291	20,572	20,880	21,190	21,510	21,830
b	Council Tax Band D (£.p)	£223.65	£231.48	£239.58	£247.97	£256.65	£265.63
	Annual Increase £	£7.56	£7.83	£8.10	£8.39	£8.68	£8.98
	Annual Increase % (see table 4)	3.50%	3.50%*	3.50%	3.50%	3.50%	3.50%
c	Annual Council Tax collected (a x b) £	£4,538,082	£4,762,006	£5,002,468	£5,254,424	£5,520,456	£5,798,673
	Annual Increase in Council Tax collected £	£151,023	£223,924	£240,601	£251,956	£266,032	£278,217
d	In year Surplus/(deficit) on the collection fund £	(£136,919)	(£34,260)	-	-	-	-
	Gross Council Tax (c + d) £	£4,401,163	£4,727,746	£5,002,468	£5,254,424	£5,520,456	£5,798,673

*Local authorities are permitted to increase Council Tax by up to 3% or £5, whichever is higher, relating to the relevant basic amount (RBA). The RBA takes into account the total of the Council Tax precepts plus Boston Special Expense, the table below demonstrates that the annual increase is within the 3% threshold when considering the RBA.

Relevant Basic Amount Calculation	2025/26		2026/27		Movement	
	Precept (£)	Band D (£)	Precept (£)	Band D (£)	£	%
Boston Special Expenses	769,057	81.09	779,470	82.44	1.35	1.67
BBC	4,538,082	223.65	4,762,006	231.48	7.83	3.50
Total – RBA	5,307,139	261.55	5,541,476	269.37	7.82	2.99
Tax Base	No of Band D Properties		No of Band D Properties		Change in Properties	%
Boston Special Expenses	9,484		9,455		(29)	(0.31)
BBC	20,291		20,572		281	1.38

Boston Special Expenses

	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000
Boston Special Expenses	769	779	787	795	803	811

Table 4 – Precepting Authority Band D Charges

Authority	Proposed Band D amount. £p	Increase over 2025/26 £p	Increase over 2025/26 %
Lincolnshire County Council *	1,673.01	47.16	2.90
Police and Crime Commissioner *	333.09	14.94	4.70
Boston BC	231.48	7.83	3.50
Parishes (average)	71.15	2.18	3.16

*LCC and PCC Precepts are subject to formal approval expected late February.

Revenue Support Grant (RSG) and Other Non-Specific Government Grants

- 4.7 The table below assumes that Revenue Support Grant (RSG) will continue throughout the MTFs period and reflects the consolidated grants that have now been incorporated into the RSG. The increase in RSG has been applied to offset the reduction in Retained Business Rates income. The Recovery Grant is assumed to remain at a constant level across the MTFs period.

Table 5 - Revenue Support Grant and Other Non-Specific Government Grants

	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000
Revenue Support Grant	(482)	(3,588)	(3,391)	(3,174)	(3,174)	(3,174)
Recovery Grant	(306)	(306)	(306)	(306)	(306)	(306)
Funding Floor/Guarantee	(255)	-	-	-	-	-
New Homes Bonus	(174)	-	-	-	-	-
Total Received	(1,217)	(3,894)	(3,697)	(3,480)	(3,480)	(3,480)
Increase in resource		(2,677)				

Fees and Charges

- 4.8 The Council is dependent on direct payment for many of its services in the form of various fees, charges and rents. Fees and charges play an important role in the effective delivery of services; they not only raise income but can control access to services, help the Council respond to competition, fund investment and guide client behaviour.
- 4.9 In some cases, the levels of fees are set by the Government and the Council has no control over what is charged. Where the Council has had control, it has not always increased these charges in line with inflation or other market conditions. Given future uncertainty around levels of Government grant support and business rates income, it is assumed that the budget will apply an inflationary increase to all discretionary fees and charges on an annual basis where appropriate.

Table 6 – Fees and Charges Income Budgets

Budget Area	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000
Building Control	(215)	(271)	(295)	(303)	(311)	(311)
Licensing	(165)	(174)	(176)	(179)	(182)	(185)
Land Charges	(54)	(45)	(44)	(44)	(43)	(43)
Bereavement	(995)	(940)	(960)	(981)	(1,002)	(1,052)
Garden Waste	(737)	(789)	(826)	(865)	(906)	(949)
Trade and Bulky Waste	(436)	(583)	(605)	(627)	(651)	(675)
Planning Fees	(661)	(629)	(643)	(658)	(672)	(674)
Parking	(942)	(1,015)	(1,065)	(1,118)	(1,174)	(1,232)
Markets	(95)	(95)	(95)	(95)	(95)	(95)
Other Small Areas	(118)	(110)	(128)	(131)	(135)	(110)
Total Fee Income	(4,418)	(4,651)	(4,837)	(5,001)	(5,171)	(5,326)

Other Income

4.10 The Council also receives other forms of income, as shown in the following table.

Table 7 – Other Income

	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000
Interest on Investments	(2,544)	(1,605)	(1,495)	(1,565)	(1,667)	(1,713)
Housing Benefit Subsidy	(11,845)	(8,851)	(8,497)	(8,157)	(7,831)	(7,518)
Housing Benefit/Universal Credit Overpayments	(30)	(75)	(75)	(75)	(75)	(75)
Council Tax and Housing Benefit Administration Grant	(143)	(168)	(161)	(155)	(149)	(143)
Specific Government Grants	(1,599)	(2,931)	(2,571)	(2,844)	(2,891)	(2,294)
Court Income & Council Tax Penalties	(274)	(282)	(282)	(282)	(282)	(282)
Rental Income	(624)	(914)	(1,039)	(1,043)	(1,047)	(1,050)
NNDR Admin Grant	(91)	(89)	(89)	(89)	(89)	(89)
Capital Grants	(8,283)	(1,785)	(785)	(785)	(785)	(785)
Other Contributions (from external bodies for sharing of services and posts)	(1,203)	(1,855)	(1,950)	(2,038)	(2,121)	(2,202)
Other Income/Grants	(2,854)	(1,804)	(1,885)	(1,937)	(1,988)	(2,151)
Use of Reserves	(1,378)	(1,499)	(873)	(820)	(953)	(964)
Total Other Income	(30,868)	(21,858)	(19,702)	(19,790)	(19,878)	(19,266)

- Decrease in the Housing Benefit Subsidy income is due to the reduction in Housing Benefit Subsidy as caseloads continue to fall. There is a corresponding decrease in expenditure (see transfer payments in table 9).
- Specific Government Grants have fluctuated due to funding received for services such as Economic Growth, Regulatory and Communities and Housing.
- Capital grants have reduced in line with the corresponding decrease in capital expenditure within the capital programme.
- Other income/grants have decreased due to projects drawing to a close in 2025/26 including UK Shared Prosperity Fund (UKSPF) totalling £427k.
- Use of reserves will change as and when new schemes are approved for inclusion within the budget.

Summary

Table 8 – All Sources of Income

	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000
Business Rates	(5,063)	(3,228)	(3,101)	(3,163)	(3,227)	(3,291)
Revenue Support Grant	(482)	(3,588)	(3,391)	(3,174)	(3,174)	(3,174)
New Homes Bonus	(174)	-	-	-	-	-
Funding Floor/Guarantee	(255)	-	-	-	-	-
Recovery Grant	(306)	(306)	(306)	(306)	(306)	(306)
Council Tax	(4,401)	(4,728)	(5,003)	(5,255)	(5,521)	(5,800)
Funding	(10,681)	(11,850)	(11,801)	(11,898)	(12,228)	(12,571)
Fees, Charges, Rents (table 6)	(4,418)	(4,651)	(4,837)	(5,001)	(5,171)	(5,326)
Other Income (table 7)	(30,868)	(21,858)	(19,702)	(19,790)	(19,878)	(19,266)
Fees, Charges & Other Income	(35,286)	(26,509)	(24,539)	(24,791)	(25,049)	(24,592)

2026/27 SPENDING PLANS

- 4.11 Table 9 below shows the estimated Council spending plans for the next 5 years. It shows expenditure analysed by the CIPFA Standard classification. The paragraphs below the table provide explanations for the main variances across the MTFS.

Table 9 – Spending Plans

	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000
Employees	11,567	12,334	12,690	13,055	13,478	13,908
Premises	582	631	659	667	673	680
Transport	911	1,053	1,136	1,160	1,184	1,209
Supplies and Services	3,484	3,731	3,543	3,474	3,548	3,596
Third Party Payments	5,191	5,476	5,176	5,302	5,250	5,488
Drainage Board Levies	2,927	3,144	3,301	3,466	3,640	3,822
Parish Councils' Precepts	630	684	684	684	684	684
Transfer Payments	12,959	9,795	9,295	9,052	8,716	7,966
Boston Special Expenses	769	779	787	795	803	811
Direct Revenue Financing of Capital	636	-	-	-	-	-
Interest Payable on Borrowing	111	101	203	252	252	252
Minimum Revenue Provision	207	246	864	1,050	1,173	1,184
Capital Charges	8,283	1,785	785	785	785	785
Contributions to Reserves	533	63	94	153	150	140
Gross Expenditure	48,790	39,822	39,217	39,895	40,336	40,525

- 4.12 Employee costs have been prepared in accordance with the Council's Pay Policy. Pay generally has been increased by salary increments due to staff, and by an estimated 3.0% for 2026/27 continuing at 3.0% thereafter. Pension cost estimates have been prepared on the basis of current staff in the pension scheme at October 2025, and all vacant posts assumed to be within the pension scheme. There have been some staffing changes which are mainly grant funded as a result of successful bidding to Government departments. The employee costs also include the latest results of the Pension Triennial Review.

- 4.13 All utilities budgets are reflective of the actual volumes in 2025/26 and adjusted for the new contract prices.
- 4.14 Transport costs are set using current fuel prices and usage.
- 4.15 Supplies and Services budgets have increased due to agreed increases in Council contracts and additional costs.
- 4.16 Third Party Payments reflect payments to Public Sector Partnership Services LTD (PSPSL), Leisure Services and other outside bodies.
- 4.17 Transfer Payment movements are largely driven by the significant reduction in Housing Benefit Subsidy as caseloads continue to fall, and spend in line with the capital scheme delivery of the Levelling Up Fund.
- 4.18 Capital Charges show the capital programme between years which does not affect the General Fund bottom line.
- 4.19 Internal Drainage Board (IDB) increases are shown in the table below. A 7.5% uplift has been applied to 2026/27 onwards, pending confirmation from the IDBs, which is expected in early February. The Council continues to work closely with the local Internal Drainage Boards to help mitigate future levy increases wherever possible. Alongside this, lobbying of Government remains ongoing, as the embedded levy results in a recurring loss of revenue for the Council that grows with each passing year.

Table 10 – Internal Drainage Boards

Internal Drainage Board	2021/22 (Actual) £	2025/26 (Actual) £	2026/27 Draft Budget £	Increase 2026/27 £	Increase 2026/27 %	Increase 2021/22 £	Increase over 2021/22 £
Witham Fourth Internal Drainage Board	1,108,050	1,547,276	1,662,322	115,046	7.5%	554,272	50.02%
Welland and Deepings Internal Drainage Board	61,851	85,478	91,889	6,411	7.5%	30,038	48.57%
Black Sluice Internal Drainage Board	842,838	1,293,006	1,388,981	95,975	7.5%	546,143	64.79%
South Holland Drainage Board	973	1,290	1,387	97	7.5%	414	42.55%
Total	2,013,712	2,927,050	3,144,579	217,529	7.5%	1,130,867	56.16%

5. BUDGET REQUIREMENT

- 5.1 The budget requirement is formed by comparing resource prediction and spending plans as set out in table 11 below.
- 5.2 Appendices 1A and 1B bring together the budgeted expenditure and income and show the overall MTFs position analysed by income and expenditure type, service area and by portfolio budgets.

Table 11 – Budget Requirement

	2025/26 £'000	2026/27 Estimate £'000	2027/28 Estimate £'000	2028/29 Estimate £'000	2029/30 Estimate £000	2030/31 Estimate £000
Fees, Charges & Other Income (table 8)	(35,286)	(26,509)	(24,539)	(24,791)	(25,049)	(24,592)
Gross Expenditure (table 9)	48,790	39,822	39,217	39,895	40,336	40,525
Efficiency Target IDB	(913)	-	-	-	-	-
Efficiency Target	(511)	-	(1,406)	(1,727)	(1,572)	(1,867)
Net Budget	12,080	13,313	13,272	13,377	13,715	14,066
<u>Funded By</u>						
Retained Business Rates	(5,063)	(3,228)	(3,101)	(3,163)	(3,227)	(3,291)
Revenue Support Grant	(482)	(3,588)	(3,391)	(3,174)	(3,174)	(3,174)
Recovery Grant	(306)	(306)	(306)	(306)	(306)	(306)
Funding Floor/Funding Guarantee	(255)	-	-	-	-	-
New Homes Bonus	(174)	-	-	-	-	-
Boston Special Expenses	(769)	(779)	(787)	(795)	(803)	(811)
Parish Precepts	(630)	(684)	(684)	(684)	(684)	(684)
Council Tax	(4,401)	(4,728)	(5,003)	(5,255)	(5,521)	(5,800)
Total Funding	(12,080)	(13,313)	(13,272)	(13,377)	(13,715)	(14,066)

5.3 Boston Town Area Committee

Boston special expenses are a separate charge to the residents of Boston for services provided in their town and are charged as a supplement to the main Council Tax. The budget for 2026/27 is estimated at £779,470 (2025/26 - £769,058). The detailed estimate was reported on 22 January 2026 to the Boston Town Area Committee.

5.4 Other Budget Matters

In order to meet the Council's equalities obligations, equality impact assessments will be carried out when the nature of proposed changes to services and the potential mitigation (if any) is clear, so that the implications of decisions are fully understood as they affect specific groups and communities. These have been, and will continue to be, regularly undertaken and considered as part of the decision making process.

6. RESERVES

In order to comply with the requirements of the Local Government Act 2003, the Authority must undertake a review of the level of reserves as part of annual budget preparation. A review of the reserves has been undertaken to make sure that they have a defined purpose, identified and approved values for additions to and usage of each reserve, and that they are set at an appropriate value which identifies the current and future requirements and risks the Council might face. This has included an assessment of risk registers, pressures upon services, inflation and interest rates and any underwriting arrangements.

- 6.1 General Reserves - The General Fund balance is estimated at £2.0m for the next five years, which the Council's Section 151 Officer believes to be prudent for the Council at this time, when taken in the context of the other reserves that the Council has.
- 6.2 BTAC Reserves – The BTAC reserve holds retained funds from Boston Special Expenses.
- 6.3 Specific Reserves - Specific reserves are set up to provide funds for known future commitments or provide resources for unexpected events. Given the risks and uncertainties facing both the local and national economy the Council is committed to retaining robust levels of reserves, whilst ensuring resources are available to enable efficient service delivery.

Table 12 – Reserve Balances

Reserves	Balance 31/03/2026 £'000	Balance 31/03/2027 £'000	Balance 31/03/2028 £'000	Balance 31/03/2029 £'000	Balance 31/03/2030 £'000	Balance 31/03/2031 £'000
Capital Funding Reserve	(5,544)	(4,769)	(4,314)	(3,676)	(2,920)	(2,157)
Transformation Reserve	(1,660)	(1,661)	(1,528)	(1,571)	(1,614)	(1,657)
Repairs and Renewals Reserve	(586)	(582)	(578)	(574)	(570)	(566)
ICT Reserve	(33)	(33)	(33)	(33)	(33)	(33)
Housing Reserve	(1,751)	(1,597)	(1,455)	(1,365)	(1,265)	(1,165)
Controlling Migration Reserve	(14)	(14)	(14)	(14)	(14)	(14)
Insurance Reserve	(197)	(197)	(197)	(197)	(197)	(197)
Property Fund Returns Risk Mitigation Reserve	(1,061)	(1,000)	(935)	(866)	(793)	(716)
Funding Volatility Reserve	(2,768)	(2,295)	(2,263)	(2,263)	(2,263)	(2,263)
Contingency Reserve	(77)	(77)	(77)	(77)	(77)	(77)
Climate Change Reserve	(125)	(103)	(80)	(80)	(80)	(80)
Planning Reserve	(384)	(134)	(134)	(134)	(134)	(134)
S106 & Commuted Sums Reserve	(1,231)	(1,231)	(1,231)	(1,231)	(1,231)	(1,231)
Property Fund Reserve	(78)	(78)	(78)	(78)	(78)	(78)
Neighbourhoods Reserve	(698)	(500)	(574)	(664)	(751)	(829)
LGR Reserve	-	(500)	(500)	(500)	(500)	(500)
Total Specific Reserves	(16,207)	(14,771)	(13,991)	(13,323)	(12,520)	(11,697)
General Reserve	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
BTAC Reserve	(275)	(367)	(451)	(526)	(592)	(643)
Total Reserves	(18,482)	(17,138)	(16,442)	(15,849)	(15,112)	(14,340)

Capital Funding Reserve

This reserve consists of past and annual revenue contributions. It may be used to finance the revenue impact of capital expenditure depending on future plans.

Transformation Reserve

The purpose of this reserve is so the Council can invest in service transformation for the future.

Repairs & Renewals Reserve

These reserves come from annual contributions from service areas to deal with the maintenance and replacement of facilities, vehicles and equipment.

ICT Reserve

This reserve comes from contributions from service areas to deal with the planned maintenance and replacement of software and hardware.

Housing Reserve

Funded by grants and is used to support the capital acquisitions, strategic housing solutions and housing and homelessness services.

Controlling Migration Reserve

This reserve is for use to support community engagement activities.

Insurance Reserve

The reserve is held to deal with any loss, low value claims and excesses on other policies. It can also be used to finance risk management initiatives.

Property Funds Returns Mitigation Reserve

This mitigation reserve holds year-end balances on operational surpluses/deficits and is used to mitigate impacts of the funds as required.

Funding Volatility Reserve

This reserve holds the year end balances of any accounting adjustments necessary for the Council's Collection Fund or other volatile components in the Councils Revenue Account including in-year deficits should they occur.

Contingency Reserve

This reserve is maintained and previously related to Covid arrangements.

Climate Change Reserve

For implementation of smaller schemes, feasibility reports and to support Climate Change services.

Planning Reserve

Various sums are received for Planning related work, large planning windfalls may similarly be placed here. The Council's policy is to draw sums from here to support the work of the planning service as required e.g. the creation of the local plan.

S106 and Commuted Sums Reserve

Funds assigned under Section 106 legal agreements, to the Council from property developer planning agreements.

Property Fund Reserve

Used to mitigate the impact on the Council's revenue account as a result of surplus and deficit returns on property funds against budgeted amounts should they occur.

Neighbourhoods Reserve

This holds grants including EPR (Extended Producer Responsibility Funding) and New Burdens to contribute towards the costs of disposing of waste already in the system so available for general use as those costs are already being financed.

LGR Reserve

This reserve is to support the cost to the Council for the Local Government Reorganisation.

Movement in Specific Reserves

Table 13 – Contribution to/from Reserves 2026/27

Contribution To Reserves	2026/27 £'000	Contribution From Reserves	2026/27 £'000
		Capital Funding Reserve	
		Guildhall MEND Match Funding	20
		Boston Leisure Project	70
		MRP Contribution	185
		Creation of LGR Reserve	500
Transformation Reserve		Transformation Reserve	
Council Election Annual Contributions	(43)	Server Room Relocation	10
		Staffing Costs	32
Repairs and Renewals Reserve		Repairs and Renewals Reserve	
Riverside Industrial Estate Income	(20)	CCTV Repairs and Renewals	15
		General Repairs and Maintenance	9
		Housing Reserve	
		Release of Asylum Funding	154
		Property Fund Returns Risk Mitigation Reserve	
		Property Fund MRP Contribution	61
		Funding Volatility Reserve	
		IT Software	14
		Community Governance Review	25
		Boston Leisure Project	256
		Leisure Tender Costs	7
		General Fund Contributions to 2026/27 budget	171

Contribution To Reserves	2026/27 £'000	Contribution From Reserves	2026/27 £'000
		Climate Change Reserve	
		Staffing Costs	22
		Planning Reserve	
		Local Plan	250
		Neighbourhoods Reserve	
		Staffing Costs	6
		Service Costs	192
		LGR Reserve	
		Creation of Reserve	(500)
Total	(63)	Total	1,499

7. CAPITAL PROGRAMME AND TREASURY MANAGEMENT

- 7.1 The Capital Strategy and Asset Management Strategy will generate potential future capital investment requirements. Specific schemes and values will only be included in the recommended programme when the need and likely costs have been further established in detailed business cases, and the Council has ensured that it has sufficient capital and revenue resources to implement such schemes.

- 7.2 The Council has limited capital resources and must look to new ways of financing its capital expenditure. It must also seek to reduce the running costs of its assets and maximise capital receipts.

- 7.3 The Council’s proposed 5 year Capital Programme and its 5 year capital resource projections are shown in the table below:

Table 14 – Capital Programme, Funding and Resource Implications

Scheme	2025/26 Revised Budget £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	Total
Projects (Excl Towns Funds, LUF & LUP)	3,875	4,494	2,078	1,764	885	885	13,981
Towns Fund	14,849	5,592	-	-	-	-	20,441
UKSPF	404	-	-	-	-	-	404
LUF	10,970	1,500	-	-	-	-	12,470
BPF	8,080	-	-	-	-	-	8,080
Pride in Place	-	1,862	1,748	1,610	1,610	-	6,830
Total Approved	38,178	13,448	3,826	3,374	2,495	885	62,206
New Projects	25	25	-	-	-	-	50
Total Draft Capital Programme	38,203	13,473	3,826	3,374	2,495	885	62,256
Funded By:							
Internal Borrowing	(700)	(7,726)	(1,293)	(979)	(100)	(100)	(10,898)
External Grants	(35,386)	(5,747)	(2,533)	(2,395)	(2,395)	(785)	(49,241)
Capital Receipts	(275)	-	-	-	-	-	(275)
Earmarked Reserve - Capital Reserve	(738)	-	-	-	-	-	(738)
Earmarked Reserve – Housing Reserve	(7)	-	-	-	-	-	(7)
Earmarked Reserve – Contingency Reserve	(23)	-	-	-	-	-	(23)
S106	(1,074)	-	-	-	-	-	(1,074)
Total	(38,203)	(13,473)	(3,826)	(3,374)	(2,495)	(885)	(62,256)

Note: The Council holds sufficient S106 funds in accordance with CIPFA guidance on the balance sheet as a liability.

Treasury Management

- 7.4 The Council is required to calculate a prudent provision of Minimum Revenue Provision (MRP) on its unfinanced capital expenditure which ensures that the outstanding debt liability is repaid over a period that is reasonably commensurate with that over which the capital expenditure provides benefits. Regulations have been further amended with full effect from April 2025 to expressly provide that in determining a prudent provision local authorities cannot exclude any amount of Capital Financing Requirement (CFR) from its calculation.
- 7.5 The Treasury Management Strategy Statement pulls together the decisions of capital investment, cash flow and revenue budgets.

Table 15 – Treasury Assumptions

Treasury Assumptions	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000
Average Investment Balances	£23.0m	£19.9m	£22.1m	£25.2m	£26.7m
Investment assumptions – cash investments return	3.40%	3.38%	3.25%	3.25%	3.25%
Investment assumptions – property fund return (revenue return only)	3.50%	3.50%	3.50%	3.50%	3.50%
External Borrowing	£4m	£7m	£7m	£7m	£7m
Average Borrowing Rate	11.125%	4.02%	3.68%	3.60%	3.60%

- 7.6 These assumptions include: The Council's available cash balances and investment returns will be influenced by the future development of the Council's Asset Management Plan and all decisions made regarding the use of the Council's reserves for capital and revenue purposes.

8. CONSULTATION

- 8.1 The budget proposals have been subject to review by the Overview and Scrutiny Committee on 15 January 2026 with the draft minutes attached at Appendix 7. A light touch online public consultation process was also undertaken for the 2026/27 budget. The reason for this was due to the lateness of the Local Government Finance Settlement and therefore gave very limited timescales for responses. Results from the consultation were limited but generally were supportive of the budget proposals stating they were sensible, realistic and avoided risky assumptions.

9. EFFICIENCY TARGETS

9.1 The projected budgets recognise an increasingly challenging and uncertain position through the five year period of our financial strategy. The current financial environment requires a significant transformation in the way public services are both paid for and provided, with an emphasis on business and housing growth to both improve economic development and maximise funding to the Council to help offset ongoing reductions in overall resources. The Councils partnership and the outsourced services within its TECKAL company PSPS Ltd provide significant opportunity to drive savings, efficiencies, transformation, and improvement across the 3 Councils.

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

Table 16 – Efficiency Targets

	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000
Budget Efficiency Requirement (£'000) – annual	(511)	-	(1,406)	(1,727)	(1,572)	(1,867)
IDB Funding Requirement (£'000)	(913)	-	-	-	-	-
Total	(1,424)	-	(1,406)	(1,727)	(1,572)	(1,867)

9.3 The ongoing delivery of a significant level of efficiencies and savings is recognised as a key challenge to the Council that will require both political and cultural direction to ensure it is met.

9.4 Available reserve balances can be utilised to fund the efficiency targets, offering a short-term mechanism to support delivery while longer-term savings are embedded. For 2026/27, £171k is being used to support the General Fund.

9.5 Public Sector Partnership Services Ltd (PSPS) has developed a Transformation and Service Modernisation Plan for 2025–2028. The plan aims to enhance digital services, modernise operations, and improve outcomes for residents across South Holland, East Lindsey, and Boston Borough Councils. The strategic aims include:

- Customer Focus: Improve access and consistency via digital solutions and integrated service journeys.
- Efficiency: Modernise and automate processes, introduce cloud financial systems, and standardise operations partnership-wide.
- People: Build a skilled, adaptable workforce and foster a culture of continuous improvement and customer satisfaction.

10. SOUTH AND EAST LINCOLNSHIRE COUNCILS’ PARTNERSHIP PLANS

10.1 The Alignment and Delivery Plan, at Appendix 6 sets out the key pieces of work for the Partnership and this Council in 2026/27 and subsequent years. This builds on the Partnership’s work to date and seeks to continue to drive forward key priority areas for this Council.

11. RISK AND SENSITIVITY

11.1 The following table shows the key risks and how we intend to treat them through our risk management practices.

Table 17 – Key Risks

Risk	Likelihood	Impact	Mitigating Action
IDB Levy	High	High	Special Interest Group lobby established, MPs being engaged and on going liaison with ADA, MHCLG and Ministers.
Interest rates changing	High	High	Ongoing proactive management of opportunities in the market and staircasing of loans to maximise longer term lock and premium rates in the LA market.
Growth plans may require borrowing at some point in the future	Medium	Medium	Substantial external funding has been leveraged to the benefit of the Town and this is now fully incorporated into the Councils budgets.
Increased demand for Homelessness support services – relating to Homelessness Reduction Act	High	High	Monitor service demand and impact on costs. Optimise use of grant funding and closely monitor changes in service requirements. Work with commissioners and suppliers to minimise benefit subsidy implications.

Risk	Likelihood	Impact	Mitigating Action
Volatility and fluctuation in Business Rates	High	High	Regular monitoring of business rates, debt levels, recovery action and impact of changes in government support.
Additional bad debts as a result of economic circumstances	High	High	The Council has pro-active debt management and pre-pay fee policies. Supporting business through economic development team support.
Inflation rises by more than budgeted projections	Medium	Medium	Budget assumptions kept up to date with most recent projections. Inflationary pressures have now mainly come under control.
Court Income	High	Medium	Court income projections are in line with budget. The budget has not been increased due to concerns over collectability of this income.
PSPS may be unable to deliver an effective service within the agreed contract price.	Low	Medium	Reviewing Service Level Agreements, activity levels and service priorities, and development of Transformation Programme has been undertaken.
Fee income volatility	High	High	Early monitoring of deviations and reporting through to Cabinet. Controlling costs where service demand is reducing.
Contract cost volatility	High	High	To seek to pre-purchase where necessary, contract management to ensure that projects are maintained within revenue and capital budget affordability levels.
Lack of funding to partners causing displacement of service demand	High	High	Engagement and realism
Inadequate capital resources to finance future desired plans	High	Medium	The Council has been very successful in achieving significant capital funding.
Central Government policy changes	High	High	Engagement in consultation and policy creation
VAT – partial exemption	High	High	Close forecasting VAT partial exemption position
Failure to deliver the required savings/ service review/ transformation programme	High	High	Effective programme and project management
Reduction in investment values	Medium	High	Regular monitoring is reported of investment valuations to Audit and Governance Committee and the Finance PFH. A specific reserve is allocated.
Increased demand for services in general	High	High	To have in place a robust management framework to understand and respond appropriately to increased demand

12. OPTIONS

12.1 There are no alternative budget options presented, however if Council does not accept the proposed budget, then any changes to income or expenditure which will produce a revised balanced budget, must be presented and approved at the Council meeting.

13. RECOMMENDATIONS

13.1 Reason for recommendation - To comply with the budgetary and policy framework.

13.2 Recommendations – That Cabinet recommends to Full Council to approve:

- The General Fund budget 2026/27 including the setting of Council Tax;
- The Councils Capital Programme;
- Other associated strategies, policies and plans as set out in the covering report and associated Appendices.

Medium Term Financial Strategy 2026 to 2031 (By Account)

Area	2025/26 Approved Budget £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000
Employee Related Expenditure	11,567	12,334	12,690	13,055	13,478	13,908
Premises Related Expenditure	582	631	659	667	673	680
Transport Related Expenditure	911	1,053	1,136	1,160	1,184	1,209
Supplies and Services	3,484	3,731	3,543	3,474	3,548	3,596
Third Party Payments	5,191	5,476	5,176	5,302	5,250	5,488
Transfer Payments	12,959	9,795	9,295	9,052	8,716	7,966
Income	(23,081)	(21,620)	(21,386)	(21,621)	(21,644)	(21,129)
Investment Income	(1,902)	(981)	(871)	(941)	(1,043)	(1,090)
Capital Grants	(8,283)	(1,785)	(785)	(785)	(785)	(785)
Internal Drainage Board Levies (IDB)	2,927	3,144	3,301	3,466	3,640	3,822
Parish Precepts	630	684	684	684	684	684
Efficiencies Required - IDB	(913)	-	-	-	-	-
Efficiencies Required	(511)	-	(1,406)	(1,727)	(1,572)	(1,867)
Council Sub – Total	3,561	12,462	12,036	11,786	12,129	12,482
Direct Revenue Financing	636	-	-	-	-	-
Capital Charges	8,283	1,785	785	785	785	785
Minimum Revenue Provision	207	246	864	1,050	1,173	1,184
Borrowing Premiums/Discounts Allocated to Revenue	(642)	(624)	(624)	(624)	(624)	(624)
Interest on Borrowing	111	101	203	252	252	252
Contributions from Reserves	(1,378)	(1,499)	(873)	(820)	(953)	(964)
Contributions to Reserves	533	63	94	153	150	140
Boston Special Expenses	769	779	787	795	803	811
Net Cost of Services	12,080	13,313	13,272	13,377	13,715	14,066
Financing						
Retained Business Rates	(3,075)	(3,042)	(3,103)	(3,165)	(3,229)	(3,293)
Section 31 Grant	(2,382)	-	-	-	-	-
Less Pooling Levy returned to LCC	315	-	-	-	-	-
Less payment to Central Government	-	2	2	2	2	2
NNDR share of Collection Fund (Surplus)/Deficit	79	(188)	-	-	-	-
Revenue Support Grant	(482)	(3,588)	(3,391)	(3,174)	(3,174)	(3,174)
New Homes Bonus Grant	(174)	-	-	-	-	-
Council Tax	(4,538)	(4,762)	(5,003)	(5,255)	(5,521)	(5,800)
Specific Grants	(561)	(306)	(306)	(306)	(306)	(306)
Town and Parish Councils	(630)	(684)	(684)	(684)	(684)	(684)
Boston Special Expenses Levy	(769)	(779)	(787)	(795)	(803)	(811)
Share of Council Tax Collection Fund (Surplus)/Deficit	137	34	-	-	-	-
Funding	(12,080)	(13,313)	(13,272)	(13,377)	(13,715)	(14,066)
Tax Base	20,291	20,572	20,880	21,190	21,510	21,830
BBC Band D Council Tax	223.65	231.48	239.58	247.97	256.65	265.63
Total Council Tax	4,538,082	4,762,006	5,002,468	5,254,424	5,520,456	5,798,673
Balance	-	-	-	-	-	-

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Medium Term Financial Strategy 2026 to 2031 (By Service)

Area	2025/26 Approved Budget £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000
Corporate	2,192	2,194	2,283	2,307	2,398	2,488
Finance	2,894	3,067	3,232	3,376	3,529	3,662
Communities and Housing	1,806	1,315	1,278	1,265	1,282	1,347
Economic Growth	237	133	129	148	152	163
Governance	1,004	952	1,082	921	922	948
General Fund Assets	(797)	(628)	(823)	(870)	(909)	(859)
Leisure and Local Services	1,146	1,156	757	704	715	734
Neighbourhoods	1,543	1,888	1,729	1,743	1,778	1,815
Planning & Strategic Infrastructure	317	570	608	615	416	450
Regulatory	677	633	716	754	793	836
Strategic Growth & Development	(48)	120	122	126	129	134
Investment Income	(1,902)	(981)	(871)	(941)	(1,043)	(1,090)
Efficiencies Required - IDB	(913)	-	-	-	-	-
Efficiencies Required	(511)	-	(1,406)	(1,727)	(1,572)	(1,867)
Boston Special Expenses	769	779	787	795	803	811
Council Sub – Total	8,414	11,198	9,623	9,216	9,393	9,572
Capital Grants	(785)	(1,785)	(785)	(785)	(785)	(785)
Internal Drainage Board Levies (IDB)	2,927	3,144	3,301	3,466	3,640	3,822
Parish Precepts	630	684	684	684	684	684
Direct Revenue Financing	636	-	-	-	-	-
Capital Charges	785	1,785	785	785	785	785
Minimum Revenue Provision	207	246	864	1,050	1,173	1,184
Borrowing Premiums/Discounts Allocated to Revenue	-	(624)	(624)	(624)	(624)	(624)
Interest on Borrowing	111	101	203	252	252	252
Contributions from Reserves	(1,378)	(1,499)	(873)	(820)	(953)	(964)
Contributions to Reserves	533	63	94	153	150	140
Net Cost of Services	12,080	13,313	13,272	13,377	13,715	14,066
Financing						
Retained Business Rates	(3,075)	(3,042)	(3,103)	(3,165)	(3,229)	(3,293)
Section 31 Grant	(2,382)	-	-	-	-	-
Less Pooling Levy returned to LCC	315	-	-	-	-	-
Less Payment to Central Government	-	2	2	2	2	2
NNDR share of Collection Fund (Surplus)/Deficit	79	(188)	-	-	-	-
Revenue Support Grant	(482)	(3,588)	(3,391)	(3,174)	(3,174)	(3,174)
New Homes Bonus Grant	(174)	-	-	-	-	-
Council Tax	(4,538)	(4,762)	(5,003)	(5,255)	(5,521)	(5,800)
Specific Grants	(561)	(306)	(306)	(306)	(306)	(306)
Town and Parish Councils	(630)	(684)	(684)	(684)	(684)	(684)
Boston Special Expenses Levy	(769)	(779)	(787)	(795)	(803)	(811)
Share of Council Tax Collection Fund (Surplus)/Deficit	137	34	-	-	-	-
Funding	(12,080)	(13,313)	(13,272)	(13,377)	(13,715)	(14,066)
Tax Base	20,291	20,572	20,880	21,190	21,510	21,830
BBC Band D Council Tax	223.65	231.48	239.58	247.97	256.65	265.63
Total Council Tax	4,538,082	4,762,006	5,002,468	5,254,424	5,520,456	5,798,673
Balance						

Capital Programme 2026-27 – 2030/31

Ref	Scheme	2025/26 Revised Budget £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000	Total
1	Disabled Facilities Grants	885	785	785	785	785	785	4,810
2	Vehicle Replacement	284	252	219	200	-	-	955
3	Information Technology Infrastructure Refresh	266	295	549	100	100	100	1,410
4	Swimming Pool Support Fund	198	-	-	-	-	-	198
5	Uniform Implementation	291	-	-	-	-	-	291
6	Unit 4 Implementation	47	17	-	-	-	-	64
7	Affordable Housing Commuted Sum	1,074	-	-	-	-	-	1,074
8	Capital Enhancements	604	10	-	-	-	-	614
9	Depot Purchase	150	-	-	-	-	-	150
10	Food Waste	-	3,135	-	679	-	-	3,814
11	Homelessness Prevention Van	7	-	-	-	-	-	7
12	Boston Crematorium	-	-	525	-	-	-	525
13	Market Regeneration	23	-	-	-	-	-	23
14	Boston Council Chamber Microphones	33	-	-	-	-	-	33
15	Market Trailers	13	-	-	-	-	-	13
	Total Projects (Excl Towns Funds, LUF & LUP)	3,875	4,494	2,078	1,764	885	885	13,981
16	Towns Fund - Leisure	7,895	5,592	-	-	-	-	13,487
17	Towns Fund - Mayflower	3,600	-	-	-	-	-	3,600
18	Towns Fund – St Botolph’s Library	57	-	-	-	-	-	57
19	Towns Fund - Healing the High St (incl Shodfriars)	2,433	-	-	-	-	-	2,433
20	Towns Fund – Boston Station	864	-	-	-	-	-	864
	Total Towns Fund	14,849	5,592	-	-	-	-	20,441
21	UKSPF – Capacity Building Projects	275	-	-	-	-	-	275
22	UKSPF Rural – Community Projects	129	-	-	-	-	-	129
	Total UKSPF	404	-	-	-	-	-	404
23	LUF – Civic Hub	5	-	-	-	-	-	5
24	LUF – Crown House	6,295	900	-	-	-	-	7,195
25	LUF – Public Realm	4,670	600	-	-	-	-	5,270
	Total LUF	10,970	1,500	-	-	-	-	12,470

Ref	Scheme	2025/26 Revised Budget £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2029/30 £'000	Total
26	BPF – Boston United Football Sports Complex	1,450	-	-	-	-	-	1,450
27	BPF – Affordable Homes (Quadrant Housing Development)	1,752	-	-	-	-	-	1,752
28	BPF – Haven Wharf	2,800	-	-	-	-	-	2,800
29	BPF – PE21 Rosegarth Square	398	-	-	-	-	-	398
30	BPF – Community Organisations Package	690	-	-	-	-	-	690
31	BPF – Boston Connected	570	-	-	-	-	-	570
32	BPF – Boston Community Research	370	-	-	-	-	-	370
33	BPF – St Botolph's Church	50	-	-	-	-	-	50
	Total BPF	8,080	-	-	-	-	-	8,080
34	Town Centre Revitalisation	-	125	651	571	571	-	1,918
35	Heritage & Culture Activation	-	31	219	198	198	-	646
36	Green Spaces & Connectivity	-	-	219	158	158	-	535
37	Safety & Security	-	160	439	485	485	-	1,569
38	Community Capacity Building	-	23	132	119	119	-	393
39	Youth Engagement	-	23	88	79	79	-	269
40	Pride in Place – Impact Fund	-	1,500	-	-	-	-	1,500
	Total Pride in Place	-	1,862	1,748	1,610	1,610	-	6,830
	New Projects							
41	Temporary Accommodation	25	25	-	-	-	-	50
	Total New Projects	25	25	-	-	-	-	50
	Grand Total	38,203	13,473	3,826	3,374	2,495	885	62,256
	Funded By:							
	Internal Borrowing	(700)	(7,726)	(1,293)	(979)	(100)	(100)	(10,898)
	External Grants	(35,386)	(5,747)	(2,533)	(2,395)	(2,395)	(785)	(49,241)
	Capital Receipts	(275)	-	-	-	-	-	(275)
	Earmarked Reserve - Capital Reserve	(738)	-	-	-	-	-	(738)
	Earmarked Reserve – Housing Reserve	(7)	-	-	-	-	-	(7)
	Earmarked Reserve – Contingency Reserve	(23)	-	-	-	-	-	(23)
	S106	(1,074)	-	-	-	-	-	(1,074)
	Grand Total	(38,203)	(13,473)	(3,826)	(3,374)	(2,495)	(885)	(62,256)



Boston Borough Council Capital Strategy 2026/27 to 2030/31

1. Introduction

- 1.1 This strategy is a high-level summary of Boston Borough Council's approach to longer term capital investment in the future of the Borough. It guides the development of service capital plans and sets out the policies and practices that the Council uses to establish, monitor and manage its capital programme, in line with the Medium-Term Financial Strategy (MTFS).
- 1.2 The Council's priorities provide the backdrop to the MTFS which in turn ensures all new resources, be they revenue or capital, are allocated through the principles on which they are based.
- 1.3 The early sections of this document describe the Council's financial position. This indicates a requirement to ensure that the Council's Capital Strategy supports the Council going forward. In addition, guidance around using capital for mixed/commercial purposes and a revision of treasury and investment guidance is now in place pending a platform to support and protect councils looking to work in different ways, driven by long term financial pressures.
- 1.4 Boston Borough Council produces and renews its Capital Strategy on an annual basis. The Prudential Code 2021 recognises this as best practice and provides guidance to Local Authorities on how they should administer their Capital activities.
- 1.5 The Council expects continuous improvement in its performance and financial management. This requires strong executive leadership, strong challenge from scrutiny and commitment from employees. The Council's organisational plans provide the framework to help drive and embed the necessary improvements.
- 1.6 This Strategy has nine sections:
 - Legislative and Best Practice Framework
 - About Boston
 - Aims of the Strategy
 - Financial Position Statement
 - Strategic Objectives
 - Capital Expenditure
 - Capital Resources and Plans
 - Stewardship
 - Risk and their Management
- 1.7 This document sets out how we will support the Council's corporate strategy and objectives with the capital resources at our disposal. There are inevitably more

demands on the money needed than resources available, meaning that best value has to be sought by the Council on behalf of its residents, local businesses and users of services.

2. Legislative and Best Practice Framework

Relevant Legislation

2.1 Councils have the power potentially to do almost anything. This is enshrined through the General Power of Competence (GPOC) in the Localism Act 2011. It is a very broadly expressed power, which overlaps other powers. GPOC, however, has important limits. It cannot be used in breach of other legislation, and is therefore supplemental to specific powers that allow Councils to borrow and invest. Councils have the general power to borrow under Section 1 of the Local Government Act 2003. The power to invest is set out in the Local Government Act 2003, Section 12, which gives the Council the power to invest for any purpose relevant to its functions under any enactment, or for the purposes of the prudent management of its financial affairs. The power that allows Councils to spend for capital purposes is included in the Local Government Act 2003.

Current Guidance and Best Practice

2.2 The Prudential Code 2021 summarises the overriding matters that should be considered in determining a Capital Strategy. The Prudential Code makes it clear that Councils' capital expenditure plans must be affordable, prudent and sustainable, and that treasury management decisions are taken in accordance with good professional practice and in full understanding of the risks involved.

3. About Boston

Facts about the Borough

- 3.1. Boston, town and borough (district), administrative and historic county of Lincolnshire, England. It is located on the River Witham on the northern margin in the Fens.
- 3.2. Boston is a small port and market town with an incredibly rich and significant history. Emigrants from Boston have named several settlements around the world after the town, most notably Boston, Massachusetts in the United States.
- 3.3. There are a wealth of family-friendly attractions and activities in the town from wildlife parks to historic buildings. St Botolph's Church or 'The Stump' is widely thought of as the town's most notable landmark, being the largest church in England and visible from miles around.
- 3.4. Boston town has served as a small port and market town since the 13th century, when, as a member of the Hanseatic League, it traded in wool, wine, leather, tin, lead and other commodities. With the progressive silting of the river and changing patterns of trade, the town's prosperity declined. It was from Boston that many of the Puritans set forth for the New World.
- 3.5. Boston's church is a landmark for the surrounding extensive area of flat reclaimed peat and silt marshland constituting the Fens. The tower, known as Boston Stump, is 272.5

feet (83 metres) high. It is the tallest parish church tower (exclusive of spire) in England. The church itself is a Decorated style building extensively restored since 1931.

- 3.6. The contemporary importance of the town of Boston derives from its continued modest function as a port and from the presence of agricultural and cattle markets. Industries are based largely on agricultural processing. The surrounding borough is mostly rural and intensively cultivated.

4. Aims of the Strategy

4.1 The specific aims of this strategy are to ensure:

- Physical assets and related resources are efficiently and effectively used to support Boston Borough Council's priorities. These inputs will then be reviewed against the outputs from capital schemes to demonstrate value for money;
- Issues related to property and other assets are fully reflected in the Council's planning, specifically adequate funds for maintenance are available;
- The strategy itself is a useful tool to assist stakeholders' understanding of the Council's decision-making processes and project management of its capital investments;
- Provision is made for delivering corporate priorities and this is demonstrated through effective resource allocation;
- Invest to save projects are encouraged;
- The Council works within the Prudential Code framework and demonstrates robust and linked capital and treasury management;
- Review of the Asset Management Strategic Framework to identify surplus assets which can move through a disposal process to generate new capital resources;
- Capital spending plans are affordable and integrated with the Medium Term Financial Strategy;
- We work effectively with our partners in the South and East Lincolnshire Councils Partnership (SELCP), sharing expert resources and maximising funding opportunities, increasing the voice of the sub-region; and,
- Support for our partners by acting as an enabler in drawing down external funding for community projects. To further act as a match fund provider.

5. Financial Position Statement

Financial Overview

- 5.1 When taking financial decisions the considerations are multi-faceted. This means a single decision may impact upon revenue, capital, treasury and assets. These areas are all interlinked and should be fully understood to ensure plans are in place to maintain the Council's financial standing.

Revenue

- 5.2 Through to 2030/31 the Council anticipates pressure on revenue budgets due to significant inflationary pressures, changes in customer requirements and reductions in income post covid and international events. Each year the ability to balance the budget is becoming more challenging, with options ranging from becoming more efficient, raising additional income and/or reducing services. The Council has an ongoing programme to develop plans to address the known challenges. In addition to this the impacts of changes to the localised business rate retention system, this is an area of

focus as we seek to understand the changes within the yield, particularly as a result of economic impacts and recent changes in Government policy so this income stream has a significantly higher level of risk. There are no signs of an upturn in Council or indeed Government finances to provide optimism. Therefore, the Council must continue to look to become self-financing by seeking alternative sources of finance. The Council will look towards its capital and treasury activities to mitigate and contribute towards relieving pressure on its future revenue budgets particularly as interest rates increase.

Capital

- 5.3 Annually the Council is required to invest in assets and projects which have a life of longer than one year. This investment, be it in IT systems, vehicles, property or equipment must be funded. The Council will look towards its capital and treasury activities to provide medium and long term resources for future capital expenditure. The Council also needs to consider ways of innovation that limit the amount of investment required during the timescale of this strategy in light of the significant pressures upon its resources, which may include new borrowing.

Treasury

- 5.4 The Council holds surplus cash during the year. These funds are largely monies held in reserves or short term cash holdings before payments are made to major preceptors and currently average approximately £32m including property fund investments. Whilst cash is held it is invested with full appreciation of the Prudential Code which requires Councils to consider security, liquidity and yield (in that order). In addition, many Councils participate in borrowing to fund their capital programme. The Council will look towards its treasury activities making the best use of borrowing and investing with all decisions being undertaken having an appropriate approach towards prudence and proportionality, as well as security, liquidity and yield. Treasury management will be expected to make a positive contribution towards both revenue and capital pressures.

Asset Management

- 5.5 The Council has a balance sheet with fixed assets valued at circa £41m. The Council has been successful in bidding for funding both as part of the SELCP partnership and in its own right. These funds have and will significantly bolster the Council's capital programme and support future plans.

6. Strategic Objectives

Strategic Fit

- 6.1 The financial strategies must support and empower the corporate strategy and priorities of the Council. This intrinsic link works both ways. By adopting the new strategy the Council will be looking to ensure the ongoing provision of both statutory and discretionary services to local residents and businesses. It must have due regard to legislation and guidance. All strategies adopted must also have full regard to the legislative framework and best practice guidance adopted by the sector. These offer clear boundaries and exemplify considerations for decision making and risk management.

6.2 This strategy links to a number of other corporate strategies and plans:

- Treasury Management Policy and Strategy Statement
- The Local Plan
- Medium Term Financial Strategy
- Risk Management Strategy
- Economic Development Strategic Framework
- Homelessness Strategy
- Asset Management Plan
- Crime and Disorder Strategy

7. Capital Expenditure

Definition and Considerations

7.1 The Local Government Act 2003 – which includes the legislation for the capital finance system – does not specify what precisely constitutes capital expenditure. Instead it:

- Refers to “expenditure of the authority which falls to be capitalised in accordance with proper practices”.
- Enables the Secretary of State to prescribe by regulation which local authority expenditure shall be treated as capital expenditure and which shall not be treated as capital expenditure.
- Enables the Secretary of State to prescribe by regulation that the spending of a particular local authority shall – or shall not – be treated as capital expenditure

7.2 For the purposes of this strategy document, capital expenditure is defined as expenditure to acquire or upgrade assets (such as property, plant and equipment), so that future economic benefit or service potential will flow from the asset for more than one year.

7.3 The Council has set a de minimis limit of £5,000 for equipment and £10,000 for land and buildings for expenditure to be considered for capitalisation. The following categories of expenditure will require capital resources to fund their purposes:

1. The acquisition, reclamation, enhancement or laying out of land exclusive of roads, buildings or other structures
2. The acquisition, construction, preparation, enhancement or replacement of roads, buildings and other structures
3. The acquisition, installation or replacement of movable or immovable plant, machinery and apparatus and vehicles and vessels
4. The making of advances, grants or other financial assistance towards expenditure incurred or to be incurred on items detailed in points 1 to 3 above or on the acquisition of investments
5. The acquisition of share capital or loan capital in any corporate body
6. The issue of loan instrument in respect of which not all repayments by the authority are due within 1 year of issue
7. Works to increase substantially the thermal insulation of a building
8. Works to increase substantially the extent to which a building can be used by a disabled or elderly person
9. The acquisition of computer software, plus the in-house preparation of it, provided that the intention is to use the software for at least 1 year

- 7.4 Regulations state that expenditure on repair and maintenance which does not increase the life, value or extent of use of an asset is not deemed as capital expenditure.

Future Expenditure Plans

- 7.5 The Council has approved a five year (medium term) funded capital programme. Beyond this time capital resources will be limited unless funded through revenue support or external grants. In addition the Council will have an ongoing need for capital expenditure for replacement and renewal of its key assets used in delivering services.
- 7.6 Future capital projects will need to be subject to suitable business cases which will include how such schemes support corporate/strategic priorities. One way of creating capital resources can be through the borrowing of funds and then spending it on capital or through internal borrowing supported by a Minimum Revenue Provision requirement.

Capital Loans

- 7.7 The Council has discretion to make loans for a number of reasons, primarily for housing development. These loans are treated as capital expenditure.
- 7.8 In making loans the Council is exposing itself to the risk that the borrower defaults on repayments. The Council, in making these loans, must therefore ensure they are prudent and risk implications have been fully considered.
- 7.9 The Council will ensure that a full due diligence exercise is undertaken and adequate security is in place. The business case will balance the benefits and the risks. All loans are agreed by Cabinet. All loan arrangements will be subject to close, regular monitoring and reporting.

8. Capital Resources and Plans

Capital Expenditure and the Minimum Revenue Provision

- 8.1 One important area of the Capital and Treasury guidance is the Minimum Revenue Provision (MRP) requirement. Where a Council undertakes capital expenditure, financed by borrowing, there is an expectation that each year the Council's revenue account should make a contribution to a reserve which will build up over time so that when the borrowing has to be repaid money is there to do so. Where the Council chooses to invest in assets which will not, or are unlikely to, have sufficient realisable value at the point of redemption to repay the borrowing, then this is essential for prudent management of the Council's affairs. The Council will ensure a suitable MRP policy is in place.

Capital Receipts

- 8.2 The forward availability of capital receipts will play an important part in both the timing and scope of the capital programme. The Council is looking at ways of obtaining capital receipts through the active marketing of its surplus assets and a review of how assets will be needed in the future to provide value for money services to the community.

Section 106 Planning Obligations

- 8.3 The Council has powers under Section 106 to provide for infrastructure and facilities to support the local community alongside planning and development projects.

External Grants and Contributions

- 8.4 A partnership approach to service delivery is a core approach for the Council. Through its services, partnership working, supportive funding and innovation the Council will seek to attract investment into the Borough. Acquiring grants and external funding is of increasing importance given lower levels of resources through core Government funding.

Borrowing

- 8.5 Under the 'Prudential' framework for local authority capital, the Council can determine what level of long term borrowing it wishes to undertake to finance its capital priorities, within the framework of prudent, sustainable and affordable borrowing. Given the diminishing resources available to it the Council has to make appropriate decisions regarding servicing the financing costs before it undertakes any new borrowing. Regulations require the Council to approve its 'Prudential Indicators' at least annually, and they are included within the Treasury Management Strategy Statement. As the Council is required to have a balanced revenue budget over the medium term it will be important that the Council robustly reviews future spending proposals and likely resources available before borrowing to finance future capital investment.

Revenue Contributions

- 8.6 The Council's budget and MTFS sets out the approach to the allocation of reserve balances and this Council's approach to managing its surplus cash. Where applicable specific contributions are identified from reserves or revenue contributions from specific services.

Balances and Reserves

- 8.7 Boston Borough Council holds limited levels of both general and specific reserves.

New Sources

- 8.8 The Council is aware of the need to be innovative and to work closely with the private, public and voluntary sectors to deliver outcomes for local people at a time when there will be reduced levels of capital resources.

9. StewardshipGeneral Governance Issues

- 9.1 Annually the Council produces a medium term (five years) revenue budget, a medium term (five years) capital programme which is supported by a capital strategy, a treasury management and investment strategy. Sitting behind these are the Financial Procedure Rules within the Constitution and Treasury Management Practices which provide day to day operational guidance. Cabinet and Scrutiny Committees are not

excluded from shaping these documents however the Audit and Governance Committee is charged with reviewing and recommending most of these documents to Full Council for approval. The requirement for Full Council to be involved is enshrined within statute.

- 9.2 The Council has adopted a risk management strategy which places the Council as having an open and aware approach towards risk.

Internal Governance

- 9.3 The Capital Programme will continue to be monitored by the Capital Programme Working Group (internal officer group), with additions to the programme approved by Cabinet, as part of its quarterly performance monitoring. Full Council will approve all capital additions over £500k, in line with the Council's financial procedure rules.

Revised External Governance

- 9.4 The views of the Council's treasury advisors, external auditors, counsel's opinion, professional bodies and peers have been considered in the production of this Strategy. Annually there will be a review of the Capital Strategy and formally approved as part of the budget setting process. This will ensure all matters of consideration and best practice are routinely acknowledged.

Performance Measurement

- 9.5 The Council is determined to ensure high quality customer-focused services for all its residents and visitors to Boston Borough. The Council also wants to deliver high quality services, although recognises the issues associated with reduced resources that are already impacting on its ability to deliver and maintain them.
- 9.6 Capital projects identify milestones and key outputs and these are used to integrate the delivery of Capital projects into the performance management framework.

Project Evaluation

- 9.7 All capital projects need to be appraised and options appraisals are also required to ensure value for money in achieving the project objectives and realising benefits. Core principles to be followed, matters to be considered within the capital bidding process are:
- Council Objective/Priority
 - Whole life cost of the proposal including the revenue effects
 - Affordability and source of funding
 - Partnership involvement
 - Options appraisal
 - Project appraisal
 - Risks
 - Improvements in service delivery
 - Customer facing outcomes
 - Other benefits and success criteria
 - Efficiencies
 - In principle support from the Service and Portfolio Holder
 - Exit strategy

- Timescales
- Environmental considerations

9.8 Project evaluation should include the following activities:

- Feasibility
- Appraisal (to include report, financial appraisal, risk appraisal)
- Budget
- Monitoring and review
- Outturn

9.9 These processes will ensure that any capital scheme that feeds into the programme will comply with the principles of the Prudential Code and have appropriate regard to:

- Affordability
- Sustainability
- Prudence
- Proportionality
- Security
- Liquidity
- Yield

Consultation and Communication

9.10 The consultation process used to inform our priorities has enabled the Council to identify its strategic objectives to allow prioritisation of resources. The Council also consults annually as part of the budget setting process. This includes a general consultation exercise with the community.

Sustainability

9.11 Sustainability Impact Assessments are completed for Council projects where required.

Procurement

9.12 The purchase of capital assets should be conducted in accordance with Contract Procedure Rules, ensuring value for money, legality and sustainability at all times. Contract standing orders and rules governing the disposal or write off of assets are contained in the Constitution which is regularly reviewed.

Value for Money

9.13 The Council recognises that effective procurement lies at the heart of delivering value for money and is essential if the Council is to obtain real improvements to quality and service costs. The Council seeks to achieve value for money by applying rigorous procurement standards in the selection of suppliers and contractors to ensure efficiency, economy and effectiveness is received throughout the life of a contract. The significant resources applied to capital expenditure require the adopted principles of value for money to be at the heart of the Capital and Treasury Strategy. Specifically the Council will seek to strengthen the outcome indicators as part of post project reviews.

Invest to Save

- 9.14 Whilst there are often revenue implications for investing in capital schemes, the Council is keen to invest in areas that result in long-term revenue savings and 'invest to save' schemes. It is also an aim to invest in assets that generate a revenue income or efficiencies.

Links to Other Partners

- 9.15 Partnership working is embedded in the organisation and the Council's approach to working with others has been commended. The Council's trust in partnership working has three main strands being the SELCP as outlined about, the Greater Lincolnshire Local Economic Partnership, Strategic Service Delivery Partnerships and networking partnerships. In order to address the needs of the local community the integration of the Capital Strategy with those who the Council seeks to work with will be necessary to deliver on shared visions.

Equality

- 9.16 As part of the process of preparing business case for potential capital projects Equalities Impact Assessments will be completed when necessary. The Council recognises and values the diversity in the local community and the contribution that people from different backgrounds and cultures bring to the development and wellbeing of the Borough. Boston Borough Council is therefore committed to principles of equality in its capacity as an employer and service provider to all sections of the community.

10. Risks and their ManagementRisk Awareness

- 10.1 With the scale of the approach to ensuring that the Council will be better able to provide for future capital spend there are associated risks (and also opportunities).
- 10.2 All capital projects will have a risk log that is regularly reviewed and updated. All risks that may affect a project must be considered. These can include political, economic, legal, technological, environmental and reputational as well as financial. Large projects will be managed in accordance with the Council's adopted project management principles.
- 10.3 A specific risk as a VAT registered body is the recovery of exempt VAT only up to a value of 5% of all the VAT it incurs. This is known as the de-minimis limit. Monitoring and control of exempt input tax is essential for the Council as where exempt input tax exceeds the 5% limit the whole amount is irrecoverable and will represent an additional cost to the Council. Each capital investment will be closely reviewed to assess its VAT implications.



Treasury Management Policy Statement 2026/27

Boston Borough Council defines its treasury management activities as:

- 1 The management of the local authority's borrowing, investments and cash flows, including its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.
- 2 This Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the organisation, and any financial instruments entered into to manage these risks.
- 3 This Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management.

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**Treasury Management Strategy Statement
Minimum Revenue Provision Policy Statement and Annual Investment Strategy
2026/27**

1. Introduction

1.1 Background

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

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

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

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

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

The Council's treasury function is undertaken by Public Sector Partnership Services Ltd (PSPSL) on behalf of the Council. PSPSL is responsible for the:

- Production of the annual treasury management strategy
- Production of regular treasury management policy reports
- Production of treasury management practices
- Production of budget and budget variations relating to the treasury management function
- Production of management information reports
- Provision of adequate treasury management resources and skills, and effective division of responsibilities within the treasury management function
- Arrangement of the appointment of external service providers.

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

1.2 Reporting Requirements

1.2.1 Capital Strategy

The CIPFA 2021 Prudential and Treasury Management Codes require all local authorities to prepare a Capital Strategy report, which will provide the following:

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

The aim of this capital strategy is to ensure that all elected Members on the Full Council fully understand the overall long-term policy objectives and resulting capital strategy requirements, governance procedures and risk appetite.

1.2.2 Treasury Management reporting

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

Prudential and Treasury Indicators and Treasury Strategy (this report) - The first, and most important report is forward looking and covers:

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

Mid Year Treasury Management Report – This is primarily a progress report and will update Members on the capital position, amending prudential indicators as necessary, and whether any policies require revision. In addition, this Council will receive quarterly update reports.

Annual Treasury Report – This is a backward looking review document and provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

Scrutiny

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

Quarterly reports

In addition to the three major reports detailed above, from 2023/24 quarterly reporting (end of June/end of December) has also been required. However, these additional reports do not have to be reported to Full Council or Cabinet but do require to be adequately scrutinised. This role is undertaken by the Audit and Governance Committee. The reports, specifically, should comprise updated Treasury and Prudential Indicators.

1.3 Treasury Management Strategy for 2026/27

The strategy for 2026/27 covers two main areas:

Capital Issues

- the capital expenditure plans and the associated prudential indicators;
- the minimum revenue provision (MRP) policy.

Treasury Management Issues

- the current treasury position;
- treasury indicators which limit the treasury risk and activities of the Council;
- prospects for interest rates;
- the borrowing strategy;
- policy on borrowing in advance of need;
- debt rescheduling;
- the investment strategy;
- creditworthiness policy; and
- policy on use of external service providers.

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

1.4 Training

The CIPFA Treasury Management Code requires the responsible officer to ensure that Members with responsibility for treasury management receive adequate training in treasury management. This especially applies to Members responsible for scrutiny. The Council addresses this by targeted training courses for relevant Members.

The training needs of PSPSL treasury management officers are periodically reviewed and is supplemented by targeted training as necessary and technical advice from our treasury management advisors.

As a minimum, authorities should carry out the following to monitor and review knowledge and skills:

- Record attendance at training and ensure action is taken where poor attendance is identified.
- Prepare tailored learning plans for treasury management officers and Members.
- Require treasury management officers and Members to undertake self-assessment against the required competencies (as set out in the schedule that may be adopted by the Council).
- Have regular communication with officers and Members, encouraging them to highlight training needs on an ongoing basis.

In further support of the revised training requirements, CIPFA's Better Governance Forum and Treasury Management Network have produced a 'self-assessment by Members responsible for the scrutiny of treasury management', which is available from the CIPFA website to download.

Training for Members will be arranged as required and the training needs of treasury management officers are periodically reviewed.

A formal record of the training received by officers central to the Treasury function will be maintained by the Treasury and Investments Manager (PSPSL). Similarly, a formal record of the treasury management/capital finance training received by Members will also be maintained by Democratic Services.

1.5 Treasury management consultants

PSPSL uses MUFG Corporate Markets as its external treasury management advisors for the Council.

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

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

2 The Capital Prudential Indicators 2026/27 – 2030/31

The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which

are designed to assist Members' overview and confirm capital expenditure plans are prudent, affordable and sustainable.

2.1 Capital Expenditure and Financing

This prudential indicator is a summary of the Council's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle. Members approve capital expenditure forecasts as part of the Annual Budget report.

The capital expenditure plans mirror those within the budget report and will be amended throughout the year as spending plans alter.

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

Capital Programme	2025/26 Estimate £'000	2026/27 Estimate £'000	2027/28 Estimate £'000	2028/29 Estimate £'000	2029/30 Estimate £'000	2030/31 Estimate £'000
Non-Towns Fund, LUF & LUP	3,875	4,494	2,078	1,764	885	885
Towns Fund	14,849	5,592	-	-	-	-
UKSPF Projects	404	-	-	-	-	-
LUF Projects	10,970	1,500	-	-	-	-
BPF Projects	8,080	-	-	-	-	-
Pride in Place	-	362	1,748	1,610	1,610	-
Pride in Place – Impact Fund	-	1,500	-	-	-	-
New Bids	25	25	-	-	-	-
Grand Total	38,203	13,473	3,826	3,374	2,495	885
Funded By						
External Grants	(35,386)	(5,747)	(2,533)	(2,395)	(2,395)	(785)
Capital Reserve	(738)	-	-	-	-	-
Capital Receipts	(275)	-	-	-	-	-
Section 106	(1,074)	-	-	-	-	-
Other Reserves	(30)	-	-	-	-	-
Total Funding	(37,503)	(5,747)	(2,533)	(2,395)	(2,395)	(785)
Borrowing Requirement	700	7,726	1,293	979	100	100

Other long-term liabilities - the above financing need excludes leasing arrangements that already include borrowing instruments.

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

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

has not immediately been paid for through a revenue or capital resource, will increase the CFR.

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

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

As part of the formal governance process, the Council approves the cumulative CFR projections as follows:

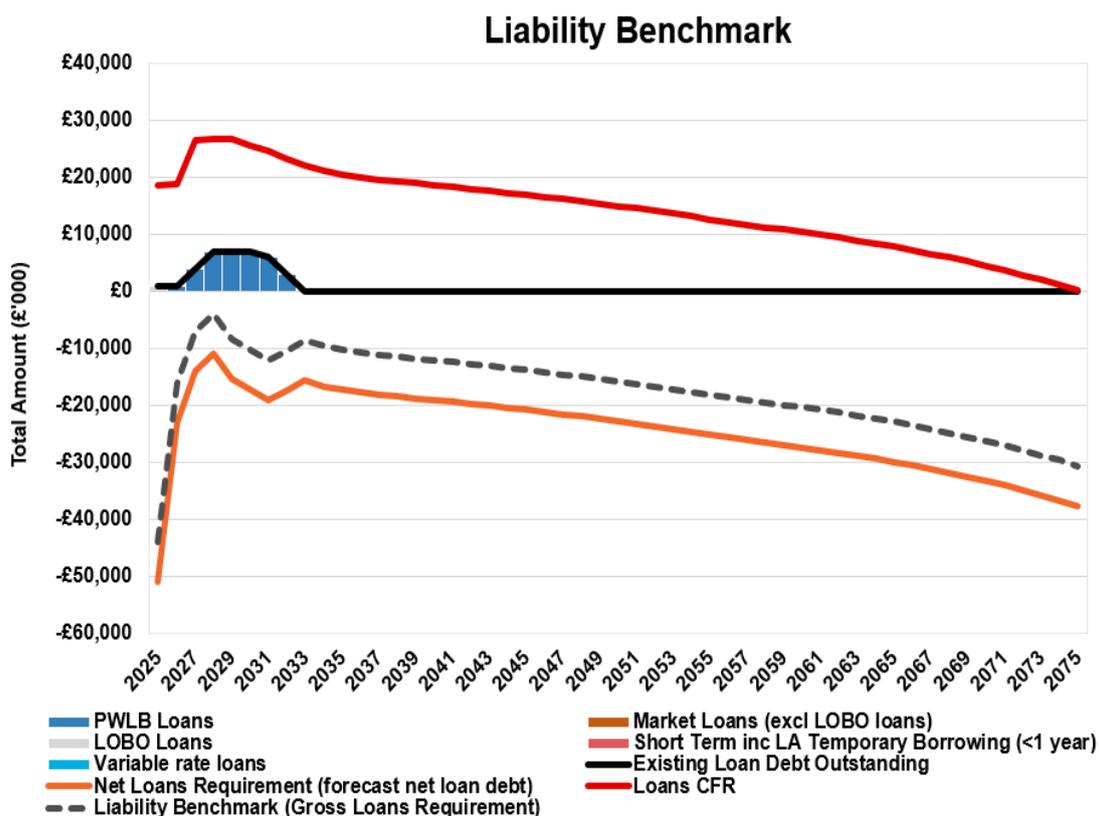
	2025/26 Estimate £'000	2026/27 Estimate £'000	2027/28 Estimate £'000	2028/29 Estimate £'000	2029/30 Estimate £'000	2030/31 Estimate £'000
CFR–General Fund	2,634	10,175	10,669	10,666	9,666	8,659
CFR-Non-Treasury Investments	16,266	16,205	16,140	16,072	15,999	15,922
Total CFR	18,900	26,380	26,809	26,738	25,665	24,581
Movement in CFR	323	7,480	429	(71)	(1,073)	(1,084)
Net financing need for the year above)	700	7,726	1,293	979	100	100
Less MRP/VRP and other financing movements	(377)	(246)	(864)	(1,050)	(1,173)	(1,184)
Movement in CFR	323	7,480	429	(71)	(1,073)	(1,084)

2.3 Liability Benchmark

The Council is required to estimate and measure the Liability Benchmark (LB) for the forthcoming financial year and the following two financial years, as a minimum.

There are four components to the LB: -

1. **Existing loan debt outstanding:** the Council's existing loans that are still outstanding in future years.
2. **Loans CFR:** this is calculated in accordance with the loans CFR definition in the Prudential Code and projected into the future based on approved prudential borrowing and planned MRP.
3. **Net loans requirement:** this will show the Council's gross loan debt less treasury management investments at the last financial year-end, projected into the future and based on its approved prudential borrowing, planned MRP and any other major cash flows forecast.
4. **Liability benchmark (or gross loans requirement):** this equals net loans requirement plus short-term liquidity allowance.



2.4 Core funds and expected investment balances

The application of resources (capital receipts, reserves etc.) to either finance capital expenditure or other budget decisions to support the revenue budget will have an ongoing impact on investments unless resources are supplemented each year from new sources (asset sales etc.).

Year End Resources	2025/26 Estimate £'000	2026/27 Estimate £'000	2027/28 Estimate £'000	2028/29 Estimate £'000	2029/30 Estimate £'000	2030/31 Estimate £'000
General Fund Balance	2,000	2,000	2,000	2,000	2,000	2,000
BTAC Reserve	275	367	451	526	592	643
Capital Funding	5,544	4,769	4,314	3,676	2,920	2,157
Transformation	1,660	1,661	1,528	1,571	1,614	1,657
Repairs and Renewals	586	582	578	574	570	566
ICT	33	33	33	33	33	33
Housing	1,751	1,597	1,455	1,365	1,265	1,165
Controlling Migration	14	14	14	14	14	14
Insurance	197	197	197	197	197	197
Property Fund Returns Risk Mitigation	1,061	1,000	935	866	793	716
Funding Volatility	2,768	2,295	2,263	2,263	2,263	2,263
Contingency Reserve	77	77	77	77	77	77
Climate Change Reserve	125	103	80	80	80	80
Planning Reserve	384	134	134	134	134	134
S106 & Commuted Sums Reserve	1,231	1,231	1,231	1,231	1,231	1,231
Property Fund Reserve	78	78	78	78	78	78
Neighbourhoods Reserve	698	500	574	664	751	829
LGR Reserve	-	500	500	500	500	500
Capital Grants Unapplied	4,203	901	912	917	921	921
Total Core Funds	22,685	18,039	17,354	16,766	16,033	15,261
Working capital*	2,000	2,000	2,000	2,000	2,000	2,000
Under borrowing	(17,900)	(22,380)	(19,809)	(19,738)	(18,665)	(18,581)
Expected Investments	6,785	(2,341)	(455)	(972)	(632)	(1,320)

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

2.5 Minimum Revenue Provision (MRP) Policy Statement

Regulation 27 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 ('the 2003 Regulations') requires local authorities to 'charge to a revenue account a minimum revenue provision (MRP) for that year'. The minimum revenue provision is an annual amount set aside from the General Fund to meet the cost of capital expenditure that has not been financed from available resources, namely: grants, developer contributions (e.g. s.106 and community infrastructure levy) revenue contributions, earmarked reserves or capital receipts.

MRP is sometimes referred to as the mechanism for setting aside monies to repay external borrowing. In fact, the requirement for MRP set aside applies even if the capital expenditure is being financed from the Council's own cash resources and no new external borrowing or other credit arrangement has been entered into.

Regulation 27 of the 2003 Regulations sets out a duty for local authorities to make a Minimum Revenue Provision (MRP) and Regulation 28 requires Full Council to approve a MRP Statement setting out the policy for making MRP and the amount of MRP to be calculated which the Council considers to be prudent. This statement is designed to meet that requirement.

Regulation 27 (the duty to make revenue provision) was amended in April 2024 and takes effect from 7 May 2024, following a number of consultations. Key changes address some common practices used to underpay MRP, namely:

- using proceeds from asset sales to replace the revenue charge; and
- not making MRP on debt associated with investments.

In addition, the amendments to Regulation 27 include provisions for making MRP where a local authority borrows to lend the money onto a third party as a capital loan.

In setting a prudent level of MRP local authorities must have regard to guidance issued by the Secretary of State for Housing, Communities and Local Government. The latest version of this statutory MRP guidance, Capital finance: guidance on minimum revenue provision (5th edition), was issued by MHCLG (as it then was) in April 2024 to accompany the amendments to Capital Finance Regulations.

Paragraph 26 of the above statutory MRP Guidance explains that where a local authority proposes to deviate from statutory guidance and underpinning Codes of Practice, this has to be justified and agreed through the local authority's governance processes:

Under statute, local authorities must have regard to these codes: "have regards to" has a specific meaning that local authorities should comply with the guidance unless, having duly considered the guidance, there is justifiable reason to depart from it. Decisions that do not "have regard to" relevant guidance may be susceptible to challenge.

In setting a level which the Council considers to be prudent, the Guidance states that the broad aim is to ensure that debt is repaid over a period reasonably commensurate with that over which the capital expenditure provides benefits to the Council.

The Guidance sets out four "possible" options for calculating **MRP**, as set out below.

Option	Calculation Method	Applies to:
1: Regulatory method	Formulae set out in 2003 Regulations (later revoked)	Expenditure incurred before 1 April 2008
2: CFR method	4% of Capital Financing Requirement	Expenditure incurred before 1 April 2008
3: Asset life method	Amortises MRP over the expected life of the asset	Expenditure incurred after 1 April 2008
4: Depreciation method	Charge MRP on the same basis as depreciation	Expenditure incurred after 1 April 2008

Two main variants of Option 3 are set out in the 2024 Guidance: (i) the equal instalment method and (ii) the annuity method, The annuity method weights the MRP charge towards the later part of the asset's expected useful life. Whilst this method is increasingly becoming the most common MRP option for local authorities, paragraph 42 of the Informal

Commentary on the Statutory MRP Guidance explains that this method could be used where the flow of benefits from an asset are expected to increase in later years.

The 2024 Guidance also includes specific recommendations for setting MRP in respect of finance leases, investment properties and revenue expenditure which is statutorily defined as capital expenditure under the 2003 Regulations (also referred to as revenue expenditure funded from capital under statute or REFCUS). Examples of REFCUS include capitalised redundancy costs, loans or grants to third parties for capital purposes, and the purchase of shares in limited companies. Other approaches are not ruled out however they must meet the statutory duty to make prudent MRP provision each financial year.

With effect from 1 April 2024, MRP set aside requirements will also apply to "right of use" leased assets, following the introduction of IFRS 16.

Key changes from the 2024 amendments to Regulation 27

The key changes to Regulation 27 are:

- explicit prohibition from using capital receipts in place of charging MRP to revenue,
- a clear requirement to charge MRP on investments where these meet the statutory definitions of capital expenditure set out in Regulation 25,
- a requirement to set aside MRP on all elements of the CFR.

Where loans have been advanced to third parties for a capital purpose on or after 7 May 2024, a local authority is now required to determine whether the loan is for a commercial purpose (i.e. principally advanced for financial return) or is a non-commercial loan:

- for commercial loans MRP will be set aside using an asset life approach based on the expected useful life of the underlying assets being financed;
- for non-commercial loans MRP will comprise:
 - (i) the principal element of any loan repayments received during the financial year and
 - (ii) the amount of any expected credit loss (ECL) recognised during the financial year. Any ECL recognised will not be spread over future years.

Minimum Revenue Provision (MRP) Policy Statement

Having regard to the new 2024 Guidance on MRP issued by MHCLG and the "options" outlined in that Guidance, the Council is recommended to approve the following MRP Statement to take effect from 1 April 2026:

MRP Stream – General Fund	Estimated CFR at 31/03/26 £000's	MRP 2026/27 £000's	Policy	Explanation
Unsupported capital expenditure incurred since 2007/08	2,651	185	MRP calculated on a straight-line basis using the expected useful lives of the assets (Option 3), subject to a maximum useful asset life of 50 years.	This complies with the Option 3 (Para 58(b)) of the Guidance and the requirement for maximum asset lives of 50 years.
Property Fund Investments	16,266	61	MRP charged on an annuity basis over a 50 year period. The annuity rate used will be the 50 year PWLB rate on 03/03/25 (date the 2025/26 MRP policy was approved).	Underlying assets of the Funds are property with useful life in excess of 50 years - Independent Professional opinion sought.
MRP for "right of use" lease contracts.	TBA	TBA	The MRP charge will be equal to the principal element of the annual payment (for leased assets).	This complies with paragraph 80 of the MRP Guidance
Total	18,917	246		

Detailed policies applied to asset life identification, discount annuity rates, MRP commencement dates and the application of receipts from Property Fund liquidations are set out below:

MRP Stream – General Fund	Policy	Explanation
Asset Lives	Asset lives used for MRP calculations will be determined by the Council's RICS-registered valuer where appropriate and will be consistent with the depreciation policies set out in the Council's annual Statement of Accounts. If no life can reasonably be attributed to an asset, such as freehold land, the estimated useful life will be taken to be a maximum of 50 years.	This complies with paragraph 65 of the MRP Guidance.
Discount rate for use when applying the annuity method for calculating MRP under Option 3	MRP will be discounted using the PWLB new loan annuity rate applicable on the date when the Council approves the MRP Policy Statement for the forthcoming financial year.	The MRP Guidance does not suggest what discount rate(s) to use, Specifying the PWLB new loan annuity rate for the year in which MRP commences this provides a clearly evidenced trail to the discount rate to be used and reflects the type of borrowing undertaken by the Council.
MRP commencement.	MRP should normally begin in the financial year following the one in which the expenditure was incurred. However, in accordance with the statutory MRP Guidance, commencement of MRP may be deferred until the financial year following the one in which the asset becomes operational.	This approach complies with paragraph 63 and 64 of the MRP Guidance.
Application of distribution receipts from the liquidation of any of the Property Fund Holdings	Any distributions in respect of asset sales from the liquidators of the Property Fund Holdings shall be applied as MRP in the year of receipt.	This approach complies with paragraph 42 of the MRP Guidance

Based on the information provided above, the Council's view is that by complying fully with the 2024 Statutory Guidance, it is making a prudent provision for MRP in line with the requirements of Regulation 28.

MRP Overpayments

Under the MRP guidance, charges can be made in excess of the statutory MRP known as voluntary revenue provision (VRP).

VRP can be reclaimed in later years if deemed necessary or prudent. In order for these amounts to be reclaimed for use in the budget, this policy must disclose the cumulative overpayment made each year.

At the end of the 2024/25 financial year the Council had made no VRP contributions. If this changes during the 2025/26 financial year it will be reported in the Annual Treasury Report for 2025/26.

3. Borrowing

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

3.1 Current Portfolio Position

The overall treasury management portfolio as at 31 March 2025 and for the position as at 31 December 2025 based on cost are shown in the following table for both borrowing and investments.

TREASURY PORTFOLIO				
	actual	actual	current	current
	31.3.25	31.3.25	31.12.25	31.12.25
	£000	%	£000	%
Treasury investments				
Banks	1,014	2%	2,167	5%
Building societies - rated	0	0%	0	0%
Local authorities	26,000	50%	19,000	45%
DMADF (H.M.Treasury)	0	0%	0	0%
Money Market Funds	1,700	3%	4,200	10%
Certificates of Deposit	6,000	12%	0	0%
Total managed in house	34,714	67%	25,367	60%
Property Funds	17,326	33%	17,107	40%
Total managed externally	17,326	33%	17,107	40%
Total treasury investments	52,040	100%	42,474	100%
Treasury external borrowing				
Local Authorities	0	0%	0	0%
PWLB	0	0%	1,000	100%
LOBOs	1,000	100%	0	0%
Total external borrowing	1,000	100%	1,000	100%
Net treasury investments / (borrowing)	51,040	0	41,474	0

The following table shows the Council's forward projections for borrowing. The table shows the actual external debt, against the underlying capital borrowing need, (the Capital Financing Requirement - CFR), highlighting any over or under borrowing.

	2025/26 Estimate £'000	2026/27 Estimate £'000	2027/28 Estimate £'000	2028/29 Estimate £'000	2029/30 Estimate £'000	2030/31 Estimate £'000
Debt & Temporary Borrowing at 1 April (subject to change)	1,000	1,000	4,000	7,000	7,000	7,000
Expected change in Debt due to Temporary Borrowing (subject to change)	-	3,000	3,000	-	-	(1,000)
Actual gross debt at 31 March	1,000	4,000	7,000	7,000	7,000	6,000
The Capital Financing Requirement	18,900	26,380	26,809	26,738	25,665	24,581
(Under) /over borrowing	(17,900)	(22,380)	(19,809)	(19,738)	(18,665)	(18,581)

Within the range of prudential indicators, there are a number of key indicators to ensure that the Council operates its activities within well-defined limits. One of these is that the Council needs to ensure that its gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2026/27 and the following two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue or speculative purposes.

The Section 151 Officer reports that the Council complied with this prudential indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans, and the proposals in this budget report.

3.2 Treasury Indicators: limits to borrowing activity

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

Operational Boundary	2025/26 Estimate £'000	2026/27 Estimate £'000	2027/28 Estimate £'000	2028/29 Estimate £'000	2029/30 Estimate £'000	2030/31 Estimate £'000
Debt	10,000	30,000	30,000	30,000	30,000	30,000
Other long term liabilities	5,000	5,000	5,000	5,000	5,000	5,000
Total	15,000	35,000	35,000	35,000	35,000	35,000

The authorised limit for external debt - This is a key prudential indicator and represents a control on the maximum level of borrowing. This represents a legal limit beyond which external debt is prohibited, and this limit needs to be set or revised by Full Council. It reflects

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

- This is the statutory limit determined under section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all councils' plans, or those of a specific council, although this power has not yet been exercised.
- As part of the formal governance process, the Council approves the following indicators:

Authorised Limit	2025/26 Estimate £'000	2026/27 Estimate £'000	2027/28 Estimate £'000	2028/29 Estimate £'000	2029/30 Estimate £'000	2030/31 Estimate £'000
Borrowing	13,000	33,000	33,000	33,000	33,000	33,000
Other long term liabilities	5,000	5,000	5,000	5,000	5,000	5,000
Total	18,000	38,000	38,000	38,000	38,000	38,000

3.3 Prospects for interest rates

The Council has appointed MUFG Corporate Markets as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. MUFG Corporate Markets provided the following forecasts on 22 December 2025. These are forecasts for Bank Rate, average earnings and PWLB certainty rates, gilt yields plus 80 basis points (bps).

MUFG Corporate Markets Interest Rate View 22.12.25													
	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27	Jun-27	Sep-27	Dec-27	Mar-28	Jun-28	Sep-28	Dec-28	Mar-29
BANK RATE	3.75	3.50	3.50	3.25	3.25	3.25	3.25	3.25	3.25	3.25	3.25	3.25	3.25
3 month ave earnings	3.80	3.50	3.50	3.30	3.30	3.30	3.30	3.30	3.30	3.30	3.30	3.30	3.30
6 month ave earnings	3.80	3.50	3.50	3.40	3.30	3.30	3.30	3.40	3.40	3.40	3.40	3.40	3.40
12 month ave earnings	3.90	3.60	3.60	3.50	3.40	3.50	3.50	3.50	3.50	3.50	3.60	3.60	3.60
5 yr PWLB	4.60	4.50	4.30	4.20	4.10	4.10	4.10	4.10	4.10	4.10	4.10	4.10	4.10
10 yr PWLB	5.20	5.00	4.90	4.80	4.80	4.70	4.70	4.70	4.70	4.60	4.60	4.60	4.70
25 yr PWLB	5.80	5.70	5.60	5.50	5.50	5.40	5.30	5.30	5.30	5.20	5.20	5.20	5.20
50 yr PWLB	5.60	5.50	5.40	5.30	5.30	5.20	5.10	5.10	5.10	5.00	5.10	5.00	5.00

Additional notes by MUFG Corporate Markets on this forecast table: -

- Our last interest rate forecast update was undertaken on 11 August. Since then, a combination of tepid growth (0.2% quarter on quarter (q/q) Gross Domestic Product (GDP) for Q2 and 0.1% q/q GDP for Q3), falling inflation (currently Consumer Price Index (CPI) is 3.2%), and a November Budget that will place more pressure on the majority of households' income, has provided an opportunity for the Bank of England's Monetary Policy Committee (MPC) to further reduce Bank Rate from 4% to 3.75% on 18 December.
- Surprisingly, to most market commentators, the recent steep fall in CPI inflation in one month from 3.6% to 3.2% did not persuade most "dissenters" from the November vote (Lombardelli, Greene, Mann and Pill) to switch to the rate-cutting side of the Committee. Instead, it was left to Bank Governor, Andrew Bailey, to use his deciding vote to force a rate cut through by the slimmest of margins, 5-4.

- Given the wafer-thin majority for a rate cut it was not unexpected to hear that although rates would continue on a “gradual downward path”, suggesting a further rate cut or cuts in the offing, MPC members want to assess incoming evidence on labour market activity and wage growth. Indeed, with annual wage growth still over 4.5%, the MPC reiterated that the case for further rate cuts would be “a closer call”, and Governor Bailey observed there is “limited space as Bank Rate approaches a neutral level”.
- Accordingly, the MUFG Corporate Markets forecast has been revised to price in a rate cut in Q2 2026 to 3.5%, likely to take place in the wake of a significant fall in the CPI inflation reading from 3% in March to 2% in April (as forecast by Capital Economics), followed by a short lull through the summer whilst more data is garnered, and then a further rate cut to 3.25% in Q4.
- As in August, nonetheless, threats to that central scenario abound. What if wage increases remain stubbornly high? There are, after all, several sectors of the domestic economy, including social care provision and the building/construction industries, where staff shortages remain severe. Moreover, by May 2026, following the local elections, we will have a better handle on whether or not the Starmer/Reeves team is going to see out the current Parliament or whether they face a Leadership challenge from within their own party. If so, how will gilt markets react to these variables...and will there be additional geo-political factors to also bake in, particularly the Fed’s monetary policy decisions in 2026 and the ongoing battle to lower rates whilst inflation remains close to 3%.
- Accordingly, our updated central forecast is made with several hefty caveats. We are confident, as we have been for some time, that our forecast for Bank Rate and the 5-year PWLB Certainty Rate is robust, and we have marginally brought forward the timing of the next rate cut(s). But for the 10-, 25- and 50-years part of the curve, the level of gilt issuance, and the timing of its placement, will be integral to achieving a benign trading environment. That is not a “given”, and additionally, the inflation outlook and political factors domestically and, crucially, in the US, are also likely to hold sway. Matters should be clearer by June in the UK, but the US mid-term elections are scheduled for November.
- Our revised PWLB rate forecasts are based on the Certainty Rate (the standard rate minus 20 bps) which has been accessible to most authorities since 1 November 2012. Please note, the lower Housing Revenue Account (HRA) PWLB rate started on 15 June 2023 for those authorities with an HRA (standard rate minus 60 bps) and is set to prevail until at least the end of March 2026. Hopefully, there will be a further extension to this discounted rate announced in January.
- Money market yield forecasts are based on expected average earnings by local authorities for 3 to 12 months.

Gilt yields and PWLB rates

The overall longer-run trend is for gilt yields and PWLB rates to fall back over the timeline of our forecasts, but the risks to our forecasts are generally to the upsides. Our target borrowing rates are set two years forward (as we expect rates to fall back) and the current PWLB (certainty) borrowing rates are set out as follows:-

PWLB debt	Current borrowing rate as at 22.12.25 p.m.	Target borrowing rate now (end of Q4 2027)	Target borrowing rate previous (end of Q4 2027)
5 years	4.81%	4.10%	4.20%
10 years	5.39%	4.70%	4.70%
25 years	6.01%	5.30%	5.30%
50 years	5.78%	5.10%	5.10%

Borrowing advice: Our long-term (beyond 10 years) forecast for the neutral level of Bank Rate remains at 3.50%. As all PWLB certainty rates are currently significantly above this level, borrowing strategies will need to be reviewed in that context. Overall, better value can be obtained at the shorter end of the curve (<5 years PWLB maturity/<10 years PWLB EIP) and short-dated fixed LA to LA monies should also be considered. Temporary borrowing rates will, generally, fall in line with Bank Rate cuts.

Our suggested budgeted earnings rates for investments up to about three months' duration in each financial year are as follows: -

Average earnings in each year	Now	Previously
2025/26 (residual)	3.80%	3.90%
2026/27	3.40%	3.60%
2027/28	3.30%	3.30%
2028/29	3.30%	3.50%
2029/30	3.50%	3.50%
Years 6 to 10	3.50%	3.50%
Years 10+	3.50%	3.50%

We will continue to monitor economic and market developments as they unfold. Typically, we formally review our forecasts following the quarterly release of the Bank of England's Monetary Policy Report but will consider our position on an ad hoc basis as required.

Our interest rate forecast for Bank Rate is in steps of 25 bps, whereas PWLB forecasts have been rounded to the nearest 10 bps and are central forecasts within bands of + / - 25 bps. Naturally, we continue to monitor events and will update our forecasts as and when appropriate.

(End of MUFG Corporate Markets Commentary)

3.4 Borrowing Strategy

The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need, (the Capital Financing Requirement), has not been fully funded with loan debt as cash supporting the Authority's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as medium and longer dated borrowing rates are expected to fall from their current levels, albeit only once prevailing inflation concerns are addressed by restrictive near-term monetary policy. That is, bank rate remains relatively elevated in 2026 even if some rate cuts arise.

Against this background and the risks within the economic forecast, caution will be adopted with the 2026/27 treasury operations. The Section 151 Officer will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:

- *if it was felt that there was a significant risk of a sharp fall in borrowing rates, then borrowing will be postponed.*
- *if it was felt that there was a significant risk of a much sharper rise in borrowing rates than that currently forecast, fixed rate funding will be drawn whilst interest rates are lower than they are projected to be in the next few years.*

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

3.5 Policy on borrowing in advance of need

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

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

3.6 Debt Rescheduling

Rescheduling of current borrowing in our debt portfolio may be considered whilst premature redemption rates remain elevated but only if there is surplus cash available to facilitate any repayment, or rebalancing of the portfolio to provide more certainty is considered appropriate.

If rescheduling is to be undertaken, it will be reported to Cabinet, at the earliest meeting following its action.

3.7 New financial institutions as a source of borrowing and / or types of borrowing

Currently the PWLB Certainty Rate is set at gilts + 80 basis points. However, consideration may still need to be given to sourcing funding from the following sources for the following reasons:

- Local authorities (primarily shorter dated maturities out to 3 years or so – generally still cheaper than the Certainty Rate).

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

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

3.8 Approved Sources of Long and Short-Term Borrowing

On Balance Sheet	Fixed	Variable
PWLB	●	●
Local Authorities	●	●
Banks	●	●
Pension Funds	●	●
Insurance Companies	●	●
UK National Wealth Fund	●	●
Market (Long Term)	●	●
Market (Temporary)	●	●
Market (LOBO's)	●	●
Stock Issues	●	●
Local Temporary	●	●
Local/Community Municipal Bonds	●	
Local Authority Bills	●	●
Overdraft		●
Negotiable Bonds	●	●
Internal (Capital Receipts & Revenue Balances)	●	●
Commercial Paper	●	
Medium Term Notes	●	
Leases	●	●

4 Annual Investment Strategy

4.1 Investment policy – management of risk

The MHCLG and CIPFA have extended the meaning of ‘investments’ to include both financial and non-financial investments. This report deals solely with treasury (financial) investments, (as managed by the treasury management team). Non-financial investments, essentially the purchase of income yielding assets and service investments, are covered in the Capital Strategy, (a separate report).

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

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

The Council’s funds are managed by PSPSL with reference to a detailed cash flow forecast on a daily basis. Protocols are in place to govern the movement of funds within specific limits.

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

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

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

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

most robust scrutiny process on the suitability of potential investment counterparties.

- This Council has defined the list of **types of investment instruments** that the treasury management team are authorised to use. There are two lists in **Appendix 5.3** under the categories of 'specified' and 'non-specified' investments.
 - **Specified investments** are those with a high level of credit quality and subject to a maturity limit of one year or have less than a year left to run to maturity if originally they were classified as being non-specified investments solely due to the maturity period exceeding one year.
 - **Non-specified investments** are those with less high credit quality, may be for periods in excess of one year, and/or are more complex instruments which require greater consideration by members and officers before being authorised for use.
- **Non-specified investments limit.** The Council has determined that it will limit the maximum total exposure to non-specified investments to £10m of the total investment portfolio, (see paragraph 4.3).
- **Lending limits**, the maximum total investments to any individual financial institution or its parent group is £5m. The maximum limit for individual money market funds is £10m. There is no maximum limit for deposits with the UK Debt Management Agency Deposit Facility (DMADF) as this is effectively the UK Government. The maximum permitted duration of investments for each institution will be determined in accordance with paragraph 4.3.
- **Transaction limits** are set for each type of investment in paragraph 4.3.
- This Council will set a limit for the amount of its investments which are invested for **longer than 365 days**, (see paragraph 4.3).
- Investments will only be placed with counterparties from countries with a specified minimum **sovereign rating**, (see paragraph 5.4).
- PPSL has engaged **external consultants**, (see paragraph 1.5), to provide expert advice on how to optimise an appropriate balance of security, liquidity and yield, given the risk appetite of this Council in the context of the expected level of cash balances and need for liquidity throughout the year.
- All investments will be denominated in **sterling**.
- As a result of the change in accounting standards under IFRS 9, this Council will consider the implications of investment instruments which could result in an adverse movement in the value of the amount invested and resultant charges at the end of the year to the General Fund.

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

Changes in risk management policy from last year:

The only change in the above criteria is an increase in the maximum level of investments in individual money market funds from £7.5m to £10m. This is due to the higher levels of cash required to be held short term to pay rising precept payments.

4.2 Creditworthiness policy

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

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

This modelling approach combines credit ratings, and any assigned Watches and Outlooks in a weighted scoring system which is then combined with an overlay of CDS spreads. The end product of this is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the Council to determine the suggested duration for investments. The Council will therefore use counterparties within the following durational bands:

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

** Please note: the yellow colour category is for UK Government debt, or its equivalent, money market funds and collateralised deposits where the collateral is UK Government debt.*

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

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

All credit ratings will be monitored daily. PSPSL is alerted to changes to ratings of all three agencies through its use of the MUFG Corporate Markets creditworthiness service.

- if a downgrade results in the counterparty/investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn immediately.
- in addition to the use of credit ratings PSPSL will be advised of information in movements in CDS spreads against the iTraxx European Senior Financials benchmark and other market data on a daily basis provided exclusively to it by MUFG Corporate Markets. Extreme market movements may result in downgrade of an institution or removal from the Council's lending list.

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

Creditworthiness

Significant levels of downgrades to Short and Long-Term credit ratings have not materialised since the crisis in March 2020. In the main, where they did change, any alterations were limited to outlooks. Nonetheless, when setting minimum sovereign debt ratings, this Authority will not set a minimum rating for the UK.

CDS prices

Although bank CDS prices, (these are market indicators of credit risk), spiked upwards during the days of the Truss/Kwarteng Government in the autumn of 2022, they have returned to more average levels since then. However, sentiment can easily shift, so it will remain important to undertake continual monitoring of all aspects of risk and return in the current circumstances. MUFG Corporate Markets monitor CDS prices as part of their creditworthiness service to local authorities and the Authority has access to this information via its MUFG Corporate Markets -provided Passport portal.

4.3 Limits

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

- **Non-specified investment limit.** The Council has determined that it will limit the maximum total exposure to non-specified investments to £10m of the total investment portfolio.
- **Country limit.** The Council has determined that it will only use approved counterparties from the United Kingdom or countries with a minimum sovereign credit rating of AA- from Fitch (or equivalent). The list of countries that qualify

using this credit criteria as at the date of this report are shown in **Appendix 5.4**. This list will be added to, or deducted from, by officers should ratings change in accordance with this policy.

- **Other limits.** In addition:
 - no more than £5m will be placed with any non-UK country at any time;
 - limits in place above will apply to a group of companies;
 - sector limits will be monitored regularly for appropriateness

4.4 Investment Strategy

In-House Funds. Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e., rates for investments up to 12 months). Greater returns are usually obtainable by investing for longer periods. The current shape of the yield curve suggests that rates can be expected to fall throughout 2026, but only if the CPI measure of inflation maintains a downwards trend towards the Bank of England's 2% target. Rates may be cut quicker than expected if the economy stagnates.

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

Investment returns expectations

The current forecast shown in paragraph 3.3, includes a forecast for Bank Rate to fall to a low of 3.25% in 2026.

The suggested budgeted investment earnings rates for returns on investments placed for periods up to about three months during each financial year were updated on 22 December 2025 and are as follows:

<i>Average earnings in each year</i>	<i>Now</i>	<i>Previously</i>
	<i>%</i>	<i>%</i>
2025/26 (residual)	3.80	3.90
2026/27	3.40	3.60
2027/28	3.30	3.30
2028/29	3.30	3.50
2029/30	3.50	3.50
Years 6-10	3.50	3.50
Years 10+	3.50	3.50

Caution must be exercised in respect of all interest rate forecasts.

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

Investment treasury indicator and limit - Total principal funds invested for greater than 365 days. These limits are set with regard to the Council's liquidity requirements and to

reduce the need for early sale of an investment, and are based on the availability of funds after each year-end.

As part of the formal governance process, the Council approves the treasury indicator and limit, as shown below:

	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000	2030/31 £'000
Principal sums invested > 365 days (excluding non-treasury investments)	10,000	10,000	10,000	10,000	10,000
Current treasury investments as at 30 November 2025 in excess of 1 year maturing in each year	-	-	-	-	-

4.5 Investment Risk Benchmarking

The Council has not adopted any formal benchmarks in this area. Officers believe that decisions on counterparties and maximum investment levels are adequate to monitor the current and trend position, and will amend the operational strategy to manage risk as conditions change.

This Council will use an investment benchmark to assess the investment performance of its investment portfolio of the 3 month Sterling Overnight Index Average (SONIA) rate.

4.6 End of Year Investment Report

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

5 Appendices

- 5.1 The Capital Prudential and Treasury Indicators 2026/27 – 2030/31
- 5.2 Interest Rate Forecasts 2026 - 2029
- 5.3 Treasury Management Practice 1 (TMP1) – Credit and Counterparty Risk Management
- 5.4 Approved Countries for Investments
- 5.5 Treasury Management Scheme of Delegation
- 5.6 The Treasury Management Role of The Section 151 Officer and Deputy Section 151 Officer

APPENDIX 5.1 THE CAPITAL PRUDENTIAL AND TREASURY INDICATORS 2026/27 – 2030/31

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

Full details are provided in paragraph 2.1 and summary totals are shown below.

5.1.1 Capital expenditure (subject to change during the budget setting process)

Capital Programme	2025/26 Estimate £'000	2026/27 Estimate £'000	2027/28 Estimate £'000	2028/29 Estimate £'000	2029/30 Estimate £'000	2030/31 Estimate £'000
Non-Towns Fund, LUF & LUP	3,875	4,494	2,078	1,764	885	885
Towns Fund	14,849	5,592	-	-	-	-
UKSPF Projects	404	-	-	-	-	-
LUF Projects	10,970	1,500	-	-	-	-
BPF Projects	8,080	-	-	-	-	-
Pride in Place	-	362	1,748	1,610	1,610	-
Pride in Place – Impact Fund	-	1,500	-	-	-	-
New Bids	25	25	-	-	-	-
Grand Total	38,203	13,473	3,826	3,374	2,495	885
Funded By						
External Grants	(35,386)	(5,747)	(2,533)	(2,395)	(2,395)	(785)
Capital Reserve	(738)	-	-	-	-	-
Capital Receipts	(275)	-	-	-	-	-
Section 106	(1,074)	-	-	-	-	-
Other Reserves	(30)	-	-	-	-	-
Total Funding	(37,503)	(5,747)	(2,533)	(2,395)	(2,395)	(785)
Borrowing Requirement	700	7,726	1,293	979	100	100

5.1.2 Affordability prudential indicators

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

a. Ratio of financing costs to net revenue stream

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

%	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate
Treasury	(9.24%)	(2.42%)	3.90%	5.12%	5.14%	4.76%
Property Funds	(6.74%)	(5.94%)	(5.81%)	(5.77%)	(5.63%)	(5.49%)
Total	(15.98%)	(8.36%)	(1.91%)	(0.65%)	(0.49%)	(0.73%)

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

5.1.3 Maturity structure of borrowing

These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing, and are required for upper and lower limits.

The Council is asked to approve the following treasury indicators and limits:

Maturity structure of fixed interest rate borrowing 2026/27		
	Lower	Upper
Under 12 months	0%	100%
12 months to 2 years	0%	100%
2 years to 5 years	0%	100%
5 years to 10 years	0%	100%
10 years to 20 years	0%	100%
20 years to 30 years	0%	100%
30 years to 40 years	0%	100%
40 years to 50 years	0%	100%
Maturity structure of variable interest rate borrowing 2026/27		
	Lower	Upper
Under 12 months	0%	100%
12 months to 2 years	0%	100%
2 years to 5 years	0%	100%
5 years to 10 years	0%	100%
10 years to 20 years	0%	100%
20 years to 30 years	0%	100%
30 years to 40 years	0%	100%
40 years to 50 years	0%	100%

5.1.4. Control of Interest Rate Exposure

Please see paragraphs 3.3, 3.4 and 4.4.

5.2 APPENDIX: Interest Rate Forecast 2026 - 2029

MUFG Corporate Markets Interest Rate View 22.12.25													
	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27	Jun-27	Sep-27	Dec-27	Mar-28	Jun-28	Sep-28	Dec-28	Mar-29
BANK RATE	3.75	3.50	3.50	3.25	3.25	3.25	3.25	3.25	3.25	3.25	3.25	3.25	3.25
3 month ave earnings	3.80	3.50	3.50	3.30	3.30	3.30	3.30	3.30	3.30	3.30	3.30	3.30	3.30
6 month ave earnings	3.80	3.50	3.50	3.40	3.30	3.30	3.30	3.40	3.40	3.40	3.40	3.40	3.40
12 month ave earnings	3.90	3.60	3.60	3.50	3.40	3.50	3.50	3.50	3.50	3.50	3.60	3.60	3.60
5 yr PWLB	4.60	4.50	4.30	4.20	4.10	4.10	4.10	4.10	4.10	4.10	4.10	4.10	4.10
10 yr PWLB	5.20	5.00	4.90	4.80	4.80	4.70	4.70	4.70	4.70	4.60	4.60	4.60	4.70
25 yr PWLB	5.80	5.70	5.60	5.50	5.50	5.40	5.30	5.30	5.30	5.20	5.20	5.20	5.20
50 yr PWLB	5.60	5.50	5.40	5.30	5.30	5.20	5.10	5.10	5.10	5.00	5.10	5.00	5.00

PWLB forecasts are based on PWLB certainty rates.

APPENDIX 5.3 - Treasury Management Practice (TMP1) – Credit and Counterparty Risk Management

SPECIFIED INVESTMENTS: All such investments will be sterling denominated, with **maturities up to maximum of 1 year**, meeting the minimum 'high' quality criteria where applicable. (Non-specified investments which would be specified investments apart from originally being for a period longer than 12 months, will be classified as being specified once the remaining period to maturity falls to under twelve months.)

	Minimum 'High' Credit Criteria / Colour Band	Use
Debt Management Agency Deposit Facility	Yellow	In-house (no maximum limit)
Term Deposits - UK Local Authorities	N/A	In-house
Term Deposits – BBC Parish Councils	N/A	In-house
Term deposits – banks and building societies	Minimum colour of green on our external treasury advisers credit rating matrix	In-house
Treasury Bills	UK sovereign rating	In-house
Certificates of Deposit issued by banks and building societies	Minimum colour of green on our external treasury advisers credit rating matrix	In-house
Bonds issued by multilateral development banks	Yellow	In-house buy and hold
Money Market Funds – CCLA (Church, Charities & Local Authority)	AAA	In-house (£10m limit for cash flow purposes)
Money Market Funds CNAV (Constant Net Asset Value)	AAA	In-house
Money Market Funds LVNAV (Low Volatility Net Asset Value)	AAA	In-house
Money Market Funds VNAV (Variable Net Asset Value)	AAA	In-house

Term deposits with nationalised banks and banks and building societies

	Minimum Credit Criteria	Use	Max of total investments	Max. maturity period
UK part nationalised banks	Minimum colour of green on our external treasury advisers credit rating matrix	In-house	£5m	1 year
Banks part nationalised by AAA or AA- sovereign rating countries – non UK	Minimum colour of green on our external treasury advisers credit rating matrix	In-house	£5m	1 year

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

NON-SPECIFIED INVESTMENTS - These are any investments which do not meet the Specified Investment criteria. A maximum of £10m treasury investments can be held in aggregate in non-specified investment.

Maturities of ANY period

	Minimum Credit Criteria	Use	Max of non-specified investments	Max. maturity period
Fixed term deposits with variable rate and variable maturities: -Structured deposits	Sovereign rating of AAA to AA- and minimum colour of green on our external treasury advisers credit rating matrix	In-house	£5m	1 year
UK Government Gilts	UK sovereign rating	In-house buy and hold	£5m	2 year
Sovereign bond issues (other than the UK govt)	AAA	In-house buy and hold	£5m	2 year
Bond issuance issued by a financial institution which is explicitly guaranteed by the UK Government (e.g. National Rail)	UK sovereign rating	In-house buy and hold	£5m	2 year
Collateralised deposits (see note 1)	UK Sovereign rating	In-house	£5m	1 year

Collective Investment Schemes structured as Open Ended Investment Companies (OEICs)				
Property Funds: (excluding non-treasury investments)		In-house	£8m	
<p><i>The use of property funds can be deemed capital expenditure, and as such will be an application (spending) of capital resources. This Council will seek guidance on the status of any fund it may consider using. Appropriate due diligence will also be undertaken before investment of this type is undertaken.</i></p> <p><i>The Section 151 Officer and Deputy Section 151 Officer will have delegated authority to invest in property funds subject to consultation with the Portfolio Holder for Finance.</i></p>				

Collective Investment Schemes structured as Open Ended Investment Companies (OEICs): -				
	Minimum Credit Criteria	Use	Max of non-specified investments	Max. maturity period
1. Ultra-Short Dated Bond Funds with a credit score of 1.25	AAA	In-house	£10m	Liquid
2. Ultra-Short Dated Bond Funds with a credit score of 1.5	AAA	In-house	£10m	Liquid
3. Bond Funds	Long-term AAA volatility rating MR1+	In-house	£10m	1 month notice period
4. Gilt Funds	Long-term AAA volatility rating MR1+	In-house	£10m	1 month notice period

Note 1 : as collateralised deposits are backed by e.g., collateral of rated local authority LOBOs, this investment instrument is regarded as being in the MUFG Corporate Markets yellow category as it is equivalent to lending to a local authority.

Maturities in excess of 1 year

	Minimum Credit Criteria	Use	Max. of total investments	Max. maturity period
Term Deposits – UK local authorities	N/A	In-house	£5m	5 year
Term Deposits – BBC Parish Councils	N/A	In-house	£5m	5 year
Term deposits to Registered Social Landlords	None	In-house subject to due diligence report by MUFG	£5m	5 year

	Minimum Credit Criteria	Use	Max. of total investments	Max. maturity period
Term deposits – banks and building societies	Sovereign rating of AAA to AA- and minimum colour of orange on our external treasury advisers credit rating matrix	In-house	£5m	2 year
Certificates of deposit issued by banks and building societies	Sovereign rating of AAA to AA- and minimum colour of orange on our external treasury advisers credit rating matrix	In-house	£5m	2 year
Bonds issued by multilateral development banks	AAA	In-house	£5m	2 year

The maximum total investment to any individual financial institution or its parent group is £5m except for the instant access money market fund which has a limit of £10m and the UK Debt Management Agency Deposit Facility (UK Government) which has no maximum limit.

HSBC provides banking services to the Council and the above limits do not include the day to day balance in the Council's current account.

Whilst these are maximum limits, under normal circumstances the Section 151 Officer will ensure lower limits are maintained. The higher limits are required to allow flexibility in the movement of funds if a particular issue or circumstance arose e.g. global banking crisis.

Environmental, Social and Governance Considerations

The Council continues to develop its strategy in this area.

The Council is interested in undertaking actions to reduce climate change and as an ethical investor will consider the environmental, social and governance issues.

Officers continue to work with the Council's external treasury advisors to establish how these issues can be taken into consideration when MUFG Corporate Markets formulate their Suggested Credit List which is used by the Council.

APPENDIX 5.4 - Approved Countries for Investments

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

Based on lowest available rating (as at 23/12/25)**AAA**

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

AA+

- Canada
- U.S.A.

AA

- Abu Dhabi (UAE)
- Finland
- Qatar

AA-

- U.K.

APPENDIX 5.5 - Treasury Management Scheme of Delegation

- | | |
|--------------------------------|--|
| Council | <ul style="list-style-type: none"> - Receive, review and approval of Treasury Policy Statement – February/March cycle - Receive, review and approval of Treasury Management Strategy Statement incorporating the Annual Investment Strategy and Minimum Revenue Provision Policy – February/March cycle followed by mid year report update. Updates or revisions at other times as required - Receive, review and approval of Annual Treasury Outturn Report by 30 September after the year end |
| Cabinet | <ul style="list-style-type: none"> - Recommend to Council a Treasury Policy Statement - Recommend to Council a Treasury Management Strategy Statement incorporating the Annual Investment Strategy and Minimum Revenue Provision Policy – February/March cycle followed by mid year report update - Extraordinary Activity and Investment Management arrangements – as soon as possible after significant change occurs - Recommend to Council a Treasury Management Outturn Report by 30 September after the year end |
| Audit and Governance Committee | <ul style="list-style-type: none"> - Receive Treasury Management Quarterly and Mid Term reports - Receive Treasury Management Outturn Report - Receive Treasury Management Practices annually if amended - Scrutiny of the Treasury Management Strategy before the commencement of each financial year - Scrutiny of Treasury Management performance as part of the Mid Term report and quarterly reports. |

SCRUTINY AND MONITORING

Council delegates the scrutiny and monitoring of the Treasury Management function to the Audit and Governance Committee. As a minimum they will receive quarterly reports and a Mid Term Treasury report on investment issues and performance. Training will be made available for Members of the Audit and Governance Committee to ensure they have the necessary skills to undertake this role. Recommendations will be reported to Cabinet.

The Audit and Governance Committee will also have access to professional and independent advice and support as required in order to undertake this role.

APPENDIX 5.6 - The Treasury Management Role of The Section 151 Officer (S151) and Deputy Section 151 Officer

The S151 Officer's main functions with regards to treasury are to:

- recommend clauses, treasury management policy/practices for approval, review the same regularly, and monitor compliance
- submit regular treasury management policy reports
- submit budgets and budget variations
- receive and review management information reports
- review the performance of the treasury management function
- ensure the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function
- ensure the adequacy of internal audit, and liaise with external audit
- recommending the appointment of external service providers
- preparation of a capital strategy to include capital expenditure, capital financing, non-financial investments and treasury management, with a long term timeframe
- ensuring that the capital strategy is prudent, sustainable, affordable and prudent in the long term and provides value for money
- ensuring that due diligence has been carried out on all treasury and non-financial investments and is in accordance with the risk appetite of the Council
- ensure that the Council has appropriate legal powers to undertake expenditure on non-financial assets and their financing
- ensuring the proportionality of all investments so that the Council does not undertake a level of investing which exposes the Council to an excessive level of risk compared to its financial resources
- ensuring that an adequate governance process is in place for the approval, monitoring and ongoing risk management of all non-financial investments and long term liabilities
- provision to Members of a schedule of all non-treasury investments including material investments in subsidiaries, joint ventures, loans and financial guarantees
- ensuring that Members are adequately informed and understand the risk exposures taken on by the Council
- ensuring that the Council has adequate expertise, either in house or externally provided, to carry out the above
- creation of Treasury Management Practices (TMP) which specifically deal with how non treasury investments will be carried out and managed, to include the following:
 - Risk management (TMP1 and schedules), including investment and risk management criteria for any material non-treasury investment portfolios;
 - Performance measurement and management (TMP2 and schedules), including methodology and criteria for assessing the performance and success of non-treasury investments;
 - Decision making, governance and organisation (TMP3 and TMP5 and schedules), including a statement of the governance requirements for decision making in relation to non-treasury investments; and arrangements to ensure that appropriate professional due diligence is carried out to support decision making;

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

As an added safeguard, the Section 151 Officer is obliged to notify the Monitoring Officer of any material change proposed to approved treasury policies and of any major breaches which have occurred.

Any significant operational or other changes will be notified and discussed with the relevant Portfolio Holder. This is currently the Portfolio Holder for Finance. Any actions resulting from this will be reported to the Audit and Governance Committee. If timescales are such that due to urgency, the formal reporting process cannot be utilised, then emergency authorisation will be sought through existing mechanisms.

The Section 151 Officer has delegated powers through this policy to take the most appropriate form of borrowing from the approved sources, and to take the most appropriate form of investments in approved instruments.

The Section 151 Officer may delegate power to borrow and invest to members of staff. All dealing transactions must be conducted by the Section 151 Officer, or staff authorised by the Section 151 Officer, to act as temporary cover for leave/sickness.

The Section 151 Officer and the Monitoring Officer will ensure that the Policy is adhered to, and if not, will bring the matter to the attention of Councillors as soon as possible.

Prior to entering into any capital financing, lending or investment transaction, it is the responsibility of the Section 151 Officer to be satisfied, by reference to the Monitoring Officer, the Council's Legal Department and external advisors, as appropriate, that the proposed transaction does not breach any statute, external regulation or the Council's Financial Regulations.

It is also the responsibility of the Section 151 Officer to ensure that the Council complies with the requirements of the Non Investment Products Code for principals and broking firms in the wholesale markets as well as the Financial Services Authority's Code of Market Conduct.

Public Sector Partnership Services Limited is responsible for the provision of:

- treasury management strategy statements and practices for approval
- capital strategy reports
- regular treasury management policy reports
- budget and budget variations
- management information reports
- adequate treasury management resources and skills, and effective division of responsibilities within the treasury management function, and;
- arranging the appointment of external treasury management advisors.

Where the use of particular instant access accounts, notice accounts and money market funds has been approved by the Section 151 Officer, PSPSL treasury officers have delegated authority to withdraw and deposit funds within the agreed limits contained in this strategy.



Treasury Management and Investment Management (Non-Treasury) Principles and Practices January 2026

TREASURY MANAGEMENT

Key Principles of Treasury Management Practice

Boston Borough Council (The Council) will conduct its Treasury Management function in a transparent way, giving value for money to the taxpayer while protecting public finances. In doing so it will adhere to the three key principles outlined in the CIPFA Code of Practice. These are:

1. The Council will put in place formal and comprehensive objectives, policies & practices, strategies and reporting arrangements for the effective management and control of their treasury management activities.
2. The Council's policies and practices will make clear that the effective management and control of risk are prime objectives of its treasury management activities and that responsibility for these lies clearly within their organisation. The Council's appetite for risk forms part of its annual strategy, including any use of financial instruments for the prudent management of those risks, and will ensure that priority is given to security and portfolio liquidity when investing treasury management funds.
3. The Council recognises that the pursuit of value for money in treasury management, and the use of suitable performance measures, are valid and important tools to employ in support of its business and service objectives; and that within the context of effective risk management, its treasury management policies and practices will reflect this.

Treasury Management Practices

The Council has adopted the 12 Treasury Management Practices contained in the CIPFA Code of Practice for Treasury Management.

- TMP1 - Risk Management
- TMP2 - Performance Measurement
- TMP3 - Decision Making and Analysis
- TMP4 - Approved Instruments, Methods and Techniques
- TMP5 - Organisation, Clarity and Segregation of Responsibilities, and Dealing Arrangements
- TMP6 - Reporting Requirements and Management Information Arrangements
- TMP7 - Budgeting, Accounting and Audit Arrangements
- TMP8 - Cash and Cash Flow Management
- TMP9 - Money Laundering
- TMP10 – Staff Training and Qualifications
- TMP11 - Use of External Service Providers
- TMP12 - Corporate Governance

TMP1 - RISK MANAGEMENT

This Council regards a key objective of its treasury management activities to be the security of the principal sums it invests. Accordingly, it will ensure that robust due diligence procedures cover all external investment.

The Section 151 Officer (S151) will design, implement and monitor all arrangements for the identification, management and control of treasury management risk, will report at least annually on the adequacy/suitability thereof, and will report, as a matter of urgency, the circumstances of any actual or likely difficulty in achieving the organisation's objectives in this respect, all in accordance with the procedures set out in *TMP6 Reporting requirements and management information arrangements*.

In respect of each of the following risks, the arrangements which seek to ensure compliance with these objectives are set out in the schedule to this document.

1.1 Credit & Counterparty Risk Management

The Council will ensure that its counterparty lists and limits reflect a prudent attitude towards organisations with whom funds may be deposited and will limit its treasury management investment activities to the instruments, methods and techniques referred to in *TMP4 Approved instruments, methods and techniques* and listed in the schedule to this document.

The Council also recognises the need to have, and will therefore maintain, a formal counterparty policy in respect of those organisations from which it may borrow, or with whom it may enter into other financing or derivative arrangements.

1.2 Liquidity Risk Management

This Council will ensure it has adequate though not excessive cash resources, borrowing arrangements or standby facilities to enable it at all times to have the level of funds available to it which are necessary for the achievement of its business/service objectives.

Other than for cash flow liquidity purposes the Council will only borrow where there is a clear business case for doing so and will only do so for the current capital programme, to refinance internal borrowing of past capital expenditure, to finance future debt maturities or to ensure an adequate level of short-term investments to provide liquidity for the organisation.

1.3 Interest Rate Risk Management

This Council will manage its exposure to fluctuations in interest rates with a view to containing its interest costs, or securing its interest revenues, in accordance with the amounts provided in its budgetary arrangements as amended in accordance with *TMP6 Reporting requirements and management information arrangements*.

It will achieve this by the prudent use of its approved instruments, methods and techniques, primarily to create stability and certainty of costs and revenues, but at the same time retaining a sufficient degree of flexibility to take advantage of unexpected, potentially advantageous changes in the level or structure of interest rates. This should be subject to the consideration and, if required, approval of any policy or budgetary implications. It will ensure that any hedging tools such as derivatives are only used for the management of risk

and prudent management of financial affairs, and that the policy for the use of derivatives is clearly detailed in the annual strategy.

1.4 Exchange Rate Risk Management

The Council will manage its exposure to fluctuations in exchange rates so as to minimise any detrimental impact on its budgeted income/expenditure levels.

1.5 Inflation Risk Management

The Council will keep under review the sensitivity of its treasury assets and liabilities to inflation and will seek to manage the risk accordingly in the context of the whole organisation's inflation exposures.

1.6 Refinancing Risk Management

This Council will ensure that its borrowing, private financing and partnership arrangements are negotiated, structured and documented, and the maturity profile of the monies so raised is managed, with a view to obtaining offer terms for renewal or refinancing, if required, which are competitive and as favourable to the organisation as can reasonably be achieved in the light of market conditions prevailing at the time.

It will actively manage its relationships with its counterparties in these transactions in such a manner as to secure this objective and will avoid overreliance on any one source of funding if this might jeopardise achievement of the above.

1.7 Legal and Regulatory Risk Management

This Council will ensure that all of its treasury management activities comply with its statutory powers and regulatory requirements. It will demonstrate such compliance, if required to do so, to all parties with whom it deals in such activities. In framing its credit and counterparty policy under TMP1[1] *Credit and counterparty risk management*, it will ensure that there is evidence of counterparties' powers, authority and compliance in respect of the transactions they may affect with the Council, particularly with regard to duty of care and fees charged.

This Council recognises that future legislative or regulatory changes may impact on its treasury management activities and, so far as it is reasonably able to do so, will seek to minimise the risk of these impacting adversely on the organisation.

1.8 Operational Risk, including fraud, error, and corruption

This Council will ensure that it has identified the circumstances which may expose it to the risk of loss through inadequate or failed internal processes, people and systems or from external events. Accordingly, it will employ suitable systems and procedures, and will maintain effective contingency management arrangements, to these ends.

1.9 Price Risk Management

The Council will seek to ensure that its stated treasury management policies and objectives will not be compromised by adverse market fluctuations in the value of the

principal sums it invests and will accordingly seek to protect itself from the effects of such fluctuations.

1.10 Environmental, Social and Governance (ESG)

The Council is interested in undertaking actions to reduce climate change and as an ethical investor will consider the environmental, social and governance issues.

Officers continue to work with the Council's external treasury advisors to establish how these issues can be taken into consideration when MUFG Corporate Markets formulate their Suggested Credit List which is used by the Council.

TMP 2 PERFORMANCE MEASUREMENT

This Council is committed to the pursuit of value for money in its treasury management activities, and to the use of performance methodology in support of that aim, within the framework set out in its treasury management policy statement.

Accordingly, the treasury management function will be the subject of ongoing analysis of the value it adds in support of the Council's stated business or service objectives. It will be the subject of regular examination of alternative methods of service delivery, of the availability of fiscal or other grant or subsidy incentives, and of the scope for other potential improvements. The performance of the treasury management function will be measured using the criteria set out in the schedule to this document.

The criteria will include measures of effective treasury risk management and not only measures of financial performance (income or savings).

TMP 3 DECISION-MAKING AND ANALYSIS

This Council will maintain full records of its treasury management decisions, and of the processes and practices applied in reaching those decisions, both for the purposes of learning from the past, and for accountability, e.g. demonstrating that reasonable steps were taken to ensure that all issues relevant to those decisions were taken into account at the time. The issues to be addressed and processes and practices to be pursued in reaching decisions are detailed in the schedule to this document.

TMP 4 APPROVED INSTRUMENTS, METHODS AND TECHNIQUES

This Council will undertake its treasury management activities by employing only those Instruments, methods and techniques detailed in the schedule to this document, and within the limits and parameters defined in TMP1 *Risk Management*.

Where it intends to use derivative instruments for the management of risks, these will be limited to those set out in its Annual Treasury Strategy. The Council will seek proper advice and will consider that advice when entering into arrangements to use such products to ensure that it fully understands those products.

The Council has reviewed its classification with financial institutions under MIFID II and has set out in the schedule to this document those organisations with which it is registered as a professional client and those with which it has an application outstanding to register as a professional client.

TMP 5 ORGANISATION, CLARITY AND SEGREGATION OF RESPONSIBILITIES, AND DEALING ARRANGEMENTS

The Council considers it essential, for the purposes of the effective control and monitoring of its treasury management activities, for the reduction of the risk of fraud or error, and for the pursuit of optimum performance, that these activities are structured and managed in a fully integrated manner, and that there is at all times a clarity of treasury management responsibilities.

The principle on which this will be based is a clear distinction between those charged with setting treasury management policies and those charged with implementing and controlling these policies, particularly with regard to the execution and transmission of funds, the recording and administering of treasury management decisions, and the audit and review of the treasury management function.

If it intends, as a result of lack of resources or other circumstances, to depart from these principles, the S151 Officer will ensure that the reasons are properly reported in accordance with *TMP6 Reporting requirements and management information arrangements*, and the implications properly considered and evaluated.

The S151 Officer will ensure that there are clear written statements of the responsibilities for each post engaged in treasury management, and the arrangements for absence cover. The S151 Officer will also ensure that at all times those engaged in treasury management will follow the policies and procedures set out. The present arrangements are detailed in the schedule to this document.

The S151 Officer will ensure there is proper documentation for all deals and transactions, and that procedures exist for the effective transmission of funds. The present arrangements are detailed in the schedule to this document.

The delegations to the S151 Officer in respect of treasury management are set out in the schedule to this document. The S151 Officer will fulfil all such responsibilities in accordance with the Council's policy statement and TMPs and, if a CIPFA member, the Standard of Professional Practice on Treasury Management.

TMP 6 REPORTING REQUIREMENTS AND MANAGEMENT INFORMATION ARRANGEMENTS

The Council will ensure that regular reports are prepared and considered on the implementation of its treasury management policies; on the effects of decisions taken and transactions executed in pursuit of those policies; on the implications of changes, particularly budgetary, resulting from regulatory, economic, market or other factors affecting its treasury management activities; and on the performance of the treasury management function.

As a minimum:

- the Full Council will receive:
 - an annual report on the strategy and plan to be pursued in the coming year a mid-year review
 - an annual report on the performance of the treasury management function, on the effects of the decisions taken and the transactions executed in the past

year, and on any circumstances of non-compliance with the Council's treasury management policy statement and TMPs.

- The Cabinet to which some treasury management responsibilities are delegated, will receive regular monitoring reports on treasury management activities and risks.
- The Audit & Governance Committee will have responsibility for the scrutiny of treasury management strategy, policies and practices.
- Local authorities should report the prudential, treasury management and any other indicators as detailed in CIPFA Treasury Management guidance notes.

The present arrangements and the form of these reports are detailed in the schedule to this document.

TMP 7 BUDGETING, ACCOUNTING AND AUDIT ARRANGEMENTS

The S151 Officer will prepare, and the Council will approve and, if necessary, from time to time will amend, an annual budget for treasury management, which will bring together all of the costs involved in running the treasury management function, together with associated income. The matters to be included in the budget will at minimum be those required by statute or regulation, together with such information as will demonstrate compliance with TMP1 *Risk management*, TMP2 *Performance measurement*, and TMP4 *Approved instruments, methods and techniques*. The S151 Officer will exercise effective controls over this budget and will report upon and recommend any changes required in accordance with TMP6 *Reporting requirements and management information arrangements*.

This Council will account for its treasury management activities, for decisions made and transactions executed, in accordance with appropriate accounting practices and standards, and with statutory and regulatory requirements in force for the time being.

TMP 8 CASH AND CASH FLOW MANAGEMENT

Unless statutory or regulatory requirements demand otherwise, all monies in the hands of this Council will be under the control of the S151 Officer and will be aggregated for cash flow and investment management purposes. Cash flow projections will be prepared on a regular and timely basis, and the S151 Officer will ensure that these are adequate for the purposes of monitoring compliance with TMP1[2] liquidity risk management, and for the purpose of identifying future borrowing needs (using a liability benchmark where appropriate). The present arrangements for preparing cash flow projections, and their form, are set out in the schedule to this document.

TMP 9 MONEY LAUNDERING

The Council is alert to the possibility that it may become the subject of an attempt to involve it in a transaction involving the laundering of money. Accordingly, it will maintain procedures for verifying and recording the identity of counterparties, reporting suspicions and ensuring that staff involved in this are properly trained. The present arrangements, including the name of the officer to whom reports should be made, are detailed in the schedule to this document.

TMP 10 STAFF TRAINING AND QUALIFICATIONS

This Council recognises the importance of ensuring that all staff involved in the treasury management function are fully equipped to undertake the duties and responsibilities allocated to them. It will therefore seek to appoint individuals who are both capable and experienced and will provide training for staff to enable them to acquire and maintain an appropriate level of expertise, knowledge and skills. The S151 Officer will recommend and implement the necessary arrangements.

The S151 Officer will ensure that council members tasked with treasury management responsibilities, including those responsible for scrutiny, have access to training relevant to their needs and those responsibilities.

Those charged with governance recognise their individual responsibility to ensure that they have the necessary skills to complete their role effectively.

The present arrangements, including a knowledge and skills schedule, are detailed in the schedule to this document.

TMP 11 USE OF EXTERNAL SERVICE PROVIDERS

The Council recognises that responsibility for treasury management decisions remains with the Council at all times. It recognises that there may be potential value in employing external providers of treasury management services, in order to acquire access to specialist skills and resources. When it employs such service providers, it will ensure it does so for reasons which have been submitted to a full evaluation of the costs and benefits. It will also ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented and subjected to regular review. It will ensure, where feasible and necessary, that a spread of service providers is used, to avoid overreliance on one or a small number of companies. Where services are subject to formal tender or re-tender arrangements, legislative requirements will always be observed. The monitoring of such arrangements rests with the S151 Officer, and details of the current arrangements are set out in the schedule to this document.

TMP 12 CORPORATE GOVERNANCE

The Council is committed to the pursuit of proper corporate governance throughout its businesses and services, and to establishing the principles and practices by which this can be achieved. Accordingly, the treasury management function and its treasury management activities will be undertaken with openness and transparency, honesty, integrity and accountability.

The Council has adopted and has implemented the key principles of the Code. This, together with the other arrangements detailed in the schedule to this document, is considered vital to the achievement of proper corporate governance in treasury management, and the S151 Officer will monitor and, if and when necessary, report upon the effectiveness of these arrangements.

Investment Management (Non-Treasury)

This Council recognises that investment in other financial assets and property primarily for financial return, taken for non-treasury management purposes, requires careful investment management. Such activity includes loans supporting service outcomes, investments in subsidiaries, and investment property portfolios.

This Council will ensure that all the organisation's investments are covered in the capital strategy, investment strategy or equivalent, and will set out, where relevant, the organisation's risk appetite and specific policies and arrangements for non-treasury investments. It will be recognised that the risk appetite for these activities may differ from that for treasury management.

The Council categorises their non-treasury investments as;

Service Investments – Investments which are primarily part of service delivery, rather than for income generation or treasury management.

Commercial Investments – Investments primarily for financial return.

Schedule 2 to this document sets out the investment objectives, investment criteria, risk-management arrangements, decision-making and reporting arrangements, performance measures and management, and arrangements for training and qualifications.

Investments Management (Non-Treasury) Practices

The Investment Management Practices are mainly aligned to the Treasury Management Practices as listed below and detailed above.

IMP1 - Investment Objectives

IMP2 - Investment Criteria

IMP3 - (TMP1) Risk management

IMP4 - (TMP2) Performance measurement

IMP5 - (TMP3) Decision Making & Analysis

IMP6 - (TMP 5) Organisation, clarity and segregation of responsibilities, and dealing arrangements

IMP7 - (TMP6) Reporting requirements and management information arrangements

IMP8 - (TMP10) Training and qualifications

Schedule 1

Application of Treasury Management Practices

TMP1 RISK MANAGEMENT

The Council acknowledges that there are nine principle risks involved with the operation of the Councils Treasury Management Function.

Credit and Counterparty Risk

The risk of failure by a counterparty to meet its contractual obligations to the Council under an investment, borrowing, capital, project or partnership financing, particularly as a result of the counterparty's diminished creditworthiness, and the resulting detrimental effect on the organisation's capital or current (revenue) resources.

Criteria to be used for creating/managing approved counterparty lists/limits

- The *Section 151 Officer (S151)* will formulate a suitable criterion for assessing and monitoring the credit risk of investment counterparties and shall construct a lending list comprising time, type, sector and specific counter-party limits.
- Treasury management staff will add or delete counterparties to / from the approved counter-party list in line with the policy on criteria for selection of counterparties.
- The Council will use credit criteria to select creditworthy counterparties for placing investments with.
- The Council uses credit ratings from the following credit rating agencies supplied via its Treasury Management advisers, MUFG Corporate Markets:
 - i) Fitch
 - ii) Standard & Poor's
 - iii) Moody's
- Institutions approved for investment purposes for use by the Council are set out in the Annual Treasury Management Strategy.

Approved methodology for changing limits and adding/removing counterparties

Credit ratings for individual counterparties can change at any time. The S151 Officer is responsible for applying the stated credit rating criteria outline above for selecting approved counterparties and will add or delete counterparties as appropriate to/from the approved counterparty list when there is a change in the credit ratings of individual counterparties or in banking structures e.g. on mergers or takeovers. This is delegated daily to the Treasury Management staff.

The S151 Officer will also adjust lending limits and periods when there is a change in the credit ratings of individual counterparties or in banking structures e.g. on mergers or takeovers in accordance with the criteria.

Liquidity Risk

The risk that cash will not be available when it is needed, that ineffective management of liquidity creates additional unbudgeted costs, and that the organisation's business/service objectives will be thereby compromised.

The Council mitigates this risk by having.

- **Short-term Borrowing** - Any borrowing requirements will be highlighted in the cash flow projections prepared for the annual Treasury Management Strategy. Borrowing will then either be sourced from the money markets as necessary.
- **Standby facilities** - Should the HSBC online banking system fail; the Council may request large electronic transfers to be made by the Council's bank.

Interest Rate Risk

The risk that fluctuations in the levels of interest rates create an unexpected or unbudgeted burden on the organisation's finances, against which the organisation has failed to protect itself adequately.

Within the annual treasury and investment strategies the Council will stipulate:

- Details of approved interest exposure limits.
- Trigger points and other guidelines for managing changes to interest rate levels.
- Minimum / maximum proportions of variable rate debt / interest.
- Minimum / maximum proportions of fixed rate debt / interest.
- Policies concerning the use of financial derivatives and other instruments for interest rate management.

Adherence to the above limits and any deviations from them will be reported to Council in the Annual Treasury Report.

Exchange Rate Risk

The risk that fluctuations in foreign exchange rates create an unexpected or unbudgeted burden on the organisation's finances, against which the organisation has failed to protect itself adequately.

The Council will carry out transactions in currencies other than 'pound sterling' from time to time. The S151 Officer should be conscious of the effect exchange rate fluctuations, particularly in times of economic uncertainty, have on budgetary expenditure and control.

Inflation Risk

Inflation risk, also called purchasing power risk, is the chance that the cash flows from an investment won't be worth as much in the future because of changes in purchasing power due to inflation.

The Council recognises that there is a risk that inflation will be significantly different from that used to determine the level of Capital and Revenue budgets. Inflation both current and projected will form part of the debt and investment decision-making criteria both within the strategy and operational considerations.

The key consideration is that investments reap the highest real rate of return, with debt costing the lowest real cost, consistent with other risks mentioned within this section.

Refinancing Risk

The risk that maturing borrowings, capital schemes, projects or partnership financings cannot be refinanced on terms that reflect the provisions made by the organisation for those refinancing, both capital and current (revenue), and/or that the terms are inconsistent with prevailing market conditions at the time. The treasury team will carry out:

- Continuous appraisal of debt rescheduling.

Debt rescheduling opportunities are always being sought. The reasons for considering a rescheduling of debt will include: -

- a) the generation of cash savings at minimum risk.
- b) to reduce the average interest rate.
- c) to enhance the balance of the long-term portfolio (adjust the maturity profile and/or the balance of volatility).

The Council's treasury advisors are consulted and will advise the Council when such opportunities arise.

- Prepare medium term cash flow forecasts.

Annual cash-flows and 3 yearly budgets are prepared with reference to proposed capital projects and their impact on cash-flow and subsequent investment income.

- Policy concerning limits on revenue consequences of capital financing.

The revenue budget for loan charges is based on the capital plan and expenditure consents. The main source of borrowing for the Council is the PWLB (Public Works Loan Board). The maximum amount that can be borrowed externally is one if the Council's Prudential Indicators and is reported annually as part of the Treasury Management Strategy Statement. The limits on revenue consequences are therefore controlled by the consent for which budget resources have been provided.

Legal and Regulatory Risk

The risk that the organisation itself, or an organisation with which it is dealing in its treasury management activities, fails to act in accordance with its legal powers or regulatory requirements, and that the organisation suffers losses accordingly. The Council must:

1. Comply with relevant statutes and regulations including:

- The requirements of The Non-Investment Products Code (formerly known as The London Code of Conduct) for principles and broking firms in the wholesale markets.
- The balanced budget requirement per the Local Government Finance Act 1992 Section 33. S32 also requires a local authority to calculate its budget requirement for each financial year including the revenue costs which flow from capital financing decisions.

- Only use investment instruments that are in accordance with The Local Organisations (Capital Finance) (Approved Investments) Regulations 1990 and subsequent amendments.
- As required by section 45 of the Local Government and Housing Act, 1989, the Council must approve before the beginning of each financial year the overall borrowing limit, the amount of the overall borrowing limit which may be outstanding by way of short-term borrowing and the maximum proportion of interest on borrowing which is subject to variable rate interest.

2. Comply with procedures for evidencing the organisations powers/authorities to counterparties.

The Council will prepare, adopt and maintain, as the cornerstones for effective treasury management:

- A Treasury Management Policy statement, stating the overriding principles and objectives of its treasury management activities and, as an integral part of that Statement.
- Treasury Management practices, setting out the manner in which the Council will achieve those principles and objectives, and prescribing how it will manage and control those activities.

3. Require information from counterparties concerning their powers/authorities

Lending shall only be made to counterparties on the authorised list. This list has been compiled from advice from the Council's Treasury Advisors, who have fully researched the background and credit of counterparties using ratings of Fitch, Moody's Investor Services and Standard & Poors.

4. Review and document the organisations political risks and management of the same.

The S151 Officer shall take the appropriate action with the Council, the Chief Executive and the Leader of the Council to respond and manage appropriately political risk such as change of majority group, leadership etc.

Fraud, Error and Corruption, and Contingency Management

The risk that an organisation fails to identify the circumstances in which it may be exposed to the risk of loss through fraud, error, corruption or other eventualities in its treasury management dealings, and fails to employ suitable systems and procedures and maintain effective contingency management arrangements to these ends. It includes the area of risk commonly referred to as operational risk.

The treasury team will keep;

1. Details of systems and procedures to be followed, including internet services

- The Council only uses recognised brokers.
- The internet is not used for borrowing and investing, except through approved internet broker dealing sites.
- There are strict controls in place to ensure only valid payments are made. Investments and borrowings require authorisation from the S151 Officer or their designated substitute.

2. Emergency and contingency planning arrangements.
3. Keep and regularly review appropriate insurance cover

The Council has insurance cover for up to £250,000 of non-negotiable money or for up to £40,000 of cash, when lost in transit in the custody or control of a security company.

All employees of the Council are covered by a fidelity guarantee insurance policy up to £5 million.

Price Risk

The risk that, through adverse market fluctuations in the value of the principal sums an organisation borrows and invests, its stated treasury management policies and objectives are compromised, against which effects it has failed to protect itself adequately.

To mitigate market fluctuations the Treasury Team will monitor interest rates and rate projections from its official treasury advisors and take action where appropriate and incorporate these into its budgetary forecasts and planning. (see also inflation risk above).

In house investments are only in money market investments within approved limits.

TMP 2 PERFORMANCE MEASUREMENT

Performance measurement is a process designed to calculate the effectiveness of a portfolios or manager's investment returns or borrowing costs, and the application of the resulting data for the purposes of comparison with the performance of other portfolios or managers, or with recognised industry standards or market indices.

The benefits and applications of performance measurement in the public services include:

- using past experience beneficially to future treasury management policies and practices.
- by developing an appreciation of the factors influencing performance, improving the future processes of treasury decision making.
- allowing organisations to assess the potential for adding value through changes to the existing ways in which a portfolio is managed.
- demonstrating an awareness of the need to review regularly the value attached to the treasury management function and enhancing accountability.
- enhancing the information available to organisations when seeking to review an existing manager's performance or when selecting a new manager.
- permitting an informed judgement and decision about the merits or otherwise of using new treasury management instruments or techniques.

The Council will adopt the following methods of measuring performance:

- Performance measured against Annual Treasury Strategy Statement targets.
- Compliance to CIPFA Code of Practice for Treasury Management.
- Expenses contained within approved budget.
- Review of benchmarking club data.
- Review of performance indicators.

TMP3 DECISION MAKING & ANALYSIS

It is vital that the treasury management decisions of organisations in the public services should be subjected to prior scrutiny. The treasury management strategy is approved annually by Council. This should be supplemented by the provision of monitoring information and regular review by Audit & Governance members/ councillors in both executive and scrutiny functions. The Council will put into place a process designed to give stakeholders confidence in its decision making.

The Council will use the following tools to help evaluate decisions being considered:

- Cash flow analysis.
- Maturity analysis.
- Ledger reconciliations.
- Review of borrowing requirement.
- Monitoring of projected loan charges, interest and expenses costs.
- Review of opportunities for debt rescheduling.
- Collation of monthly performance information.

In respect of every decision made the Council will:

- Above all be clear about the nature and extent of the risks to which the Council may become exposed.
- Be certain about the legality of the decision reached and the nature of the transaction, and that all authorities to proceed have been obtained.
- Be content that the documentation is adequate both to deliver the Council's objectives and protect the organisation's interests, and to deliver good housekeeping.
- Ensure that third parties are judged satisfactory in the context of the Council's creditworthiness policies, and that limits have not been exceeded.
- Be content that the terms of any transactions have been fully checked against the market and have been found to be competitive.

In respect of borrowing and funding decisions, the Council will:

- Evaluate the economic and market factors that might influence the manner and timing of any decision to fund.
- Consider the merits and demerits of alternative forms of funding, including funding from revenue, leasing and private partnerships.
- Consider the alternative interest rate bases available, the most appropriate periods to fund and repayment profiles to use.
- Consider the ongoing revenue liabilities created, and the implications for the Council's future plans and budgets.

In respect of investment decisions, the Council will:

- Consider the optimum period, in the light of cash flow availability and prevailing market conditions.
- Consider the alternative investment products and techniques available, especially the implications of using any which may expose the Council to changes in the value of its capital.

All decisions made in relation to Treasury Management will be recorded. Deal documentation and all paperwork supporting the decision to select a certain deal is retained and filed in the Financial Services Unit. This documentation will show evidence of authorisation and evidence of the transactions.

TMP 4 APPROVED INSTRUMENTS, METHODS AND TECHNIQUES

The Council's Treasury Management function has clearly defined boundaries and regulations under which it operates. These govern the activities and instruments which are to be undertaken and utilised.

The approved activities that the Council's Treasury Management Function can undertake are;

- Borrowing.
- Lending.
- Debt repayment and rescheduling.
- Consideration, approval and use of new financial instruments and treasury management techniques.
- Managing the underlying risk associated with the Council's capital financing and surplus funds activities.
- Managing cash flow.
- Banking activities.
- Leasing.
- Managing the underlying exchange rate risk associated with the Council's business activities.

In accordance with The Local Organisations (Capital Finance) (Approved Investments) Regulations 1990 and subsequent amendments, the instruments approved for investment and commonly used by local authorities are:

- Deposits with banks, building societies, local authorities, Public Corporation (and certain other bodies).
- AAA rated bonds deposit facility.
- AAA Rated Money Market Funds & Property Funds (as listed in the counterparty schedule).
- Local Companies wholly owned by the Council.
- Debt Management Account (run by DMO/PWLB).
- Listed Securities (organisations listed in the counterparty schedule only).

The Council will only make deposits with those bodies that fulfil the criteria laid down in the approved Annual Treasury Management Strategy.

The Treasury Team can place investments by either direct investment of funds on the money market, or via a broker.

Approved methods and sources of raising capital finance - Finance will only be raised in accordance with the Local Government and Housing Act, 1989, and within this limit the Council has a number of approved methods and sources of raising capital finance. These are:

On Balance Sheet	Fixed	Variable
PWLB	●	●
Local Authorities	●	●
Banks	●	●
Pension Funds	●	●
Insurance Companies	●	●
UK National Wealth Fund	●	●
Market (long-term)	●	●
Market (temporary)	●	●
Market (LOBOs)	●	●
Stock Issues	●	●
Local Temporary	●	●
Local / Community Municipal Bonds	●	
Local Authority Bills	●	●
Overdraft		●
Negotiable Bonds	●	●
Internal (capital receipts & revenue balances)	●	●
Commercial Paper	●	
Medium Term Notes	●	
Leases	●	●

The S151 Officer has delegated powers in accordance with Financial Regulations, Standing Orders, the Scheme of Delegation to Officers and the Treasury Management Strategy to take the most appropriate form of borrowing from the approved sources.

TMP 5 ORGANISATION, CLARITY & SEGREGATION OF RESPONSIBILITIES AND DEALING ARRANGEMENTS

Limits to Responsibilities/Discretion

- The Full Council will approve the Treasury Management Strategy (including the Investment Management Strategy) and all prudential and treasury indicators.
- The Full Council will approve the Mid-Year and Annual Treasury Management Report.
- The Audit & Governance Committee will receive and review reports on treasury management policies, practices and activities and the annual Treasury Management Strategy Statement (which is then approved by Full Council).
- The S151 Officer will be responsible for amendments to the Council's adopted clauses, Treasury Management Policy Statement and Treasury Management Practices.
- The Full Council will consider and approve Treasury Management Budgets as part of the Council's budget setting process.
- The S151 Officer will approve the segregation of responsibilities.
- The S151 Officer will receive and review external audit reports and put recommendations to Cabinet.

Principles and Practices Concerning Segregation of Duties

Deals in respect of short-term borrowings and temporary investments are conducted by telephone or email either directly with money market dealers or via brokers.

Official authorisation of the transaction is done by the S151 Officer or their deputy.

The officer who inputs into the HSBC online banking system is unable to then authorise the transaction.

The S151 Officer authorises all new long-term borrowing.

STATEMENT OF DUTIES/RESPONSIBILITIES OF EACH TREASURY POST

Section 151 Officer

The S151 Officer will:

- Implement and monitor the Treasury Management Policy, revising and resubmitting the Policy for consideration to the Cabinet, and for approval to the Full Council, periodically if changes are required.
- Draft and submit a Treasury Management Strategy to Audit & Governance Committee in advance of each financial year prior to submission to Council for approval as part of the budget setting report.
- Draft and submit an annual report on treasury management activity to Audit & Governance Committee prior to submission to Council, by the deadline prescribed by statute.
- Submit Treasury Management Policy reports.
- Implement and monitor the strategy, reporting to Audit & Governance and the Cabinet any material divergence from budgets or necessary revisions as and when required.
- Receive and review management information reports.
- Review the performance of the Treasury Management function and promote best value reviews.
- Ensure the adequacy of Treasury Management resources and skills, and the effective division of responsibilities within the treasury management function.
- Ensure the adequacy of internal audit and liaising with external audit.
- Recommend the appointment of external service providers in accordance with the Council's Standing Orders.

The S151 Officer has delegated powers through this policy to take the most appropriate form of borrowing from the approved sources, and to take the most appropriate form of investments in approved instruments.

The S151 Officer may delegate his power to borrow and invest to members of his staff or the PSPSL Finance Team. The Head of Finance Delivery (Tech & Corp) PSPSL, Head of Finance Delivery (BBC) PSPSL or Treasury & Investments Manager (x2) PSPSL must conduct all dealing transactions. The S151 Officer may authorise other officers to act as temporary cover for leave / sickness. Where HSBC's online banking system is used to place investments or make other payments, then only the officers so designated by the S151 Officer can authorise these transactions. These transactions must be authorised by one of the following officers:

- Head of Finance Delivery (Tech & Corp) PSPSL
- Head of Finance Delivery (BBC) PSPSL
- Treasury & Investments Manager (x2) PSPSL
- Finance Analyst Treasury (x2) PSPSL

The S151 Officer and the Monitoring Officer will ensure that the Policy is adhered to, and if not will bring the matter to the attention of elected members as soon as possible.

Prior to entering into any capital financing, lending or investment transaction, it is the responsibility of the S151 Officer to be satisfied, by reference to the Monitoring Officer, the Council's legal department and external advisors as appropriate, that the proposed transaction does not breach any statute, external regulation or the Council's Financial Regulations.

It is also the responsibility of the S151 Officer to ensure that the Council complies with the requirements of The Non-Investment Products Code (formerly known as The London Code of Conduct) for principles and broking firms in the wholesale markets.

Head of Finance Delivery (Tech & Corp) PSPSL, Head of Finance Delivery (BBC) PSPSL, Treasury & Investments Manager (x2) PSPSL,

The responsibilities of these posts will be: -

- Execution of transactions.
- Adherence to agreed policies and practices on a day-to-day basis.
- Maintaining relationships with third parties and external service providers.
- Monitoring performance on a day-to-day basis.
- Submitting management information reports to the S151 Officer.
- Identifying and recommending opportunities for improved practices.

Chief Executive

The responsibilities of this post will be: -

- Ensuring that the S151 Officer reports regularly to the Audit & Governance Committee on treasury policy, activity and performance.

Monitoring Officer

The responsibilities of this post will be: -

- Ensuring compliance by the S151 Officer with the treasury management policy statement and treasury management practices and that they comply with the law.
- Being satisfied that any proposal to vary treasury policy or practice complies with law or any code of practice.
- Giving advice to the S151 Officer when advice is sought.

Internal Audit (currently carried out by external providers Lincolnshire County Council)

The responsibilities of Internal Audit will be: -

- Reviewing compliance with approved policy and procedures.
- Reviewing division of duties and operational practice.
- Assessing value for money from treasury activities.
- Undertaking probity audit of treasury function.

ABSENCE COVER ARRANGEMENTS

Within the segregation of duties there is a pool of officers able to cover for unforeseen absences as much as possible. Alternative arrangements to cover for annual leave and other known days of unavailability are agreed in advance.

DEALING LIMITS

- The borrowing limits are set in the Annual Treasury Management Strategy.
- PWLB loans are governed by the Councils Prudential Indicator Limits.
- Investment limits are set out in the Annual Treasury Management Strategy.

LIST OF APPROVED BROKERS

The Council currently uses the following brokers for short term investments and occasional short term borrowing:

- King & Shaxson
- ICAP
- Imperial Treasury Services
- Tradition UK
- BGC Sterling Treasury
- MUFG Corporate Markets (Agency Treasury Service)

POLICY ON BROKERS' SERVICES

It is the broker's policy to obtain the best deal possible available on the market for the Council.

POLICY ON TAPING OF CONVERSATIONS

It is not Council policy to tape brokers or dealers' conversations.

DIRECT DEALING PRACTICES

The officers carry out direct dealing with some of the financial institutions on the Council's approved counterparty list.

SETTLEMENT TRANSMISSION PROCEDURES

Settlements are undertaken using the Council's online banking system, HSBCnet. Details of all transactions are held in the Financial Services Unit.

DOCUMENTATION REQUIREMENTS

Full details of procedures are documented in the Treasury Management procedure notes.

ARRANGEMENTS CONCERNING THE MANAGEMENT OF THIRD-PARTY FUNDS

The Council receives S106 monies from developers. The Council maintains a separate cost centre for these funds and budget holders ensure funds are spent in accordance with the S106 agreements. Service accountants and budget holders monitor the income and expenditure on this code.

TMP 6 REPORTING REQUIREMENTS AND MANAGEMENT INFORMATION ARRANGEMENTS

The Council will report periodically throughout the year to the Audit & Governance Committee. The reports will be designed to give those with ultimate responsibility for the treasury management function full appreciation of the implications of treasury management policies and activities, and that those implementing policies and executing transactions have properly fulfilled their responsibilities with regard to delegation and reporting.

1) Annual reporting requirements before the start of the year

- review of the organisation's approved clauses, treasury management policy statement and practices.
- strategy report on proposed treasury management activities for the year.

2) Quarterly Reviews

- activities undertaken.
- variations (if any) from agreed policies/practices.
- interim performance report.
- regular monitoring.
- monitoring of treasury management indicators for local authorities.

3) Annual reporting requirements after the year-end

- transactions executed and their revenue (current) effects.
- report on risk implications of decisions taken and transactions executed.
- compliance report on agreed policies/practices, and on statutory/regulatory requirements.
- performance report.
- report on compliance with CIPFA Code recommendations.
- monitoring of treasury management indicators for local authorities.

TMP 7 BUDGETING ACCOUNTING AND AUDIT ARRANGEMENTS

The Financial Services Team will prepare an annual budget taking into account and clearly identifying the following;

- staffing numbers and related costs.
- premises and other administrative costs.
- interest and other investment income.
- debt and financing costs.
- bank and overdraft charges.
- broker fees, commissions and other transaction costs.
- external advisors and consultants' charges.

The annual treasury management budget should be available for both internal and external auditors to confirm that correct accounting procedures and codes of practice have been adopted and adhered to.

Any breaches in the accounting recommendations and/or treasury policies & strategies should be brought to the attention of the Audit & Governance Committee.

TMP 8 CASH AND CASH FLOW MANAGEMENT

The Council has in place robust procedures for cash flow management preparing forecasts and actuals, the arrangements for which are:

1) Arrangements for preparing and submitting cash flow statements

Cash flow projections are prepared annually, monthly and daily. The cash flow projections are prepared from the previous year's daily cash flow records, adjusted for known changes in levels of income and expenditure and also changes in payments and receipts dates.

2) Content and frequency of Cash flow budgets

A cash-flow spreadsheet is produced in advance of each financial year. It shows the estimated cash position of the Council for the financial year and is updated daily with actuals obtained from the Council's bank statements, as the year progresses. The cash-flow summarises all income being deposited in the Council's bank accounts and all payments from these accounts for each working day of the year.

3) Listing of sources of information

The main sources of information used to prepare and update the daily cash-flow are as follows:

- Direct Debit collection files for Council Tax, Business Rates and Accounts Receivable.
- Repaid Investment Loans.
- Grants Received from all Government Bodies etc.
- Monthly VAT repayments.
- Estimates for Car Park Income and Other Income.

- Precept payments to Lincolnshire County Council, Police & Crime Commissioner for Lincolnshire, Drainage Boards, and payments into the Lincolnshire Business Rates Pool if elected in.
- Revenue Support Grant and Business Rates Retention Payments to Government.
- Investment loans issued.
- Scheduled Bank Automated Clearing System (BACS) files for payment of Housing Benefit, Salaries and Accounts Payable.
- Estimates for capital programme expenditure for the financial year.

4) Bank statement procedures

Currently bank statements are downloaded daily from the HSBC online banking facility. The authority's income is processed through the Pay360 cash receipting system.

Bank reconciliations are carried out by the Senior Finance Assistant, Finance Assistant or Finance Analyst Treasury with the overall responsibility for the system control reconciliations being undertaken by the Treasury & Investments Manager. Copies of the signed off reconciliations are held in Sharepoint.

5) Payment Scheduling and agreed terms of trade with creditors

The Council's policy is to pay creditors within 30 days of the invoice date or other terms agreed with the creditor. Certified payments to sub-contractors must be paid within 14 days. The proportion of creditors paid within the 30-day target is measured by one of the Council's Key Performance Indicators.

6) Arrangements for monitoring debtors and creditor levels

The officers in charge of debtors are actively reducing debt levels and managers should review outstanding debts.

All invoices are paid by the due date, unless the invoice is in dispute. Every endeavour is made to ensure that discounts for early repayment are taken.

The Accounts Payable Team is able to determine the value of creditors ready for payment at any point in time accurately.

7) Procedures for banking funds

Kings Armoured Security Services Limited are used for collecting and transporting cash and cheques to the Council's bankers from the following locations:

- Municipal Buildings, West Street, Boston.
- All car parks.
- Public Conveniences.

Council members of staff pay income from The Guildhall, into the Municipal Buildings, West Street, Boston.

TMP 9 MONEY LAUNDERING

The Council has robust and diligent procedures and protocols for identifying the origins of funds and prevent contravention of the money laundering laws.

1) Procedures for establishing identity and authenticity of lenders

The Council does not accept loans from individuals. All loans are obtained from the PWLB, other Local Authorities or from authorised institutions under the Banking Act 1987: (the names of these institutions appeared on the Bank of England quarterly list of authorised institutions until 1.12.2001 when the Financial Services Authority (FSA) took over the responsibility for maintaining a register of authorised institutions. This register can be accessed through their website on www.fsa.gov.uk).

2) Methodology for identifying sources of a deposit

In the course of its Treasury activities, the council will only lend money to or invest with those counterparties that are on its approved lending list, which is approved annually as part of the Treasury Management Strategy.

TMP 10 TRAINING & QUALIFICATIONS

Officers involved in Treasury activities shall undertake regular updates and courses which are relevant to their duties.

- The Council's Treasury Management advisers offer free training courses (included within annual fee to PSPSL). Staff involved in Treasury Management activities will attend these courses as appropriate.
- Other relevant courses either free or appropriately priced should be considered when available.
- Training and training updates will be provided as appropriate on Treasury Management processes.
- Where the S151 Officer is a member of CIPFA, there is a professional need for them to be seen to be committed to professional responsibilities through both personal compliance and by ensuring that relevant staff are appropriately trained. Other staff involved in treasury management must also comply with the Code of Practice.

TMP 11 USE OF EXTERNAL SERVICE PROVIDERS

The Council and PSPSL have contractual arrangements with a number of external service providers in order to perform the treasury management function in an effective manner.

1) Treasury Advice and Consultancy Services

The Chief Finance Officer (PSPSL) in liaison with the S151 Officer will appoint appropriate consultants and advisors to advise the Council on treasury matters.

The current advisors to the Council are;

- MUFG Pension & Market Treasury Limited (previously Link Asset Services) of 65 Gresham Street, London EC2V 7NQ.

Any contract taken out for treasury advice shall be re-tendered/quoted for at least every five years in order to guarantee value for money for the taxpayer while achieving continuity of advice over a sustained period.

2) The Council's banking services are carried out by;

- HSBC UK plc, East Midlands Corporate Banking, Second Floor, Donington Court, Pegasus Business Park, herald Way, Castle Donington. DE74 2BU

The banking contract should be reviewed at least every five years in order to make sure the Council and taxpayers retain value for money. External advisors may be used to assist with this where appropriate.

TMP 12 CORPORATE GOVERNANCE

In order to demonstrate its commitment to the Code of Practice and transparency by making available on request the following documents.

- The Council's Annual Statement of Accounts for the previous six financial years.
- The Council's Annual Governance Statement.
- The Treasury Management Policy.
- The Treasury Management Strategy.
- The Investment Strategy.
- Medium Term Financial Strategy.
- The Capital Strategy and Asset Management Plan.

The Council will also consult annually during the budget setting process with stakeholders including local business rate payers. This should be done before setting the annual budget and Council Tax.

Schedule 2

Application of Investment Management Practices

IMP1 INVESTMENT OBJECTIVES

The Investment policy has two underlying objectives:

- Security – protecting the capital sum invested from loss; and
- Liquidity – ensuring the funds invested are available for expenditure when needed.

The generation of yield is distinct from these prudential objectives. However, this does not mean that local authorities are recommended to ignore potential revenues. Once proper levels of security and liquidity are determined, the Council will consider what yield can be obtained consistent with these priorities.

In relation to non-property investment the following classifications apply;

Service Investments

To utilise delivery models which support our core objectives, and which may deliver a return for the Council.

Commercial Investments

Commercial investments are those investments which are purely for income generation.

The Council has investments in Commercial Property Funds which are long-term investments which generate a return which supports the revenue budget. The value of the capital invested can go up and down in value.

IMP2 INVESTMENT CRITERIA

The main criteria for non-treasury investments are.

- Total financial exposure to these types of loans/acquisitions is proportionate.
- Returns are kept under review.

IMP 3 RISK MANAGEMENT

The Council acknowledges that investments in financial assets comes at a risk.

For Non-Treasury Investments these risks are managed as follows:

Credit and Counterparty Risk

The risk of failure by a counterparty to meet its contractual obligations to the Council under an investment, borrowing, capital, project or partnership financing, particularly as a result of the counterparty's diminished creditworthiness, and the resulting detrimental effect on the organisation's capital or current (revenue) resources.

- The S151 Officer will formulate a suitable criterion for assessing and monitoring the credit risk of investment counterparties.
- The Council will adopt the credit loss model for recognising the value of financial assets (loans).

The S151 Officer will also adjust lending limits and periods when there is a change in the financial status, credit ratings of individual counterparties or in banking structures e.g. on mergers or takeovers in accordance with the criteria.

There are appropriate credit control arrangements to recover overdue repayments in place; and

The Council has formally agreed the total level of loans by type that it is willing to make, and their total loan book is within their self-assessed limit.

Annual reviews of investments are undertaken.

Interest Rate Risk

Loans held as Long-Term Debtors are to be issued at a fixed rate of interest and term.

Commercial Investments (Property Funds) have a variable interest rate. No new investment are to be made in Property Funds due to changes in access to PWLB loans and changes to Minimum Revenue Provision guidance.

Legal and Regulatory Risk

The risk that the organisation itself, or an organisation with which it is dealing in its treasury management activities, fails to act in accordance with its legal powers or regulatory requirements, and that the organisation suffers losses accordingly. The Council must:

1. Comply with relevant statutes and regulations including:
 - The Localism Act 2011 grants Local Authorities a general power of competency allowing them to do anything that individuals generally may do, which includes lending money and investing in property.
 - As required by section 45 of the Local Government and Housing Act, 1989, the Council must approve before the beginning of each financial year the overall borrowing limit, the amount of the overall borrowing limit which may be outstanding by way of short term borrowing and the maximum proportion of interest on borrowing which is subject to variable rate interest.
 - Comply with the Local Government Act 2003, and CIPFA Prudential Code.

IMP4 PERFORMANCE MEASUREMENT

Performance measurement is a process designed to calculate the effectiveness of a portfolios or manager's investment returns or borrowing costs, and the application of the resulting data for the purposes of comparison with the performance of other portfolios or managers, or with recognised industry standards or market indices.

The benefits and applications of performance measurement in the public services include:

- using past experience beneficially to future policies and practices.
- by developing an appreciation of the factors influencing performance, improving the future processes of decision making.
- allowing organisations to assess the potential for adding value through changes to the existing ways in which an investment is managed.

The Council will adopt the following methods of measuring performance

- Performance measured against Annual Treasury Strategy Statement targets.
- Compliance to CIPFA Code of Practice for Treasury Management.
- Expenses contained within approved budget.
- Review of performance indicators.

IMP5 DECISION MAKING & ANALYSIS

It is vital that investment decisions of organisations in the public services should be subjected to prior scrutiny. The Investment Strategy is approved annually by Full Council. This is supplemented by the provision of monitoring information and regular review by both the Audit & Governance Committee and Cabinet in both executive and scrutiny functions. The Council will put into place a process designed to give stakeholders confidence in its decision making.

The Council will use the following tools to help evaluate decisions being considered:

- Cash flow analysis.
- Maturity analysis.
- Ledger reconciliations.
- Review of borrowing requirement.
- Monitoring of projected loan charges, interest and expenses costs.
- Collation of monthly performance information.

In respect of every decision made the Council will:

- Above all be clear about the nature and extent of the risks to which the Council may become exposed.
- Be certain about the legality of the decision reached and the nature of the transaction, and that all authorities to proceed have been obtained.
- Be content that the documentation is adequate both to deliver the Council's objectives and protect the organisation's interests, and to deliver good housekeeping.
- Ensure that third parties are judged satisfactory in the context of the Council's creditworthiness policies, and that limits have not been exceeded.
- Be content that the terms of any transactions have been fully checked against the market and have been found to be competitive.

In respect of investment decisions, the Council will:

- Consider the optimum period, in the light of cash flow availability and prevailing market conditions.

- Consider the alternative investment products and techniques available, especially the implications of using any which may expose the Council to changes in the value of its capital.

All decisions made in relation to Investment Management will be recorded with all documentation retained and filed in the Financial Services Unit. This documentation will show evidence of authorisation and evidence of the transactions.

IMP6 ORGANISATION, CLARITY & SEGREGATION OF RESPONSIBILITIES, AND DEALING ARRANGEMENTS.

Limits to Responsibilities/Discretion for the Cabinet

- The Full Council will approve the Treasury Management Strategy (including the Investment Management Strategy) and all prudential and treasury indicators.
- The Full Council will approve the Mid-Year and Annual Treasury Management Report.
- The Audit & Governance Committee will receive and review reports on treasury and investment management policies, practices and activities and the annual Treasury Management Strategy Statement (which is then approved by Full Council).
- The S151 Officer will be responsible for amendments to the Council's adopted clauses, Treasury Management Policy Statement and Treasury and Investment Management Practices.
- The Full Council will consider and approve Treasury Management Budgets as part of the Council's budget setting process.
- The S151 Officer will approve the segregation of responsibilities.
- The S151 Officer will receive and review external audit reports and put recommendations to the Cabinet.

Principles and Practices Concerning Segregation of Duties

The Cabinet will approve any investment in line with the Capital Programme.

Official authorisation of the transaction is done by the S151 Officer or his deputy.

STATEMENT OF DUTIES/RESPONSIBILITIES OF EACH TREASURY POST (all duties stated as Treasury include non-treasury investments)

Section 151 Officer

The S151 Officer will:

- Implement and monitor the Treasury Management Policy, revising and resubmitting the Policy for consideration to the Audit & Governance Committee and Cabinet, for approval by Full Council, periodically if changes are required.
- Draft and submit a Treasury Management Strategy to Audit & Governance Committee in advance of each financial year prior to submission to Council for approval as part of the budget setting report.
- Draft and submit an annual report on treasury management activity to Audit & Governance Committee prior to submission to Council, by the deadline prescribed by statute.

- Submit Treasury Management Policy reports.
- Implement and monitor the strategy, reporting to Audit & Governance and the Cabinet any material divergence from budgets or necessary revisions as and when required.
- Receive and review management information reports.
- Review the performance of the Treasury Management function and promote best value reviews.
- Ensure the adequacy of Treasury Management resources and skills, and the effective division of responsibilities within the treasury management function.
- Ensure the adequacy of internal audit and liaising with external audit.
- Recommend the appointment of external service providers in accordance with the Council's Standing Orders.

The S151 Officer has delegated powers through this policy to take the most appropriate form of borrowing from the approved sources, and to take the most appropriate form of investments in approved instruments.

The S151 Officer may delegate his power to borrow and invest to members of his staff or the PSPSL Finance Team. The Head of Finance Delivery (Tech & Corp) PSPSL, Head of Finance Delivery (BBC) PSPSL or Treasury & Investments Manager (x2) PSPSL must conduct all dealing transactions. The S151 Officer may authorise other officers to act as temporary cover for leave / sickness. Where HSBC online banking system is used to place investments or make other payments, then only the officers so designated by the S151 Officer can authorise these transactions. These transactions must be authorised by one of the following officers:

- Head of Finance Delivery (Tech & Corp) PSPSL
- Head of Finance Delivery (BBC) PSPSL
- Treasury & Investments Manager (x2) PSPSL
- Finance Analyst Treasury (x2) PSPSL

The S151 Officer and the Monitoring Officer will ensure that the Policy is adhered to, and if not will bring the matter to the attention of elected members as soon as possible.

Prior to entering into any capital financing, lending or investment transaction, it is the responsibility of the S151 Officer to be satisfied, by reference to the Monitoring Officer, the Council's legal department and external advisors as appropriate, that the proposed transaction does not breach any statute, external regulation or the Council's Financial Regulations.

It is also the responsibility of the S151 Officer to ensure that the Council complies with the requirements of The Non-Investment Products Code (formerly known as The London Code of Conduct) for principles and broking firms in the wholesale markets.

Head of Finance Delivery (Tech & Corp) PSPSL, Head of Finance Delivery (BBC) PSPSL, Treasury & Investments Manager (x2) PSPSL.

The responsibilities of these posts will be: -

- Execution of transactions.
- Adherence to agreed policies and practices on a day-to-day basis.
- Maintaining relationships with third parties and external service providers.
- Monitoring performance on a day-to-day basis.

- Submitting management information reports to the S151 Officer.
- Identifying and recommending opportunities for improved practices.

Chief Executive

The responsibilities of this post will be: -

- Ensuring that the S151 Officer reports regularly to the Audit & Governance Committee on treasury policy, activity and performance.

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The responsibilities of this post will be: -

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- Being satisfied that any proposal to vary treasury policy or practice complies with law or any code of practice.
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- Reviewing division of duties and operational practice.
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IMP7 REPORTING REQUIREMENTS AND MANAGEMENT INFORMATION ARRANGEMENTS

The Council will report periodically throughout the year to the Audit & Governance Committee. The reports will be designed to give those with ultimate responsibility for the treasury management function full appreciation of the implications of treasury and investment management policies and activities, and that those implementing policies and executing transactions have properly fulfilled their responsibilities with regard to delegation and reporting.

1) Annual reporting requirements before the start of the year

- review of the organisation's approved clauses, treasury management policy statement and practices.
- strategy report on proposed treasury and investment management activities for the year.

2) Quarterly Reviews

- activities undertaken.
- variations (if any) from agreed policies/practices.
- interim performance report.
- regular monitoring.
- monitoring of treasury management indicators for local authorities.

3) Annual reporting requirements after the year-end

- transactions executed and their revenue (current) effects.
- report on risk implications of decisions taken and transactions executed.
- compliance report on agreed policies/practices, and on statutory/regulatory requirements.
- performance report.
- report on compliance with CIPFA Code recommendations.
- monitoring of treasury management indicators for local authorities.

IMP8 TRAINING & QUALIFICATIONS

Officers involved in Treasury and investing activities shall undertake regular updates and courses which are relevant to their duties.

- The Council's Treasury Management advisers offer free training courses (included within annual fee to the PSPSL). Staff involved in Treasury Management activities will attend these courses as appropriate.
- Other relevant courses either free or appropriately priced should be considered when available.
- Training and training updates will be provided as appropriate on the Treasury Management processes.
- Where the S151 Officer is a member of CIPFA, there is a professional need for them to be seen to be committed to professional responsibilities through both personal compliance and by ensuring that relevant staff are appropriately trained. Other staff involved in treasury and investment management must also comply with the Code of Practice.

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BOSTON BOROUGH COUNCIL

Fees and Charges 2026/27

Boston and Fosdyke Cemeteries

	Charges 2025/26	Proposed Increase 2026/27	Proposed Charges 2026/27	VAT Liability
	£	£	£	
Burial Fee - Adult (Resident of the Borough)	982.00	49.00	1,031.00	Non-Business – No VAT
Burial Fee - Adult (Non-resident within 5 years)	1,964.00	98.00	2,062.00	Non-Business – No VAT
Burial Fee - Child 6 years up to 18 years	0.00	0.00	0.00	Non-Business – No VAT
Burial Fee - Child 1 month - 5 years	0.00	0.00	0.00	Non-Business – No VAT
Burial Fee - Child up to 1 month	0.00	0.00	0.00	Non-Business – No VAT
Burial Fee - Non-Viable Foetus or Baby Tissues resulting from postmortem	0.00	0.00	0.00	Non-Business – No VAT
Excavation of grave space in preparation for construction of brick vault:				
Brick Vault: Single	Price on application			Non-Business – No VAT
Double	Price on application			Non-Business – No VAT
Others (pro rata)	Price on application			Non-Business – No VAT
Re-opening of grave for interment in existing vault (Excavation & re-filling)	982.00	49.00	1,031.00	Non-Business – No VAT
Cremated remains placed in coffin for interment	102.00	5.00	107.00	Non-Business – No VAT
Interment (beneath surface) or exhumation of cremated remains in Cemetery	180.00	10.00	190.00	Non-Business – No VAT
Double interment of cremated remains (one Excavation, 2 caskets or both in same casket)	270.00	15.00	285.00	Non-Business – No VAT
Scatter of Cremated Remains in cemetery (unwitnessed)	80.00	4.00	84.00	Non-Business – No VAT
Officer attendance at witnessed scattering or interment of ashes - (by appointment only)	37.00	1.00	38.00	Non-Business – No VAT
Exhumation of coffined body from cemetery	Price on application			Standard Rate
Purchase of Exclusive Right of burial (including memorial permit) - single space (resident of Borough)	1,438.00	72.00	1,510.00	Non-Business - No VAT
Purchase of Exclusive Right of burial (including memorial permit) - single space (non-resident)	2,876.00	144.00	3,020.00	Non-Business - No VAT
Purchase of Exclusive Right of Burial for a cremated remains plot at Fosdyke Cemetery	699.00	35.00	734.00	Non-Business - No VAT
Transfer of grave ownership fee	45.00	2.00	47.00	Non-Business - No VAT
Administration fee for surrender of Exclusive Right of Burial or rectification to change to alternative grave space	71.00	4.00	75.00	Non-Business - No VAT

	Charges 2025/26	Proposed Increase 2026/27	Proposed Charges 2026/27	VAT Liability
	£	£	£	
Permit for vase (unpurchased graves)	95.00	5.00	100.00	Non-Business - No VAT
Exclusive right of burial for child grave including memorial permit	0.00	0.00	0.00	Non-Business - No VAT
Permit for additional inscription on existing memorial	58.00	3.00	61.00	Non-Business - No VAT
Family History Searches:				
To locate names in the indexes & registers through to identification of the grave on site - per grave	3.00	0.00	3.00	Non-Business - No VAT
Non-genealogical searches or names not found in indexes	0.00	0.00	0.00	Standard Rate

Crematorium

	Charges 2025/26 £	Proposed Increase 2026/27 £	Proposed Charges 2026/27 £	VAT Liability
Memorial Price List				
Book of Remembrance				
2 Line Inscription	102.00	5.00	107.00	Standard Rate
5 Line Inscription	150.00	7.50	157.50	Standard Rate
8 Line Inscription	190.50	9.50	200.00	Standard Rate
Illustration, Badge, Coat of Arms etc (to accompany 5- & 8-line entries only)	102.00	5.00	107.00	Standard Rate
Miniature Book of Remembrance 2-line entry	102.00	5.00	107.00	Standard Rate
Miniature Book of Remembrance 5-line entry	150.00	7.50	157.50	Standard Rate
Miniature Book of Remembrance 8-line entry	190.50	9.50	200.00	Standard Rate
Memorial card - 2-line entry	37.50	2.00	39.50	Standard Rate
Memorial card - 5-line entry	43.00	2.00	45.00	Standard Rate
Memorial card - 8-line entry	51.00	3.00	54.00	Standard Rate
Each additional line in existing Miniature Book	25.00	1.00	26.00	Standard Rate
Correction or addition to Book of Remembrance entry (client error)	25.00	1.00	26.00	Standard Rate
Fixed Term Memorials				
Renewal of dedication for existing individual roses, trees & shrubs - per annum	32.00	2.00	34.00	Exempt - No VAT
Each 5 year dedication of one granite Bench plaque (one third share, 3 plaques per granite bench), bench remains the property of the Council	510.00	26.00	536.00	Exempt - No VAT
Each 5 year dedication of plaque on wooden bench (one plaque per bench only), includes maintenance of bench which remains the property of the Council	762.00	38.00	800.00	Exempt - No VAT
Inscribed granite wall plaque or tower plaque- initial set up plus first year of dedication	110.00	5.50	115.50	Exempt - No VAT
Inscribed granite wall plaque or tower plaque - per each year of dedication	32.00	2.00	34.00	Exempt - No VAT
Single Leather Recordia Panel in Chapel of Remembrance (1st yr)	66.00	3.00	69.00	Exempt - No VAT
Leather Recordia Panel (per year-2nd year onwards), single or double	32.00	2.00	34.00	Exempt - No VAT
Double Leather Recordia Panel in Chapel of Remembrance (1st yr)	128.00	6.50	134.50	Exempt - No VAT

	Charges 2025/26	Proposed Increase 2026/27	Proposed Charges 2026/27	VAT Liability
	£	£	£	
Re-enamelling of lettering on existing memorial tablet (all types) (5year old or more)	127.00	6.50	133.50	Exempt - No VAT
Plaque on babies memorial wall, initial set up charge	63.50	3.20	66.70	Exempt - No VAT
Lease of plaque for babies memorial (per year)	18.00	1.00	19.00	Exempt - No VAT
Granite Ash Vaults				
Placement of ashes in above-ground granite vault, including plaque and urn - 10-year lease	1,193.00	60.00	1,253.00	Exempt - No VAT
20-year lease	1,795.00	90.00	1,885.00	Exempt - No VAT
30-year lease	2,392.00	120.00	2,512.00	Exempt - No VAT
50-year lease	3,777.00	189.00	3,966.00	Exempt - No VAT
Second placement of ashes in existing above-ground granite vault (existing lease period stands), including plaque and urn	335.00	17.00	352.00	Exempt - No VAT
Photo plaque on Vault plaque or Columbarium plaque (each plaque)	167.00	8.50	175.50	Exempt - No VAT
Columbarium Niches				
Placement of ashes in columbarium niche, includes inscribed granite tablet and urn 10 year lease	692.00	35.00	727.00	Exempt - No VAT
20-year lease	1,040.00	52.00	1,092.00	Exempt - No VAT
30-year lease	1,386.00	69.00	1,455.00	Exempt - No VAT
50-year lease	2,481.00	124.00	2,605.00	Exempt - No VAT
2nd placement in existing columbarium niche (remaining lease period stands). Includes inscribed granite tablet and urn	335.00	17.00	352.00	Exempt - No VAT
Supplement for each additional casket of ashes placed during same appointment (or if large casket containing two sets of ashes). Vaults and columbarium	77.00	4.00	81.00	Exempt - No VAT
Other Charges				
Replacement or re-facing of memorial tablet (memorial pathway) incl. 30 letters	975.00	49.00	1,024.00	Standard Rate
Grey Granite memorial tablet for Garden of Rest (opposite front entrance), incl. 30 letters	388.00	19.00	407.00	Exempt - No VAT
Each additional letter of inscription on memorial tablet (memorial pathway & opposite front entrance)	4.00	0.00	4.00	Exempt - No VAT

	Charges 2025/26	Proposed Increase 2026/27	Proposed Charges 2026/27	VAT Liability
	£	£	£	
Replacement metal flower container for existing memorial tablet	20.00	1.00	21.00	Exempt - No VAT
Additional name/plaque on existing Rose/Shrub or Tree (Perspex type)	43.00	2.00	45.00	Exempt - No VAT
Addition to or replacement of existing cast bronze plaque in communal rose bed	131.00	6.00	137.00	Exempt - No VAT
Upgrade to Cast bronze plaque on existing memorial tree or rose bush	131.00	6.00	137.00	Exempt - No VAT
Media Fees				
Video file recording (MP4) of funeral service supplied as downloadable link	37.00	3.00	40.00	Standard Rate
Video file recording (MP4) of funeral service with VT embedded - downloadable link	54.00	4.00	58.00	Standard Rate
Video file (MP4) of the Visual Tribute (on its own) supplied as downloadable link	26.00	2.00	28.00	Standard Rate
Video recording of the whole service on DVD or USB	53.00	4.00	57.00	Standard Rate
Video recording of the whole service with the VT embedded on DVD or USB	67.00	4.00	71.00	Standard Rate
Video recording of the visual tribute (on its own) on DVD or USB	31.00	3.00	34.00	Standard Rate
Each additional DVD or USB video recording	26.00	2.00	28.00	Standard Rate
Live webcasting of funeral service, includes 7 days on demand	72.00	4.00	76.00	Standard Rate
Visual tribute - single still image	22.00	2.00	24.00	Standard Rate
Slideshow - up to 25 images with music	91.00	5.00	96.00	Standard Rate
Slideshow - up to 25 images, no music	45.00	3.00	48.00	Standard Rate
Each additional 25 images (1 to 25)	25.00	1.00	26.00	Standard Rate
Family video file	26.00	2.00	28.00	Standard Rate
Orders/ media for Tributes received after our 48hr cut-off period (additional fee)	90.00	4.00	94.00	Standard Rate
Fees and Charges				
Cremation Fee - Adult	993.00	0.00	993.00	Exempt - No VAT
Cremation Fee - Direct cremation. (ATTENDED) No funeral service. Up to 15 mourners, 2 pieces of music, 10 minutes of chapel time. 8.30am or 4pm time slot only (cremation next day). Includes 2 pallbearers (wheeled)	793.00	0.00	793.00	Exempt - No VAT
Cremation Fee - Direct cremation. (UNATTENDED) No funeral service or mourners, 8.30am or 4pm time slot only (cremation next day). Includes 2 pallbearers (wheeled)	593.00	0.00	593.00	Exempt - No VAT
Cremation Fee - Child 6 - 15 years	0.00	0.00	0.00	Exempt - No VAT

	Charges 2025/26	Proposed Increase 2026/27	Proposed Charges 2026/27	VAT Liability
	£	£	£	
Cremation Fee - Child 1 month to 5 years	0.00	0.00	0.00	Exempt - No VAT
Cremation Fee - Child under 1-month, non-viable foetus or body part resulting from postmortem	0.00	0.00	0.00	Exempt - No VAT
Cremation Fee - Batch Cremation of pre-12-week fetuses (per batch not exceeding 20.)	58.00	3.00	61.00	Exempt - No VAT
Provision of one pall bearer	30.00	1.00	31.00	Standard Rate
Provision of two pallbearers (maximum & only if available)	60.00	2.00	62.00	Standard Rate
Additional service slot in Chapel (when available)	240.00	12.00	252.00	Exempt - No VAT
Use of Crematorium Chapel for a burial or memorial service or for training purposes.	240.00	12.00	252.00	Exempt - No VAT
Storage of cremated remains after 28 days	10.00	1.00	11.00	Exempt - No VAT
Bronze Urn	26.00	1.00	27.00	Exempt - No VAT
Polytainer	18.00	1.00	19.00	Exempt - No VAT
Interment/ exhumation of cremated remains at Crematorium (unwitnessed)	180.00	10.00	190.00	Exempt - No VAT
Interment/ exhumation of cremated remains at Crematorium (witnessed with staff present)	217.00	11.00	228.00	Exempt - No VAT
Scattering of Cremated remains (Witnessed with staff present)	37.00	1.00	38.00	Exempt - No VAT
Scattering of Cremated remains from other Crematoria (unwitnessed)	80.00	4.00	84.00	Exempt - No VAT
Scattering of Cremated remains from other Crematoria (Witnessed with staff present)	117.00	5.00	122.00	Exempt - No VAT
Double interment of cremated remains, (one Excavation, 2 caskets or both in same casket)	270.00	15.00	285.00	Exempt - No VAT
Additional Certificate of Cremation (if remains are split or original lost)	20.00	1.00	21.00	Exempt - No VAT
Photocopy of Registrars or Coroners disposal certificate	20.00	1.00	21.00	Exempt - No VAT
Letter of declaration for customs - remains taken abroad	20.00	1.00	21.00	Exempt - No VAT

Commercial Waste – Price on Application

	Charges 2025/26	Proposed Increase 2026/27	Proposed Charges 2026/27	VAT Liability
	£	£	£	
Green Bin Prices (Residual Waste)				
240 Litre - Once Weekly			Price on application	Non-Business - No VAT
240 Litre - Twice Weekly			Price on application	Non-Business - No VAT
240 Litre - Fortnightly			Price on application	Non-Business - No VAT
240 Litre - Monthly			Price on application	Non-Business - No VAT
360 Litre - Once Weekly			Price on application	Non-Business - No VAT
360 Litre - Twice Weekly			Price on application	Non-Business - No VAT
360 Litre - Fortnightly			Price on application	Non-Business - No VAT
360 Litre - Monthly			Price on application	Non-Business - No VAT
660 Litre - Once Weekly			Price on application	Non-Business - No VAT
660 Litre - Twice Weekly			Price on application	Non-Business - No VAT
660 Litre - Fortnightly			Price on application	Non-Business - No VAT
660 Litre - Monthly			Price on application	Non-Business - No VAT
1100 Litre - Once Weekly			Price on application	Non-Business - No VAT
1100 Litre - Twice Weekly			Price on application	Non-Business - No VAT
1100 Litre - Fortnightly			Price on application	Non-Business - No VAT
1100 Litre - Monthly			Price on application	Non-Business - No VAT
Trade Bags (10 bags per roll)			Price on application	Non-Business - No VAT
Blue Bin Prices				
240L - Weekly			Price on application	Non-Business - No VAT
240L - Fortnightly			Price on application	Non-Business - No VAT
240L - Monthly			Price on application	Non-Business - No VAT
360L - Fortnightly			Price on application	Non-Business - No VAT
360L - Monthly			Price on application	Non-Business - No VAT
660L - Fortnightly			Price on application	Non-Business - No VAT

	Charges 2025/26	Proposed Increase 2026/27	Proposed Charges 2026/27	VAT Liability
	£	£	£	
660L - Monthly			Price on application	Non-Business - No VAT
1100L - Weekly			Price on application	Non-Business - No VAT
1100L - Fortnightly			Price on application	Non-Business - No VAT
1100L - Monthly			Price on application	Non-Business - No VAT
Trade bags (10 bags per roll)			Price on application	Non-Business - No VAT
Other Charges:				
Commercial Waste Bins:				
Re-instatement of bin			Price on application	Non-Business - No VAT

Waste Services

	Charges 2025/26	Proposed Increase 2026/27	Proposed Charges 2026/27	VAT Liability
	£	£	£	
Bulky Collections: Standard Items				
Collection of 1-2 standard items	22.10	(22.10)	0.00	Non-Business - No VAT
Collection of 3 standard items	30.90	(30.90)	0.00	Non-Business - No VAT
Collection of 4-5 standard items	38.60	(38.60)	0.00	Non-Business - No VAT
Collection of up to 4 standard items	0.00	40.00	40.00	Non-Business - No VAT
Bulky Collections: White Items				
Collection of 1 large white goods	33.10	(33.10)	0.00	Non-Business - No VAT
Collection of 2 large white goods	44.10	(44.10)	0.00	Non-Business - No VAT
Collection of up to 2 large white goods	0.00	60.00	60.00	Non-Business - No VAT
Bulky Collections: Any Other Items				
Eg Carpets, sheds, wood, garden waste	Price on application			Non-Business - No VAT
Refuse Bins				
New/replacement 240L bin	44.10	2.20	46.30	Non-Business - No VAT
New/replacement 360L bin	60.70	3.00	63.70	Non-Business - No VAT
New/replacement 660L bin	182.10	9.10	191.20	Non-Business - No VAT
New/replacement 1100L bin	209.70	10.50	220.20	Non-Business - No VAT
Delivery charge	10.40	0.50	10.90	Non-Business - No VAT
Hire of 1100L Bins				
Hire and collection of 1100L bin for a fortnight	71.70	3.60	75.30	Non-Business - No VAT
Hire and collection of 1100L bin for a fortnight (including 1 extra pick up within the fortnight)	137.90	6.90	144.80	Non-Business - No VAT
Hire and collection of 1100 bin for a fortnight (including 2 extra pick-ups within the fortnight)	204.10	10.20	214.30	Non-Business - No VAT
Garden Waste Collections				
Garden waste collections for 1 bin (per annum)	52.50	2.50	55.00	Non-Business - No VAT
Garden waste collections for each extra bin (per annum)	31.20	8.80	40.00	Non-Business - No VAT
Garden waste 240L bin purchase	44.10	2.20	46.30	Non-Business - No VAT

	Charges 2025/26	Proposed Increase 2026/27	Proposed Charges 2026/27	VAT Liability
	£	£	£	
Bulky Collections - Commercial				
Commercial Waste Bulky Collections: Standard				
Collection of 1-2 standard items	35.30	(35.30)	0.00	Non-Business - No VAT
Collection of 3 standard items	49.70	(49.70)	0.00	Non-Business - No VAT
Collection of 4-5 standard items	60.70	(60.70)	0.00	Non-Business - No VAT
Collection of up to 4 standard items	0.00	75.30	75.30	Non-Business - No VAT
Commercial Waste Bulky Collections: White Items				
Collection of 1 large white goods	55.20	(55.20)	0.00	Non-Business - No VAT
Collection of 2 large white goods	71.70	(71.70)	0.00	Non-Business - No VAT
Collection of up to 2 large white goods	0.00	75.30	75.30	Non-Business - No VAT
Street Cleaning – Commercial				
Street Cleaning - large sweeper (Driver +1) Hourly rate-min 2 hours	Price on application			Standard Rate
Street Cleaning - small sweeper (Driver +1) Hourly rate -min 2 hours	Price on application			Standard Rate
Street Cleaning - large sweeper (Driver +1) Day rate - min 1 day	Price on application			Standard Rate
Street Cleaning - small sweeper (Driver +1) Day rate - min 1 day	Price on application			Standard Rate

Grounds Maintenance

	Charges 2025/26 £	Proposed Increase 2026/27 £	Proposed Charges 2026/27 £	VAT Liability
Commercial Tree Services:				
Commercial contract services (Tree)-with cherry picker (plus disposal costs of any waste)	Price on application			Standard Rate
Commercial contract services (Tree)- without cherry picker (plus disposal costs of any waste)	Price on application			Standard Rate
Commercial Play inspections and repairs:				
Commercial contract services - Play equipment inspections	Price on application			Standard Rate
Commercial contract services - Play equipment repairs	Price on application			Standard Rate

CCTV – Closed Circuit TV

	Charges 2025/26 £	Proposed Increase 2026/27 £	Proposed Charges 2026/27 £	VAT Liability
Insurance/solicitor, Image review	70.00	10.00	80.00	Standard Rate
Insurance/solicitor, Evidence package	140.00	10.00	150.00	Standard Rate

Guildhall

	Charges 2025/26	Proposed Increase 2026/27	Proposed Charges 2026/27	VAT Liability
	£	£	£	
Private Hire (after 6pm there is a minimum of 2 hours hire required)				
Private hire within normal opening hours (per hour)		Price on application		Standard Rate
Private hire outside normal opening hours (per hour) *		Price on application		Standard Rate
Charity Private hire within normal opening hours (per hour)		Price on application		Standard Rate
Charity Private hire outside normal opening hours (per hour) *		Price on application		Standard Rate
Meeting Room Hire				
Meeting room hire within normal opening hours (per hour)	36.00	1.80	37.80	Standard Rate
Meeting room hire outside normal opening hours 8am to 6pm (per hour)		Price on application		Standard Rate
Use of equipment	18.00	0.90	18.90	Standard Rate
Wedding Hire				
Wedding hire - Ceremony only		Price on application		Standard Rate
Reception to follow wedding (per hour)		Price on application		Standard Rate
Wedding hire - Ceremony only - Outside normal opening hours		Price on application		Standard Rate
Reception to follow wedding (per hour) - Outside normal opening hours		Price on application		Standard Rate
Tours (price is for up to 20 people)				
Group guided tour within opening hours (booking required)	90.50	4.50	95.00	Standard Rate
Bespoke tours/talks/on and off site/packages		Price on application		Standard Rate
Paranormal investigations groups		Price on application		Standard Rate
Other				
Refreshments (per serving)	24.00	1.20	25.20	Standard Rate
Linen Charge (per table)	5.90	0.30	6.20	Standard Rate
Bespoke stands at events		Price on application		Standard Rate
Location Hire		Price on application		Standard Rate
Hire of entire Guildhall		Price on application		Standard Rate
Photography fee for occasion events		Price on application		Standard Rate

*up to 10pm and excluding Christmas and Bank Holidays

The Guildhall is not available for wedding bookings or other hire on bank holidays and during the Christmas closure period.

All bookings are subject to availability.

Admin fee charged on third party services e.g. catering, venue dressing etc.

Environmental Services

	Charges 2025/26	Proposed Increase 2026/27	Proposed Charges 2026/27	VAT Liability
	£	£	£	
Health Education				
Unfit Food Examination (Charge for initial 1st Hour)	108.40	5.40	113.80	Non-Business - No VAT
Unfit Food Examination (Charge per hour after initial hour)	51.20	2.60	53.80	Non-Business - No VAT
Request for a revisit	179.90	9.00	188.90	Non-Business - No VAT
Disposal of Voluntarily surrendered food - hourly rate as above + disposal charges incurred by the authority	Price on application			Non-Business - No VAT
Training Courses (Food Safety)				
Setting up a food business	89.40	4.50	93.90	Non-Business - No VAT
Food Hygiene refresher (Half day)	120.20	6.00	126.20	Non-Business - No VAT
Food Hygiene refresher (Full day)	209.70	10.50	220.20	Non-Business - No VAT
Management system coaching	89.40	4.50	93.90	Non-Business - No VAT
Short courses	29.80	1.50	31.30	Non-Business - No VAT
Dog Warden				
Dog Fines (Seizure) – <i>Fixed by Statute</i>	25.00	0.00	25.00	Non-Business - No VAT
Stray Dogs - Admin Charge per dog	25.00	1.30	26.30	Standard Rate
Kennelling fees (per day)	13.00	0.70	13.70	Non-Business - No VAT
Dog Control				
Dog Fouling (Fixed penalty) - <i>Fixed by Statute</i>	100.00	0.00	100.00	Non-Business - No VAT
Failing to exclude your dog from a fenced off children's play area - <i>Fixed by Statute</i>	100.00	0.00	100.00	Non-Business - No VAT
Failing to put a nuisance or dangerous dog on a lead when requested to do so by an authorised officer - <i>Fixed by Statute</i>	100.00	0.00	100.00	Non-Business - No VAT
Failure to provide evidence of the means to clear up dog faeces (Bag or receptacle)- <i>Fixed by Statute</i>	100.00	0.00	100.00	Non-Business - No VAT

	Charges 2025/26	Proposed Increase 2026/27	Proposed Charges 2026/27	VAT Liability
	£	£	£	
Mobile Homes Act 2013 - licence fees				
New Site Licence	461.30	23.10	484.40	Non-Business - No VAT
New Site Licence per pitch	10.20	0.50	10.70	Non-Business - No VAT
Transfer / amendment of existing site licence	288.00	14.40	302.40	Non-Business - No VAT
Significant amendments	377.40	18.90	396.30	Non-Business - No VAT
Annual fee for existing site licence per pitch	3.50	0.20	3.70	Non-Business - No VAT
Enforcement notices	120.20	6.00	126.20	Non-Business - No VAT
Enforcement notices additional one	59.50	3.00	62.50	Non-Business - No VAT
Depositing site rules	59.50	3.00	62.50	Non-Business - No VAT
Pollution				
Contaminated Land (consultation and advice) - charged per hour	36.40	1.80	38.20	Non-Business - No VAT
Food Safety				
Export Certificate - Issued within council opening hours	143.40	7.20	150.60	Non-Business - No VAT
Export Certificate - Issued outside council opening hours	288.00	14.40	302.40	Non-Business - No VAT
Food safety packs	17.70	0.90	18.60	Non-Business - No VAT
Port Health				
Ship Sanitation Certificate up to 1000 gross tonnage of vessel - <i>Fixed by Statute</i>	135.00	0.00	135.00	Non-Business - No VAT
Ship Sanitation Extension - <i>Fixed by Statute</i>	105.00	0.00	105.00	Non-Business - No VAT
Street Cleansing				
Litter Fixed Penalty - <i>Fixed by Statute</i> (£150 if paid within 10 days)	150.00	0.00	150.00	Non-Business - No VAT
Litter Fixed Penalty - <i>Fixed by Statute</i> (£250 if paid after 10 days)	250.00	0.00	250.00	Non-Business - No VAT
Fly tipping penalty - <i>Fixed by Statute</i> (£550 if paid within 10 days)	550.00	0.00	550.00	Non-Business - No VAT
Fly tipping penalty - <i>Fixed by Statute</i> (£1,000 if paid after 10 days)	1,000.00	0.00	1,000.00	Non-Business - No VAT
Public Conveniences				
Radar Keys	5.00	0.00	5.00	Non-Business - No VAT

Hackney Carriage

	Charges 2025/26	Proposed Increase 2026/27	Proposed Charges 2026/27	VAT Liability
	£	£	£	
Hackney Carriage/Private Hire Drivers Licence - New	238.40	11.90	250.30	Non-Business - No VAT
Hackney Carriage/Private Hire Drivers Licence - Renewal	184.30	9.20	193.50	Non-Business - No VAT
Operator New (5-year Licence)	260.30	13.00	273.30	Non-Business - No VAT
Hackney Carriage Vehicle Licence - New	182.20	9.10	191.30	Non-Business - No VAT
Hackney Carriage Vehicle Licence - Renewal	182.20	9.10	191.30	Non-Business - No VAT
Hackney Carriage Vehicle Transfer	50.50	2.50	53.00	Non-Business - No VAT
Private Hire Vehicle Licence - New	182.20	9.10	191.30	Non-Business - No VAT
Private Hire Vehicle Licence - Renewal	182.20	9.10	191.30	Non-Business - No VAT
Private Hire Vehicle Licence Transfer	50.50	2.50	53.00	Non-Business - No VAT
Hire of Vehicle Plate	26.00	0.00	26.00	Non-Business - No VAT
Replacement Drivers Badge	18.20	0.00	18.20	Non-Business - No VAT
Name and Address change	28.60	1.40	30.00	Non-Business - No VAT
Drivers Knowledge Test Fee	30.20	1.50	31.70	Non-Business - No VAT
Mogo Plate Fee	13.00	0.70	13.70	Non-Business - No VAT
Mogo Plate Bracket	13.00	0.70	13.70	Non-Business - No VAT

Miscellaneous Licenses

	Charges 2025/26 £	Proposed Increase 2026/27 £	Proposed Charges 2026/27 Part A £	Proposed Charges 2026/27 Part B £	Proposed Charges 2026/27 Total £	VAT Liability
Sex Establishments (1st Application)	1,863.40	93.20	1,683.30	273.30	1,956.60	Non-Business - No VAT
Sex Establishments (Renewal Application)	693.40	34.70	454.80	273.30	728.10	Non-Business - No VAT
Dangerous Wild Animals (1st Application)	563.70	28.20			591.90	Non-Business - No VAT
Dangerous Wild Animals (Renewal Application)	324.80	16.20			341.00	Non-Business - No VAT
Animal Welfare Primate (Introduced 01/04/2026)	0.00	500.00			500.00	Non-Business - No VAT
Dog Breeding (New) + Vets fees rechargeable at invoiced amount	520.10	26.00	500.60	45.50	546.10	Non-Business - No VAT
Dog Breeding (Renewal)	390.00	19.50	364.00	45.50	409.50	Non-Business - No VAT
Riding Establishment (New) + Vets fees rechargeable at invoiced amount	520.10	26.00	500.60	45.50	546.10	Non-Business - No VAT
Riding Establishment (Renewal) + Vets fees rechargeable at invoiced amount	390.00	19.50	364.00	45.50	409.50	Non-Business - No VAT
Selling Animals as Pets (New)	520.10	26.00	500.60	45.50	546.10	Non-Business - No VAT
Selling Animals as Pets (Renewal)	390.00	19.50	364.00	45.50	409.50	Non-Business - No VAT
Boarding Dogs/Cats, Home Boarding and Day Care (new)	520.10	26.00	500.60	45.50	546.10	Non-Business - No VAT
Boarding Dogs/Cats, Home Boarding and Day Care (renewal)	390.00	19.50	364.00	45.50	409.50	Non-Business - No VAT
Exhibition of Animals (New)	520.10	26.00	500.60	45.50	546.10	Non-Business - No VAT
Exhibition of Animals (Renewal)	390.00	19.50	364.00	45.50	409.50	Non-Business - No VAT
Re-inspection on request	260.30	13.00			273.30	Non-Business - No VAT
Additional Activity payable in addition to the higher fee (inspection fee)	260.30	13.00			273.30	Non-Business - No VAT
Change of name/address	43.20	2.20			45.40	Non-Business - No VAT
Transfer due to death of a licence holder	43.20	2.20			45.40	Non-Business - No VAT

	Charges 2025/26	Proposed Increase 2026/27	Proposed Charges 2026/27 Part A	Proposed Charges 2026/27 Part B	Proposed Charges 2026/27 Total	VAT Liability
	£	£	£	£	£	
Variation of Licence + vets fees rechargeable at invoiced amount where applicable	43.20	2.20			45.40	Non-Business - No VAT
Zoo Licence Grant 4 years	2,166.40	108.40	1,820.00	454.80	2,274.80	Non-Business - No VAT
Zoo Licence Renewal 6 years	2,166.40	108.40	1,820.00	454.80	2,274.80	Non-Business - No VAT
Zoo Licence Transfer	216.50	10.80			227.30	Non-Business - No VAT
Zoo Licence Annual Inspection	433.10	21.70			454.80	Non-Business - No VAT
Tattooing, ear piercing, acupuncture & electrolysis Premises Registration	133.30	6.70	102.80	37.20	140.00	Non-Business - No VAT
Tattooing, ear piercing, acupuncture & electrolysis Personal Registration	72.30	3.60			75.90	Non-Business - No VAT
Street Trading Consent	158.20	7.90			166.10	Non-Business - No VAT
Street Trading daily consent	43.30	2.20			45.50	Non-Business - No VAT
Scrap Metal Dealers						
Scrap Metal Dealer Site Licence	627.70	31.40	431.80	227.30	659.10	Non-Business - No VAT
Scrap Metal Dealer Collector Licence Fee	314.40	15.70	250.30	79.80	330.10	Non-Business - No VAT
Variation of licence collector to site	249.30	12.50			261.80	Non-Business - No VAT
Variation of licence site to collector	86.40	4.30			90.70	Non-Business - No VAT
Change of site manager	65.10	3.30			68.40	Non-Business - No VAT
Minor change e.g. change of licensee details	54.10	2.70			56.80	Non-Business - No VAT
Duplicate Licence (Standard replacement Licence fee for all licence types)	12.70	0.60			13.30	Non-Business - No VAT
Register entry fee (for the first entry and £0.50 per entry thereafter)	12.70	0.60			13.30	Non-Business - No VAT

Land Charges

	Total fee Including LCC element (ex VAT) £	Proposed Increase £	Total fee Including LCC element (ex VAT) £	Total fee Including LCC element (Inc VAT) £	VAT Liability
CON 29 Search Fee - Part R (Manual)	123.79	6.21	130.00	156.00	Standard Rate
CON 29 Search Fee - Part R (Electronic)	123.79	6.21	130.00	156.00	Standard Rate
CON 29 Search Fee - Part O Optional Enquiry 4	33.88	1.72	35.60	42.72	Standard Rate
CON 29 Search Fee - Part O Optional Enquiry 8	9.41	0.49	9.90	11.88	Standard Rate
CON 29 Search Fee - Part O Optional Enquiry 21	28.70	1.40	30.10	36.12	Standard Rate
CON 29 Search Fee - Part O Optional Enquiry 22	21.15	1.10	22.25	26.70	Standard Rate
CON 29 Search Fee - Part O Optional Enquiry	28.67	1.43	30.10	36.12	Standard Rate
Additional Enquiries	42.92	2.08	45.00	54.00	Standard Rate
CON 29 Search Fee - (Manual & Electronic) Additional Parcels of Land	38.83	1.87	40.70	48.84	Standard Rate
Cancellation of CON 29	71.42	3.58	75.00	90.00	Standard Rate
Informal Searches	61.21	3.09	64.30	77.16	Standard Rate

Premises Licence and Club Premises Certificates

Bands	A	B	C	D	E
Non-Domestic rateable value	£0 - £4,300	£4,301 - £33,000	£33,001 - £87,000	£87,001 - £125,000	£125,001 and over

Premises Licences and Club Premises Certificates (New, Variations & Conversion)

If Band D and E are used exclusively or primarily for supply of alcohol for consumption on the premises, then a multiplier applies:

Band D = £450 X 2 = £900

Band E = £635 X 3 = £1,905

Bands	A	B	C	D	E
Non-Domestic rateable value	£100	£190	£315	£450	£635
Multiplier Charge see above	£0	£0	£0	£900	£1,905

Additional Fee Based on Capacity over 5000 (For New and Variation)

Capacity	5,000 - 9,999	10,000 - 14,999	15,000 - 19,999	20,000 - 29,999	30,000 - 39,999	40,000 - 49,999	50,000 - 59,999	60,000 - 69,999	70,000 - 79,999	80,000 - 89,999	90,000 - Plus
Additional Fee (£)	1,000.00	2,000.00	4,000.00	8,000.00	16,000.00	24,000.00	32,000.00	40,000.00	48,000.00	56,000.00	64,000.00

Annual Fee and Variation Fee for Premises Licenses and Club Premises Certificates

Payable on anniversary of grant

Plus additional fee, see below if capacity is over 5,000

Multiplier applies to band D and E

If Band D and E are used exclusively or primarily for supply of alcohol for consumption on the premises, then a multiplier applies:

Band D = £320 X 2 = £640

Band E = £350 X 3 = £1,050

For Club paid by secretary

Bands	A	B	C	D	E
Non-Domestic rateable value	70.00	180.00	295.00	320.00	350.00

Additional Fee Based on Capacity over 5000

Capacity	5,000 - 9,999	10,000 - 14,999	15,000 - 19,999	20,000 - 29,999	30,000 - 39,999	40,000 - 49,999	50,000 - 59,999	60,000 - 69,999	70,000 - 79,999	80,000 - 89,999	90,000 - Plus
Additional Fee (£)	500.00	1,000.00	2,000.00	4,000.00	8,000.00	12,000.00	16,000.00	20,000.00	24,000.00	28,000.00	32,000.00

Other Fees

	Other fee	£
Premises	Theft, Loss etc. of Premises Licence or Summary	10.50
	Provisional Statement	315.00
	Change of Name or Address (Premises Licence Holder)	10.50
	Variation of Designated Premises Supervisor	23.00
	Transfer: Premises Licence	23.00
Clubs	Interim Authority	23.00
	Theft, Loss etc. of Club Premises Certificates or Summary	10.50
	Change of Name or Alteration of Club Rules	10.50
Temporary event notice	Change of Registered Address of Club	10.50
	Temporary Event Notice	21.00
	Theft, Loss etc. of Temporary Event Notice	10.50
Personal licence	Grant/Renewal of Personal Licence	37.00
	Theft, Loss etc. of Personal Licence	10.50
	Change of Name and Address	10.50
Freeholder/leaseholder	Register of Interest	21.00

Gambling Act

	2025/26 BBC Charge £	2026/27 Proposed Increase £	2026/27 BBC Charge £
Bingo Premises Licence			
Application fee for provisional statement	937.90	46.90	984.80
Licence for provisional statement premises	552.80	27.60	580.40
Application fee new premises	937.90	46.90	984.80
Annual Fee	688.60	34.40	723.00
Variation of Licence	843.20	42.20	885.40
Transfer fee	538.20	26.90	565.10
Application for reinstatement	538.20	26.90	565.10
Adult Gaming Centre			
Application fee for provisional statement	867.20	43.40	910.60
Licence for provisional statement premises	514.30	25.70	540.00
Application fee new premises	867.20	43.40	910.60
Annual Fee	536.60	26.80	563.40
Variation of Licence	843.20	42.20	885.40
Transfer fee	538.20	26.90	565.10
Application for reinstatement	538.20	26.90	565.10
Family Entertainment Centre			
Application fee for provisional statement	867.20	43.40	910.60
Licence for provisional statement premises	490.30	24.50	514.80
Application fee new premises	867.20	43.40	910.60
Annual Fee	499.20	25.00	524.20
Variation of Licence	843.20	42.20	885.40
Transfer fee	538.20	26.90	565.10
Application for reinstatement	538.20	26.90	565.10

	2025/26 BBC Charge £	2026/27 Proposed Increase £	2026/27 BBC Charge £
Betting Premises			
Application fee for provisional statement	867.20	43.40	910.60
Licence for provisional statement premises	514.30	25.70	540.00
Application fee new premises	867.20	43.40	910.60
Annual Fee	474.70	23.70	498.40
Variation of Licence	843.20	42.20	885.40
Transfer fee	538.20	26.90	565.10
Application for reinstatement	538.20	26.90	565.10
Miscellaneous			
Change of circumstances	28.10	1.40	29.50
Fee for copy notices	15.60	0.80	16.40
Fee for copy of a licence	16.70	0.80	17.50
Fee for Permits - Statutory	15.00	0.00	15.00
Temporary Use Notices	196.70	9.80	206.50
Gambling Permit			
Gambling permit - Club gaming permit (new/renewal)	200.00	0.00	200.00
Gambling permit - Club gaming permit annual fee	50.00	0.00	50.00
Gambling permit - Club gaming permit - copy of permit	15.00	0.00	15.00
Gambling permit - Club gaming permit - Variation	100.00	0.00	100.00
Gambling permit - Club gaming machine permit (new/renewal)	200.00	0.00	200.00
Gambling permit - Club gaming machine permit annual fee	50.00	0.00	50.00
Gambling permit - Club gaming machine permit - copy of permit	15.00	0.00	15.00
Gambling permit - Club gaming machine permit - variation	100.00	0.00	100.00
Gambling permit - club fast track gaming/gaming machine permit (new/renewal/Transitional fee)	100.00	0.00	100.00
Gambling permit - club fast track gaming/gaming machine permit Annual fee	50.00	0.00	50.00
Gambling permit - small society lottery registration	40.00	0.00	40.00
Gambling permit - small society lottery registration annual fee	20.00	0.00	20.00

	2025/26 BBC Charge £	2026/27 Proposed Increase £	2026/27 BBC Charge £
Alcohol and Entertainment Licences/Temporary Events Permits			
Gambling permit - FEC gaming machine (new/renewal)	300.00	0.00	300.00
Gambling permit - FEC permit - change of name	25.00	0.00	25.00
Gambling permit - FEC permit - copy of permit	15.00	0.00	15.00
Gambling permit - Prize gaming (new/renewal)	300.00	0.00	300.00
Gambling permit - Prize gaming - change of name	25.00	0.00	25.00
Gambling permit - Prize gaming - copy of permit	15.00	0.00	15.00
Gambling permit - Alcohol licensed premises - Notification of 2 or less machines	50.00	0.00	50.00
Gambling permit - Alcohol licensed premises - more than 2 machines	150.00	0.00	150.00
Gambling permit - Alcohol licensed premises - more than 2 machines - Annual fee	50.00	0.00	50.00
Gambling permit - Alcohol licensed premises - more than 2 machines - Change of name	25.00	0.00	25.00
Gambling permit - Alcohol licensed premises - more than 2 machines - Copy of permit	15.00	0.00	15.00
Gambling permit - Alcohol licensed premises - more than 2 machines - Variation	100.00	0.00	100.00
Gambling permit - Alcohol licensed premises - more than 2 machines - Transfer	25.00	0.00	25.00

Market Charges

	Charges 2025/26	Proposed Increase 2026/27	Proposed Charges 2026/27	VAT Liability
	£	£	£	
Market Place				
Stall / gazebo / pitch hire - 3.05m x 3.05m				
Regular trader				
per market (monthly in arrears)	15.00	0.00	15.00	Exempt - No VAT
Casual Trader				
per market	18.00	0.00	18.00	Exempt - No VAT
Gazabos				
Hire charge per Gazabo per market	2.00	0.00	2.00	Exempt - No VAT
Farmers/Craft/Antique similar markets	11.00	4.00	15.00	Exempt - No VAT
Pitches (per 1ft. Frontage)				
Regular trader				
per market (monthly in arrears)	1.50	0.00	1.50	Exempt - No VAT
Casual Trader				
per market	1.80	0.00	1.80	Exempt - No VAT
Electricity Charge				
Electricity (other than for lights in winter) - per day	5.00	1.00	6.00	Exempt - No VAT
Council Supplied Generator - small or large capacity unit - per hour	Price on application			Exempt - No VAT
Parking Surcharge				
Parking vehicle near stall on Market Day (per vehicle)	2.50	0.50	3.00	Exempt - No VAT

Any Regular trader that stands every week, April to February, (excluding their non-attendance days), can stand for free in March.

All new traders will be entitled to their first market for free.

For those speciality markets underrepresented on Boston Market, the Council may offer discounted fee's until they deem fit.

In 2025/26 a 'buy one, get one free' promotion was applied to Makers Market pitches, resulting in a price of £11.00.
For 2026/27, a flat £15.00 per pitch applies, with no promotional discount.

Market Events

	Charges 2025/26	Proposed Increase 2026/27	Proposed Charges 2026/27	VAT Liability
	£	£	£	
Christmas Market - (One day)				
One market stall or pop-up gazebo	40.00	8.00	48.00	Standard Rate
Pitches (per 1ft frontage)	7.00	1.50	8.50	Standard Rate
Food plot per 1 ft. frontage	7.00	1.50	8.50	Standard Rate
Large Amusements per unit	Price on application			Standard Rate
Small Amusements per unit	Price on application			Standard Rate
Bar	Price on application			Standard Rate
Other Events - (One day)				
Pop-up gazebo	25.00	5.00	30.00	Standard Rate
Catering	65.00	15.00	80.00	Standard Rate
Large Amusements per unit	Price on application			Standard Rate
Small Amusements per unit	Price on application			Standard Rate
Bar	Price on application			Standard Rate
Barriers for external events - per hour	25.00	5.00	30.00	Standard Rate
Venue Hire	Price on application			Standard Rate

A 10% discount will be applied where the same catering pitch is booked for all three days of the events.

A 10% discount will be applied where the same catering pitch is booked for the Music Festival and Strongest event.

A stall may be free of charge if a group are performing at the event.

Stall may not exceed 5ft. in depth

Event Charges

	Charges 2025/26	Proposed Increase 2026/27	Propose d Charges 2026/27	VAT Liability
	£	£	£	
Community/Individual Event fee not for profit (up to 500 people)	83.90	4.20	88.10	Standard Rate
Community/Individual Event fee not for profit (between 500 -999 people)	113.89	5.71	119.60	Standard Rate
Registered Charity (up to 500 people)	83.90	4.20	88.10	Standard Rate
Registered Charity (between 500 - 999 people)	113.89	5.71	119.60	Standard Rate
All Commercial events	Price on application			Standard Rate
Use of Premises Licence (500 -999 people)	89.94	4.56	94.50	Non-Standard
Use of Premises Licence (up to 500 people)	59.96	3.04	63.00	Non-Standard
Assistance with External Events - per hour	25.00	1.30	26.30	

List of Event Spaces – this relates to Borough Council land only

(other spaces, such as Market Place, are owned and controlled by Lincolnshire County Council)

Broadfield Lane Recreation Ground

Burgess Pit Recreation Ground

Shelton's Field Recreation Ground

Garfit's Lane

Central Park

St. Johns Recreation Ground

Witham Way Country Park

Woodville Road Recreation Ground

Parking

On/ Off Street	Car Parks		Hours £													
			0.5hr	1hr	2hr	3hr	4hr	All Day 8am- 6pm	Sun 8am- 6pm	Eve 6pm- 8am	24hrs (1 day)	48hrs (2 days)	72 (3 days)	120 (5 days)	168 (7 days)	
	Short-Stay Car Parks (Mon-Sat 8am-6pm)															
	Bargate Green	PE21 6RU	0.80	1.60	2.60				1.50	1.20						
	Custom House Quay	PE21 6NH		1.60	2.60				1.50	1.20						
On	Market Place	PE21 6EH	0.80	1.60					1.50	1.20						
On	Pump Square	PE21 6QW		1.60	2.60				1.50	1.20						
On	Wide Bargate	PE21 6RX		1.60	2.60				1.50	1.20						
	Mixed-Stay Car Parks (Mon-Sat 8am-6pm)															
	Cattle Market	PE21 6RX		1.60	2.40	3.00	3.40	4.40	1.50	1.20						
	Botolph Street	PE21 6TU		1.60	2.40	3.00	3.40	4.40	1.50	1.20						
	Doughty Quay	PE21 8SP		1.60	2.40	3.00	3.40	4.40	1.50	1.20						
	West End	PE21 8SS		1.60	2.40	3.00	3.40	4.40	1.50	1.20						
	St George's Road	PE21 8YB		1.60	2.40	3.00	3.40	4.40	1.50	1.20		5.80	7.80			16.80
	Long-Stay Car Parks (Mon-Sat 8am-6pm)															
	Municipal Buildings	PE21 8SS			1.40	1.80	2.20	3.00	1.50	1.20						
On	South Square	PE21 6HX			1.40	1.80	2.20	3.00	1.50	1.20						
	Irby Street	PE21 8SA	Permit only - £172 per year													
	Artillery Row	PE21 6TY			1.40	1.80	2.20	3.00	1.50	1.20						
	Maud Street	PE21 6TP			1.40	1.80	2.20	3.00	1.50	1.20						
	Blue Street	PE21 8UW	Permit only - £172 per year													
	Buoy Yard	PE21 6JX			1.40	1.80	2.20	3.00	1.50	1.20						
	Victoria Place	PE21 8UL			1.40	1.80	2.20	3.00	1.50	1.20						
	Staniland	PE21 8SS			1.40	1.80	2.20	3.00	1.50	1.20						
	George Street	PE21 8XF			1.40	1.80	2.20	3.00	1.50	1.20						
	Spayne Road	PE21 6JT			1.40	1.80	2.20	3.00	1.50	1.20						
On	Station Approach	PE21 8RN			1.40	1.80	2.20	3.00	1.50	1.20		5.80	7.80			16.80
	Tunnard Street	PE21 6PL			1.40	1.80	2.20	3.00	1.50	1.20				9.50	13.50	
	Coach Parking - 24 Hours										4.00					

Standard	Off Street Parking
Non Business	On Street Parking

Parking Permits Valid at:	
Botolph Street	PE21 6TU
Doughty Quay	PE21 8SP
St George's Road	PE21 8YB
Artillery Row	PE21 6TY
Maud Street	PE21 6TP
Buoy Yard	PE21 6JX
Victoria Place	PE21 8UL
Staniland	PE21 8SS
George Street	PE21 8XF
Spayne Road	PE21 6JT
Tunnard Street	PE21 6PL

Parking Season Tickets and Fines

		Charges 2025/26	Proposed Increase 2026/27	Proposed Charges 2026/27
		£	£	£
Trade bay (annual)	24 hours per day	420.00	20.00	440.00
Traders bay (quarterly)	24 hours per day	115.00	5.00	120.00
Traders bay (monthly)	24 hours per day	40.00	2.00	42.00
Parent Parking Permits (selected car parks only)	(per day according to number of school days each term)	0.60	0.00	0.60
Parking Permit (Annual) - 24 hours	24 hours per day	500.00	25.00	525.00
Parking Permit (Quarterly) - 24 hours	24 hours per day	135.00	5.00	140.00
Parking Permit (Monthly) - 24 hours	24 hours per day	50.00	2.00	52.00
Parking Permit (Annual) - 8am - 6pm	8 am - 6 pm	395.00	20.00	415.00
Parking Permit (Quarterly) - 8am - 6pm	8 am - 6 pm	110.00	5.00	115.00
Parking Permit (Monthly) - 8am - 6pm	8 am - 6 pm	40.00	2.00	42.00
Parking Permit (Annual) - 6pm - 8am	6 pm - 8.00 am	235.00	10.00	245.00
Parking Permit (Quarterly) - 6pm - 8am	6 pm - 8.00 am	68.00	2.00	70.00
Parking Permit (Monthly) - 6pm - 8am	6 pm - 8.00 am	28.00	2.00	30.00
Note - residents whose main or principal home lies within the prescribed town centre area only may apply for a 50% discount on parking permits subject to the Council receiving satisfactory proof of their residence.				
Parking Permit - Irby Street / Blue Street - 24 Hours	24 hours per day	165.00	7.00	172.00
Lower Band Penalty Charge Notice (PCN) (paid within 14 days)		25.00	0.00	25.00
Lower Band Penalty Charge Notice (PCN) (paid within 14-28 days)		50.00	0.00	50.00
Lower Band Penalty Charge Notice (PCN) (paid after 28 days)		75.00	0.00	75.00
Higher Band Penalty Charge Notice (PCN) (paid within 14 days)		35.00	0.00	35.00
Higher Band Penalty Charge Notice (PCN) (paid within 14-28 days)		70.00	0.00	70.00
Higher Band Penalty Charge Notice (PCN) (paid after 28 days)		105.00	0.00	105.00
Electricity per KWH		0.57	0.03	0.60

Seasonal Tickets Valid at:	
Botolph Street	PE21 6TU
Doughty Quay	PE21 8SP
St George's Road	PE21 8YB
Artillery Row	PE21 6TY
Maud Street	PE21 6TP
Buoy Yard	PE21 6JX
Victoria Place	PE21 8UL
Staniland	PE21 8SS
George Street	PE21 8XF
Spayne Road	PE21 6JT
Tunnard Street	PE21 6PL

The above parking charges are inclusive of VAT.
Penalty Charge Notices are non-vatable.

Building Control

	Charges 2025/26	Proposed Increase 2026/27	Fee Exclusive of VAT	VAT 20%	Fee Inclusive of VAT
	£	£	£	£	£
Building Control Domestic fees - Table A					
BC Domestic - Plan - 1 House type	378.00	31.50	346.50	69.30	415.80
BC Domestic - Plan - 2 House type	504.00	42.00	462.00	92.40	554.40
BC Domestic - Plan - 3 House type	630.00	52.50	577.50	115.50	693.00
BC Domestic - Plan - 4 House type	756.00	63.00	693.00	138.60	831.60
BC Domestic - Plan - 5 House type	882.00	73.50	808.50	161.70	970.20
BC Domestic - Plan - 6 House type	1,008.00	84.00	924.00	184.80	1,108.80
BC Domestic - Plan - 7 House type	1,134.00	94.50	1,039.50	207.90	1,247.40
BC Domestic - Plan - 8 House type	1,260.00	105.00	1,155.00	231.00	1,386.00
BC Domestic - Plan - 9 House type	1,386.00	115.50	1,270.50	254.10	1,524.60
BC Domestic - Plan - 10 House type	1,512.00	126.00	1,386.00	277.20	1,663.20
BC Domestic - Inspection - 1 House type	630.00	52.50	577.50	115.50	693.00
BC Domestic - Inspection - 2 House type	756.00	63.00	693.00	138.60	831.60
BC Domestic - Inspection - 3 House type	924.00	77.00	847.00	169.40	1,016.40
BC Domestic - Inspection - 4 House type	1,134.00	94.50	1,039.50	207.90	1,247.40
BC Domestic - Inspection - 5 House type	1,344.00	112.00	1,232.00	246.40	1,478.40
BC Domestic - Inspection - 6 House type	1,596.00	133.00	1,463.00	292.60	1,755.60
BC Domestic - Inspection - 7 House type	1,764.00	147.00	1,617.00	323.40	1,940.40
BC Domestic - Inspection - 8 House type	1,932.00	161.00	1,771.00	354.20	2,125.20
BC Domestic - Inspection - 9 House type	2,100.00	175.00	1,925.00	385.00	2,310.00
BC Domestic - Inspection - 10 House type	2,184.00	182.00	2,002.00	400.40	2,402.40

	Charges 2025/26	Proposed Increase 2026/27	Fee Exclusive of VAT	VAT 20%	Fee Inclusive of VAT
	£	£	£	£	£
Building Control Domestic fees - Table B					
BC Domestic - Plan - Extension of floor area not exceeding 10m2	546.00	45.50	500.50	100.10	600.60
BC Domestic - Plan - Extension of floor area exceeding 10m2 but not exceeding 40m2	672.00	56.00	616.00	123.20	739.20
BC Domestic - Plan - Extension of floor area exceeding 40m2 but not exceeding 60m2	798.00	66.50	731.50	146.30	877.80
BC Domestic - Plan - Extension of floor area exceeding 60m2 but not exceeding 100m2	378.00	31.50	346.50	69.30	415.80
BC Domestic - Plan - Erection or extension of a detached or attached building which consists of a garage, car port or outbuilding having a floor area not exceeding 100m ² in total and intended to be used in common with an existing building, and which is not an exempt building	336.00	28.00	308.00	61.60	369.60
BC Domestic - Plan - Conversion of a garage in a dwelling to habitable room(s)	360.00	30.00	330.00	66.00	396.00
BC Domestic - Plan - Provision of one or more rooms in a roof space	672.00	56.00	616.00	123.20	739.20
BC Domestic - Plan - Plan - Underpinning	0.00	0.00	0.00	0.00	0.00
BC Domestic - Plan - Internal alterations/installation of fittings (< £2k)	204.00	17.00	187.00	37.40	224.40
BC Domestic - Plan - Internal alterations/installation of fittings (< £5k)	282.00	23.50	258.50	51.70	310.20
BC Domestic - Plan - Internal alterations/installation of fittings (< £25k)	408.00	34.00	374.00	74.80	448.80
BC Domestic - Plan - Internal alterations/installation of fittings (< £50k)	270.00	22.50	247.50	49.50	297.00
BC Domestic - Plan - Internal alterations/installation of fittings (< £75k)	312.00	26.00	286.00	57.20	343.20
BC Domestic - Plan - Internal alterations/installation of fittings (£25,001 - 50,000)	966.00	80.50	885.50	177.10	1,062.60

	Charges 2025/26	Proposed Increase 2026/27	Fee Exclusive of VAT	VAT 20%	Fee Inclusive of VAT
	£	£	£	£	£
BC Domestic - Plan - Internal alterations/installation of fittings (£50,001 - 75,000)	924.00	77.00	847.00	169.40	1,016.40
BC Domestic - Plan - Window replacement (up to 20 windows)	144.00	12.00	132.00	26.40	158.40
BC Domestic - Plan - Re-roof (non-competent person scheme)	168.00	14.00	154.00	30.80	184.80
BC Domestic - Plan - Electrical Installation (non-competent person scheme)	792.00	66.00	726.00	145.20	871.20
BC Domestic - Inspection - Internal alterations/installation of fittings (< £50k)	396.00	33.00	363.00	72.60	435.60
BC Domestic - Inspection - Internal alterations/installation of fittings (< £75k)	492.00	41.00	451.00	90.20	541.20
BC Domestic - Inspection - Extension of floor area exceeding 60m2 but not exceeding 100m2	504.00	42.00	462.00	92.40	554.40
BC Domestic - BC Notice - Extension of floor area not exceeding 10m2	672.00	56.00	616.00	123.20	739.20
BC Domestic - BC Notice - Extension of floor area between 10m2 and 40m2	840.00	70.00	770.00	154.00	924.00
BC Domestic - BC Notice - Extension of floor area between 40m2 and 60m2	924.00	77.00	847.00	169.40	1,016.40
BC Domestic - BC Notice - Extension of floor area between 60m2 and 100m2	1,050.00	87.50	962.50	192.50	1,155.00
BC Domestic - BC Notice - Erection or extension of a detached or attached building which consists of a garage, car port or outbuilding having a floor area not exceeding 100m ² in total and intended to be used in common with an existing building, and which is not an exempt building	504.00	42.00	462.00	92.40	554.40
BC Domestic - BC Notice - Conversion of a garage in a dwelling to habitable room(s)	420.00	35.00	385.00	77.00	462.00
BC Domestic - BC Notice - Provision of one or more rooms in a roof space	840.00	70.00	770.00	154.00	924.00
BC Domestic - BC Notice - BC Notice - Underpinning	0.00	0.00	0.00	0.00	0.00

	Charges 2025/26	Proposed Increase 2026/27	Fee Exclusive of VAT	VAT 20%	Fee Inclusive of VAT
	£	£	£	£	£
BC Domestic - BC Notice - Internal alterations/installation of fittings (< £2k)	336.00	28.00	308.00	61.60	369.60
BC Domestic - BC Notice - Internal alterations/installation of fittings (< £5k)	462.00	38.50	423.50	84.70	508.20
BC Domestic - BC Notice - Internal alterations/installation of fittings (< £25k)	588.00	49.00	539.00	107.80	646.80
BC Domestic - BC Notice - Internal alterations/installation of fittings (< £50k)	966.00	80.50	885.50	177.10	1,062.60
BC Domestic - BC Notice - Internal alterations/installation of fittings (< £75k)	1,176.00	98.00	1,078.00	215.60	1,293.60
BC Domestic - BC Notice - Window replacement (up to 20 windows)	168.00	14.00	154.00	30.80	184.80
BC Domestic - BC Notice - Re-roof (non-competent person scheme)	210.00	17.50	192.50	38.50	231.00
BC Domestic - BC Notice - Electrical Installation (non-competent person scheme)	792.00	66.00	726.00	145.20	871.20
BC Domestic - BC Notice - Replacement Sewage Treatment Plant	210.00	17.50	192.50	38.50	231.00
BC Domestic - BC Notice - Domestic Sewer Connection	210.00	17.50	192.50	38.50	231.00
BC Domestic - BC Notice - Multi Fuel Stove	210.00	17.50	192.50	38.50	231.00
BC Domestic - BC Notice - Renovation of a Thermal Element	252.00	21.00	231.00	46.20	277.20
Building Control Commercial fees - Table C					
BC Commercial - Plan < 40m2	336.00	28.00	308.00	61.60	369.60
BC Commercial - Extension & New Build - Plan < 100m2	504.00	42.00	462.00	92.40	554.40
BC Commercial - Extension & New Build - Plan < 200m2	588.00	49.00	539.00	107.80	646.80
BC Commercial - Extension & New Build - Inspection < 40m2	504.00	42.00	462.00	92.40	554.40
BC Commercial - Extension & New Build - Inspection < 100m2	672.00	56.00	616.00	123.20	739.20
BC Commercial - Extension & New Build - Inspection < 200m2	840.00	70.00	770.00	154.00	924.00

	Charges 2025/26	Proposed Increase 2026/27	Fee Exclusive of VAT	VAT 20%	Fee Inclusive of VAT
	£	£	£	£	£
Building Control Commercial fees - Table D					
BC Commercial - Plan - Windows & Doors (1-20)	264.00	22.00	242.00	48.40	290.40
BC Commercial - Plan - Other alterations up to £5,000	504.00	42.00	462.00	92.40	554.40
BC Commercial - Plan - Other alterations up to £25,000	672.00	56.00	616.00	123.20	739.20
BC Commercial - Plan - Other alterations up to £50,000	336.00	28.00	308.00	61.60	369.60
BC Commercial - Inspection charge - Other alterations £25,001 up to £50,000	588.00	49.00	539.00	107.80	646.80
Dangerous Structure					
Dangerous Structure - Emergency site visit hourly rate under statutory duty	126.00	10.50	115.50	23.10	138.60
Dangerous Structure - Emergency site visit hourly rate with agreement of owner	126.00	10.50	115.50	23.10	138.60
Demolition control (Section 81 Notice)	282.00	23.50	258.50	51.70	310.20
Street Naming and Numbering					
Renaming/ renumbering of an individual house	60.00	3.00	63.00	0.00	63.00
Development renumbering due to change in plot numbers or plot positions (Per Plot)	30.00	1.50	31.50	0.00	31.50
Renaming/ renumbering of street at request of residents	POA	0.00	0.00	0.00	0.00
Street Naming/ numbering - up to 5 new properties (+£25 per plot)	200.00	10.00	210.00	0.00	210.00
Street Naming/ numbering - between 6 - 25 new properties (+£20 per plot)	200.00	10.00	210.00	0.00	210.00
Street Naming/ numbering - between 26 - 75 new properties (+£15 per plot)	200.00	10.00	210.00	0.00	210.00
Street Naming/ numbering - more than 75 new properties (+£10 per plot)	200.00	10.00	210.00	0.00	210.00
Naming numbering following division of an existing property	200.00	10.00	210.00	0.00	210.00

	Charges 2025/26	Proposed Increase 2026/27	Fee Exclusive of VAT	VAT 20%	Fee Inclusive of VAT
	£	£	£	£	£
Additional charge where naming of new street is required	120.00	6.00	126.00	0.00	126.00
Additional charge where naming of new building is required	120.00	6.00	126.00	0.00	126.00
Reissuing of address following demolition and reconstruction	60.00	3.00	63.00	0.00	63.00
Confirmation of address to solicitors/conveyances/occupiers	30.00	1.50	31.50	0.00	31.50
Dangerous structure - emergency site visit	0.00	0.00	0.00	0.00	0.00
Demolition control (Section 81 notice)	0.00	0.00	0.00	0.00	0.00

Planning and Development Services

	Charges 2025/26	Proposed Increase 2026/27	Proposed Charges 2026/27	VAT Liability
	£	£	£	
Planning Application information searches - flat cost per site to include copy of decision notices	36.75	2.25	39.00	Standard Rate
Production of Plans for consultation and inspection purposes only				
A0 size (841mm x 1189mm)	4.97	0.25	5.22	Standard Rate
A1 size (841mm x 594mm)	2.54	0.13	2.67	Standard Rate
A2 size (420mm x 594mm)	1.22	0.06	1.28	Standard Rate
A3 size (297mm x 420mm) Black & White	0.33	0.02	0.35	Standard Rate
A3 size (297mm x 420mm) Colour	0.77	0.04	0.81	Standard Rate
A4 size (297mm x 210mm) Black & White	0.11	0.01	0.12	Standard Rate
A4 size (297mm x 210mm) Colour	0.22	0.01	0.23	Standard Rate
Administration charge *	8.94	0.06	9.00	Standard Rate
Adopted South East Lincolnshire Local Plan	93.46	4.54	98.00	Standard Rate
Postage & Packaging	6.62	1.72	8.34	Standard Rate
Copy of Tree Preservation Orders	0.00	0.00	0.00	Non-Business - No VAT
Copies of Local Development Schemes	20.53	1.47	22.00	Zero rated - 0%
If invoice is required for any of above services	6.51	0.33	6.84	VAT liability depends on the nature of the goods/service.
Administrative charge - Cheque payments, hard copy applications etc (see note)	26.00	1.00	27.00	Non-Business - No VAT
Handling fee for invalid planning application (Major development)	105.00	5.00	110.00	Non-Business - No VAT
Handling fee for invalid planning application (non-major development)	52.00	3.00	55.00	Non-Business - No VAT

*Where requests for documents/information exceed 30 minutes of Technical Support time, an admin handling charge is to apply at the discretion of the Planning Office Manager.

Planning Application Fees

		Charges 2025/26 £	Charges 2026/27 £	VAT Liability
Outline Planning Permission				
Site Area	Not more than 0.5 hectares	£588 for each 0.1 hectare (or part thereof)	£610 for each 0.1 hectare (or part thereof)	Non-Business - No VAT
	Between 0.5 hectares and 2.5	£635 for each 0.1 hectare (or part thereof)	£659 for each 0.1 hectare (or part thereof)	Non-Business - No VAT
	More than 2.5 hectares	£15,695 + £189 for each additional 0.1 hectare (or part thereof) in excess of 2.5 hectares Maximum fee of £205,943	£16291 + £196 for each additional 0.1 hectare (or part thereof) in excess of 2.5 hectares Maximum fee of £213,769	Non-Business - No VAT
The Erection of Building (not dwellinghouses)	Not more than 1 hectare	£588 for each 0.1 hectare (or part thereof)	£610 for each 0.1 hectare (or part thereof)	Non-Business - No VAT
	Between 1 hectare and 2.5 hectare	£635 for each 0.1 hectare (or part thereof)	£659 for each 0.1 hectare (or part thereof)	Non-Business - No VAT
	More than 2.5 hectares	£15,695 + £189 for each additional 0.1 hectare (or part thereof) in excess of 2.5 hectares Maximum fee of £205,943	£16291 + £196 for each additional 0.1 hectare (or part thereof) in excess of 2.5 hectares Maximum fee of £213,769	Non-Business - No VAT
Householder Applications				
Alterations / extensions to a single dwellinghouse, including works within boundary	Single dwellinghouse	528.00	548.00	Non-Business - No VAT
Works within /along the boundary of an existing dwellinghouse (excluding flats)		262.00	272.00	Non-Business - No VAT

		Charges 2025/26 £	Charges 2026/27 £	VAT Liability
Full Applications (and First Submissions of Reserved Matters; or Technical Details Consent)				
Alterations or extensions to existing dwellinghouses, including works within boundaries	Single dwellinghouse (or single flat)	528.00	548.00	Non-Business - No VAT
	2 or more dwellinghouses (or two or more flats)	1,043.00	1,083.00	Non-Business - No VAT
New Dwellinghouses	Not more than 10 new dwellinghouses	£588 for each dwellinghouse	£610 for each dwellinghouse	Non-Business - No VAT
	Between 10 and 50 dwellinghouses	£635 for each 0.1 hectare (or part thereof)	£659 for each 0.1 hectare (or part thereof)	Non-Business - No VAT
	More than 50 new dwellinghouses	£31,385 + £189 for each additional dwellinghouse in excess of 50 Maximum fee of £411,885	£32,578 + £193 for each additional dwellinghouse in excess of 50 Maximum fee of £420,390	Non-Business - No VAT
Erection of Buildings (<i>not dwellinghouses, agricultural, glasshouses, plant nor machinery</i>)				
Gross floor space to be created by development	No increase in gross floor space or no more than 40 sq. m	298.00	309.00	Non-Business - No VAT
	More than 40 sq. m but no more than 1,000 sq. m	£588 for each 75 square metres (or part thereof)	£610 for each 75 square metres (or part thereof)	Non-Business - No VAT
	Between 1,000 sq. m and 3,750 sq. m	£635 for each 75 square metres (or part thereof)	£659 for each 75 square metres (or part thereof)	Non-Business - No VAT
	More than 3,750 sq. m	£31,385 + £189 for each additional 75 square metres (or part thereof) in excess of £3,750 square metres Maximum fee of £411,885	£32,578 + £193 for each additional dwellinghouse in excess of 50 Maximum fee of £420,390	Non-Business - No VAT

		Charges 2025/26 £	Charges 2026/27 £	VAT Liability
The Erection of Buildings <i>(on land used for agriculture for agricultural purpose)</i>				
Gross floor space to be created by development	Not more than 465 sq. m	122.00	127.00	Non-Business - No VAT
	More than 465 sq. m but not more than 540 sq. m	588.00	610.00	Non-Business - No VAT
	More than 540 sq. m but not more than 1,000 sq. m	£588 for first 540 sq. m + £588 for each additional 75 sq. m in excess of 540 sq. m	£610 for first 540 sq. m + £610 for each additional 75 sq. m in excess of 540 sq. m	Non-Business - No VAT
	Between 1,000 sq. m and 4,215 sq. m	£5,077 for first 1,000 sq. m + £635 for each additional 75 sq. m in excess of 1,000 sq. m	£5,270 for first 1,000 sq. m + £659 for each additional 75 sq. m in excess of 1,000 sq. m	Non-Business - No VAT
	More than 4,215 sq. m	£31,385 + £189 for each additional 75 square metres (or part thereof) in excess of 4,215 square metres Maximum fee of £411,885	£32,578 + £193 for each additional dwellinghouse in excess of 50 Maximum fee of £420,390	Non-Business - No VAT
Erection of Glasshouses and Polytunnels <i>(on land used for the purposes of agriculture)</i>				
Gross floor space to be created by development	Not more than 465 sq. m	122.00	127.00	Non-Business - No VAT
	More than 465 sq. m but not more than 1,000 sq. m	3,280.00	3,405.00	Non-Business - No VAT
	1,000 sq. m or more	3,542.00	3,677.00	Non-Business - No VAT

		Charges 2025/26 £	Charges 2026/27 £	VAT Liability
Erection / Alterations / Replacement of Plant and Machinery				
Site area	Not more than 1 hectares	£588 for each 0.1 hectare (or part thereof)	£610 for each 0.1 hectare (or part thereof)	Non-Business - No VAT
	More than 1 hectare but not more than 5 hectares	£635 for each 0.1 hectare (or part thereof)	£659 for each 0.1 hectare (or part thereof)	Non-Business - No VAT
	More than 5 hectares	£31,385 + £189 for each additional 0.1 hectares (or part thereof) in excess of 5 hectares Maximum fee of £411,885	£32,578 + £193 for each additional dwellinghouse in excess of 50 Maximum fee of £420,390	Non-Business - No VAT
Applications other than Building Works				
Car parks, service roads, or other accesses	For existing uses	298.00	309.00	Non-Business - No VAT
Waste (Use of land for disposal of refuse or waste materials or deposit of material remaining after extraction or storage of minerals)				
Site area	Not more than 15 hectares	£321 for each 0.1 hectare (or part thereof)	£333 for each 0.1 hectare (or part thereof)	Non-Business - No VAT
	More than 15 hectares	£47,963 + £189 for each additional 0.1 hectare (or part thereof) in excess of 15 hectares Maximum fee of £107,090	£49,786 + £196 for each additional 0.1 hectare (or part thereof) in excess of 15 hectares Maximum fee of £111,159	Non-Business - No VAT
Operations connected with exploratory drilling for oil or natural gas				
Site area	Not more than 7.5 hectares	£698 for each 0.1 hectare (or part thereof)	£725 for each 0.1 hectare (or part thereof)	Non-Business - No VAT
	More than 7.5 hectares	£52,269 + £207 for each additional 0.1 hectare (or part thereof) in excess of 7.5 hectares. Maximum fee of £411,885	£54,255 + £215 for each additional 0.1 hectare (or part thereof) in excess of 7.5 hectares. Maximum fee of £427,537	Non-Business - No VAT

		Charges 2025/26 £	Charges 2026/27 £	VAT Liability
Operations (other than exploratory drilling) for the winning and working of oil or natural gas				
Site area	Not more than 15 hectares	£353 for each 0.1 hectare (or part thereof)	£366 for each 0.1 hectare (or part thereof)	Non-Business - No VAT
	More than 15 hectares	£52,886 + additional £207 for each 0.1 hectare in excess of 15 hectares Maximum fee of £107,090	£54,896 + additional £215 for each 0.1 hectare in excess of 15 hectares Maximum fee of £111,159	Non-Business - No VAT
Other operations (winning & working of minerals) excluding oil and natural gas				
Site area	Not more than 15 hectares	£321 for each 0.1 hectare (or part thereof)	£333 for each 0.1 hectare (or part thereof)	Non-Business - No VAT
	More than 15 hectares	£47,963 + additional £189 for each 0.1 hectare in excess of 15 hectares Maximum fee of £107,090	£49,786 + additional £196 for each 0.1 hectare in excess of 15 hectares Maximum fee of £111,159	Non-Business - No VAT
Other operations (not coming within any of the above categories)				
Site area	Any site area	£298 for each 0.1 hectare (or part thereof) Maximum fee of £2,578	£309 for each 0.1 hectare (or part thereof) Maximum fee of £2,676	Non-Business - No VAT
Lawful Development Certificates				
Existing use or operation		Same as Full	Same as Full	
Existing use or operation - lawful not to comply with any condition or limitation		298.00	309.00	Non-Business - No VAT
Proposed use or operation		Half the normal planning fee	Half the normal planning fee	Non-Business - No VAT
Prior Approval				
Larger Home Extensions (from 19 August 2019)		240.00	249.00	Non-Business - No VAT
Agriculture and Forestry buildings & operations		240.00	249.00	Non-Business - No VAT
Demolition of buildings		240.00	249.00	Non-Business - No VAT

		Charges 2025/26 £	Charges 2026/27 £	VAT Liability
Communications (previously referred to as 'Telecommunications Code Systems Operators')		588.00	610.00	Non-Business - No VAT
Change of use *refer to guidance		240.00	249.00	Non-Business - No VAT
Change of use of a building and any land within its curtilage from Commercial/Business/Serv ice (Use Class E) to Dwellinghouses (Use Class C3)		£250 for each dwellinghouse	£260 for each dwellinghouse	Non-Business - No VAT
Change of use including building operations * refer to guidance		516.00	536.00	Non-Business - No VAT
Collection facility within the curtilage of a shop		240.00	249.00	Non-Business - No VAT
Temporary Buildings or use associated with commercial Film-Making		240.00	249.00	Non-Business - No VAT
Non-Domestic Extensions, alterations etc		240.00	249.00	Non-Business - No VAT
Heritage and Demolition		240.00	249.00	Non-Business - No VAT
Renewable Energy		240.00	249.00	Non-Business - No VAT
Construction of new dwellinghouses	Not more than 10 dwellinghouses	£425 for each dwellinghouse	£441 for each dwellinghouse	Non-Business - No VAT
	Between 10 and 50 dwellinghouses	£459 for each dwellinghouse	£476 for each dwellinghouse	Non-Business - No VAT
	More than 50 Dwellinghouses	£22,688 + £137 for each dwellinghouse in excess of 50 Maximum fee of £411,885	£23,550 + £142 for each dwellinghouse in excess of 50 Maximum fee of £427,537	Non-Business - No VAT

		Charges 2025/26 £	Charges 2026/27 £	VAT Liability
Reserved Matters				
Application for approval of reserved matters following outline approval		Full fee due or if full fee already paid then £588 due	Full fee due or if full fee already paid then £610 due	Non-Business - No VAT
Approval / Variation / Discharge of Condition				
Application for removal or variation of a condition following grant of planning permission		**New Scale of charges introduced - see below**		Non-Business - No VAT
	Householder Development	86.00	89.00	Non-Business - No VAT
	Major Development	2,000.00	2,076.00	Non-Business - No VAT
	Any Other Case	586.00	608.00	Non-Business - No VAT
Request for confirmation that one or more planning conditions have been complied with		£86 per request for householder otherwise £298 per request	£89 per request for householder otherwise £309 per request	Non-Business - No VAT
Change of Use of a building to use as one or more separate dwellinghouses, or other cases				
Number of dwellinghouses	Not more than 10 dwellinghouses	£588 for each dwellinghouse	£610 for each dwellinghouse	Non-Business - No VAT
	Between 10 and 50 dwellinghouses	£635 for each dwellinghouse	659 for each dwellinghouse	Non-Business - No VAT
	More than 50 dwellinghouses	£31,385 + £189 for each additional dwellinghouse in excess of 50. Maximum fee of £411,885	£32,578 + £196 for each additional dwellinghouse in excess of 50. Maximum fee of £427,537	Non-Business - No VAT
Other Charges of Use of a building or land		588.00	610.00	Non-Business - No VAT

	Charges 2025/26 £	Charges 2026/27 £	VAT Liability
Advertising			
Relating to the business on the premises	168.00	174.00	Non-Business - No VAT
Advance signs which are not situated on or visible from the site, directing the public to a business	168.00	174.00	Non-Business - No VAT
Other advertisements	588.00	610.00	Non-Business - No VAT
Application for a Non-material Amendment Following a Grant of Planning Permission			
Applications in respect of householder developments	44.00	46.00	Non-Business - No VAT
Applications in respect of other developments	298.00	309.00	Non-Business - No VAT
Application for Permission in Principle			
Site area	£512 for each 0.1 hectare (or part thereof)	£531 for each 0.1 hectare (or part thereof)	Non-Business - No VAT
Application under Section 257 for diversion of Public Right of Way	£3,644 (Developer may be required to pay additional costs such as advertising)	£3,826 (Developer may be required to pay additional costs such as advertising)	Non-Business - No VAT
High Hedges Complaint	500.00	530.00	Non-Business - No VAT

NB: The above fees may change, as Central Government will release the formal legislation late March, new fees to commence 1 April 2026.

Planning Pre-Application

	Charges 2025/26	Proposed Increase 2026/27	Proposed Charges 2026/27	VAT Liability
	£	£	£	
Type Of Development				
Householder development including alterations and extensions.	102.00	5.00	107.00	Standard Rate
Change of use including siting of caravans.	239.00	12.00	251.00	Standard Rate
Development of 1-10 dwellings, or residential development on sites of less than 0.50 ha including changes of use to residential.	Based on no. of dwellings; £265 for 1st dwelling; plus £155 for each additional dwelling. Based on site area i.e. principle only, £265 for 0.1ha; plus £155 for each additional 0.1ha (or part thereof).	13.00 8.00 13.00 8.00	Based on no. of dwellings; £278 for 1st dwelling; plus £163 for each additional dwelling. Based on site area i.e. principle only, £278 for 0.1ha; plus £163 for each additional 0.1ha (or part thereof).	Standard Rate
Development of 11-50 dwellings, or residential development on sites of over 0.50 ha but less than 1.0 ha including changes of use to residential.	Based on no. of dwellings; £1,750 for the 11th dwelling plus £80 for each additional dwelling to a maximum of £3,000. Based on site area i.e. principle only; £1,750 for 0.5ha; plus £155 for each additional 0.1ha (or part thereof).	88.00 4.00 88.00 8.00	Based on no. of dwellings; £1,838 for the 11th dwelling plus £84 for each additional dwelling to a maximum of £3,000. Based on site area i.e. principle only; £1,838 for 0.5ha; plus £163 for each additional 0.1ha (or part thereof).	Standard Rate
Development of 51+ dwellings, or residential development on sites of more than 1.0 including changes of use to residential.	£4,165 Although Planning Performance Agreement encouraged.	210.00	£4,375 Although Planning Performance Agreement encouraged.	Standard Rate

	Charges 2025/26 £	Proposed Increase 2026/27 £	Proposed Charges 2026/27 £	VAT Liability
Non-residential development up to 499 square metres floor area or 0.50 hectare site area.	239.00	12.00	251.00	Standard Rate
Non-residential development of over 500 and 999 square metres floor area or between 0.51- and 1.0-hectares site area.	£295 for 500sqm or 0.5ha plus £150 for each additional 100m ² ; or £150 for each 0.1ha (or part thereof)	15.00 8.00 8.00	£310 for 500sqm or 0.5ha plus £158 for each additional 100m ² ; or £158 for each 0.1ha (or part thereof)	Standard Rate
Non-residential development of over 1000 and 4999 square metres floor area or between 1.1- and 2.0-hectares site area.	£1,050 for 1000m ² plus £150 for each additional 1000m ² or 0.1ha	53.00 8.00	£1,103 for 1000m ² plus £158 for each additional 1000m ² or 0.1ha	Standard Rate
Non-residential development of over 5000 square metres floor area or over 2.1 hectares site area.	£2,990 Although Planning Performance Agreement encouraged.	150.00	£3,140 Although Planning Performance Agreement encouraged.	Standard Rate
Alterations to non-residential development where no new floor area space is created.	121.00	6.00	127.00	Standard Rate
Listed Building Advice	144.00	7.00	151.00	Standard Rate
Variation or removal of planning conditions, Telecommunication Development, Advertisements,	96.00	5.00	101.00	Standard Rate
Hazardous Substances Consent	144.00	7.00	151.00	Standard Rate
Any other proposals not captured by the above	239.00	12.00	251.00	Standard Rate
Exemptions and Reductions				
Proposals by parish and town councils and non-profit making organisations	No Charge		No Charge	
Proposals relating to the needs of persons with disabilities.	No Charge		No Charge	
Proposals by registered social landlords	No Charge		No Charge	

	Charges 2025/26 £	Proposed Increase 2026/27 £	Proposed Charges 2026/27 £	VAT Liability
Where a proposal covers more than one category of development the highest of the relevant fees will be charged.				
Follow up enquiry including revised details to be charged at 50% of fee, if within 6 months of the original response				
<p>Fees for Planning Performance Agreements are negotiated on a case-by-case basis. The charges incurred are to be negotiated between the Council and the development proposer, following an initial understanding of both the scheme and the resource implications.</p> <p>The Council will seek to recover costs associated with the resourcing of the agreement (such as Officer time) and including fees incurred from specialists within and external to the Council as may be required. In addition, the fees will cover administration of the agreement but may exclude the costs associated with drawing up or signing the agreement depending on whether this is undertaken by the Council or the proposer.</p>				Standard Rate

S106 Monitoring Fees

	Charges 2025/26 £	Proposed Increase 2026/27 £	Proposed Charges 2026/27 £	VAT Liability
Development Size	Fee		Fee	
Minor Developments – less than 10 residential units and where the gross floor space to be built is up to 1,000 square metres, or where the site area is less than 1 hectare. Where the number of dwellings to be constructed or floor area proposed is not given in the application, a site area of less than 0.5 hectares is classed as a minor development.	1,825.00	91.00	1,916.00	
Small scale Major Developments – 10-199 residential units (inclusive) and where the gross floor space to be built is 1,000 – 9,999 square metres, or where the site area is 1 hectare and less than 2 hectares. Where the number of dwellings to be constructed or floor area proposed is not given in the application, a site area of between 0.5 hectares and less than 4 hectares is classed as a small-scale major development.	3,035.00	152.00	3,187.00	
Large scale Major Developments – 200 or more residential units and where the gross floor space to be built is 10,000 square metres or more, or where the site area is 2 hectares or more. Where the number of dwellings to be constructed or floor area proposed is not given in the application, a site area of 4 hectares or more is classed as a large-scale major development.	4,195.00	210.00	4,405.00	
Deeds of Variations – For all Deeds of Variation agreements.	440.00	22.00	462.00	
Confirmation of compliance with Section 106 planning obligations (desktop assessment) * per property	115.00	6.00	121.00	Non-Business - No VAT
Compliance checks on subsequent properties	28.50	1.50	30.00	Non-Business - No VAT
*Site Visit associated with Confirmation of Compliance with Section 106 planning obligations	121.50	6.50	128.00	Non-Business - No VAT

The above fees apply to all new S106 agreements from 1 December 2020. The monitoring fees will be in the form of an obligation which is payable to the Council within 14 days of completion of the legal agreement and will be non-refundable.

The Council seeks to support Registered Providers (RPs) who actively bring forward affordable housing schemes to meet the strategic and corporate aims of the council, and which seek to meet our identified housing need. Where RPs bring forward sites for 100% Affordable Housing

schemes, there are often no other obligations beyond the Affordable Housing as a result of the need to obtain grant funding from Homes England. In such cases the requirement for monitoring is much reduced, with the obligation securing the affordable housing in perpetuity. As the Council seeks to support Affordable Housing provision as a strategic aim, it is considered that a concession can be applied to certain schemes based on the following:

Monitoring fees for new agreements can therefore be reduced by 50%, when all the following are met:

- Where the scheme would only deliver Affordable Housing; and
- Where there are no other obligation requirements; and
- Where the scheme is brought forward by a Registered Provider or where evidence is provided that demonstrates one is on-board to deliver the scheme.

Where other obligation clauses are required, the aforementioned fees would apply. Additionally, the aforementioned reductions would not apply to Deeds of Variation which are to be retained at the aforementioned rate. All of the above will be reviewed

Planning Legal Fees and Charges

	Charges 2025/26	Proposed Increase 2026/27	Proposed Charges 2026/27
	£	£	£
Section 106 / Unilateral Undertaking	1,300.00	70.00	1,370.00
Deed of Variation / Deed of Release	675.00	30.00	705.00
Checking fee - Unilateral Undertaking for self-build	155.00	10.00	165.00

Biodiversity Net Gain

Difficulty as per highest recorded in metric	Time to complete (years)	Area of habitat (including length of linear features multiplied by 5m)								
		Small (<1 -10 ha)			Medium (11-20 ha)			Large (21-40 ha)		
Low	0	3,271.00	-	5,624.00	5,839.00	-	6,536.00	6,798.00	-	7,495.00
	1	3,395.00	-	5,844.00	6,068.00	-	6,793.00	7,066.00	-	7,792.00
	2	3,524.00	-	6,074.00	6,306.00	-	7,061.00	7,345.00	-	8,100.00
	3	3,658.00	-	6,313.00	6,553.00	-	7,340.00	7,636.00	-	8,422.00
	4	3,798.00	-	6,561.00	6,811.00	-	7,630.00	7,938.00	-	8,756.00
	5	3,944.00	-	6,820.00	7,079.00	-	7,932.00	8,252.00	-	9,104.00
Moderate	0	4,704.00	-	8,011.00	8,444.00	-	9,484.00	9,484.00	-	10,711.00
	1	4,885.00	-	8,328.00	8,777.00	-	9,860.00	9,860.00	-	11,138.00
	2	5,074.00	-	8,658.00	9,125.00	-	10,252.00	10,252.00	-	11,582.00
	3	5,270.00	-	9,001.00	9,487.00	-	10,660.00	10,660.00	-	12,044.00
	4	5,474.00	-	9,358.00	9,863.00	-	11,085.00	11,085.00	-	12,526.00
	5	5,687.00	-	9,730.00	10,250.00	-	11,527.00	11,527.00	-	13,027.00
High	0	5,450.00	-	9,700.00	10,230.00	-	11,457.00	11,741.00	-	12,968.00
	1	5,660.00	-	10,084.00	10,635.00	-	11,913.00	12,209.00	-	13,486.00
	2	5,879.00	-	10,484.00	11,057.00	-	12,387.00	12,695.00	-	14,025.00
	3	6,106.00	-	10,900.00	11,496.00	-	12,881.00	13,201.00	-	14,586.00
	4	6,342.00	-	11,334.00	11,954.00	-	13,395.00	13,728.00	-	15,170.00
	5	6,589.00	-	11,785.00	12,430.00	-	13,930.00	14,277.00	-	15,777.00
	Monitoring Report years	Low Difficulty			Moderate Difficulty			High Difficulty		
		1, 3, 5, 10, 15, 20, 25, 30			1, 2, 3, 4, 5, 10, 15, 20, 25, 30			1, 2, 3, 4, 5, 10, 15, 20, 25, 30		
	Scheduled LPA site visit years	Low Difficulty			Moderate Difficulty			High Difficulty		
		5, 15, 25, 30			2, 5, 15, 25, 30			1, 3, 5, 10, 15, 20, 25, 30		

Rational

Authorities are faced with significant cost burdens associated with fulfilling the Biodiversity Net Gain requirements. For example, LPAs are required to secure significant habitat creation or enhancement via a section 106 planning obligation with planning applicants, and they then have the responsibility to monitor these agreements to ensure that the agreed habitat targets and corresponding management and maintenance obligations are met over the 30-year BNG period. Herein, LPA staff must review habitat management and monitoring plans submitted by the applicant pre-

commencement and thereafter review the monitoring reports periodically submitted over this 30-year period. In addition, site visits by an authority ecologist to independently assess and verify the condition of habitats will also be periodically required over this 30 year period (e.g., every 5 years), and potential enforcement actions may also be required.

[To offset the costs associated with the BNG monitoring burden, national guidance states: “Local planning authorities can charge a monitoring fee though section 106 planning obligations, to cover the cost of monitoring and reporting on delivery of that section 106 agreement” \(Biodiversity net gain - GOV.UK\).](#)

Fee Determination

To help LPAs estimate the appropriate monitoring fees, Verna (<https://verna.earth/>) has developed a monitoring fee calculator tool, which an increasing number of authorities are using to provide an evidence base when determining fees. For example, the Central Lincs Partnership has published a BNG monitoring fee schedule, calculated using the tool above (available from: Biodiversity Net Gain (BNG) supporting documents | North Kesteven District Council), with fees ranging from £3,416 to £15,493. Note that the Verna calculator has the capacity to incorporate inflation into its estimates so that LPAs are not locking themselves into a deficit over the 30-year monitoring period required for securing BNG.

The fee calculation is based on inputting a combination of development site-specific features (e.g., size, technical difficulty of habitat creation/enhancement, years to complete habitat creation/enhancement), which are used to estimate the number of staff hours required for desktop review and site visits over the 30-year period. These are then combined with a series of agreed input values (e.g., subject to annual review), which include: percentage overheads, chargeable hours per year, inflation rate (e.g., 2%), additional costs to LPA per site, and management plan progress risk expressed as a % (e.g., 10%; LPAs assess the management plan and review progress reports on these plans. Should progress be slower than expected, additional monitoring may be required/agreed. This 10% takes this risk into account).

Homeless Hostel Rent and Charges

	Charges 2025/26	Proposed Increase 2026/27	Proposed Charges 2026/27	VAT Liability
	£	£	£	
Service Charge (Heating, Lighting, water) - 1 bed	32.20	3.80	36.00	Exempt - No VAT
Rent charge (including support) - 1 bed	93.80	1.11	94.91	Exempt - No VAT
Service Charge (Heating, Lighting, water) - 2 bed	42.63	8.37	51.00	Exempt - No VAT
Rent charge (including support) - 2 bed	118.37	4.88	123.25	Exempt - No VAT
Service Charge (Heating, Lighting, water) - 3 bed	54.12	11.88	66.00	Exempt - No VAT
Rent charge (including support) - 3 bed	148.88	1.73	150.61	Exempt - No VAT
Service Charge (Heating, Lighting, water) - 4 bed	67.31	13.69	81.00	Exempt - No VAT
Rent charge (including support) - 4 bed	177.69	3.69	181.38	Exempt - No VAT
LAHF accommodation - 2 bed	135.13	6.48	141.61	Exempt - No VAT
LAHF accommodation - 3 bed	163.75	7.86	171.61	Exempt - No VAT
LAHF accommodation - 4 bed	199.08	9.55	208.63	Exempt - No VAT
Bed and Breakfast	46.30	0.00	46.30	Exempt - No VAT

First Homes

	Charges 2025/26	Proposed Increase 2026/27	Proposed Charges 2026/27	VAT Liability
	£	£	£	
First home application processing fee	243.38	12.22	255.60	Non-Business - No VAT

Housing Standards Fees and Charges

	Charges 2025/26	Proposed Increase 2026/27	Proposed Charges 2026/27	VAT Liability
	£	£	£	
Housing Act 2004 - Part 1: Enforcement Notices and Orders				
Hazard Awareness Notice (Owner Occupier)- (for one hazard)	0.00	255.00	255.00	Exempt - No VAT
Hazard Awareness Notice (Owner Occupier)- (for each additional hazard included within the Notice)	0.00	70.00	70.00	Exempt - No VAT
Hazard Awareness Notice (private rented sector) – (for one hazard)	110.30	144.70	255.00	Exempt - No VAT
Hazard Awareness Notice (private rented sector) – (for each additional hazard included within the Notice)	0.00	70.00	70.00	Exempt - No VAT
Improvement Notice; Prohibition Order; Demolition Order, Notice of Emergency Remedial Action, Emergency Prohibition Order - (for one hazard)	242.80	12.20	255.00	Exempt - No VAT
Improvement Notice; Prohibition Order; Demolition Order, Notice of Emergency Remedial Action, Emergency Prohibition Order- (for each additional hazard included within the Notice / Order)	66.20	3.80	70.00	Exempt - No VAT
Housing Act 2004 - Part 2: House in Multiple Occupation (HMO) Licensing				
Process of initial application cost - Part 1	528.50	-528.50	0.00	Non-Business - No VAT
Post approval application cost - Part 2	517.50	-517.50	0.00	Non-Business - No VAT
New Licence – initial application and processing (Part 1)	0.00	300.00	300.00	Non-Business - No VAT
New Licence – per unit of accommodation (Part 2)	0.00	150.00	150.00	Non-Business - No VAT
Renewal of existing Licence – initial application and processing (Part 1)	0.00	300.00	300.00	Non-Business - No VAT
Renewal of existing Licence – per unit of accommodation (Part 2)	0.00	150.00	150.00	Non-Business - No VAT
Printed copy of Public Register of Licensable HMOs	0.00	60.00	60.00	Non-Business - No VAT

	Charges 2025/26 £	Proposed Increase 2026/27 £	Proposed Charges 2026/27 £	VAT Liability
Housing Act 2004 – Part 7: Financial (Civil) Penalty Notices (Maximum £30,000)				
Previous scoring method is replaced with the below fees				
Mild	0.00	2,500.00	2,500.00	Exempt - No VAT
Moderate	0.00	7,500.00	7,500.00	Exempt - No VAT
Serious	0.00	12,500.00	12,500.00	Exempt - No VAT
Very Serious	0.00	17,500.00	17,500.00	Exempt - No VAT
Severe	0.00	22,500.00	22,500.00	Exempt - No VAT
Very Severe	0.00	27,500.00	27,500.00	Exempt - No VAT
Energy Efficiency (Private Rented Property) (England and Wales) Regulations 2015: Penalty Notices (MAXIMUMS LISTED BELOW)				
Failure to comply with Compliance Notice- first occasion (maximum £2,000)	500.00	0.00	500.00	Exempt - No VAT
Failure to comply with Compliance Notice - second occasion (maximum £2,000)	1,000.00	0.00	1,000.00	Exempt - No VAT
Failure to comply with Compliance Notice - third and subsequent occasion (maximum £2,000)	1,500.00	500.00	2,000.00	Exempt - No VAT
Where the landlord has registered false or misleading information - first occasion (maximum £1,000)	500.00	0.00	500.00	Exempt - No VAT
Where the landlord has registered false or misleading information - second occasion (maximum £1,000)	750.00	0.00	750.00	Exempt - No VAT
Where the landlord has registered false or misleading information - third and subsequent occasions (maximum £1,000)	1,000.00	0.00	1,000.00	Exempt - No VAT
Where a landlord has let a property in contravention to regulations for less than 3 months - first occasion (maximum £2,000)	1,000.00	0.00	1,000.00	Exempt - No VAT
Where a landlord has let a property in contravention to regulations for less than 3 months - second occasion (maximum £2,000)	1,500.00	0.00	1,500.00	Exempt - No VAT
Where a landlord has let a property in contravention to regulations for less than 3 months - third and subsequent occasions (maximum £2,000)	2,000.00	0.00	2,000.00	Exempt - No VAT
Where a landlord has let a property in contravention to regulations for more than 3 months - first occasion (maximum £4,000)	1,500.00	0.00	1,500.00	Exempt - No VAT

	Charges 2025/26	Proposed Increase 2026/27	Proposed Charges 2026/27	VAT Liability
	£	£	£	
Where a landlord has let a property in contravention to regulations for more than 3 months - second occasion (maximum £4,000)	2,500.00	0.00	2,500.00	Exempt - No VAT
Where a landlord has let a property in contravention to regulations for more than 3 months - third and subsequent occasions (maximum £4,000)	4,000.00	0.00	4,000.00	Exempt - No VAT
The Electrical Safety Standards in Private Rented Sector (England) Regulations 2020 (MAXIMUM £30,000)				
Failure to comply with Regulation 3 - first occasion	1,000.00	4,000.00	5,000.00	Exempt - No VAT
Failure to comply with Regulation 3 - second occasion	2,500.00	5,000.00	7,500.00	Exempt - No VAT
Failure to comply with Regulation 3 - third and subsequent occasions	5,000.00	5,000.00	10,000.00	Exempt - No VAT
Failure to carry out Urgent Remedial action within the specified period - first occasion	3,000.00	4,500.00	7,500.00	Exempt - No VAT
Failure to carry out Urgent Remedial action within the specified period - second occasion	6,000.00	4,000.00	10,000.00	Exempt - No VAT
Failure to carry out Urgent Remedial action within the specified period - third and subsequent occasions	10,000.00	5,000.00	15,000.00	Exempt - No VAT
Smoke and Carbon Monoxide Alarm (England) Regulations 2015 (MAXIMUM £5,000)				
Installation of alarms – 1 to 3 alarms	0.00	400.00	400.00	Exempt - No VAT
Installation of alarms – 4 or more alarms	0.00	500.00	500.00	Exempt - No VAT
Failure to comply with Remedial Notice – first occasion	0.00	1,000.00	1,000.00	Exempt - No VAT
Failure to comply with Remedial Notice – second occasion	0.00	2,500.00	2,500.00	Exempt - No VAT
Failure to comply with Remedial Notice – third and subsequent occasions	0.00	5,000.00	5,000.00	Exempt - No VAT
Redress scheme for Lettings Agency Work and Property Management Work Order 2014 (Maximum £5,000)				
Failure to comply - first occasion	0.00	1,000.00	1,000.00	Exempt - No VAT
Failure to comply - second occasion	0.00	2,500.00	2,500.00	Exempt - No VAT
Failure to comply - third and subsequent occasions	0.00	5,000.00	4,000.00	Exempt - No VAT

	Charges 2025/26	Proposed Increase 2026/27	Proposed Charges 2026/27	VAT Liability
	£	£	£	
Other Housing Standards Charges				
Property inspection and report (per hour)	104.80	-104.80	Removed	Exempt - No VAT
Immigration inspections – property inspection	0.00	125.00	125.00	Exempt - No VAT
Works in default hourly administration charge	0.00	35.00	35.00	Exempt - No VAT

Civic and Electoral

	Charges 2025/26	Proposed Increase 2026/27	Proposed Charges 2026/27	VAT Liability
	£	£	£	
Meeting Room hire				
Hire of Council Chamber (Per hour)	25.80	1.30	27.10	Standard Rate
Hire of Meeting Room (Per hour)	25.80	1.30	27.10	Standard Rate
Hire of Committee Room (Per hour)	25.80	1.30	27.10	Standard Rate
Hire of Haven Room (Per hour)	12.80	0.65	13.45	Standard Rate
Hire of Maud Foster (Per hour)	12.80	0.65	13.45	Standard Rate
Refreshments at meetings (Per serving)	18.30	0.90	19.20	Standard Rate
Sale of Electoral Registers				
Data format				
Full register – data format (fee shown plus £1.50 per 1,000 entries)	20.00	0.00	20.00	Exempt - No VAT
Overseas electors list – data format (fee shown plus £1.50 per 1,000 entries)	20.00	0.00	20.00	Exempt - No VAT
Edited register – data format (fee shown plus £1.50 per 1,000 entries)	20.00	0.00	20.00	Exempt - No VAT
Marked registers – data format (fee shown plus £1.00 per 1,000 entries)	10.00	0.00	10.00	Exempt - No VAT
Printed format				
Full register – printed format (fee shown plus £5.00 per 1,000 entries)	10.00	0.00	10.00	Exempt - No VAT
Overseas electors list – printed format (fee shown plus £5.00 per 1,000 entries)	10.00	0.00	10.00	Exempt - No VAT
Edited register – printed format (fee shown plus £5.00 per 1,000 entries)	10.00	0.00	10.00	Exempt - No VAT
Marked registers – printed format (fee shown plus £2.00 per 1,000 entries)	10.00	0.00	10.00	Exempt - No VAT

Digital Display Advertising Income

	Charges 2025/26	Proposed Increase 2026/27	Proposed Charges 2026/27	VAT Liability
	£	£	£	
Community Group/Charity/not for profit - based within the Borough				
First advert in a quarter	0.00	0.00	0.00	Standard Rate
Additional adverts (per screen) in each quarter	20.00	1.00	21.00	Standard Rate
Community groups/charity/not for profit - based outside the Borough (price per screen)				
Advert shown up to 1 month	20.00	1.00	21.00	Standard Rate
Advert shown for 1-3 months	50.00	2.50	52.50	Standard Rate
Advert shown for 6-3 months	120.00	6.00	126.00	Standard Rate
Advert shown for 6-12 months	250.00	12.50	262.50	Standard Rate
Business within the Borough (price per screen)				
Advert shown up to 1 month	50.00	2.50	52.50	Standard Rate
Advert shown for 1-3 months	120.00	6.00	126.00	Standard Rate
Advert shown for 3-6 months	250.00	12.50	262.50	Standard Rate
Advert shown for 6-12 months	400.00	20.00	420.00	Standard Rate
Business outside the Borough (price per screen)				
Advert shown up to 1 month	80.00	4.00	84.00	Standard Rate
Advert shown for 1-3 months	200.00	10.00	210.00	Standard Rate
Advert shown for 3-6 months	350.00	17.50	367.50	Standard Rate
Advert shown for 6-12 months	500.00	25.00	525.00	Standard Rate

Princess Royal Sports Arena

	Proposed Charges 2026/27 £
Swimming	
Swimming Adult	6.60
Swimming Child	4.40
Swimming Family	18.20
Swimming Disabled	4.75
Aqua Group Ex Class	7.70
Lane Hire - 30min	42.00
Studio Hire	
Studio - Group Ex Class	7.70
Studio Hire - 60min	54.50
Studio Hire - 30min	35.50
Gym	
Gym Adult Session	10.00
Gym Junior Session	4.75
Hall Activities	
Hall Badminton	11.00
Hall Badminton - (Member 33% discount)	7.35
Hall Table Tennis	11.00
Hall Table Tennis (Member 33% discount)	7.35
Hall Pickleball	11.00
Hall Pickleball Member 33% discount)	7.35
Hall 5-a-Side Pitch - 60mins	43.00
Hall 3G Pitch - 60mins	35.00
Hall Whole Hire - 60mins	110.00
Indoor Track Hire - 60mins	34.00

	Proposed Charges 2026/27 £
Athletics Track	
Track Use - Adult	7.30
Track Use - Junior	6.25
Outdoor Track Full Hire - 60mins daytime	81.00
Outdoor Track Full Hire - 60mins with lights	82.50
Athletics Mezzanine - full day	68.00
Adult Memberships	
Adult 12m Fixed Contract DD	26.45
Adult 12m Fixed Contract Premium DD	33.95
Adult Flexi 30 Day Contract DD	32.45
Adult Flexi 30 Day Contract Premium DD	39.95
Adult Corporate Membership DD	29.00
Adult Annual Membership	281.00
Adult Annual Membership Premium	367.00
Student/Junior Memberships	
Junior Flexi 30 Day Contract DD	19.00
Student Flexi 30 Day Contract DD	23.00
Swimming Lesson DD	
Swimming Lesson Group DD	37.00
Swimming Lesson 1:2:1 DD	97.50
Swimming Lesson 2:2:1 DD	61.00
Swimming Lessons Parent and Baby	29.50

Boston Leisure Centre

	Proposed Charges 2026/27 £
Fitness - Group Exercise	
Adult	8.00
Aquafit Adult	8.60
Group Training Classes	8.00
Group Training Student	6.00
Group Cycle Adult	8.00
Group Cycle Adult Student	6.00
Fitness - Gym	
Casual Gym Adult	11.50
Casual Gym Student	10.00
Casual Gym Concession	6.50
Induction Adult	11.30
Joining Fee	10.50
Adult	1.00
Concession	1.00
Swimming	
Intensive lessons (30 minutes x 4)	24.00
Swim lessons	25.50
Parent and Child Lessons	21.00
Swim & Sauna Adult	8.30
Adult Swim	5.40
Junior Swim	3.70
Family Swim	14.50
Lane Hire Adult - weekday	6.80

	Proposed Charges 2026/27 £
Swimming (continued)	
Lane Hire Adult - weekends	10.50
Learner Pool Hire Adult weekday	34.00
Learner Pool Hire Adult weekend	51.00
Schools Small 1-15 pupils 25mins	37.75
Schools Medium 16-25 pupils 25mins	59.25
Schools Large 28-40 pupils 25mins	86.20
Schools Extra Large 41-60 pupils 25mins	102.50
Swim & Sauna Adult	8.30
Swim & Sauna Student	7.50
Swim Concession	4.30
Under 5's Total	1.00
Spectator	1.00
Fitness	
Health and Fitness Full Access Annual	329.45
Health and Fitness Full Access Annual Concession	263.45
Health and Fitness Full Access Flexi Premium	37.45
Health and Fitness Full Access Flexi	29.95
GP Referral 12 weeks	0.00
Corporate	25.00
Student	22.95

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South & East Lincolnshire Councils Partnership

Partnership Alignment and Delivery Plan 2026/27

Golden Thread



Partnership's Sub-regional Strategy priorities

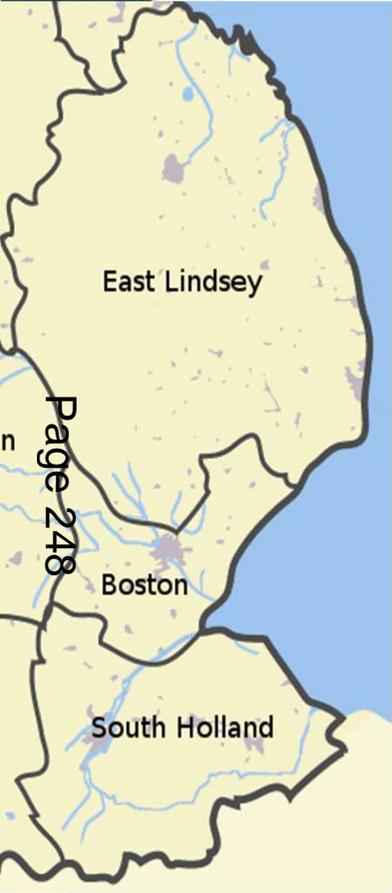


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South & East Lincolnshire Councils Partnership



Our Partnership's Sub-regional Strategy can be viewed at www.selcp.co.uk/SRS



Purpose of this Plan and tracking



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South & East Lincolnshire Councils Partnership

The Partnership needs to agree a programme of work annually for the following key reasons:

- To provide direction for Members and Officers;
- To deliver on the agreed Partnership priorities, both financial and non-financial; and
- To help direct and manage resources effectively and efficiently across the Partnership.

Note:

1. The Alignment and Delivery Plan sets out projects that Members support the principle of progressing. Some projects will require further decision making as they come forward.
2. Whilst most projects are allocated to a specific Directorate in this plan, many projects involve cross-Directorate working to facilitate their delivery.
3. Some projects span multiple financial years.

Action Status	
Completed	C
Not started	NS
On plan	
Off plan but mitigation in place to get back on plan	
Off plan and no mitigation	



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South & East Lincolnshire Councils Partnership

Strategic Partnership deliverables (1 of 3)

Project title	Purpose	Project type	Strategic Priority	Delivery by date	Saving (-) / cost (+)	Priority Board	Assistant Director	Tracking
Local Government Re-organisation	Facilitate next steps linked to Local Government Reorganisation once Government decision is made on direction of travel, including necessary internal communications with Members and officers.	Partnership	Partnership	2028	TBC	N/A	Corporate	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Internal Drainage Board Levy	Continue to lead the LGA Special Interest Group to lobby for a new funding approach to Internal Drainage Boards.	Partnership	Partnership	Ongoing	Seeking to secure increased grant income	N/A	Corporate	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Implementation of Renters Rights Act 2025	Implementation of phase 1 of the Renters Rights Act 2025 to support improvements to the Private Rented Sector across South and East Lincolnshire.	Partnership	Healthy Lives/Safe and Resilient	Ongoing	TBC	Healthy Living	Communities and Housing Services	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Community Safety Partnership Activity	Work with our partners to tackle crime and disorder, focusing on reducing Anti-Social Behaviour, raising awareness of hate crime and reporting, increasing the safety of our streets with a focus on the safety of women and girls; and supporting those most vulnerable in our communities as defined by our South and East Lincolnshire Community Safety Partnership's Priorities and associated action plan.	Partnership	Safe and Resilient	2028	N/A	Safer Communities	Communities and Housing Services	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Healthy Living Activity	Work with our partners across the health system to ensure earlier interventions for our residents are in place, focusing on improving mental and physical wellbeing across the sub region as defined in our Health Living Board's Priorities and associated action plan.	Partnership	Healthy Lives	Ongoing	N/A	Healthy Lives	Communities and Housing Services	
Commentary: <i>*briefly explain the tracking status if off track</i>								

Strategic Partnership deliverables (2 of 3)



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South & East Lincolnshire Councils Partnership

Project title	Purpose	Project type	Strategic Priority	Delivery by date	Saving (-) / cost (+)	Priority Board	Assistant Director	Tracking
Crisis and Resilience Fund	Support the development of Lincolnshire delivery of national scheme and ensure equitable access to resilience funding for third sector, transition from Discretionary Housing Payments and Household Support Fund	Partnership	Healthy Lives	26-29	TBC	Healthy Lives	Communities and Housing Services	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Lincolnshire Digital Inclusion Strategy	Strategic county wide support and local delivery of the Lincolnshire Digital Health and Social Care Digital Inclusion Strategy.	Partnership	Healthy Lives	26/27	N/A	Healthy Lives	Communities and Housing Services	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Rough Sleeper Service	In consultation with MHCLG, implement a partnership wide service that provides support to those sleeping rough or at risk of sleeping rough. Subject to Government Funding and criteria.	Partnership	Healthy Lives	26/27	N/A	Healthy Lives	Communities and Housing Services	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Environment Act 2021 – Waste Collection	Implement the waste collection requirements for ‘Simpler Recycling’ under the Environment Act across the Partnership.	Legislative	Environment	Q4 26/27	TBC	Environment	Neighbourhoods	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Transition to new local growth funds post UKSPF	Consider arrangements in terms of prioritisation and maximisation of growth funds invested in SELCP area. This is likely to include positioning with the GLCCA around aligned investment priorities.	Partnership	Growth and Prosperity	Q2 26/27	TBC	Growth and Prosperity	Strategic Growth and Development	
Commentary: <i>*briefly explain the tracking status if off track</i>								



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South & East Lincolnshire Councils Partnership

Strategic Partnership deliverables (3 of 3)

Project title	Purpose	Project type	Strategic Priority	Delivery by date	Saving (-) / cost (+)	Priority Board	Assistant Director	Tracking
Destination Management Plan	Consultation and adoption of a Destination Management Plan for 2026-2030	Partnership	Growth & Prosperity	Q2 26/27	N/A	Growth and Prosperity	Culture & Regeneration	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Storytellers National Portfolio Organisation	Delivery of the first extension year of the National Portfolio Organisation programme funded by the Arts Council.	Partnership	Healthy Lives / Safe & Resilient	Q4 26/27	N/A	Growth and Prosperity	Culture & Regeneration	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Strategic Events Programme	Development of events strategy and annual programme of events aligned to key deliverables and outcomes.	Partnership	Growth & Prosperity / Safe & Resilient	Q2 26/27	N/A	Growth and Prosperity	Culture & Regeneration	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Implementation of National Planning changes	Implement any changes required from updated national guidance and primary/secondary legislation.	Legislative	Growth and Prosperity	Ongoing	N/A	Growth and Prosperity	Planning	
Commentary: <i>*briefly explain the tracking status if off track</i>								

Corporate deliverables (1 of 4)



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South & East Lincolnshire Councils Partnership

Project title	Purpose	Project type	Strategic Priority	Delivery by date	Saving (-) / cost (+)	Directorate	Assistant Director	Tracking
Future ICT infrastructure	Scope the future ICT infrastructure specification for the Partnership once the direction of travel on Local Government Re-organisation is known.	Digital	Efficient and Effective	Q2 26/27	N/A	Chief Executive's	Corporate (Chief Delivery Officer)	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Uniform	Complete Uniform roll out across the Councils.	Digital	Efficient and Effective	Q3 26/27	Partnership -£514,679 (project total)	Chief Executive's	Corporate/Regulatory/Planning	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Workforce Development Strategy	Refresh the Strategy making sure we focus on supporting the workforce as we progress towards LGR. Work already commenced.	People	Efficient and Effective	Q2 26/27	N/A	Chief Executive's	Corporate	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Employment Bill	Consider the implications of the employment bill – policy development, training.	People	Efficient and Effective	Ongoing	N/A	Chief Executive's	Corporate (Head of HR)	
Commentary: <i>*briefly explain the tracking status if off track</i>								

Corporate deliverables (2 of 4)



served by One Team

South & East Lincolnshire Councils Partnership

Project title	Purpose	Project type	Strategic Priority	Delivery by date	Saving (-) / cost (+)	Directorate	Assistant Director	Tracking
Street Scene Software Alignment	Deliver alignment of Street Scene software. <i>From previous ADPs</i>	ICT Project	Efficient and Effective	Q4 26/27	TBC	Communities	Neighbourhoods	
Commentary: <i>Delayed due to need for group manager position to be in place and lead</i>								
Building Safety Levy	Implement the requirements of the building safety levy to ensure that we have systems, procedures and processes in place by anticipated go live October 2026	Partnership	Efficient and Effective	Q3 26/27	£219k new burdens	Communities	Regulatory	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Culture & Regeneration / Economic Development Service Review	Implement the Culture & Regeneration / Economic Development Service Review	Service Review	Efficient and Effective	Q1 26/27	TBC	Economic Growth	Culture & Regeneration / Strategic Growth and Development	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Deliver a sub-regional Leisure Offer	Deliver the outcomes of the leisure service tender and implement the Agency Agreement for each Council across the sub-region.	Service Review	Efficient and Effective / Healthy Lives	2026/27 Q2 – SHDC Q4 – BBC 2027/28 Q4 – ELDC	Average PA SHDC -£339k BBC -£610k ELDC -£1m (27/28)	Programme Delivery	Leisure and Local Services	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Homelessness and Rough Sleeping Strategy	Development and approval of a Homelessness and Rough Sleeping Strategy to ensure shared understanding of priorities and actions required	People	Efficient and Effective / Healthy Lives	Q4 26/27	TBC	Communities	Communities and Housing Services	
Commentary: <i>*briefly explain the tracking status if off track</i>								

Corporate deliverables (3 of 4)



served by One Team

South & East Lincolnshire Councils Partnership

Project title	Purpose	Project type	Strategic Priority	Delivery by date	Saving (-) / cost (+)	Directorate	Assistant Director	Tracking
Carbon Reduction Plans	To establish governance arrangements that ensure the carbon footprint and the carbon reduction plan at each Council are reviewed and refreshed annually by scrutiny committee/panel.	Efficient and Effective	Efficient and Effective / Environment	Q2 26/27	N/A	Communities	Regulatory	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Health and Safety Culture	Consider adjustments necessary to our H&S working arrangements to deliver sustained improvement to practice and culture	People	Efficient and Effective	Q2 26/27	N/A	Communities	Regulatory	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Tree Management Policy	To establish a policy for the management of trees the councils are directly responsible for in BBC and SHDC, building on ELDC's current policy. This policy will include tree maintenance and tree risk management.	Partnership	Efficient and Effective	Q2 26/27	TBC	Communities	Neighbourhoods	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Transition to future Business Advisory Support models for the SELCP	With Grants4Growth and Advice4Growth (the SELCP's own business support programme) likely to end in March 2026, oversee and lead the transition to a new business support model.	Partnership	Efficient and Effective / Growth and Prosperity	Q2 26/27	TBC	Economic Growth	Strategic Growth and Development	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Energy Redress Scheme	To explore options to extend funding arrangements for the home energy advice service when the 2-year funding round expires in March 2027	Communities	Efficient and Effective / Healthy Lives	Q4 26/27	NA	Communities	Regulatory	
Commentary: <i>*briefly explain the tracking status if off track</i>								

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Corporate deliverables (4 of 4)



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South & East Lincolnshire Councils Partnership

Project title	Purpose	Project type	Strategic Priority	Delivery by date	Saving (-) / cost (+)	Directorate	Assistant Director	Tracking
Terrorism (Protection of Premises) Act 2025 (Martyn's Law)	Implement the requirements of the Terrorism (Protection of Premises) Act 2025 in respect to all council managed venues and events. This will include the development of policy.	Communities	Efficient and Effective / Healthy Lives/Safe and resilient	Q4 26/27	TBC	Communities	Communities and Housing Services	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Supported Housing Regulatory Oversight Act 2023	Implement the requirements of the Regulatory Reforms for Supported Accommodation jointly with other partners, as appropriate.	Communities	Efficient and Effective / Healthy Lives	26/27	TBC	Communities	Communities and Housing Services	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Contract Review	Undertake a review of priority contracts that are due to expire and consider options going forward.	Service Review	Efficient and Effective	Q2 26/27	TBC		All	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Cultural contract	Deliver a review of the ELDC cultural contract with Magna Vitae to see whether it may be expanded within SELCP to deliver better cultural outcomes. This could include the operation of cultural venues such as the South Holland Centre.	Service Review	Efficient and Effective / Growth and Prosperity	Q2 26/27	TBC	Economic Growth	Culture and Regeneration	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Programme Management Office (PMO)	Establish a partnership-wide consistent PMO function to provide strategic co-ordination, governance and assurance for all externally funded programmes across the Partnership, ensuring that funding is aligned to shared priorities and managed compliantly.	Partnership	Efficient and Effective	Q2 26/27	TBC	Economic Growth	Culture & Regeneration	
Commentary: <i>*briefly explain the tracking status if off track</i>								

Local deliverables – Boston (1 of 3)

Project title	Purpose	Project type	Delivery by date	Saving (-) / cost (+)	Portfolio Holder	Directorate	Assistant Director	Tracking
Community Governance Review	Complete the Community Governance Review in relation to arrangements in Boston town.	Efficient and Effective	Q1	TBC	Leader	Chief Executives	Governance	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Leisure Tender	Oversee the implementation of the SELCP Leisure Tender contract award and complete requisite leases in respect of BLC and PRSA.	Efficient and Effective	Q4 26/27	TBC	Leisure	Programme Delivery	Leisure and Local Services	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Social Isolation Support	To work with partners and charities to develop a local response to address social isolation.	Local	Q4 26/27	N/A	Communities	Communities	Communities and Housing Services	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Place Partnerships (Active Lincolnshire)	Working with Active Lincolnshire and health system partners to deliver a programme of activity that focuses on the health and wellbeing of Boston communities.	Local	Q4 26/27	N/A	Communities	Communities	Communities and Housing Services	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Boston Guildhall	Delivery of a programme of exhibitions ensuring maximum audience engagement.	Local	Q4 26/27	N/A	Communities	Communities	Communities and Housing Services	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Pride in Place	Delivery of the initial 4-year regeneration plan of the 10-year programme.	Local projects	Q4 26/27	N/A	Deputy Leader	Economic Growth	Culture & Regeneration	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Boston 2030	Work with partners locally, regionally, nationally and internationally to prepare for the celebrations in 2030.	Cross Cutting	Q4 26/27	N/A	Culture	Economic Growth	Culture & Regeneration	
Commentary: <i>*briefly explain the tracking status if off track</i>								

Local deliverables – Boston (2 of 3)



served by One Team

Project title	Purpose	Project type	Delivery by date	Saving (-) / cost (+)	Portfolio Holder	Directorate	Assistant Director	Tracking
Rosegarth Square	Complete the former 'Crown House' redevelopment to complete the overarching Rosegarth Square regeneration scheme.	Regeneration	Q4 26/27	Externally funded capital. Income of c. £100k per annum	Leader	Programme Delivery	Strategic Projects	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Boston Leisure Centre	To complete the redevelopment of the Boston Leisure Centre.	Regeneration	Q4 26/27	Externally funded capital + up to £4.7m of BBC capital	Heritage, Culture and Tourism.	Programme Delivery	Strategic Projects	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Empty Homes	To establish a practical approach to tackling empty homes across the Boston Borough, in line with the recently adopted Empty Homes Policy. This will include the development and introduction of a scoring and rating matrix to prioritise the properties of greatest concern to the Council.	Local	Q4 26/27	TBC	Housing	Communities	Communities and Housing Services	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Deliver the Boston Sponsorship initiative	Deliver a programme of activity to maximise income from sponsorship activity.	Local	Q4 26/27 review point	TBC	Leader	Economic Growth	Strategic Growth and Development	
Commentary: <i>*briefly explain the tracking status if off track</i>								

Local deliverables – Boston (3 of 3)



served by One Team

South & East Lincolnshire Councils Partnership

Project title	Purpose	Project type	Delivery by date	Saving (-) / cost (+)	Portfolio Holder	Directorate	Assistant Director	Tracking
Local Plan	Scoping for review of the Local Plan in context of emerging legislation.	Legislative	Q4 26/27	£500k	Planning	Economic Growth	Planning	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Digital sector inward investment proposition	Deliver a package of activity designed to support and stimulate investment in the digital economy across Boston Borough.	Local	End of Q1 26/27	N/A	Economic Growth	Economic Growth	Strategic Growth and Development	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Pride in Place Impact Fund	Delivery of the £1.5m Impact Fund for the borough.	Local projects	Q4 26/27	N/A	Deputy Leader	Economic Growth	Culture & Regeneration	



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South & East Lincolnshire Councils Partnership

Local deliverables – East Lindsey (1 of 4)

Project title	Purpose	Project type	Delivery by date	Saving (-) / cost (+)	Portfolio Holder	Directorate	Assistant Director	Tracking
Community Focus – East Lindsey Investment Fund	Deliver a range of community focused projects through the East Lindsey Investment Fund.	Local	Q4 2027	N/A	Cross-cutting	Communities	Communities and Housing Services	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Age Friendly Baseline Assessment implementation/ action plan delivery	Review and update the local delivery plans to reflect the current position, services and needs of older residents.	Local	Q4 26/27	N/A	Communities	Communities	Communities and Housing Services	
Commentary: <i>*briefly explain the tracking status if off track</i>								
CODE – Justice in Motion	Delivery of workshops and physical theatre-based performance to engage with 12+ year olds to shine a light on issues of exploitation, county lines and knife crime.	Local	Q4 26/27	N/A	Communities	Communities	Communities and Housing Services	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Lincolnshire Wellbeing Service	Delivery of phase 2 of the Lincolnshire Wellbeing Service Contract.	Local	Q4 26/27	N/A	Communities	Communities	Communities and Housing Services	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Place Partnerships (Active Lincolnshire)	Working with Active Lincolnshire and health system partners to deliver a programme of activity that focuses on the health and wellbeing of East Lindsey communities.	Local	Q4 26/27	N/A	Communities	Communities	Communities and Housing Services	
Commentary: <i>*briefly explain the tracking status if off track</i>								

Local deliverables – East Lindsey (2 of 4)



served by One Team

South & East Lincolnshire Councils Partnership

Project title	Purpose	Project type	Delivery by date	Saving (-) / cost (+)	Portfolio Holder	Directorate	Assistant Director	Tracking
Skegness Pride in Place	Delivery of the initial 4-year regeneration plan of the 10-year programme.	Local projects delivering across all priorities	Q4 26/27	N/A	Coastal Economy	Economic Development	Culture & Regeneration	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Mablethorpe Pride in Place	Consultation, production and submission of the 10-year Pride in Place plan for Mablethorpe.	Local	Q4 26/27	N/A	Coastal Economy	Economic Development	Culture & Regeneration	
Commentary: <i>*briefly explain the tracking status if off track</i>								
East Lindsey Investment Fund (ELIF)	Management of the overall ELIF programme Delivery of projects aligned with Place Making and Regeneration.	Local	Q4 26/27	N/A	Cross Cutting	Economic Development	Culture & Regeneration	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Employment land delivery	To stimulate the supply of employment land to support economic growth.	Local	Q4 26/27	£1.2m	Coastal Economy / Market Towns	Economic Development	Strategic Growth and Development	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Spilsby Sessions House	Complete the redevelopment of Spilsby Sessions House.	Regeneration	Q4 26/27	Externally funded	Deputy Leader	Programme Delivery	Strategic Projects	
Commentary: <i>*briefly explain the tracking status if off track</i>								

Local deliverables – East Lindsey (3 of 4)



served by One Team

South & East Lincolnshire Councils Partnership

Project title	Purpose	Project type	Delivery by date	Saving (-)/cost (+)	Portfolio Holder	Directorate	Assistant Director	Tracking
Alford Manor House	Complete the Alford Manor house redevelopment.	Regeneration	Q4 26/27	Externally funded	Deputy Leader	Programme Delivery	Strategic Projects	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Sutton on Sea Colonnade	Complete a lease for the whole assets pursuant to the marketing exercise undertaken in 25/26	Efficiency and Effectiveness	Q1 26/27	TBC	Leader	Programme Delivery	General Fund Assets	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Rural and Coastal WC Refurbishment Programme	Complete the rural and coastal WC refurbishment programme commenced in 25/26	Regeneration	Q1 26/27	TBC	Leader	Programme Delivery	General Fund Assets	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Empty Homes	To establish a practical approach to tackling empty homes across East Lindsey, in line with the recently adopted Empty Homes Policy. This will include the development and introduction of a scoring and rating matrix to prioritise the properties of greatest concern to the Council.	Local	Q4 26/27	TBC	Communities and Better Ageing	Communities	Communities and Housing Services	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Local Plan	Scoping for review of the Local Plan in context of emerging legislation	Legislative	Q4 26/27	£500k	Planning	Economic Growth	Planning	
Commentary: <i>*briefly explain the tracking status if off track</i>								



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South & East Lincolnshire Councils Partnership

Local deliverables – East Lindsey (4 of 4)

Project title	Purpose	Project type	Delivery by date	Saving (-) / cost (+)	Portfolio Holder	Directorate	Assistant Director	Tracking
King George Playing Field, Sutton on Sea	Complete an agreed programme of capital investment including a new PlayZone at Furlongs Field in partnership with the Football Foundation.	Local	Q3 26/27	External funding + c£500k ELDC capital	Cross Cutting	Programme Delivery	Strategic Projects	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Cultural Development Fund Projects - Skegness	To complete an agreed programme of capital fit out works in Embassy Theatre to support the delivery of a Culture House and public realm improvements to Scarborough Esplanade.	Local	Q3 26/27	Externally funded capital + up to £800k ELDC capital. ELDC revenue support for operations- TBC	Cross Cutting	Programme Delivery	Strategic Projects	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Development of land adjacent to the new Seaview Colonnade, Sutton on Sea	Deliver new car parking and ancillary new leisure-based uses together with embankment reinstatement works on land adjacent to the Seaview Colonnade.	Regeneration	Q2 26/27	Up to £500k ELDC capital	Cross Cutting	Programme Delivery	Strategic Projects	
Commentary: <i>*briefly explain the tracking status if off track</i>								

Local deliverables – South Holland (1 of 4)



served by One Team

South & East Lincolnshire Councils Partnership

Project title	Purpose	Project type	Delivery by date	Saving (-) / cost (+)	Portfolio Holder	Directorate	Assistant Director	Tracking
Spalding Community Governance Review	Complete the Community Governance Review in relation to arrangements in Spalding town.	Efficient and Effective	Q2 26/27	TBC	Leader	Chief Executive's	Governance	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Demonstrate all required outcomes of the consumer standards (HRA)	Deliver the areas highlighted for improvement in the Regulator of Social Housing's Regulatory Judgement (July 2025).	Service Review	Q2 26/27	TBC	Strategic and Operational Housing	Communities	Housing	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Sewage treatment works (HRA)	Develop and model alternative capital investment scenarios for sewage treatment works, focusing on maximising cost-efficiency and energy efficiency.	Service Review	Q4 26/27	TBC	Strategic and Operational Housing	Communities	Housing	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Transformation and Service Improvement Programme (HRA)	Deliver year 3 of the Housing Transformation and Service Improvement Programme and revisit any previous projects from years 1-2 to ensure change is embedded.	Service Review	Q4 26/27	N/A	Strategic and Operational Housing	Communities	Housing	
Commentary: <i>*briefly explain the tracking status if off track</i>								
HRA internally commissioned services	Develop and deliver a phased approach to assessing recharges for internally commissioned services throughout 2026/27.	Service Review	Q3 26/27	TBC	Strategic and Operational Housing	Communities	Housing	
Commentary: <i>*briefly explain the tracking status if off track</i>								

Local deliverables – South Holland (2 of 4)



served by One Team

South & East Lincolnshire Councils Partnership

Project title	Purpose	Project type	Delivery by date	Saving (-) / cost (+)	Portfolio Holder	Directorate	Assistant Director	Tracking
Ayscoughfee Hall Museum and Gardens	Delivery of a programme of exhibitions and events ensuring maximum audience engagement, utilising both the museum and gardens.	Local	Q4 26/27	N/A	Communities	Communities	Communities and Housing Services	
Commentary: <i>*briefly explain the tracking status if off track</i>								
South Holland Centre	Delivery of a programme of events ensuring maximum audience engagement and visitor experience.	Local	Q4 26/27	N/A	Communities	Communities	Communities and Housing Services	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Age Friendly Baseline Assessment	In 2024, SHDC joined the UK network of Age Friendly Communities. As part of the commitment, members are required to develop an Age Friendly baseline assessment will help understand how 'age-friendly' our community is. The baseline will capture local data, activities and experiences of older people on ageing in South Holland and help prioritise local actions based on the needs and aspirations of older residents.	Local	Q4 26/27	N/A	Communities	Communities	Communities and Housing Services	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Waste Collection Transformation	To deliver a transformed waste collection service that meets legislative requirements and is optimum efficiency.	Service Review / Efficient and Effective	Q4 26/27	TBC	Env Services	Communities	Neighbourhoods	
Commentary: <i>*briefly explain the tracking status if off track</i>								

Local deliverables – South Holland (3 of 4)



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South & East Lincolnshire Councils Partnership

Project title	Purpose	Project type	Delivery by date	Saving (-) / cost (+)	Portfolio Holder	Directorate	Assistant Director	Tracking
Land Charges HMLR Migration	To migrate the local land charges register to HM Land Registry. <i>From 25/26 A&DP</i>	Digital	Q4 26/27	N/A	Public Protection	Communities	Regulatory	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Place Partnerships (Active Lincolnshire)	Working with Active Lincolnshire and health system partners to deliver a programme of activity that focuses on the health and wellbeing of South Holland communities.	Local	Q4 26/27	N/A	Communities	Communities	Communities and Housing Services	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Spalding Pride in Place	Delivery of the initial 4-year regeneration plan of the 10-year programme.	Local	Q4 26/27	N/A	Leader	Economic Development	Culture & Regeneration	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Asset Disposal Programme	Complete the disposal of surplus assets to support the Council's capital investment programme.	Efficient/effective/Regeneration	Q4 26/27	>£1 million	Assets and Strategic Planning	Programme Delivery	General Fund Assets	
Commentary: <i>*briefly explain the tracking status if off track</i>								
Leisure Tender	Oversee the implementation of the SELCP Leisure Tender contract award.	Efficient and Effective	Q2 26/27	See 'Corporate' section	Leisure	Programme Delivery	Leisure and Local Services	
Commentary: <i>*briefly explain the tracking status if off track</i>								

Local deliverables – South Holland (4 of 4)



served by One Team

South & East Lincolnshire Councils Partnership

Project title	Purpose	Project type	Delivery by date	Saving (-) / cost (+)	Portfolio Holder	Directorate	Assistant Director	Tracking
South Holland Health and Wellbeing Hub	Complete the development.	Regeneration	Q4 26/27	Externally funded + up to £8.38m SHDC capital	Community Development	Programme Delivery	Strategic Projects	
	Complete a lease to the Council's appointed Leisure Operator.	Regeneration	Q4 26/27	TBC	Assets and Strategic Planning	Programme Delivery	General Fund Assets	
Commentary: A name for the new sports facility is to be agreed in due course.								
Empty Homes	To establish a practical approach to tackling empty homes across the South Holland district, in line with the recently adopted Empty Homes Policy. This will include the development and introduction of a scoring and rating matrix to prioritise the properties of greatest concern to the Council.	Local	Q4 26/27	TBC	Strategic and Operational Housing	Communities	Communities and Housing Services	
Commentary: *briefly explain the tracking status if off track								
Local Plan	Scoping for review of the Local Plan in context of emerging legislation.	Legislative	Q4 26/27	£500k	Planning	Economic Growth	Planning	
Commentary: *briefly explain the tracking status if off track								
Progression of major strategic housing and employment sites	Progress delivery of infrastructure and investment to enable site-led growth in Spalding and Holbeach e.g. SWRR and FEZ.	Local	Review @ Q4 26/27	N/A	Leader	Economic Development	Strategic Growth and Development	
Commentary: *briefly explain the tracking status if off track								

Boston Borough Council

Minutes of a meeting of the **Overview & Scrutiny Committee** held in the Committee Room - Municipal Buildings, West Street, Boston, PE21 8QR on Thursday 15th January 2026 at 6.30 pm.

Present:

Councillor Paul Gleeson, in the Chair.

Councillors Suzanne Welberry (Vice-Chairman), Richard Austin BEM, Anton Dani, Anne Dorrian, Neil Drayton, Stuart Evans, Andy Izzard, Barrie Pierpoint, Ralph Pryke and David Scoot.

Officers:

Deputy Chief Executive (Programme Delivery) and Assistant Director - General Fund Assets, Director of Finance, Head of Finance Delivery - BBC (PSPSL) and Democratic Services Officer.

75 Apologies for Absence

Apologies were received from Councillors Emma Cresswell, Patsie Marson and Lina Savickiene .

76 Declarations of Interest

No declarations of interest were made.

77 Minutes

The minutes of the previous meeting held on 9th December 2025 were agreed and signed by the Chairman.

78 Public Questions

No questions were received from the public.

79 Budget Overview 2026/27 - 2030/31

The Committee received a report introduced by the Director of Finance (S151 Officer), supported by the Head of Finance Delivery – BBC (PSPSL), which presented the draft Budget Overview for 2026/27–2030/31. The Director of Finance delivered a detailed presentation setting out the national and local financial context, including the implications of the Provisional Local Government Finance Settlement, released on 17th December 2025, and the range of technical changes arising from it. Members were advised that the draft budget had been developed during a period of significant national change to the local government finance system. Service budget reviews commenced in May 2025, supported by a Star Chamber process undertaken in August, with further refinement through late 2025. This work identified emerging cost pressures and realistic efficiency opportunities forming the basis of the draft budget before Members. The Director of Finance emphasised the important role of scrutiny in providing independent challenge and constructive suggestions during budget development.

The Director explained that the Fair Funding Review had introduced a new methodology which placed greater emphasis on population and deprivation, resulting in the removal of the flood and coastal protection factor weighting and the rural sparsity adjustment, both of which had previously benefitted the Council. This shift altered the composition of funding, including a significant increase in Revenue Support Grant offset by reductions in other elements. In addition, extensive reforms to the business rates system were set out, including the introduction of five separate rating multipliers, the move from net to gross rates payable and the removal of Section 31 grant compensation. It was confirmed that, following the withdrawal of a partner authority, the Lincolnshire business rates pool would not operate for 2026/27.

In relation to Council Tax, the Members were advised that referendum limits remained at the higher of 3% or £5 and that Government-assumed increases to the tax base exceeded the Council's own projections. Members were informed that the apparent increase in Core Spending Power primarily reflected Government-assumed Council Tax rises and the rolling-in of ring-fenced grants, rather than any real-terms increase in funding. Grants relating to homelessness, rough sleeping and domestic abuse had been consolidated into Core Spending Power, and while the Internal Drainage Board levy grant had been confirmed for 2026/27, there remained uncertainty beyond that year. Members were also informed that Government had indicated that new burdens funding for food waste was included within the overall settlement and would not be issued separately.

More than £800,000 of service pressures had been identified across several areas, including contractual uplifts, housing benefit subsidy write-offs, adjustments to income assumptions in planning and bereavement services and Local Plan-related costs. While many pressures were small individually, several larger items accounted for a significant proportion of the total. Dialogue with PSPSL indicated that contractual uplifts were likely to be lower than originally anticipated, reducing overall pressure. Efficiency proposals included ICT cost reductions, increased building control income, application of Renters' Reform Bill funding and a range of smaller service-level adjustments. Members were advised that the current budget gap stood at £1.3m for 2026/27, with further work underway to reduce this ahead of Cabinet consideration. Without additional action, the gap was projected to rise to £2.1m in 2027/28 and £2.8m in 2028/29. Investment income was also expected to reduce due to forecast reductions in interest rates and the drawdown of grant balances that had temporarily supported higher returns.

During deliberation, Members engaged in extensive discussion and sought clarification on a wide range of matters relating to the draft budget and medium-term financial outlook. Officers provided explanations to support Members' understanding of the complex national funding changes and the emerging local implications. The following questions and responses were noted:

- Members sought clarification on the extent to which the Government's assumed Council Tax base growth aligned with local projections. Officers explained that the Government's modelling assumed a higher rate of growth than was likely to be achieved within the borough, which resulted in an overstated Core Spending Power calculation when compared with the Council's own forecasts.
- Clarification was requested regarding the implications of the national reforms to the business rates system, particularly the introduction of multiple rating multipliers, the

shift to gross rates payable, and the removal of Section 31 grant compensation.

Officers advised that these changes contributed to increased volatility in future income forecasts and that the dissolution of the Lincolnshire business rates pool removed an opportunity for the Council to retain a larger proportion of local business rates growth.

- Members explored the likely scale of contractual uplifts associated with PSPSL services and how these would influence the overall budget position. Officers confirmed that updated information from PSPSL indicated the uplift would be significantly lower than originally anticipated, which would reduce overall budget pressure once incorporated into the next iteration of the draft budget.
- Further clarity was sought on the sensitivity of the budget to the national pay award. Officers noted that the pay award remained one of the Council's most significant financial risks, and any increase above the level currently assumed would widen the budget gap both in 2026/27 and across the Medium-Term Financial Strategy period.
- Members asked whether the delivery of food waste responsibilities could be achieved within existing resources and how this related to Extended Producer Responsibility (EPR) funding. Officers explained that while EPR funding contributed to wider recycling and waste management costs, it was not directly allocated for food waste collection, and Government had indicated that no separate new burdens funding would be made available for its implementation.
- Consideration was given to potential opportunities to increase income, including through a strengthened commercial waste service and improvements to planning processes. Officers confirmed that a review of commercial waste income was underway to ensure full cost recovery and competitive pricing, and that service improvements were being explored within the planning function to support income stability.
- Members discussed the strategic use of reserves in light of potential Local Government Reorganisation and asked how the Council intended to maintain resilience. Officers advised that reserves continued to be managed prudently and that any future use would need to reflect national decisions on reorganisation and the associated timetable.

Members noted the importance of robust scenario planning to support sustainable medium-term financial management and endorsed the proposal to hold a financial risk and modelling workshop early in the next municipal year. The Chairman confirmed that all comments and suggestions raised during debate would be submitted to Cabinet as part of the Committee's formal scrutiny response.

Resolved:

That the Draft Budget and Medium-Term Financial Strategy 2026/27–2030/31 be noted, and that the Committee's comments and suggestions be submitted to Cabinet on 18th February 2026.

80 Work Programme and Forward Plan

The Committee reviewed its current Work Programme and the Council's Forward Plan. Members were reminded of the substantial volume of business scheduled through to March 2026, including items relating to policing, highways, and the Quarter 3 performance and risk report. The Committee discussed whether proposed constitutional amendments due for consideration at Full Council should be added for pre-scrutiny. While recognising

the value of scrutiny in enabling detailed questioning, Members noted that the item related directly to Full Council rather than Cabinet. The Committee voted not to add the item at this stage.

Members raised the need to understand the availability, maintenance and reliability of public defibrillators across the borough. Officers were asked to carry out enquiries and report back on responsibilities for inspection and upkeep. Members also supported inviting Lincolnshire Fire & Rescue to a future meeting to provide information on local inspection processes, regulatory checks and enforcement activity. Members also endorsed holding a financial risk and scenario-planning workshop early in the next municipal year, including consideration of Local Government Reorganisation. It was recognised that upcoming agendas were already full, and any additional items would need to be scheduled carefully and routed through the Chairman.

Resolved:

That the content of the current Work Programme and Council's Forward Plan be noted.

The Meeting ended at 8.04 pm.