



Public Document Pack
Boston Borough Council

**Chief Executive
Rob Barlow**

Municipal Buildings
Boston
Lincolnshire PE21 8QR
Tel: 01205 314200

Tuesday 17 March 2026

Notice of meeting of the Cabinet

Dear Councillor

You are invited to attend a meeting of the Cabinet
on **Wednesday 25th March 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 - 6)

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 20th March 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 Quarter 3 2025/26 Performance and Risk Report** (Pages 7 - 44)
(A report by James Gilbert, Assistant Director – Corporate)
- 4 Quarter 3 2025/26 Forecast Outturn** (Pages 45 - 64)
(A report by Russell Stone, Director of Finance (S151 Officer))
- 5 Data Protection Policy and Records Management Policy** (Pages 65 - 84)
(A report by John Medler, Assistant Director – Governance & Monitoring 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 Thursday 26th March 2026. Subject to this publication, the deadline for calling in a decision is **5 p.m. on Thursday 2nd April 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 Wednesday 18th February 2026 at 6.00 pm.

Present:

Councillor Dale Broughton (Leader), in the Chair.

Councillors Mike Gilbert (Deputy Leader), Callum Butler, Sandeep Ghosh, Claire Rylott and Helen Staples.

Officers:

Chief Executive, Director of Finance (S151 Officer), Assistant Director - Communities and Housing Services, Head of Finance Delivery - BBC (PSPSL), Interim Finance Consultant (virtually) and Democratic Services Team Leader.

53 Apologies for Absence

Apologies for absence had been received from Councillors John Baxter, Chris Mountain and Sarah Sharpe.

54 Declarations of Interest

No declarations of interest were received.

55 Minutes

The minutes of the Cabinet meeting held on 27th January 2026 were approved as a correct record and signed by the Leader.

56 Questions from Members of the Public

No questions were received.

57 Recommendations from Overview and Scrutiny (Standing Item)*

There were no recommendations.

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

There were no recommendations.

59 South & East Lincolnshire Community Safety Strategy

The Leader of the Council, Councillor Dale Broughton, presented a report by the Assistant Director – Communities & Housing Services, who was in attendance, which set out the refreshed South & East Lincolnshire Community Safety Strategy following a comprehensive strategic review undertaken across the South and East Lincolnshire Councils Partnership.

The Leader explained that the Strategy detailed how Boston Borough Council, South Holland District Council and East Lindsey District Council would continue to work collaboratively with key statutory partners, including Lincolnshire Police, Lincolnshire Fire & Rescue, public health bodies and the voluntary and community sector, to reduce crime, anti-social behaviour and the fear of crime across the sub-region.

Members were advised that the Strategy fulfilled the Partnership's statutory responsibilities under Sections 5–7 of the Crime and Disorder Act 1998 and complemented county-level activity delivered through the Safer Lincolnshire Partnership, which discharged several duties on behalf of responsible authorities, such as public consultation and domestic abuse-related death reviews.

The Leader highlighted that the Strategy had been developed using a wide evidence base, including police data, local health information, the Lincolnshire Strategic Needs Assessment, and findings from recent consultation and engagement exercises. This process identified four clear priorities for the Partnership:

1. Tackling anti-social behaviour, particularly neighbour-related issues;
2. Improving understanding of fear of crime and wider perceptions;
3. Supporting the Safer Lincolnshire Partnership's place-based, project-driven approach; and
4. Encouraging increased reporting to strengthen the local intelligence picture.

The Leader further noted that the Strategy had been reviewed by the Overview and Scrutiny Committee as part of the annual Crime and Disorder review, receiving support for its aims, evidence base and alignment with local priorities.

During discussion, Members conveyed their best wishes to a colleague who was absent following a recent operation.

The meeting recognised the substantial contribution made by the Community Safety Officers since taking up their posts. It was noted that between August and December they had undertaken extensive patrols, during which 38 individuals had been approached for drinking alcohol within the Public Spaces Protection Order area, and 32 pieces of intelligence had been passed to Lincolnshire Police to support ongoing enforcement and problem-solving activity.

Members referred to recent information provided by the Chief Constable at the Overview and Scrutiny Committee, which indicated overall crime in Boston was down 1.7% year on year, with serious violence with injury down 13% and violence without injury down 13.3%. These figures were regarded as encouraging evidence of the impact of joint working and targeted activity.

The meeting further noted that the Community Safety Officers were regarded as approachable and visible within the community, regularly engaging with residents, local businesses and visitors to the town. Their work extended beyond the town centre, with patrols also taking place in surrounding neighbourhoods and parish areas, contributing to wider reassurance and early intervention.

Members discussed the importance of maintaining an intelligence-led approach to policing. It was emphasised that accurate and timely reporting of incidents by the public was essential, as failure to report concerns could create a misleading picture of local crime levels and potentially affect resourcing decisions. The meeting encouraged residents to report any issues and to obtain a crime reference number to ensure incidents were formally recorded, helping to strengthen the intelligence base and support future bids for police funding where relevant.

Overall, Members felt that the Strategy aligned well with the evidence presented and supported the continuation of collaborative work to tackle crime, anti-social behaviour and perceptions of safety across the area.

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

Resolved:

- 1. That 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 be noted;**
- 2. That Full Council be recommended to 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 Full Council be recommended to delegate authority to 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 delegates authority to the Assistant Director – Communities and Housing Services, in consultation with relevant Portfolio Holders, to amend the Strategy.**

60 Annual Budget Report 2026/27, Medium Term Financial Strategy, Capital Programme and Capital Strategy Treasury management Policy/Strategy, and Annual Delivery Plan

The Portfolio Holder for Finance and Economic Growth presented the Annual Budget Report 2026/27, together with the Medium Term Financial Strategy, Capital Programme, Capital Strategy, Treasury Management Policy/Strategy, and the Annual Delivery Plan, as set out in the published agenda. The Director of Finance (S151 Officer) and the Head of Finance Delivery – BBC (PSPSL) were in attendance to support, and the Interim Finance Consultant was in attendance virtually.

The Portfolio Holder outlined the national and local financial context within which the proposals had been developed, referring to the late confirmation of the Local Government Finance Settlement, the implications of the Government's Fair Funding Review, and ongoing pressures including inflation, increased service demand and the impact of the Internal Drainage Board levy.

Members were advised that the budget had been through all relevant committees, with every Member given the opportunity to ask questions during the scrutiny process. It was noted that despite significant challenges, the proposed budget for 2026/27 presented a balanced position without requiring in-year efficiency savings.

The Leader recorded his thanks to the Finance Team for their extensive work in bringing forward the budget and highlighted the importance of understanding how Council Tax income was apportioned, particularly in light of the pressures created by the IDB levy. It was noted that the proposals had been examined thoroughly, ensuring that all Members had ample opportunity to ask questions and scrutinise the detail.

Members discussed the ongoing impact of the Internal Drainage Board (IDB) levy, confirming that it continued to place significant pressure on the Council's finances. Reference was made to how little of every £10 of Council Tax income was retained by the Borough Council once statutory precepts were applied, demonstrating the scale of the issue.

Although the report contained a substantial amount of financial information, Members considered the key message to be that the Council had managed its resources responsibly, despite the negative effects of national funding arrangements, some of which had not fully met local needs. It was observed that the authority remained in a stronger financial position than many councils within the county, with others facing considerably larger budget gaps.

Appreciation was expressed for the commitment and hard work of staff throughout what had been a challenging period, particularly with Local Government Reorganisation (LGR) underway. Members noted that the authority was on course to leave the organisation in a healthy financial position, and recorded their admiration for the professionalism shown across the organisation. Thanks were extended to the wider team for achieving a balanced position under difficult circumstances, and it was emphasised that, as LGR progressed, the priority for any future authority would need to remain the residents of Boston, with strong financial discipline essential to ensuring the borough was transferred in a stable and responsible condition.

Members welcomed the fact that the Council had not needed to seek Government permission to raise Council Tax above the 3% limit, viewing this as further evidence of prudent financial management.

The meeting recognised that this had been a difficult budget to prepare, particularly given the significant and ongoing pressure created by the Internal Drainage Board (IDB) levy, which had increased by 56% since 2021/22, with future rises still uncertain. Members supported the approach of maintaining reserves at a safe level to protect statutory services and ensuring costs continued to be carefully managed. It was also noted that a special interest group continued to lobby Government for fairer and more equitable funding arrangements in relation to the IDB levy, and Members acknowledged the value of this work in helping the Council remain in a comparatively secure financial position.

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

Resolved:

1. That the Draft Budget 2026/27, including all appendices, be approved and that it be forwarded to Council on 2nd March 2026 for consideration and approval with the following specific recommendations:
 - a) That the Medium Term Financial Strategy (at Appendix 1) be approved.
 - b) 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, as of the 23rd December 2025, by the Director of Finance & Section 151 Officer under officer delegation in line with the Constitution;
 - c) That the Revenue Estimates for the General Fund and Boston Special Expenses for 2026/27 (in Appendices 1, 1A and 1B within the report) be approved;
 - d) That the additions to and use of reserves (in Appendix 1 within the report) be approved;
 - e) That the Capital Programme and Capital Strategy (in Appendices 2 and 3 within the report) be approved;
 - f) That the Treasury Management Policy Statement Treasury Management Strategy Statement MRP Policy and Annual Investment Strategy and Treasury Management Practices (in Appendices 4A, 4B and 4C within the report) be approved;
 - g) That the Fees and Charges Schedule 2026/27 (in Appendix 5 within the report) be approved;
 - h) 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 (in Paragraph 10 within the report);
 - i) 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; and
 - j) That the Annual Delivery Plan for 2026/27 (in Appendix 6 within the report) be approved.
2. That authority be delegated to the Director of Finance (S151 Officer), in consultation with the Portfolio Holder for Finance, for the further amendment of this document (where needed to ensure financial integrity and reconciliation) in preparation for Council on 2nd March 2026.

The Meeting ended at 6.22 pm.

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| | |
|--------------------------|--|
| Report To: | Cabinet |
| Date: | 25 th March 2026 |
| Subject: | Quarter 3 25/26 Performance and Risk Report |
| Purpose: | To provide an update on performance and risk as at the end of December 2025 |
| Key Decision: | No |
| Portfolio Holder: | Councillor Dale Broughton, Leader of the Council |
| Report Of: | James Gilbert, Assistant Director – Corporate John Medler, Assistant Director – Governance & Monitoring Officer |
| Report Author: | Suzanne Rolfe, Group Manager – Insights & Transformation |
| Ward(s) Affected: | All |
| Exempt Report: | No |

Summary

This is the quarterly report covering performance and risk monitoring information for Quarter 3 of 2025/26 (as at the end of December 2025).

Recommendations

That Cabinet notes the quarterly performance and risk monitoring information for Q3 of 2025/26.

Reasons for Recommendations

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

Other Options Considered

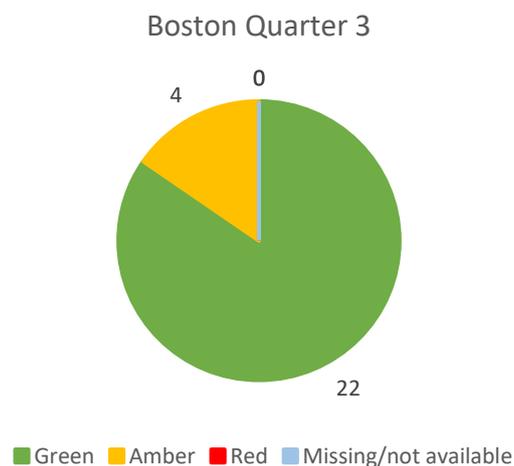
Alternative reporting arrangements.

1. Background

- 1.1 A joint performance management framework was agreed across the South & East Lincolnshire Councils Partnership for 2025/26 to support the delivery of services. Key Performance Indicators (KPIs) have been agreed to capture performance against the strategic priorities of the Partnership and the individual Councils. In addition to the performance, this report also covers the latest strategic risk registers, and high operational risks identified by each department. The risks are reviewed quarterly to maintain a level of awareness and prioritisation of council work.
- 1.2 This report presents the information for Boston Borough Council for Quarter 3 of 2025/26 (as at the end of December 2025).

2. Performance (Appendix A)

- 2.1 In total there are 92 KPIs for Boston Borough Council in 2025/26. These are set out by priority in Appendix A following the adoption of the Sub-regional Strategy.
- 2.2 There are 27 targeted indicators where performance is within the direct control of the Council, with past data or comparisons available on which to base those targets. Indicators were developed to stretch performance in teams. Green indicators are on target, amber indicators are within tolerance and red indicators are off target. One of the waste measures is reported as a target measure at year end only now. Commentary is provided in Appendix A for the red indicator.



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

- 2.4 There are also 65 trend indicators, which show context for policy decisions and resource allocation. The trend indicators have been reviewed to consider if any can become targeted measures if past data is now available. No changes are proposed at this time.
- 2.5 Performance indicators relating to PSPS Revenue and Benefits call volumes, answer rate and call time have been removed from the SLA for 2025/26. Customer contact related calls and answer rate PIs remain.

3. Risk management (Appendix B, C, D)

- 3.1 The strategic risk register has been reviewed for Q3, as at the end of December 2025.
- 3.2 Risk training sessions were held with Committee members in September and October. Actions agreed at those sessions include:
- Lead officers will be requested to attend meetings to look at specific risks where they are of particular interest to the Committee; managed via the work programme
 - Officers will review mitigations for high risks and report back via quarterly reports
 - Risk appetite workshops are planned before the end of the financial year
- 3.3 A summary of the risks and scores are set out in the table below, with full details in Appendix B, C, D.

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

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

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

| Boston Strategic Risks | Risk score | Direction of travel | Target Status |
|------------------------|------------|---------------------|-----------------|
| BBC02: Health | Medium (9) | ↔ | At Target Score |
| BBC03: Local economy | Medium (9) | ↔ | At Target Score |
| BBC05: Budget | High (16) | ↔ | At Target Score |

| Boston Strategic Risks | Risk score | Direction of travel | Target Status |
|---|-------------------|----------------------------|----------------------|
| BBC06: Civil contingency risks | Medium (8) | ↔ | At Target Score |
| BBC07: Infrastructure risks | Medium (8) | ↔ | At Target Score |
| BBC08: Capital Programme | Medium (6) | ↔ | At Target Score |
| BBC09: General Fund Assets | Low (4) | ↔ | At Target Score |
| BBC10: Cyber Incident | High (15) | ↔ | At Target Score |
| BBC11: Technology infrastructure failure | High (10) | ↔ | At Target Score |
| BBC12: Implementation of the Environment Act 2021 | High (16) | ↔ | Not at Target |
| BBC13: Introduction of Extended Producer Responsibility | Low (4) | ↔ | At Target Score |
| BBC14: Depot | Low (3) | ↔ | At Target Score |
| BBC15: Waste Collection Round Pressures (Recommended for removal - Round review commenced Aug 2025; Q3 notes routes underway and strategic risk mitigated, shift of focus to operational delivery and proposal is to remove this risk) | Medium (6) | ↔ | N/A |
| BBC16: Capacity | Medium (6) | ↔ | At Target Score |
| BBC17: Third Party Service Delivery | Medium (9) | ↔ | At Target Score |
| BBC20: Service Delivery | Medium (9) | ↔ | Not on Target |
| BBC24: Health and Safety | Medium (9) | ↔ | Not on Target |
| BBC25: Information | Medium (8) | ↔ | At Target Score |
| BBC26: Local Plan being considered out of date | Medium (6) | ↔ | At Target Score |
| BBC27: Safeguarding | Medium (8) | ↔ | At Target Score |
| BBC28: Local Government Reform (LGR) in Greater Lincolnshire | High (15) | ↔ | At Target Score |
| BBC29: Inadequate mitigation of infrastructure risks in the BBC server room | Medium (6) | ↔ | At Target Score |
| BBC30: Net Zero target | Low (4) | ↓ | At Target Score |
| BBC31: AI Governance and Oversight | Medium (9) | N/A | Not on Target |

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

Risk Score

Minimal Risk

Low Risk

Medium Risk

High Risk

Critical Risk



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

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

3.5 The strategic risks for the Partnership have also been reviewed for Quarter 3, as at the end of December 2025.

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

| SELCP Partnership Risks | Risk score | Direction of travel | Target Status |
|-------------------------|------------|---------------------|-----------------|
| SELCP-01: Vision | Medium (8) | ↔ | At Target Score |
| SELCP-02: Trust | Medium (9) | ↓ | At Target Score |
| SELCP-03: Sovereignty | Medium (9) | ↔ | At Target Score |
| SELCP-05: Culture | Medium (6) | ↔ | At Target Score |
| SELCP-06: LGR | High (12) | ↔ | At Target Score |
| SELCP-07: Funding | High (16) | ↔ | Not on Target |
| SELCP-08: Staffing | High (12) | ↔ | Not on Target |
| SELCP-09: PSPS | Medium (6) | ↔ | At Target Score |

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

| Risk Score | Colour |
|---------------|---|
| Minimal Risk |  |
| Low Risk |  |
| Medium Risk |  |
| High Risk |  |
| Critical Risk |  |

3.7 The fraud risks have also been reviewed for Q3, as at the end of December 2025.

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

| Fraud Risks | Risk score | Direction of travel | Target Status |
|---|-------------|---------------------|-----------------|
| 1: Asset - Equipment | Minimal (1) | ↔ | At Target Score |
| 3: Assets – Land and Property | Minimal (1) | ↔ | At Target Score |
| 4: Procurement – Contracts | Medium (6) | ↔ | At Target Score |
| 5: Procurement – Contract Payments | Medium (8) | ↔ | At Target Score |
| 6: Council Tax – Credit Refund and Income Fraud | Medium (6) | ↔ | At Target Score |
| 7: Council Tax Fraud | Low (4) | ↔ | At Target Score |
| 8: Council Tax Support Scheme | Low (4) | ↔ | At Target Score |
| 9: National Non-Domestic Rate (NNDR) Fraud | Medium (9) | ↔ | At Target Score |
| 10: Housing Benefit Fraud | Low (4) | ↔ | At Target Score |

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

| Risk Score | Colour |
|---------------|-------------|
| Minimal Risk | Green |
| Low Risk | Light Green |
| Medium Risk | Yellow |
| High Risk | Orange |
| Critical Risk | Red |

4. Conclusion

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

Implications

South and East Lincolnshire Councils Partnership

A Partnership approach has been agreed for 2025/26.

Corporate Priorities

Whole report. Performance information is set out by priority.

Staffing

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

Workforce Capacity Implications

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

Constitutional and Legal Implications

No implications specific to this report

Data Protection

No implications specific to this report

Financial

No implications specific to this report

Risk Management

Section 3 of the report and Appendix B, C, D.

Stakeholder / Consultation / Timescales

Consultation with SLT

Reputation

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

Contracts

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

Crime and Disorder

No implications specific to this report.

Equality and Diversity / Human Rights / Safeguarding

No implications specific to this report.

Health and Wellbeing

No implications specific to this report.

Climate Change and Environmental Implications

No implications specific to this report.

Acronyms

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

- YE: Year End (April to March)

Appendices

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

| | |
|------------|-----------------------|
| Appendix A | Q3 Performance |
| Appendix B | Q3 BBC Risk Registers |
| Appendix C | Q3 Partnership Risks |
| Appendix D | Q3 Fraud Risks |

Background Papers

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

Chronological History of this Report

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

Report Approval

Report author: Richard Baldwin – Strategic Performance Analyst
richard.baldwin@e-lindsey.gov.uk

Signed off by: James Gilbert, Assistant Director – Corporate
james.gilbert@e-lindsey.gov.uk

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

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Performance Indicators with Targeted Performance Levels
Growth and Prosperity

| PI Name | AD | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Target | RAG | | | | | | | | | | | | | | | | | |
|---|---|-------------------------|-------------------------|--------|--------|--------|--------|---------|--------|--------|--|---------|----------------|----|-------------------------|----|-------------------------|----|--------|----|--------|----|--------|----|--------|----|---------|
| Occupancy Rate at end of Quarter: Industrial Units | Andy Fisher | 85.71% | 92.86% | 92.86% | 96.43% | 96.43% | 92.86% | 92.86% | 97.00% | Yellow | <table border="1"> <caption>Occupancy Rate Data</caption> <thead> <tr><th>Quarter</th><th>Occupancy Rate</th></tr> </thead> <tbody> <tr><td>Q1</td><td>85.71%</td></tr> <tr><td>Q2</td><td>92.86%</td></tr> <tr><td>Q3</td><td>92.86%</td></tr> <tr><td>Q4</td><td>96.43%</td></tr> <tr><td>Q1</td><td>96.43%</td></tr> <tr><td>Q2</td><td>92.86%</td></tr> <tr><td>Q3</td><td>92.86%</td></tr> </tbody> </table> | Quarter | Occupancy Rate | Q1 | 85.71% | Q2 | 92.86% | Q3 | 92.86% | Q4 | 96.43% | Q1 | 96.43% | Q2 | 92.86% | Q3 | 92.86% |
| Quarter | Occupancy Rate | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 85.71% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 92.86% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 92.86% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | 96.43% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 96.43% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 92.86% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 92.86% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Commentary | Two units remained empty at the end of Q3 despite interest being expressed by a number of potential tenants. New enquiries land regularly but there is competition in the market place. | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Percentage of major planning applications determined within 13/16 weeks (or agreed extended period) | Phil Norman | 92.86% | 90.77% | 78.57% | 76.00% | 78.79% | 82.93% | 100.00% | 65.00% | Green | <table border="1"> <caption>Major Planning Applications Data</caption> <thead> <tr><th>Quarter</th><th>Percentage</th></tr> </thead> <tbody> <tr><td>Q1</td><td>92.86%</td></tr> <tr><td>Q2</td><td>90.77%</td></tr> <tr><td>Q3</td><td>78.57%</td></tr> <tr><td>Q4</td><td>76.00%</td></tr> <tr><td>Q1</td><td>78.79%</td></tr> <tr><td>Q2</td><td>82.93%</td></tr> <tr><td>Q3</td><td>100.00%</td></tr> </tbody> </table> | Quarter | Percentage | Q1 | 92.86% | Q2 | 90.77% | Q3 | 78.57% | Q4 | 76.00% | Q1 | 78.79% | Q2 | 82.93% | Q3 | 100.00% |
| Quarter | Percentage | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 92.86% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 90.77% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 78.57% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | 76.00% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 78.79% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 82.93% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 100.00% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Percentage of non-major planning applications determined within 8 weeks (or agreed extended period) | Phil Norman | Not Previously Reported | Not Previously Reported | 93.65% | 87.93% | 86.81% | 87.93% | 95.45% | 75% | Green | <table border="1"> <caption>Non-Major Planning Applications Data</caption> <thead> <tr><th>Quarter</th><th>Percentage</th></tr> </thead> <tbody> <tr><td>Q1</td><td>Not Previously Reported</td></tr> <tr><td>Q2</td><td>Not Previously Reported</td></tr> <tr><td>Q3</td><td>93.65%</td></tr> <tr><td>Q4</td><td>87.93%</td></tr> <tr><td>Q1</td><td>86.81%</td></tr> <tr><td>Q2</td><td>87.93%</td></tr> <tr><td>Q3</td><td>95.45%</td></tr> </tbody> </table> | Quarter | Percentage | Q1 | Not Previously Reported | Q2 | Not Previously Reported | Q3 | 93.65% | Q4 | 87.93% | Q1 | 86.81% | Q2 | 87.93% | Q3 | 95.45% |
| Quarter | Percentage | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | Not Previously Reported | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | Not Previously Reported | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 93.65% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | 87.93% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 86.81% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 87.93% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 95.45% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Percentage of major planning appeals allowed within the last 2 years (rolling period) against number of applications determined | Phil Norman | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | 10% | Green | <table border="1"> <caption>Major Planning Appeals Data</caption> <thead> <tr><th>Quarter</th><th>Percentage</th></tr> </thead> <tbody> <tr><td>Q1</td><td>0.00%</td></tr> <tr><td>Q2</td><td>0.00%</td></tr> <tr><td>Q3</td><td>0.00%</td></tr> <tr><td>Q4</td><td>0.00%</td></tr> <tr><td>Q1</td><td>0.00%</td></tr> <tr><td>Q2</td><td>0.00%</td></tr> <tr><td>Q3</td><td>0.00%</td></tr> </tbody> </table> | Quarter | Percentage | Q1 | 0.00% | Q2 | 0.00% | Q3 | 0.00% | Q4 | 0.00% | Q1 | 0.00% | Q2 | 0.00% | Q3 | 0.00% |
| Quarter | Percentage | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 0.00% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 0.00% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 0.00% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | 0.00% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 0.00% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 0.00% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 0.00% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Percentage of minor & other planning appeals allowed within the last 2 years (rolling period) against number of applications determined (OFLOG) | Phil Norman | 0.00% | 0.18% | 0.00% | 0.22% | 0.22% | 0.43% | 0.35% | 10% | Green | <table border="1"> <caption>Minor & Other Planning Appeals Data</caption> <thead> <tr><th>Quarter</th><th>Percentage</th></tr> </thead> <tbody> <tr><td>Q1</td><td>0.00%</td></tr> <tr><td>Q2</td><td>0.18%</td></tr> <tr><td>Q3</td><td>0.00%</td></tr> <tr><td>Q4</td><td>0.22%</td></tr> <tr><td>Q1</td><td>0.22%</td></tr> <tr><td>Q2</td><td>0.43%</td></tr> <tr><td>Q3</td><td>0.35%</td></tr> </tbody> </table> | Quarter | Percentage | Q1 | 0.00% | Q2 | 0.18% | Q3 | 0.00% | Q4 | 0.22% | Q1 | 0.22% | Q2 | 0.43% | Q3 | 0.35% |
| Quarter | Percentage | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 0.00% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 0.18% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 0.00% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | 0.22% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 0.22% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 0.43% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 0.35% | | | | | | | | | | | | | | | | | | | | | | | | | | |

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Safe and Resilient Communities

| PI Name | AD | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Target | RAG | |
|--|---|-------------------------|-------------------------|-------------------------|-------------------------|--------|--------|--------|--------|-----|--|
| Percentage of cases opened at homelessness prevention stage (i.e. before they have become homeless) | Emily Spicer | 61.29% | 53.09% | 50.59% | 59.76% | 59.34% | 56.38% | 63.01% | 50.00% | | |
| Commentary | The number of cases started before people became homeless remains above target. Process mapping work is to be completed to check whether there are any missed opportunities to assist people before they become homeless. | | | | | | | | | | |
| Percentage of homelessness cases that were opened at homelessness prevention stage that resulted in the customer not becoming homeless | Emily Spicer | 73.33% | 58.00% | 77.97% | 75.61% | 76.36% | 87.76% | 72.50% | 50.00% | | |
| Commentary | The total number of households prevented from becoming homeless is above the target. | | | | | | | | | | |
| Number of families with children placed into Bed & Breakfast (B&B) for more than 6 weeks | Emily Spicer | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | |
| Commentary | Number of households with children were in B&B for more than 6 weeks remains at zero. | | | | | | | | | | |
| Percentage of decisions issued on an applicant's initial homelessness application within target timescale of 33 working days | Emily Spicer | Not Previously Reported | Not Previously Reported | Not Previously Reported | Not Previously Reported | 79.52% | 85.54% | 79.10% | 75.00% | | |
| Commentary | Performance has reduced this quarter but remains above target. | | | | | | | | | | |

2023-24

Environment

| PI Name | AD | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Target | RAG | |
|---|--|--------|--------|--------|--------|--------|--------|--------|--------|--------------------|--|
| Percentage of household waste collected for recycling and composting | Victoria Burgess | 35.14% | 39.68% | 27.26% | 23.36% | 34.52% | 38.34% | | 45.00% | Annual Target Only | |
| Commentary | Data is reported one quarter in arrears. | | | | | | | | | | |
| Percentage of recycling collected that is unable to be recycled (contamination) | Victoria Burgess | 17.36% | 13.54% | 11.62% | 9.56% | 8.00% | 6.34% | 8.10% | 14.00% | | |
| Percentage of waste collections that were successful first time | Victoria Burgess | 99.21% | 98.75% | 96.57% | 97.00% | 99.94% | 99.96% | 99.94% | 99.80% | | |
| Percentage of fly-tips collected within 3 working days of being reported | Victoria Burgess | 99.21% | 98.75% | 96.57% | 97.00% | 98.49% | 98.20% | 98.06% | 95.00% | | |

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Efficiencies and Efficacies

| PI Name | AD | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Target | RAG | | | | | | | | | |
|---|---|---------|---------|---------|---------|---------|---------|---------|---------|--------|--|---------|------------|----|---------|----|---------|----|---------|
| Occupancy Rate at end of Quarter: Other investment property | Andy Fisher | 100.00% | 96.55% | 96.55% | 96.55% | 96.43% | 100.00% | 100.00% | 97.00% | Green | <table border="1"> <caption>Occupancy Rate Data</caption> <thead> <tr><th>Quarter</th><th>Rate</th></tr> </thead> <tbody> <tr><td>Q1</td><td>100.00%</td></tr> <tr><td>Q2</td><td>96.55%</td></tr> <tr><td>Q3</td><td>96.55%</td></tr> </tbody> </table> | Quarter | Rate | Q1 | 100.00% | Q2 | 96.55% | Q3 | 96.55% |
| Quarter | Rate | | | | | | | | | | | | | | | | | | |
| Q1 | 100.00% | | | | | | | | | | | | | | | | | | |
| Q2 | 96.55% | | | | | | | | | | | | | | | | | | |
| Q3 | 96.55% | | | | | | | | | | | | | | | | | | |
| Percentage of car parking income received against agreed annual budget – cumulative figure to end of successive quarters. | Andy Fisher | 104.53% | 107.14% | 111.53% | 104.52% | 111.51% | 105.40% | 106.29% | 100.00% | Green | <table border="1"> <caption>Car Parking Income Data</caption> <thead> <tr><th>Quarter</th><th>Percentage</th></tr> </thead> <tbody> <tr><td>Q1</td><td>104.53%</td></tr> <tr><td>Q2</td><td>107.14%</td></tr> <tr><td>Q3</td><td>111.53%</td></tr> </tbody> </table> | Quarter | Percentage | Q1 | 104.53% | Q2 | 107.14% | Q3 | 111.53% |
| Quarter | Percentage | | | | | | | | | | | | | | | | | | |
| Q1 | 104.53% | | | | | | | | | | | | | | | | | | |
| Q2 | 107.14% | | | | | | | | | | | | | | | | | | |
| Q3 | 111.53% | | | | | | | | | | | | | | | | | | |
| Commentary | Income target exceeded in Q3 by £13,135.44 (£223,995.44 income vs base quarter budget of £210,860) | | | | | | | | | | | | | | | | | | |
| PA Error rate (measured against estimated annual expenditure) (PSPS) | Russell Stone | 0.04% | 0.22% | 0.25% | 0.27% | 0.08% | 0.08% | 0.37% | 0.42% | Green | <table border="1"> <caption>PA Error Rate Data</caption> <thead> <tr><th>Quarter</th><th>Rate</th></tr> </thead> <tbody> <tr><td>Q1</td><td>0.04%</td></tr> <tr><td>Q2</td><td>0.22%</td></tr> <tr><td>Q3</td><td>0.25%</td></tr> </tbody> </table> | Quarter | Rate | Q1 | 0.04% | Q2 | 0.22% | Q3 | 0.25% |
| Quarter | Rate | | | | | | | | | | | | | | | | | | |
| Q1 | 0.04% | | | | | | | | | | | | | | | | | | |
| Q2 | 0.22% | | | | | | | | | | | | | | | | | | |
| Q3 | 0.25% | | | | | | | | | | | | | | | | | | |
| Business Rates in-year collection rate | Russell Stone | 30.86% | 55.33% | 79.79% | 98.83% | 28.32% | 54.18% | 77.45% | 79.00% | Yellow | <table border="1"> <caption>Business Rates Collection Data</caption> <thead> <tr><th>Quarter</th><th>Rate</th></tr> </thead> <tbody> <tr><td>Q1</td><td>30.86%</td></tr> <tr><td>Q2</td><td>55.33%</td></tr> <tr><td>Q3</td><td>79.79%</td></tr> </tbody> </table> | Quarter | Rate | Q1 | 30.86% | Q2 | 55.33% | Q3 | 79.79% |
| Quarter | Rate | | | | | | | | | | | | | | | | | | |
| Q1 | 30.86% | | | | | | | | | | | | | | | | | | |
| Q2 | 55.33% | | | | | | | | | | | | | | | | | | |
| Q3 | 79.79% | | | | | | | | | | | | | | | | | | |
| Commentary | The current climate for business remains challenging and the reduction in the level of relief this year has impacted collection. Whilst a robust programme of recovery remains in place through Q4, as reported in Q2 there are 4 cases subject to last resort actions (currently totalling £800k), which continue to account for the majority of the shortfall in collection compared to target. | | | | | | | | | | | | | | | | | | |
| Council Tax in-year collection rate | Russell Stone | 26.93% | 52.91% | 79.12% | 93.75% | 27.55% | 52.67% | 77.90% | 78.00% | Yellow | <table border="1"> <caption>Council Tax Collection Data</caption> <thead> <tr><th>Quarter</th><th>Rate</th></tr> </thead> <tbody> <tr><td>Q1</td><td>26.93%</td></tr> <tr><td>Q2</td><td>52.91%</td></tr> <tr><td>Q3</td><td>79.12%</td></tr> </tbody> </table> | Quarter | Rate | Q1 | 26.93% | Q2 | 52.91% | Q3 | 79.12% |
| Quarter | Rate | | | | | | | | | | | | | | | | | | |
| Q1 | 26.93% | | | | | | | | | | | | | | | | | | |
| Q2 | 52.91% | | | | | | | | | | | | | | | | | | |
| Q3 | 79.12% | | | | | | | | | | | | | | | | | | |

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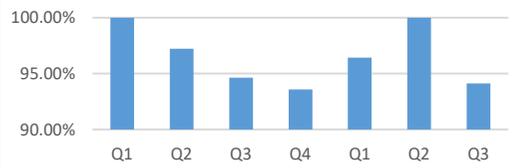
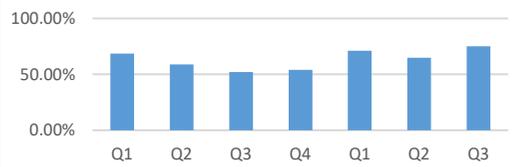
| | | | | | | | | | | |
|--|--|---------|---------|---------|---------|---------|---------|---------|--------|--|
| Housing Benefit New Claims speed of processing (Year to Date) (PSPS) | Russell Stone | 30.00 | 25.00 | 24.67 | 25.75 | 18.00 | 17.00 | 18.00 | 25 | |
| Housing Benefit Changes speed of processing (Year to Date) (PSPS) | Russell Stone | 9.00 | 11.00 | 13.33 | 10.75 | 15.00 | 13.50 | 13.00 | 12 | |
| Commentary | In quarter performance met the 12 day target, but year to date is still running above. | | | | | | | | | |
| Housing Benefit Overpayment Recovery rate (PSPS) | Russell Stone | 152.97% | 138.45% | 132.21% | 127.85% | 219.28% | 139.18% | 120.89% | 85.00% | |
| Hand Charges - Average number of days taken to process Local Authority searches (working days) | Christian Allen | 5.20 | 7.45 | 6.94 | 6.93 | 4.16 | 5.43 | 3.51 | 8 | |
| Percentage of corporate complaints responded to within corporately set timescales | John Medler | 100.00% | 100.00% | 88.24% | 93.33% | 87.50% | 86.67% | 96.00% | 95.00% | |
| Commentary | We have one outstanding which is now late in the planning service. | | | | | | | | | |
| Percentage of subject requests responded to within statutory timescales | John Medler | 60.00% | 100.00% | 100.00% | 100.00% | 100.00% | 83.33% | 100.00% | 95.00% | |

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| Percentage of information requests responded to within statutory timescales | John Medler | 98.48% | 98.52% | 100.00% | 97.94% | 97.84% | 96.07% | 97.66% | 95.00% | | <table border="1"> <caption>Percentage of information requests responded to within statutory timescales</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>98.48%</td></tr> <tr><td>Q2</td><td>98.52%</td></tr> <tr><td>Q3</td><td>100.00%</td></tr> <tr><td>Q4</td><td>97.94%</td></tr> <tr><td>Q1</td><td>97.84%</td></tr> <tr><td>Q2</td><td>96.07%</td></tr> <tr><td>Q3</td><td>97.66%</td></tr> </tbody> </table> | Quarter | Percentage | Q1 | 98.48% | Q2 | 98.52% | Q3 | 100.00% | Q4 | 97.94% | Q1 | 97.84% | Q2 | 96.07% | Q3 | 97.66% |
|---|--|--------|--------|---------|--------|--------|--------|--------|--------|--|---|---------|------------|----|--------|----|--------|----|---------|----|--------|----|--------|----|--------|----|--------|
| Quarter | Percentage | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 98.48% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 98.52% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 100.00% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | 97.94% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 97.84% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 96.07% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 97.66% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Commentary | 3 were 1 day late, and one was 4 days late. | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Percentage of contacts resolved at first contact – targeted. (PSPS) | Phil Perry | 83.43% | 83.88% | 83.54% | 84.15% | 87.58% | 86.49% | 86.39% | 80.00% | | <table border="1"> <caption>Percentage of contacts resolved at first contact – targeted. (PSPS)</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>83.43%</td></tr> <tr><td>Q2</td><td>83.88%</td></tr> <tr><td>Q3</td><td>83.54%</td></tr> <tr><td>Q4</td><td>84.15%</td></tr> <tr><td>Q1</td><td>87.58%</td></tr> <tr><td>Q2</td><td>86.49%</td></tr> <tr><td>Q3</td><td>86.39%</td></tr> </tbody> </table> | Quarter | Percentage | Q1 | 83.43% | Q2 | 83.88% | Q3 | 83.54% | Q4 | 84.15% | Q1 | 87.58% | Q2 | 86.49% | Q3 | 86.39% |
| Quarter | Percentage | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Q4 | 84.15% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 87.58% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 86.49% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 86.39% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Commentary | Total contacts - 13,729 Cases logged - 10,339 Service Requests - 1,490 Transfer & Message -1,900 - Council Tax (49.05%), Benefits (12.62%), Housing (9.36%) Levels of chase enquiry 7.05%, with service answer rate 36.51%, driving up transfer and message enquiries. | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Average answer rate – Customer Contact (PSPS) | Phil Perry | 82.01% | 82.77% | 90.34% | 88.11% | 85.94% | 87.03% | 92.50% | 80.00% | | <table border="1"> <caption>Average answer rate – Customer Contact (PSPS)</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>82.01%</td></tr> <tr><td>Q2</td><td>82.77%</td></tr> <tr><td>Q3</td><td>90.34%</td></tr> <tr><td>Q4</td><td>88.11%</td></tr> <tr><td>Q1</td><td>85.94%</td></tr> <tr><td>Q2</td><td>87.03%</td></tr> <tr><td>Q3</td><td>92.50%</td></tr> </tbody> </table> | Quarter | Percentage | Q1 | 82.01% | Q2 | 82.77% | Q3 | 90.34% | Q4 | 88.11% | Q1 | 85.94% | Q2 | 87.03% | Q3 | 92.50% |
| Quarter | Percentage | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 82.01% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 82.77% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 90.34% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | 88.11% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 85.94% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 87.03% | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 92.50% | | | | | | | | | | | | | | | | | | | | | | | | | | |

Performance Indicators with Trend Only Performance Levels
Growth and Prosperity

| PI Name | AD | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | | | | | | | | | | | | | | | | | |
|---|---|------------------|---------|---------|------------------|---------|----------|---------|---|---------|-------|----|------------------|----|---------|----|---------|----|------------------|----|---------|----|----------|----|---------|
| Building Control market share | Christian Allen | 77.00% | 84.00% | 93.00% | 77.00% | 84.00% | 86.00% | 79.00% | <table border="1"> <caption>Building Control market share</caption> <thead> <tr><th>Quarter</th><th>Value</th></tr> </thead> <tbody> <tr><td>Q1</td><td>77.00%</td></tr> <tr><td>Q2</td><td>84.00%</td></tr> <tr><td>Q3</td><td>93.00%</td></tr> <tr><td>Q4</td><td>77.00%</td></tr> <tr><td>Q1</td><td>84.00%</td></tr> <tr><td>Q2</td><td>86.00%</td></tr> <tr><td>Q3</td><td>79.00%</td></tr> </tbody> </table> | Quarter | Value | Q1 | 77.00% | Q2 | 84.00% | Q3 | 93.00% | Q4 | 77.00% | Q1 | 84.00% | Q2 | 86.00% | Q3 | 79.00% |
| Quarter | Value | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 77.00% | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 84.00% | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 93.00% | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | 77.00% | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 84.00% | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 86.00% | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 79.00% | | | | | | | | | | | | | | | | | | | | | | | | |
| Commentary | Difference between quarters is down to market volatility. | | | | | | | | | | | | | | | | | | | | | | | | |
| Value of Grants awarded via Grants4growth | Growth | £62,502 | £63,168 | £39,856 | No Data Provided | £47,250 | £184,386 | £31,952 | <table border="1"> <caption>Value of Grants awarded via Grants4growth</caption> <thead> <tr><th>Quarter</th><th>Value</th></tr> </thead> <tbody> <tr><td>Q1</td><td>£62,502</td></tr> <tr><td>Q2</td><td>£63,168</td></tr> <tr><td>Q3</td><td>£39,856</td></tr> <tr><td>Q4</td><td>No Data Provided</td></tr> <tr><td>Q1</td><td>£47,250</td></tr> <tr><td>Q2</td><td>£184,386</td></tr> <tr><td>Q3</td><td>£31,952</td></tr> </tbody> </table> | Quarter | Value | Q1 | £62,502 | Q2 | £63,168 | Q3 | £39,856 | Q4 | No Data Provided | Q1 | £47,250 | Q2 | £184,386 | Q3 | £31,952 |
| Quarter | Value | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | £62,502 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | £63,168 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | £39,856 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | No Data Provided | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | £47,250 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | £184,386 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | £31,952 | | | | | | | | | | | | | | | | | | | | | | | | |
| Number of Grants awarded via Grants4growth | Growth | 5 | 8 | 8 | No Data Provided | 4 | 17 | 6 | <table border="1"> <caption>Number of Grants awarded via Grants4growth</caption> <thead> <tr><th>Quarter</th><th>Value</th></tr> </thead> <tbody> <tr><td>Q1</td><td>5</td></tr> <tr><td>Q2</td><td>8</td></tr> <tr><td>Q3</td><td>8</td></tr> <tr><td>Q4</td><td>No Data Provided</td></tr> <tr><td>Q1</td><td>4</td></tr> <tr><td>Q2</td><td>17</td></tr> <tr><td>Q3</td><td>6</td></tr> </tbody> </table> | Quarter | Value | Q1 | 5 | Q2 | 8 | Q3 | 8 | Q4 | No Data Provided | Q1 | 4 | Q2 | 17 | Q3 | 6 |
| Quarter | Value | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 5 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 8 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 8 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | No Data Provided | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 4 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 17 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 6 | | | | | | | | | | | | | | | | | | | | | | | | |
| Number of Businesses assisted via Grants4growth | Growth | 17 | 8 | 12 | No Data Provided | 32 | 11 | 7 | <table border="1"> <caption>Number of Businesses assisted via Grants4growth</caption> <thead> <tr><th>Quarter</th><th>Value</th></tr> </thead> <tbody> <tr><td>Q1</td><td>17</td></tr> <tr><td>Q2</td><td>8</td></tr> <tr><td>Q3</td><td>12</td></tr> <tr><td>Q4</td><td>No Data Provided</td></tr> <tr><td>Q1</td><td>32</td></tr> <tr><td>Q2</td><td>11</td></tr> <tr><td>Q3</td><td>7</td></tr> </tbody> </table> | Quarter | Value | Q1 | 17 | Q2 | 8 | Q3 | 12 | Q4 | No Data Provided | Q1 | 32 | Q2 | 11 | Q3 | 7 |
| Quarter | Value | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 17 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 8 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 12 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | No Data Provided | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 32 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 11 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 7 | | | | | | | | | | | | | | | | | | | | | | | | |
| Number of Business registered via Grants4growth | Growth | No Data Provided | 18 | 7 | No Data Provided | 32 | 11 | 7 | <table border="1"> <caption>Number of Business registered via Grants4growth</caption> <thead> <tr><th>Quarter</th><th>Value</th></tr> </thead> <tbody> <tr><td>Q1</td><td>No Data Provided</td></tr> <tr><td>Q2</td><td>18</td></tr> <tr><td>Q3</td><td>7</td></tr> <tr><td>Q4</td><td>No Data Provided</td></tr> <tr><td>Q1</td><td>32</td></tr> <tr><td>Q2</td><td>11</td></tr> <tr><td>Q3</td><td>7</td></tr> </tbody> </table> | Quarter | Value | Q1 | No Data Provided | Q2 | 18 | Q3 | 7 | Q4 | No Data Provided | Q1 | 32 | Q2 | 11 | Q3 | 7 |
| Quarter | Value | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | No Data Provided | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 18 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 7 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | No Data Provided | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 32 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 11 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 7 | | | | | | | | | | | | | | | | | | | | | | | | |

| | | | | | | | | | |
|---|-------------|-------------------------|-------------------------|-------------------------|-------------------------|------------------|----------|---------|--|
| Matched funding achieved through local growth programmes (towns deal, LUF, UKSPF) | Growth | Not Previously Reported | Not Previously Reported | Not Previously Reported | Not Previously Reported | No Data Provided | £0 | £0 |  <p>A bar chart with a vertical axis labeled from £0 to £1. The horizontal axis shows two sets of quarters: Q1, Q2, Q3, Q4 and Q1, Q2, Q3. All bars are at the £0 level.</p> |
| Matched funding through Grants4Growth scheme | Growth | Not Previously Reported | Not Previously Reported | Not Previously Reported | Not Previously Reported | £73,002 | £370,387 | £61,992 |  <p>A bar chart with a vertical axis labeled from £0 to £400,000. The horizontal axis shows two sets of quarters: Q1, Q2, Q3, Q4 and Q1, Q2, Q3. The bars represent funding amounts: Q1 (Q1) is approximately £73,002; Q2 (Q1) is approximately £61,992; Q2 (Q2) is approximately £370,387; Q3 (Q1) is approximately £61,992.</p> |
| Percentage of decisions (major / minor / others) taken under delegation within period | Phil Norman | 100.00% | 97.22% | 94.62% | 93.59% | 96.43% | 100.00% | 94.12% |  <p>A bar chart with a vertical axis labeled from 90.00% to 100.00%. The horizontal axis shows two sets of quarters: Q1, Q2, Q3, Q4 and Q1, Q2, Q3. The bars represent percentages: Q1 (Q1) is 100.00%; Q2 (Q1) is 97.22%; Q3 (Q1) is 94.62%; Q4 (Q1) is 93.59%; Q1 (Q2) is 96.43%; Q2 (Q2) is 100.00%; Q3 (Q2) is 94.12%.</p> |
| Council run stall occupancy level (Markets) | Phil Perry | 68.50% | 59.00% | 52.10% | 54.00% | 71.00% | 65.00% | 75.14% |  <p>A bar chart with a vertical axis labeled from 0.00% to 100.00%. The horizontal axis shows two sets of quarters: Q1, Q2, Q3, Q4 and Q1, Q2, Q3. The bars represent occupancy levels: Q1 (Q1) is 68.50%; Q2 (Q1) is 59.00%; Q3 (Q1) is 52.10%; Q4 (Q1) is 54.00%; Q1 (Q2) is 71.00%; Q2 (Q2) is 65.00%; Q3 (Q2) is 75.14%.</p> |

Healthy Lives

| PI Name | AD | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | |
|--|--------------|-----|-----|-----|-----|-----|-----|--------|--|
| Number of days to complete a stage 2 DFG | Emily Spicer | 298 | 264 | 262 | 288 | 303 | 302 | 360.00 | |
| Number of days to complete a stage 3 DFG | Emily Spicer | 24 | 13 | 17 | 28 | 18 | 23 | 13.00 | |
| Number of days to complete a stage 4 DFG | Emily Spicer | 56 | 76 | 70 | 52 | 80 | 106 | 89.00 | |
| Number of DFG referrals received | Emily Spicer | 48 | 51 | 41 | 49 | 33 | 58 | 31.00 | |
| Number of DFG grants approved | Emily Spicer | 21 | 23 | 20 | 16 | 20 | 25 | 11.00 | |

| Number of DFG grants completed | Emily Spicer | Not Previously Reported | Not Previously Reported | Not Previously Reported | Not Previously Reported | 14 | 19 | 21.00 | <table border="1"> <caption>Number of DFG grants completed</caption> <thead> <tr> <th>Quarter</th> <th>Number of Grants</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>14</td> </tr> <tr> <td>Q2</td> <td>19</td> </tr> <tr> <td>Q3</td> <td>21</td> </tr> </tbody> </table> | Quarter | Number of Grants | Q1 | 14 | Q2 | 19 | Q3 | 21 |
|---|--|-------------------------|-------------------------|-------------------------|-------------------------|--------|--------|--------|--|---------|------------------|----|--------|----|--------|----|--------|
| Quarter | Number of Grants | | | | | | | | | | | | | | | | |
| Q1 | 14 | | | | | | | | | | | | | | | | |
| Q2 | 19 | | | | | | | | | | | | | | | | |
| Q3 | 21 | | | | | | | | | | | | | | | | |
| For a successful prevention outcome at least 32% should be achieved through keeping the household in the home presented from | Emily Spicer | Not Previously Reported | Not Previously Reported | Not Previously Reported | Not Previously Reported | 12.00% | 9.30% | 6.89% | <table border="1"> <caption>Percentage of successful prevention outcomes</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>12.00%</td> </tr> <tr> <td>Q2</td> <td>9.30%</td> </tr> <tr> <td>Q3</td> <td>6.89%</td> </tr> </tbody> </table> | Quarter | Percentage | Q1 | 12.00% | Q2 | 9.30% | Q3 | 6.89% |
| Quarter | Percentage | | | | | | | | | | | | | | | | |
| Q1 | 12.00% | | | | | | | | | | | | | | | | |
| Q2 | 9.30% | | | | | | | | | | | | | | | | |
| Q3 | 6.89% | | | | | | | | | | | | | | | | |
| Commentary | Performance has decreased. Further work is required to improve performance including contacting high performing Councils. | | | | | | | | | | | | | | | | |
| Percentage of not in priority need decisions should reflect at least the regional average for the East Midlands (32%) | Emily Spicer | Not Previously Reported | Not Previously Reported | Not Previously Reported | Not Previously Reported | 50.00% | 66.60% | 42.00% | <table border="1"> <caption>Percentage of not in priority need decisions</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>50.00%</td> </tr> <tr> <td>Q2</td> <td>66.60%</td> </tr> <tr> <td>Q3</td> <td>42.00%</td> </tr> </tbody> </table> | Quarter | Percentage | Q1 | 50.00% | Q2 | 66.60% | Q3 | 42.00% |
| Quarter | Percentage | | | | | | | | | | | | | | | | |
| Q1 | 50.00% | | | | | | | | | | | | | | | | |
| Q2 | 66.60% | | | | | | | | | | | | | | | | |
| Q3 | 42.00% | | | | | | | | | | | | | | | | |
| Commentary | The number of cases classed as not being in priority need has reduced but is still above the regional average. Few main duty decisions were made meaning the percentage classed as non priority will change significantly if an applicant is or isn't classed as being in priority need. | | | | | | | | | | | | | | | | |
| Percentage of intentional homelessness (IH) decisions should reflect at least the regional average for the East Midlands (5%) | Emily Spicer | Not Previously Reported | Not Previously Reported | Not Previously Reported | Not Previously Reported | 0.00% | 11.00% | 28.57% | <table border="1"> <caption>Percentage of intentional homelessness (IH) decisions</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>0.00%</td> </tr> <tr> <td>Q2</td> <td>11.00%</td> </tr> <tr> <td>Q3</td> <td>28.57%</td> </tr> </tbody> </table> | Quarter | Percentage | Q1 | 0.00% | Q2 | 11.00% | Q3 | 28.57% |
| Quarter | Percentage | | | | | | | | | | | | | | | | |
| Q1 | 0.00% | | | | | | | | | | | | | | | | |
| Q2 | 11.00% | | | | | | | | | | | | | | | | |
| Q3 | 28.57% | | | | | | | | | | | | | | | | |
| Commentary | The number of cases classed as being intentionally homeless has increased. Few main duty decisions were made meaning the percentage classed as intentionally homeless will change significantly if an applicant is or isn't classed as intentionally homeless. | | | | | | | | | | | | | | | | |

| Visitor numbers / number of tickets sold, for leisure venues | Phil Perry | 82,074 | 65,934 | 58,964 | 74,358 | 66,421 | 52,330 | 44,256 | <table border="1"> <caption>Visitor Numbers Data</caption> <thead> <tr> <th>Quarter</th> <th>Visitor Numbers</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>82,074</td></tr> <tr><td>Q2</td><td>65,934</td></tr> <tr><td>Q3</td><td>58,964</td></tr> <tr><td>Q4</td><td>74,358</td></tr> <tr><td>Q1</td><td>66,421</td></tr> <tr><td>Q2</td><td>52,330</td></tr> <tr><td>Q3</td><td>44,256</td></tr> </tbody> </table> | Quarter | Visitor Numbers | Q1 | 82,074 | Q2 | 65,934 | Q3 | 58,964 | Q4 | 74,358 | Q1 | 66,421 | Q2 | 52,330 | Q3 | 44,256 |
|--|--|--------|--------|--------|--------|--------|--------|--------|--|---------|----------------------------|----|--------|----|--------|----|--------|----|--------|----|--------|----|--------|----|--------|
| Quarter | Visitor Numbers | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 82,074 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 65,934 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 58,964 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | 74,358 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 66,421 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 52,330 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 44,256 | | | | | | | | | | | | | | | | | | | | | | | | |
| Commentary | Most of the issues experienced this quarter such as heating and water temperature problems, reduced pool availability, and temporary closures, are linked to ongoing Boston Leisure Project works. These disruptions have affected user experience, led to cancellations, and raised concerns about site access, aesthetics, and missing features, all of which are impacting attendance and membership sales. | | | | | | | | | | | | | | | | | | | | | | | | |
| Number of gym members | Phil Perry | 1,768 | 1,903 | 1,860 | 1,963 | 1,802 | 1,707 | 1,601 | <table border="1"> <caption>Gym Members Data</caption> <thead> <tr> <th>Quarter</th> <th>Number of Gym Members</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>1,768</td></tr> <tr><td>Q2</td><td>1,903</td></tr> <tr><td>Q3</td><td>1,860</td></tr> <tr><td>Q4</td><td>1,963</td></tr> <tr><td>Q1</td><td>1,802</td></tr> <tr><td>Q2</td><td>1,707</td></tr> <tr><td>Q3</td><td>1,601</td></tr> </tbody> </table> | Quarter | Number of Gym Members | Q1 | 1,768 | Q2 | 1,903 | Q3 | 1,860 | Q4 | 1,963 | Q1 | 1,802 | Q2 | 1,707 | Q3 | 1,601 |
| Quarter | Number of Gym Members | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 1,768 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 1,903 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 1,860 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | 1,963 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 1,802 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 1,707 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 1,601 | | | | | | | | | | | | | | | | | | | | | | | | |
| Number of swims | Phil Perry | 38,684 | 28,123 | 18,103 | 19,878 | 18,722 | 16,753 | 12,478 | <table border="1"> <caption>Number of Swims Data</caption> <thead> <tr> <th>Quarter</th> <th>Number of Swims</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>38,684</td></tr> <tr><td>Q2</td><td>28,123</td></tr> <tr><td>Q3</td><td>18,103</td></tr> <tr><td>Q4</td><td>19,878</td></tr> <tr><td>Q1</td><td>18,722</td></tr> <tr><td>Q2</td><td>16,753</td></tr> <tr><td>Q3</td><td>12,478</td></tr> </tbody> </table> | Quarter | Number of Swims | Q1 | 38,684 | Q2 | 28,123 | Q3 | 18,103 | Q4 | 19,878 | Q1 | 18,722 | Q2 | 16,753 | Q3 | 12,478 |
| Quarter | Number of Swims | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 38,684 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 28,123 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 18,103 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | 19,878 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 18,722 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 16,753 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 12,478 | | | | | | | | | | | | | | | | | | | | | | | | |
| Number of swimming lessons | Phil Perry | 13,767 | 12,321 | 13,538 | 16,810 | 12,690 | 11,296 | 13,119 | <table border="1"> <caption>Number of Swimming Lessons Data</caption> <thead> <tr> <th>Quarter</th> <th>Number of Swimming Lessons</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>13,767</td></tr> <tr><td>Q2</td><td>12,321</td></tr> <tr><td>Q3</td><td>13,538</td></tr> <tr><td>Q4</td><td>16,810</td></tr> <tr><td>Q1</td><td>12,690</td></tr> <tr><td>Q2</td><td>11,296</td></tr> <tr><td>Q3</td><td>13,119</td></tr> </tbody> </table> | Quarter | Number of Swimming Lessons | Q1 | 13,767 | Q2 | 12,321 | Q3 | 13,538 | Q4 | 16,810 | Q1 | 12,690 | Q2 | 11,296 | Q3 | 13,119 |
| Quarter | Number of Swimming Lessons | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 13,767 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 12,321 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 13,538 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | 16,810 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 12,690 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 11,296 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 13,119 | | | | | | | | | | | | | | | | | | | | | | | | |

Safe and Resilient Communities

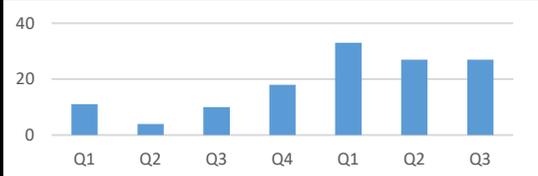
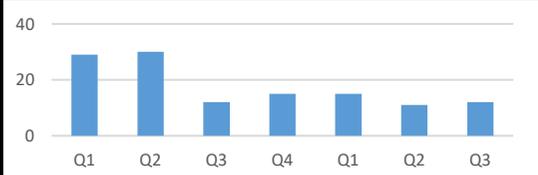
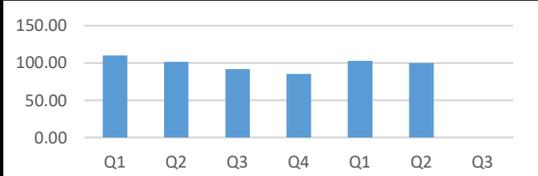
| PI Name | AD | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | | | | | | | | | | | | | | | | | |
|--|--|--------|--------|--------|--------|--------|--------|--------|---|---------|------------|----|--------|----|--------|----|--------|----|--------|----|--------|----|--------|----|--------|
| Food Safety – percentage of rateable food businesses with a rating of 3 (generally satisfactory) or above as a Percentage of the total number of rateable food businesses. | Christian Allen | 97.85% | 98.00% | 96.90% | 97.70% | 97.15% | 97.50% | 97.70% | <table border="1"> <caption>Food Safety Percentage Data</caption> <thead> <tr><th>Quarter</th><th>Percentage</th></tr> </thead> <tbody> <tr><td>Q1</td><td>97.85%</td></tr> <tr><td>Q2</td><td>98.00%</td></tr> <tr><td>Q3</td><td>96.90%</td></tr> <tr><td>Q4</td><td>97.70%</td></tr> <tr><td>Q1</td><td>97.15%</td></tr> <tr><td>Q2</td><td>97.50%</td></tr> <tr><td>Q3</td><td>97.70%</td></tr> </tbody> </table> | Quarter | Percentage | Q1 | 97.85% | Q2 | 98.00% | Q3 | 96.90% | Q4 | 97.70% | Q1 | 97.15% | Q2 | 97.50% | Q3 | 97.70% |
| Quarter | Percentage | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 97.85% | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 98.00% | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 96.90% | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | 97.70% | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 97.15% | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 97.50% | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 97.70% | | | | | | | | | | | | | | | | | | | | | | | | |
| Number of organisations supported with accessing funding | Emily Spicer | 0 | 2 | 0 | 0 | 0 | 3 | 1 | <table border="1"> <caption>Organisations Supported Data</caption> <thead> <tr><th>Quarter</th><th>Count</th></tr> </thead> <tbody> <tr><td>Q1</td><td>0</td></tr> <tr><td>Q2</td><td>2</td></tr> <tr><td>Q3</td><td>0</td></tr> <tr><td>Q4</td><td>0</td></tr> <tr><td>Q1</td><td>0</td></tr> <tr><td>Q2</td><td>3</td></tr> <tr><td>Q3</td><td>1</td></tr> </tbody> </table> | Quarter | Count | Q1 | 0 | Q2 | 2 | Q3 | 0 | Q4 | 0 | Q1 | 0 | Q2 | 3 | Q3 | 1 |
| Quarter | Count | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 0 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 2 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 0 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | 0 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 0 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 3 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 1 | | | | | | | | | | | | | | | | | | | | | | | | |
| Commentary | 1 Crowdfunding project successful, 1 further project still crowdfunding. | | | | | | | | | | | | | | | | | | | | | | | | |
| Number of verified rough sleepers during the month | Emily Spicer | 28 | 31 | 20 | 27 | 35 | 24 | 25 | <table border="1"> <caption>Verified Rough Sleepers Data</caption> <thead> <tr><th>Quarter</th><th>Count</th></tr> </thead> <tbody> <tr><td>Q1</td><td>28</td></tr> <tr><td>Q2</td><td>31</td></tr> <tr><td>Q3</td><td>20</td></tr> <tr><td>Q4</td><td>27</td></tr> <tr><td>Q1</td><td>35</td></tr> <tr><td>Q2</td><td>24</td></tr> <tr><td>Q3</td><td>25</td></tr> </tbody> </table> | Quarter | Count | Q1 | 28 | Q2 | 31 | Q3 | 20 | Q4 | 27 | Q1 | 35 | Q2 | 24 | Q3 | 25 |
| Quarter | Count | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 28 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 31 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 20 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | 27 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 35 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 24 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 25 | | | | | | | | | | | | | | | | | | | | | | | | |
| Commentary | The number of people sleeping rough during December is 5 higher than a year ago however this was the lowest figure that year. The number of people sleeping rough on a single night also increased which is unusual for this time of year. | | | | | | | | | | | | | | | | | | | | | | | | |
| Number of properties improved through Council intervention | Emily Spicer | 6 | 3 | 3 | 13 | 15 | 4 | 7 | <table border="1"> <caption>Properties Improved Data</caption> <thead> <tr><th>Quarter</th><th>Count</th></tr> </thead> <tbody> <tr><td>Q1</td><td>6</td></tr> <tr><td>Q2</td><td>3</td></tr> <tr><td>Q3</td><td>3</td></tr> <tr><td>Q4</td><td>13</td></tr> <tr><td>Q1</td><td>15</td></tr> <tr><td>Q2</td><td>4</td></tr> <tr><td>Q3</td><td>7</td></tr> </tbody> </table> | Quarter | Count | Q1 | 6 | Q2 | 3 | Q3 | 3 | Q4 | 13 | Q1 | 15 | Q2 | 4 | Q3 | 7 |
| Quarter | Count | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 6 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 3 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 3 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | 13 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 15 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 4 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 7 | | | | | | | | | | | | | | | | | | | | | | | | |
| Commentary | The team continues to develop under the supervision of the senior officer. The team continues to work on a number of complex enforcement cases along side cases that are being resolved through landlord engagement. | | | | | | | | | | | | | | | | | | | | | | | | |

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| The percentage of main duty decisions made within 5 working days of the end of the relief duty | Emily Spicer | Not Previously Reported | Not Previously Reported | Not Previously Reported | Not Previously Reported | 50.00% | 55.55% | 50.00% | <table border="1"> <caption>Percentage of main duty decisions made within 5 working days</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>50.00%</td> </tr> <tr> <td>Q2</td> <td>55.55%</td> </tr> <tr> <td>Q3</td> <td>50.00%</td> </tr> </tbody> </table> | Quarter | Percentage | Q1 | 50.00% | Q2 | 55.55% | Q3 | 50.00% |
|--|--|-------------------------|-------------------------|-------------------------|-------------------------|--------|--------|--------|--|---------|----------------|----|--------|----|--------|----|--------|
| Quarter | Percentage | | | | | | | | | | | | | | | | |
| Q1 | 50.00% | | | | | | | | | | | | | | | | |
| Q2 | 55.55% | | | | | | | | | | | | | | | | |
| Q3 | 50.00% | | | | | | | | | | | | | | | | |
| Commentary | Performance remains similar to previous quarters. There has been under performance by one officer who is leaving the Council soon. | | | | | | | | | | | | | | | | |
| Number of lets into the private rented sector | Emily Spicer | Not Previously Reported | Not Previously Reported | Not Previously Reported | Not Previously Reported | 11 | 17 | 6 | <table border="1"> <caption>Number of lets into the private rented sector</caption> <thead> <tr> <th>Quarter</th> <th>Number of Lets</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>11</td> </tr> <tr> <td>Q2</td> <td>17</td> </tr> <tr> <td>Q3</td> <td>6</td> </tr> </tbody> </table> | Quarter | Number of Lets | Q1 | 11 | Q2 | 17 | Q3 | 6 |
| Quarter | Number of Lets | | | | | | | | | | | | | | | | |
| Q1 | 11 | | | | | | | | | | | | | | | | |
| Q2 | 17 | | | | | | | | | | | | | | | | |
| Q3 | 6 | | | | | | | | | | | | | | | | |
| Commentary | Performance has decreased this quarter. Officers have been tasked with reviewing what can be done to improve performance. | | | | | | | | | | | | | | | | |

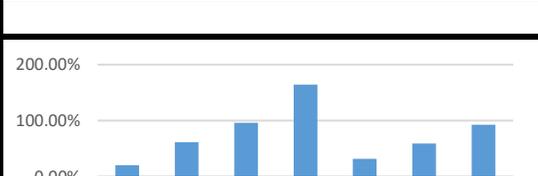
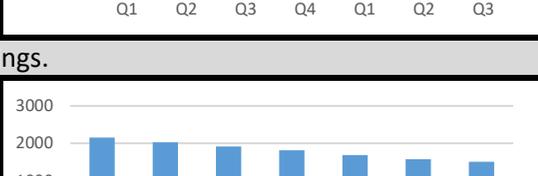
Environment

| Officer Name | AD | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | | | | | | | | | | | | | | | | | |
|---|-----------------|-------------------------|-------------------------|-------------------------|-------------------------|-----|-----|-----|---|---------|-----------------|----|-----|----|-----|----|-----|----|-----|----|-----|----|-----|----|-----|
| Number of homes improved through green home/warm home grants | Christian Allen | Not Previously Reported | Not Previously Reported | Not Previously Reported | Not Previously Reported | 0 | 0 | 10 | <table border="1"> <caption>Number of homes improved through green home/warm home grants</caption> <thead> <tr> <th>Quarter</th> <th>Number of Homes</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>0</td> </tr> <tr> <td>Q2</td> <td>0</td> </tr> <tr> <td>Q3</td> <td>10</td> </tr> </tbody> </table> | Quarter | Number of Homes | Q1 | 0 | Q2 | 0 | Q3 | 10 | | | | | | | | |
| Quarter | Number of Homes | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 0 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 0 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 10 | | | | | | | | | | | | | | | | | | | | | | | | |
| Kingdom Contract: Number of Fixed Penalty Notices (FPNs) Issued - Litter (In quarter) | Christian Allen | 284 | 183 | 291 | 250 | 231 | 125 | 156 | <table border="1"> <caption>Kingdom Contract: Number of Fixed Penalty Notices (FPNs) Issued - Litter</caption> <thead> <tr> <th>Quarter</th> <th>Number of FPNs</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>284</td> </tr> <tr> <td>Q2</td> <td>183</td> </tr> <tr> <td>Q3</td> <td>291</td> </tr> <tr> <td>Q4</td> <td>250</td> </tr> <tr> <td>Q1</td> <td>231</td> </tr> <tr> <td>Q2</td> <td>125</td> </tr> <tr> <td>Q3</td> <td>156</td> </tr> </tbody> </table> | Quarter | Number of FPNs | Q1 | 284 | Q2 | 183 | Q3 | 291 | Q4 | 250 | Q1 | 231 | Q2 | 125 | Q3 | 156 |
| Quarter | Number of FPNs | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 284 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 183 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 291 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | 250 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 231 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 125 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 156 | | | | | | | | | | | | | | | | | | | | | | | | |
| Kingdom Contract: Number of FPNs Issued - Fly Tipping (In quarter) | Christian Allen | 10 | 16 | 24 | 32 | 16 | 19 | 13 | <table border="1"> <caption>Kingdom Contract: Number of FPNs Issued - Fly Tipping</caption> <thead> <tr> <th>Quarter</th> <th>Number of FPNs</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>10</td> </tr> <tr> <td>Q2</td> <td>16</td> </tr> <tr> <td>Q3</td> <td>24</td> </tr> <tr> <td>Q4</td> <td>32</td> </tr> <tr> <td>Q1</td> <td>16</td> </tr> <tr> <td>Q2</td> <td>19</td> </tr> <tr> <td>Q3</td> <td>13</td> </tr> </tbody> </table> | Quarter | Number of FPNs | Q1 | 10 | Q2 | 16 | Q3 | 24 | Q4 | 32 | Q1 | 16 | Q2 | 19 | Q3 | 13 |
| Quarter | Number of FPNs | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 10 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 16 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 24 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | 32 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 16 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 19 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 13 | | | | | | | | | | | | | | | | | | | | | | | | |

| | | | | | | | | | |
|--|---|--------|--------|-------|-------|--------|-------|------|---|
| Kingdom Contract: Number of FPNs Issued - other (e.g. PSPO etc.) (In quarter) | Christian Allen | 11 | 4 | 10 | 18 | 33 | 27 | 27 |  |
| Kingdom Contract: Number of prosecutions completed to sentencing. (In quarter) | Christian Allen | 29 | 30 | 12 | 15 | 15 | 11 | 12 |  |
| KG of total waste collected per household | Victoria Burgess | 110.10 | 101.80 | 91.80 | 85.50 | 103.00 | 99.70 | 0.00 |  |
| Commentary | Q3 data will be available from LCC in April 2026. | | | | | | | | |

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Efficiencies and Efficacies

| PI Name | AD | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | |
|---|--|--------|--------|--------|---------|--------|--------|--------|---|
| Repairs & Maintenance: Percentage committed spend against budget – cumulative | Andy Fisher | 20.13% | 61.16% | 95.82% | 164.33% | 31.69% | 58.98% | 92.57% |  |
| Commentary | Significant expenditure was incurred in Q3, especially in relation to the Municipal Buildings. | | | | | | | | |
| Housing Benefit Caseload | Russell Stone | 2150 | 2019 | 1909 | 1812 | 1681 | 1569 | 1502 |  |

| Council Tax Support Caseload | Russell Stone | 2777 | 2838 | 2907 | 2951 | 3009 | 3051 | 3135 | <table border="1"> <caption>Council Tax Support Caseload</caption> <thead> <tr> <th>Quarter</th> <th>Caseload</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>2777</td> </tr> <tr> <td>Q2</td> <td>2838</td> </tr> <tr> <td>Q3</td> <td>2907</td> </tr> </tbody> </table> | Quarter | Caseload | Q1 | 2777 | Q2 | 2838 | Q3 | 2907 |
|---|---------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|---|---------|----------|----|-------------|----|-------------|----|-------------|
| Quarter | Caseload | | | | | | | | | | | | | | | | |
| Q1 | 2777 | | | | | | | | | | | | | | | | |
| Q2 | 2838 | | | | | | | | | | | | | | | | |
| Q3 | 2907 | | | | | | | | | | | | | | | | |
| Business Rates RV | Russell Stone | £55,684,937 | £55,782,060 | £55,858,896 | £55,714,554 | £55,783,595 | £55,679,773 | £56,105,385 | <table border="1"> <caption>Business Rates RV</caption> <thead> <tr> <th>Quarter</th> <th>RV</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>£55,684,937</td> </tr> <tr> <td>Q2</td> <td>£55,782,060</td> </tr> <tr> <td>Q3</td> <td>£55,858,896</td> </tr> </tbody> </table> | Quarter | RV | Q1 | £55,684,937 | Q2 | £55,782,060 | Q3 | £55,858,896 |
| Quarter | RV | | | | | | | | | | | | | | | | |
| Q1 | £55,684,937 | | | | | | | | | | | | | | | | |
| Q2 | £55,782,060 | | | | | | | | | | | | | | | | |
| Q3 | £55,858,896 | | | | | | | | | | | | | | | | |
| Business Rates Hereditaments | Russell Stone | 2,484 | 2,485 | 2,488 | 2,481 | 2,496 | 2,498 | 2,517 | <table border="1"> <caption>Business Rates Hereditaments</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>2,484</td> </tr> <tr> <td>Q2</td> <td>2,485</td> </tr> <tr> <td>Q3</td> <td>2,488</td> </tr> </tbody> </table> | Quarter | Value | Q1 | 2,484 | Q2 | 2,485 | Q3 | 2,488 |
| Quarter | Value | | | | | | | | | | | | | | | | |
| Q1 | 2,484 | | | | | | | | | | | | | | | | |
| Q2 | 2,485 | | | | | | | | | | | | | | | | |
| Q3 | 2,488 | | | | | | | | | | | | | | | | |
| Council Tax Banded Dwellings | Russell Stone | 31,775 | 31,858 | 31,930 | 31,989 | 32,032 | 32,061 | 32,265 | <table border="1"> <caption>Council Tax Banded Dwellings</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>31,775</td> </tr> <tr> <td>Q2</td> <td>31,858</td> </tr> <tr> <td>Q3</td> <td>31,930</td> </tr> </tbody> </table> | Quarter | Value | Q1 | 31,775 | Q2 | 31,858 | Q3 | 31,930 |
| Quarter | Value | | | | | | | | | | | | | | | | |
| Q1 | 31,775 | | | | | | | | | | | | | | | | |
| Q2 | 31,858 | | | | | | | | | | | | | | | | |
| Q3 | 31,930 | | | | | | | | | | | | | | | | |
| Direct Debit Payments | Russell Stone | 58,658 | 59,207 | 59,404 | 38,928 | 58,663 | 58,572 | 58,546 | <table border="1"> <caption>Direct Debit Payments</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>58,658</td> </tr> <tr> <td>Q2</td> <td>59,207</td> </tr> <tr> <td>Q3</td> <td>59,404</td> </tr> </tbody> </table> | Quarter | Value | Q1 | 58,658 | Q2 | 59,207 | Q3 | 59,404 |
| Quarter | Value | | | | | | | | | | | | | | | | |
| Q1 | 58,658 | | | | | | | | | | | | | | | | |
| Q2 | 59,207 | | | | | | | | | | | | | | | | |
| Q3 | 59,404 | | | | | | | | | | | | | | | | |
| CTS New Claims – Number of Decisions Made | Russell Stone | 568 | 357 | 574 | 535 | 474 | 472 | 460 | <table border="1"> <caption>CTS New Claims – Number of Decisions Made</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>568</td> </tr> <tr> <td>Q2</td> <td>357</td> </tr> <tr> <td>Q3</td> <td>574</td> </tr> </tbody> </table> | Quarter | Value | Q1 | 568 | Q2 | 357 | Q3 | 574 |
| Quarter | Value | | | | | | | | | | | | | | | | |
| Q1 | 568 | | | | | | | | | | | | | | | | |
| Q2 | 357 | | | | | | | | | | | | | | | | |
| Q3 | 574 | | | | | | | | | | | | | | | | |

| | | | | | | | | | |
|---|---------------|---------|---------|--------|---------|---------|---------|---------|--|
| CTS Changes – Number of Decisions Made | Russell Stone | 2,517 | 1,894 | 1,821 | 6,299 | 2,686 | 1,841 | 1,604 | |
| Discretionary Housing Payments (DHP) number of applications | Russell Stone | 51 | 73 | 84 | 83 | 53 | 75 | 53 | |
| Discretionary Housing Payments (DHP) number of awards | Russell Stone | 18 | 47 | 18 | 39 | 22 | 33 | 24 | |
| Discretionary Housing Payments (DHP) Spend against Budget | Russell Stone | 22.85% | 53.46% | 63.55% | 86.74% | 18.67% | 47.49% | 73.27% | |
| Procurement savings / benefits achieved (By the PSPS procurement team) In quarter | Russell Stone | £13,925 | £35,930 | £8,300 | £11,500 | £72,820 | £15,254 | £16,926 | |
| Digital services take up (services accessed online) (PSPS) | Russell Stone | 63 | 103 | 148 | 194 | 495 | 457 | 381 | |

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| Website visitors (accessing website information) (PSPS) | Russell Stone | 133,265 | 45,494 | 41,478 | 72,493 | 66,518 | 59,266 | 62,955 | <table border="1"> <caption>Website visitors (accessing website information) (PSPS)</caption> <thead> <tr> <th>Quarter</th> <th>Visitors</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>133,265</td></tr> <tr><td>Q2</td><td>45,494</td></tr> <tr><td>Q3</td><td>41,478</td></tr> <tr><td>Q4</td><td>72,493</td></tr> <tr><td>Q1</td><td>66,518</td></tr> <tr><td>Q2</td><td>59,266</td></tr> <tr><td>Q3</td><td>62,955</td></tr> </tbody> </table> | Quarter | Visitors | Q1 | 133,265 | Q2 | 45,494 | Q3 | 41,478 | Q4 | 72,493 | Q1 | 66,518 | Q2 | 59,266 | Q3 | 62,955 |
|---|---------------|-------------|--------|-------------|--------|-------------|--------|-------------|--|---------|------------|----|---------|----|--------|----|--------|----|--------|----|--------|----|--------|----|--------|
| Quarter | Visitors | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 133,265 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 45,494 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 41,478 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | 72,493 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 66,518 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 59,266 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 62,955 | | | | | | | | | | | | | | | | | | | | | | | | |
| Percentage of Partnership workforce (surveyed collectively) who said 'Yes' when asked if they felt valued at work | James Gilbert | Half Yearly | 79.00% | Half Yearly | 84.80% | Half Yearly | 76.30% | Half Yearly | <table border="1"> <caption>Percentage of Partnership workforce who said 'Yes' when asked if they felt valued at work</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>79.00%</td></tr> <tr><td>Q2</td><td>84.80%</td></tr> <tr><td>Q3</td><td>76.30%</td></tr> <tr><td>Q4</td><td>79.00%</td></tr> <tr><td>Q1</td><td>84.80%</td></tr> <tr><td>Q2</td><td>76.30%</td></tr> <tr><td>Q3</td><td>79.00%</td></tr> </tbody> </table> | Quarter | Percentage | Q1 | 79.00% | Q2 | 84.80% | Q3 | 76.30% | Q4 | 79.00% | Q1 | 84.80% | Q2 | 76.30% | Q3 | 79.00% |
| Quarter | Percentage | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 79.00% | | | | | | | | | | | | | | | | | | | | | | | | |
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| Q4 | 79.00% | | | | | | | | | | | | | | | | | | | | | | | | |
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| Q2 | 76.30% | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 79.00% | | | | | | | | | | | | | | | | | | | | | | | | |
| Percentage of the Partnership workforce (surveyed collectively) who said 'Yes' they feel there are opportunities in the Partnership to learn and develop their skills and expertise | James Gilbert | Half Yearly | 86.00% | Half Yearly | 85.50% | Half Yearly | 80.90% | Half Yearly | <table border="1"> <caption>Percentage of Partnership workforce who said 'Yes' they feel there are opportunities in the Partnership to learn and develop their skills and expertise</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>86.00%</td></tr> <tr><td>Q2</td><td>85.50%</td></tr> <tr><td>Q3</td><td>80.90%</td></tr> <tr><td>Q4</td><td>86.00%</td></tr> <tr><td>Q1</td><td>85.50%</td></tr> <tr><td>Q2</td><td>80.90%</td></tr> <tr><td>Q3</td><td>86.00%</td></tr> </tbody> </table> | Quarter | Percentage | Q1 | 86.00% | Q2 | 85.50% | Q3 | 80.90% | Q4 | 86.00% | Q1 | 85.50% | Q2 | 80.90% | Q3 | 86.00% |
| Quarter | Percentage | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 86.00% | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 85.50% | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 80.90% | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | 86.00% | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 85.50% | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 80.90% | | | | | | | | | | | | | | | | | | | | | | | | |
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| Percentage of the Partnership workforce (surveyed collectively) who feel informed about the Partnership and what decisions it is making | James Gilbert | Half Yearly | 60.00% | Half Yearly | 64.70% | Half Yearly | 62.20% | Half Yearly | <table border="1"> <caption>Percentage of Partnership workforce who feel informed about the Partnership and what decisions it is making</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>60.00%</td></tr> <tr><td>Q2</td><td>64.70%</td></tr> <tr><td>Q3</td><td>62.20%</td></tr> <tr><td>Q4</td><td>60.00%</td></tr> <tr><td>Q1</td><td>64.70%</td></tr> <tr><td>Q2</td><td>62.20%</td></tr> <tr><td>Q3</td><td>60.00%</td></tr> </tbody> </table> | Quarter | Percentage | Q1 | 60.00% | Q2 | 64.70% | Q3 | 62.20% | Q4 | 60.00% | Q1 | 64.70% | Q2 | 62.20% | Q3 | 60.00% |
| Quarter | Percentage | | | | | | | | | | | | | | | | | | | | | | | | |
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| Q3 | 62.20% | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | 60.00% | | | | | | | | | | | | | | | | | | | | | | | | |
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| Q3 | 60.00% | | | | | | | | | | | | | | | | | | | | | | | | |
| Percentage of the Partnership workforce (surveyed collectively) who said 'Yes' they feel the Partnership recognises and supports positive mental health in the workplace | James Gilbert | Half Yearly | 87.00% | Half Yearly | 86.30% | Half Yearly | 86.60% | Half Yearly | <table border="1"> <caption>Percentage of Partnership workforce who said 'Yes' they feel the Partnership recognises and supports positive mental health in the workplace</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>87.00%</td></tr> <tr><td>Q2</td><td>86.30%</td></tr> <tr><td>Q3</td><td>86.60%</td></tr> <tr><td>Q4</td><td>87.00%</td></tr> <tr><td>Q1</td><td>86.30%</td></tr> <tr><td>Q2</td><td>86.60%</td></tr> <tr><td>Q3</td><td>87.00%</td></tr> </tbody> </table> | Quarter | Percentage | Q1 | 87.00% | Q2 | 86.30% | Q3 | 86.60% | Q4 | 87.00% | Q1 | 86.30% | Q2 | 86.60% | Q3 | 87.00% |
| Quarter | Percentage | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 87.00% | | | | | | | | | | | | | | | | | | | | | | | | |
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| Q2 | 86.60% | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 87.00% | | | | | | | | | | | | | | | | | | | | | | | | |
| Staff Turnover Cumulative | James Gilbert | 5.13% | 10.22% | 13.41% | 18.03% | 2.34% | 6.02% | 13.62% | <table border="1"> <caption>Staff Turnover Cumulative</caption> <thead> <tr> <th>Quarter</th> <th>Turnover</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>5.13%</td></tr> <tr><td>Q2</td><td>10.22%</td></tr> <tr><td>Q3</td><td>13.41%</td></tr> <tr><td>Q4</td><td>18.03%</td></tr> <tr><td>Q1</td><td>2.34%</td></tr> <tr><td>Q2</td><td>6.02%</td></tr> <tr><td>Q3</td><td>13.62%</td></tr> </tbody> </table> | Quarter | Turnover | Q1 | 5.13% | Q2 | 10.22% | Q3 | 13.41% | Q4 | 18.03% | Q1 | 2.34% | Q2 | 6.02% | Q3 | 13.62% |
| Quarter | Turnover | | | | | | | | | | | | | | | | | | | | | | | | |
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| Q1 | 2.34% | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 6.02% | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 13.62% | | | | | | | | | | | | | | | | | | | | | | | | |

PSPS

| Voluntary Staff Turnover | James Gilbert | 4.20% | 5.70% | 3.70% | 3.20% | 1.85% | 3.28% | 5.17% | <table border="1"> <caption>Voluntary Staff Turnover Data</caption> <thead> <tr> <th>Quarter</th> <th>Turnover (%)</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>4.20%</td></tr> <tr><td>Q2</td><td>5.70%</td></tr> <tr><td>Q3</td><td>3.70%</td></tr> <tr><td>Q4</td><td>3.20%</td></tr> <tr><td>Q1</td><td>1.85%</td></tr> <tr><td>Q2</td><td>3.28%</td></tr> <tr><td>Q3</td><td>5.17%</td></tr> </tbody> </table> | Quarter | Turnover (%) | Q1 | 4.20% | Q2 | 5.70% | Q3 | 3.70% | Q4 | 3.20% | Q1 | 1.85% | Q2 | 3.28% | Q3 | 5.17% |
|--|---|------------|-------------|----------|---------|---------|------------|----------|--|---------|----------------------------|----|------------|----|-------------|----|----------|----|---------|----|---------|----|------------|----|----------|
| Quarter | Turnover (%) | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 4.20% | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 5.70% | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 3.70% | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | 3.20% | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 1.85% | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 3.28% | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 5.17% | | | | | | | | | | | | | | | | | | | | | | | | |
| Number of working days lost to sickness per Full Time Equivalent (FTE) (Cumulative) | James Gilbert | 2.73 | 5.31 | 7.74 | 10.89 | 2.40 | 3.68 | 7.45 | <table border="1"> <caption>Number of working days lost to sickness per FTE Data</caption> <thead> <tr> <th>Quarter</th> <th>Days Lost</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>2.73</td></tr> <tr><td>Q2</td><td>5.31</td></tr> <tr><td>Q3</td><td>7.74</td></tr> <tr><td>Q4</td><td>10.89</td></tr> <tr><td>Q1</td><td>2.40</td></tr> <tr><td>Q2</td><td>3.68</td></tr> <tr><td>Q3</td><td>7.45</td></tr> </tbody> </table> | Quarter | Days Lost | Q1 | 2.73 | Q2 | 5.31 | Q3 | 7.74 | Q4 | 10.89 | Q1 | 2.40 | Q2 | 3.68 | Q3 | 7.45 |
| Quarter | Days Lost | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 2.73 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 5.31 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 7.74 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | 10.89 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 2.40 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 3.68 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 7.45 | | | | | | | | | | | | | | | | | | | | | | | | |
| Commentary | An increase of 1.27 days lost per FTE compared to the previous quarter. As expected during the winter period the amount of absences due to coughs and colds increased during this period. | | | | | | | | | | | | | | | | | | | | | | | | |
| External funding – a calculation of external Partnership funding received as a trend – showing quarter by quarter and including a breakdown by Council | James Gilbert | £7,960,404 | £17,636,760 | £752,541 | £39,848 | £38,000 | £1,827,466 | £946,000 | <table border="1"> <caption>External funding Data</caption> <thead> <tr> <th>Quarter</th> <th>Funding (£)</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>£7,960,404</td></tr> <tr><td>Q2</td><td>£17,636,760</td></tr> <tr><td>Q3</td><td>£752,541</td></tr> <tr><td>Q4</td><td>£39,848</td></tr> <tr><td>Q1</td><td>£38,000</td></tr> <tr><td>Q2</td><td>£1,827,466</td></tr> <tr><td>Q3</td><td>£946,000</td></tr> </tbody> </table> | Quarter | Funding (£) | Q1 | £7,960,404 | Q2 | £17,636,760 | Q3 | £752,541 | Q4 | £39,848 | Q1 | £38,000 | Q2 | £1,827,466 | Q3 | £946,000 |
| Quarter | Funding (£) | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | £7,960,404 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | £17,636,760 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | £752,541 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | £39,848 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | £38,000 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | £1,827,466 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | £946,000 | | | | | | | | | | | | | | | | | | | | | | | | |
| Number of late reports not made available to the Democratic Services teams at agenda publication | John Medler | 3 | 3 | 3 | 5 | 4 | 1 | 2 | <table border="1"> <caption>Number of late reports Data</caption> <thead> <tr> <th>Quarter</th> <th>Number of Reports</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>3</td></tr> <tr><td>Q2</td><td>3</td></tr> <tr><td>Q3</td><td>3</td></tr> <tr><td>Q4</td><td>5</td></tr> <tr><td>Q1</td><td>4</td></tr> <tr><td>Q2</td><td>1</td></tr> <tr><td>Q3</td><td>2</td></tr> </tbody> </table> | Quarter | Number of Reports | Q1 | 3 | Q2 | 3 | Q3 | 3 | Q4 | 5 | Q1 | 4 | Q2 | 1 | Q3 | 2 |
| Quarter | Number of Reports | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 3 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 3 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 3 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | 5 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 4 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 1 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 2 | | | | | | | | | | | | | | | | | | | | | | | | |
| Call volumes (PSPS) | Phil Perry | 18,461 | 22,705 | 14,418 | 22,381 | 11,985 | 9,220 | 7,113 | <table border="1"> <caption>Call volumes Data</caption> <thead> <tr> <th>Quarter</th> <th>Call Volume</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>18,461</td></tr> <tr><td>Q2</td><td>22,705</td></tr> <tr><td>Q3</td><td>14,418</td></tr> <tr><td>Q4</td><td>22,381</td></tr> <tr><td>Q1</td><td>11,985</td></tr> <tr><td>Q2</td><td>9,220</td></tr> <tr><td>Q3</td><td>7,113</td></tr> </tbody> </table> | Quarter | Call Volume | Q1 | 18,461 | Q2 | 22,705 | Q3 | 14,418 | Q4 | 22,381 | Q1 | 11,985 | Q2 | 9,220 | Q3 | 7,113 |
| Quarter | Call Volume | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 18,461 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 22,705 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 14,418 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | 22,381 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 11,985 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 9,220 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 7,113 | | | | | | | | | | | | | | | | | | | | | | | | |
| Average Call Duration - Customer Contact (Seconds) (PSPS) | Phil Perry | 314 | 341 | 251 | 243 | 322 | 348 | 322 | <table border="1"> <caption>Average Call Duration Data</caption> <thead> <tr> <th>Quarter</th> <th>Average Duration (Seconds)</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>314</td></tr> <tr><td>Q2</td><td>341</td></tr> <tr><td>Q3</td><td>251</td></tr> <tr><td>Q4</td><td>243</td></tr> <tr><td>Q1</td><td>322</td></tr> <tr><td>Q2</td><td>348</td></tr> <tr><td>Q3</td><td>322</td></tr> </tbody> </table> | Quarter | Average Duration (Seconds) | Q1 | 314 | Q2 | 341 | Q3 | 251 | Q4 | 243 | Q1 | 322 | Q2 | 348 | Q3 | 322 |
| Quarter | Average Duration (Seconds) | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 314 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 341 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 251 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 | 243 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 | 322 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 | 348 | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 | 322 | | | | | | | | | | | | | | | | | | | | | | | | |

Page 3

| | | | | | | | | | |
|---|------------|-------|-------|-------|-------|-------|-------|-------|--|
| Average Speed of Answer - Customer Contact (Seconds) (PSPS) | Phil Perry | 191 | 164 | 86 | 121 | 172 | 159 | 88 | |
| Number of Callbacks (PSPS) | Phil Perry | 1,435 | 1,525 | 1,266 | 2,023 | 563 | 600 | 268 | |
| Number of customers using webchat (PSPS) | Phil Perry | 144 | 1,403 | 1,019 | 1,544 | 991 | 828 | 711 | |
| Customer Contact Centre visits (PSPS) | Phil Perry | 4,421 | 4,185 | 4,038 | 5,072 | 4,916 | 4,751 | 4,372 | |
| Enquiries via email and social media (PSPS) | Phil Perry | 1,442 | 1,331 | 1,289 | 1,166 | 1,199 | 1,020 | 985 | |

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| Ref | Risk name | Risk description | Lead | Existing control measures in place | Current risk likelihood | Current risk impact | Current risk score | Treatment (4Ts) | Planned action / future mitigation | Action RAG | Target risk likelihood | Target risk impact | Target risk score |
|-------|--|--|--------|---|-------------------------|---------------------|--------------------|-----------------|---|------------|------------------------|--------------------|-------------------|
| BBC02 | Health | The risk of long term health issues on local people; the opportunity to work with health partners to address these | AD-CHS | The opportunity to work with health and wider system partners to address long term health issues and deprivation, to raise awareness and promote good health, to support the sustainability of local health services. Close working with LCC Public Health, VCS and wider system partners to ensure appropriate support and treatment measures are carried out. | 3 | 3 | Medium (9) | Tolerate | Continue to implement the Healthy Living Action Plan | N/A | 3 | 3 | Medium (9) |
| BBC03 | Local economy | Risk to local businesses, lack of growth, lack of inward investment and tourism; opportunity to encourage growth and stimulate the local economy | D-ED | Town Deal and Levelling Up projects; Emergency Planning Team represented on County Wide LRF Group looking at issues of winter pressures / cost of living and industrial action. | 3 | 3 | Medium (9) | Tolerate | Continue to implement the Growth and Prosperity Plan | N/A | 3 | 3 | Medium (9) |
| BBC05 | Budget | Risk around the long term balancing of the budget with economic and funding uncertainty | D-F | Medium Term Financial Strategy; Budgetary process; Sound level of reserves; Continued close monitoring; Continued lobbying regarding the IDB pressure. Savings and Efficiency Plan developed to support the MTFS | 4 | 4 | High (16) | Tolerate | Continued controls, monitoring and reporting | N/A | 4 | 4 | High (16) |
| BBC06 | Civil contingency risks | Community risks shared across Lincolnshire, managed in partnership with the Lincolnshire Resilience Forum (LRF) and through S&ELCP | AD-R | Community Risk Register monitored by the Lincolnshire Resilience Forum (LRF); Work with partners to assess, monitor, train, plan and exercise to enable effective response to and recovery from an incident. Strategic and Tactical Out of Hours duty rota in place. S&ELCP providing resilience for response and recovery from emergencies/incidents affecting a single council. Strategic Management Group in place to monitor performance and report to LT Governance. Partnership Emergency Plan in place for the Sub-region. Business Continuity Plans in place for all critical services across the S&ELCP. Partnership resilience manager appointed and in place from 1st August Maintenance of service support, plans, procedures and polices across the S&ELCP to aid resilience and share learning. PSPS have also aligned BC Plans to S&ELCP | 2 | 4 | Medium (8) | Tolerate | BC Policy to be developed in 25/26 together with the establishment of a BC Steering Group with Terms of Reference to align with ISO22301 Business Continuity Mangement System | N/A | 2 | 4 | Medium (8) |
| BBC07 | Infrastructure risks | Risks to infrastructure - roads, rail, waste management, water supply, energy, digital connectivity | D-ED | Sub-regional focus and briefings; Support with the evolution of ideas and solutions; Scrutiny Committee looking at the theme of highways/public transport. | 2 | 4 | Medium (8) | Tolerate | Continue to implement the Growth and Prosperity Plan | N/A | 2 | 4 | Medium (8) |
| BBC08 | Capital Programme | Failure to deliver Major capital schemes within the capital programme | D-PD | Robust programme and project management; Regular and structured reporting mechanisms; Robust and effective governance (financial and project); Effective working with partners and 3rd Party delivery; Risk transferrance and mitigation; Requesting extra funding prior to project commencement where required | 2 | 3 | Medium (6) | Tolerate | Continued robust project management | N/A | 2 | 3 | Medium (6) |
| BBC09 | General Fund Assets | This risk identifies the need for the council to adhere to all prevailing statutory codes as they relate to council assets and functions | AD-GFA | All assets either have compliance contracts in place or local contractors with the jobs in hand. Database updated and restructure in place, with clear roles and responsibilities. Training takes place on a required basis. | 1 | 4 | Low (4) | Tolerate | Continued implementation of asset management strategy | N/A | 1 | 4 | Low (4) |
| BBC10 | Cyber Incident | The risk of the council's ICT infrastructure being severally impact as the result of a cyber incident, both in terms of downtime of systems and loss of data/information. | AD-C | Defence in depth in the form of firewalls, Mimecast and antivirus is deployed both at the perimeter and the internal Local Area Network. The ICT team play an active part in the East Midlands WARP (Warning, Advice and Reporting Point) which allow us to have early sight of issues being experienced across neighbouring Authorities and Agencies. ICT is also a member of the CISP formed by the National Cyber Security Centre, this allows us early awareness from the central agency responsible for cyber threats across the UK as well as allowing them to monitor our environment to a degree. These mitigations afford ICT awareness of emerging threats. We have also recently enabled and implemented further cyber security controls within Mimecast which will ensure further mitigation in this area is in place. | 3 | 5 | High (15) | Tolerate | Continued robust cyber security and training | N/A | 3 | 5 | High (15) |
| BBC11 | Technology infrastructure failure | The loss of ICT impacting upon the organisation to operate effectively and deliver services to residents. | AD-C | The Council has a series of resilience arrangements in place through its service provider, PSPS. Work is continuous to ensure these are fit for purpose across a range of areas. As part of business continuity planning, services consider in detail how they would continue to operate should an ICT outage occur | 2 | 5 | High (10) | Tolerate | Regular review of resilience arrangements | N/A | 2 | 5 | High (10) |
| BBC12 | Environment Act | The legislation will have an impact on the way that waste services are delivered, and will require operational changes. Changing service delivery requires financial support, and although some New Burdens has been made available information is not provided on the ongoing New Burgdens revenue funding to meet the additional cost of service delivery. | AD-N | A SELCP Waste Improvement Programme Board (WIPB) is established and comprises lead members from Neighbourhoods and PSPS services. The WIPB meets monthly for progress updates. A Waste Delivery Group is established, and monitors financial impact. A Programme Manager has been recruited to support the WIPB. Additionally the authorities comprising the Lincolnshire Waste Partnership work together to identify the impact of the Environment Act across the county, and make preparations for changes to service delivery. | 4 | 4 | High (16) | Treat | WIPB reports to SLT (Major Projects Board) and Cabinet. Project plan in place. Attending regular Defra Webinars. Pending Spending Review regarding New Burdens payments. Depot extension agreed to accomodate increased vehicles. Review and update every quarter. | 6/30/2025 | 3 | 3 | Medium (9) |
| BBC13 | Extended Producer Responsibility (EPR) | The UK is undergoing a major overhaul of packaging producer responsibility legislation, which will transform the way local authorities receive funding for household waste collections. This risk covers the changes this legislation will bring which will be positive but also important to ensure we as an organisation are prepared for these changes. | AD-N | Officers closely follows all policy and practice changes being implemented by the Government and has responded to relevant consultations. This is also being monitored through the countywide Strategic Officer Working Group. Officers are attending Defra webinars on a regular basis, and taking part in research where relevant. The SLECP Waste Improvement Programme Board is made aware of any updates from Defra. | 2 | 2 | Low (4) | Tolerate | Pending Government guidance Risk has been reviewed and score reduced in Q2. The government budget has provided a significant measure to reduce the risk around the introduction of the Extended Producer Responsibility (EPR) scheme by guaranteeing £1.1 billion in funding for local authorities. This assurance helps local councils plan their budgets effectively. BBC has received notification of payment for 2025/26 - £946,000 | N/A | 2 | 2 | Low (4) |
| BBC14 | Depot | This risk identifies the need for additional depot capacity to be identified and secured to deliver the required food waste collection service and meet future housing growth | AD-N | Extension to depot has been identified and lease agreed from 1st April 2025. | 1 | 2 | Miminal (3) | Tolerate | Extension and budgets required have been agreed. | N/A | 1 | 2 | Miminal (3) |
| BBC15 | Waste Collection Round Pressures | Increased housing growth has led to an increase in the amount of waste presented for collection each week, putting pressure on the service. | AD-N | Round review will form part of rounds revision as a result of food waste collection. Hire in Vehicles to enable waste collection | 2 | 2 | Low (4) | Tolerate | Round review starting August 2025. Cabinet decision made to withdraw side waste policy once food waste introduced. | N/A | 2 | 2 | Low (4) |

| Ref | Risk name | Risk description | Lead | Existing control measures in place | Current risk likelihood | Current risk impact | Current risk score | Treatment (4Ts) | Planned action / future mitigation | Action RAG | Target risk likelihood | Target risk impact | Target risk score |
|-------|--|--|--------|--|-------------------------|---------------------|--------------------|-----------------|--|------------|------------------------|--------------------|-------------------|
| BBC16 | Capacity | Capacity to deliver the work programme for the Partnership/Councils | AD-C | Alignment and Delivery Plan in place to help manage the work programme. Services when bringing forward new initiatives to consider the capacity required and the need to bid for capacity if it can't be accommodated within existing resources. Council report templates have a specific section on capacity. Services have been informed they can bid into the transformation reserve for short term capacity if they have a suitable proposal. Resourcing is tracked via the Assistant Director quarterly survey so concerns regarding capacity can be escalated to Leadership Team. Recent audit which linked to Capacity, Aims and Priorities gave 'Adequate Assurance'. | 3 | 3 | Medium (6) | Tolerate | Encourage Services to consider the transformation/capacity reserve for short term support where existing service capacity isn't sufficient. | 3/31/2025 | 3 | 3 | Medium (9) |
| BBC17 | Third Party service delivery | Risk around resilience and quality of service delivery arrangements with third parties | AD-C | Regular performance reports and monitoring meetings with third parties. Some key partnerships based on open book approach to financial monitoring. Regular contract meetings in place to manage risk. SELCP approach to some contracts provides resilience. | 3 | 3 | Medium (9) | Tolerate | Continued monitoring and reporting | N/A | 3 | 3 | Medium (9) |
| BBC20 | Service Delivery | The risk to service delivery, impacting residents and partners we work with. | AD-C | Staff resources maximised under the Partnership. Working with external partners to deliver shared priorities. HR support on recruitment and retention. Training plans. Values & behaviours work; Annual Delivery Plan, Workforce Development, policies, and procedures. | 3 | 3 | Medium (9) | Treat | | 3/31/2026 | 2 | 3 | Medium (6) |
| BBC24 | Health and Safety | Risk of failure to comply with Health and Safety requirements | AD-R | The establishment of the S&ELCP has increased the resilience and capability of the 3 partner councils. Resources can be more easily shared across the sub-region and procedures and policies are being harmonised, with assistance from PSPS, to provide a more efficient and effective approach towards H&S compliance. The partner Councils receive specialist Health and Safety advice from Public Sector Partnership Services who support the Partnership Health and Safety Governance Group (chaired by the Assistant Director – Regulatory) and each sovereign council Staff Health and Safety Forum. Both operate under agreed terms of reference and feed into the LT – Governance. LT Governance receive minutes and recommendations for approval from the Governance Group and the staff Forums. Policies and procedures are revised by PSPS, consulted upon through Staff H&S forums before being received and approved by the Governance Group and referred to LT Governance for information. Health and Safety is included within Internal Audit's annual audit plan. | 3 | 3 | Medium (9) | Treat | Director of communities is hosting fortnightly health and safety clinics with managers of outstanding actions to accelerate closure and completion. Objective is to reduce overdue outstanding actions to zero. An audit has been undertaken by a 3rd party auditor of overdue outstanding actions processes which has delivered an adequate assurance level has led to a number of recommendations which will be implemented through Q4 25/26 and Q1 26/27. A review of the SLA with PSPS is underway to ensure the service provider delivers for the partnership, secures service improvements and delivers the recs of the internal audit. | Overdue | 2 | 3 | Medium (6) |
| BBC25 | Information | Risk of failure to comply with Information Governance and Management requirements | AD-G | All employees receive annual online training in data protection. Arrangements are in place to ensure that the organisation is compliant with the new General Data Protection Regulation (GDPR) requirement, including lead staff attending training. PSPS also have a lead officer overseeing compliance. An experienced Data Protection Officer is in place who monitors training, compliance and development of policy; also, full assessment of any breaches, providing recommendations for continual improvement. There is now additional resilience with two qualified DPOs in place across the Partnership which allows for cover. | 2 | 4 | Medium (8) | Tolerate | Continued monitoring, reporting and training | N/A | 2 | 4 | Medium (8) |
| BBC26 | Local Plan | The South East Lincolnshire Local Plan (2019) seeks to support proposals which assist in the delivery of economic prosperity and some jobs in Boston across the Plan period. Risk relates to failure to deliver an updated version of the local plan. | AD-PSI | Monitoring of the Plan policies. Taking of decision on planning applications. Review of the Local Plan where necessary. | 3 | 2 | Medium (6) | Tolerate | Continued monitoring and reporting | N/A | 3 | 2 | Medium (6) |
| BBC27 | Safeguarding | Risk of failure to deliver safeguarding children, young people and vulnerable adults responsibilities | AD-CHS | Lead Officer and Deputies identified, with Portfolio Holders engaged. The Safeguarding Policy and Procedures have been reviewed. The lead officer liaises regularly with other District Councils and external agencies. Team leaders identify relevant actions and staff training in their service plans. Human Resources supports safer recruitment (including DBS checks) and training for officers, volunteers and councillors. An incident reporting mechanism is in place to monitor the Council's responses. Wellbeing Lincs Service has provided a countywide response and support service for vulnerable and clinically vulnerable residents. Safeguarding was a key focus of a report to LCC during the Covid response. The District Councils and County Council continue to meet to collaborate and discuss matters around safeguarding policy and procedures. | 2 | 4 | Medium (8) | Tolerate | Continued monitoring, reporting and training | N/A | 2 | 4 | Medium (8) |
| BBC28 | Local Government Reform (LGR) in Greater Lincolnshire | LGR would lead to the creation of new Councils to replace existing Councils | AD-C | Regular staff and member briefings are taking place to share the latest information. Councils will work together to ensure the community is well informed. | 4 | 3 | High (12) | Tolerate | | N/A | 4 | 3 | High (12) |
| BBC29 | Inadequate mitigation of infrastructure risks in the BBC Server Room | There has been a significant delay in addressing known infrastructure risks associated with the BBC Server Room, including a high fire risk. Despite early identification and funding approval, the project to relocate or upgrade the server room has not progressed due to previous instructions to halt the initiative. The issue has since dropped off key governance agendas and lacked momentum, increasing the likelihood of operational disruption or data loss. | AD-C | Support from new Administration to continue with the project Confirm and commit to a delivery timeline (targeting Q4) Monitor progress through the Strategic Risk Register | 3 | 2 | Medium (6) | Tolerate | | N/A | 3 | 2 | Medium (6) |

| Ref | Risk name | Risk description | Lead | Existing control measures in place | Current risk likelihood | Current risk impact | Current risk score | Treatment (4Ts) | Planned action / future mitigation | Action RAG | Target risk likelihood | Target risk impact | Target risk score |
|-------|-----------------------------|---|------|---|-------------------------|---------------------|--------------------|-----------------|--|------------|------------------------|--------------------|-------------------|
| BBC30 | Net Zero target | Risk of failure to meet agreed corporate ambition of Net Zero by 2040 with a 45% reduction by 2027 | AD-R | Carbon Reduction Action Plan approved. Partnership Environment Policy approved Q3 25/26. Climate Change Strategy approved. Green Home Grants are in delivery. Energy Advice Demonstrator in delivery. Reporting and Monitoring of progress through Scrutiny Committee Monitoring delivery of projects through Sustainable Warmth PMB. | 2 | 2 | Low (4) | Tolerate | Energy advice demonstrator funding ends in March 27, action in annual delivery plan to bid for additional funding. There is also planned actions (via ADP) to improve the governance arrangements around reporting progress towards Net Zero and refreshing our carbon footprint through scrutiny committee. | N/A | 2 | 2 | Low (4) |
| BBC31 | AI Governance and Oversight | The rapid adoption of AI across council services may outpace governance, leading to unmanaged risks in data privacy, compliance, service quality, and public trust. | AD-C | AI Working Group, risk register, legal review, staff training and comms, regular monitoring by IT and Information Governance teams. | 3 | 3 | Medium (9) | Treat | AI Audit due to take place in Q4, this will give a broader understanding of areas we may need to improve AI governance and controls at which point we can review risk. | 31/3/2026 | 2 | 3 | Medium (6) |

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| Ref | Risk name | Risk description | Lead | Existing control measures in place | Current risk likelihood | Current risk impact | Current risk score | Treatment (4Ts) | Target risk likelihood | Target risk impact | Target risk score |
|----------|-------------|--|------|--|-------------------------|---------------------|--------------------|-----------------|------------------------|--------------------|-------------------|
| SELCP-01 | Vision | A lack of clear and shared vision; the reasons for shared management and sharing of joint services | AD-C | The partnership exploration phase developed this understanding. Engagement with members to ensure the objectives of the business case were clearly understood, through the proposal recommendations, scrutiny process and final Council decisions. Adoption of a Sub-regional Strategy across the Partnership to embed shared vision, objectives and priorities. Quarterly stakeholder board meetings are underway which focus on ensuring the vision of the partnership is clear and aligned. A significant number of services have now aligned workforce through service reviews. | 2 | 4 | Medium (8) | Tolerate | 2 | 4 | Medium (8) |
| SELCP-02 | Trust | A poor relationship or lack of trust between members, leaders or senior staff | CX | Openness, transparency and accessibility for all groups. Building on the existing positive relationships between Members and Officers | 3 | 3 | Medium (9) | Tolerate | 3 | 3 | Medium (9) |
| SELCP-03 | Sovereignty | Concerns around the loss of sovereignty of a council | AD-G | Each Council continues to be governed by its own Constitution which is a key principle of the Memorandum of Agreement between the three Councils. | 3 | 3 | Medium (9) | Tolerate | 3 | 3 | Medium (9) |
| SELCP-05 | Culture | A fundamental difference in the organisational culture of the councils | AD-C | A shared set of values and behaviours are in place across the Partnership and a significant number of services reviews have now taken place creating single teams serving the three Councils in many areas. A job evaluation and pay structure has also been introduced for shared officers | 2 | 3 | Medium (6) | Tolerate | 2 | 3 | Medium (6) |
| SELCP-06 | LGR | Local Government Reorganisation (LGR) | CX | The South and East Lincolnshire Councils Partnership is designed to have a positive influence on Local Government Reorganisation in Lincolnshire. The Councils are working together to develop a proposal for Government in response to the invitation to Greater Lincolnshire from the Secretary of State. | 4 | 3 | High (12) | Tolerate | 4 | 3 | High (12) |
| SELCP-07 | Funding | Local Government Funding | D-F | Local Government funding challenges are inevitable and evidenced by each partner's funding gaps. The business case assumes a shared opportunity for efficient services and shared commercial opportunities and provides a significant opportunity to respond to this on-going challenge. | 4 | 4 | High (16) | Treat | 3 | 3 | Medium (9) |

| Ref | Risk name | Risk description | Lead | Existing control measures in place | Current risk likelihood | Current risk impact | Current risk score | Treatment (4Ts) | Target risk likelihood | Target risk impact | Target risk score |
|----------|-----------|--------------------------------|------|---|-------------------------|---------------------|--------------------|-----------------|------------------------|--------------------|-------------------|
| SELCP-08 | Staffing | Staff retention and resilience | AD-C | <p>The workforce strategy is aligned across the 3 Councils. A training programme is in place to assist with both personal and professional development and to further develop the talents of individual employees. This programme sits alongside a package of personal support for staff. Managers are encouraged to have regular 'one to ones' with staff to ensure that they are fully supported in their roles. Appraisal process in place. We have launched our own recruitment academy which seeks to recruit and develop apprentices specifically in those services where it is harder to recruit. The new managers development programme has launched, with the first cohort inducted. We also continue to have in place our Future Leaders' Programme to support colleagues in their career development. Corporate Management Team invest time in mentoring colleagues within the organisation through both of these development programmes.</p> <p>Alignment and Delivery Plan in place to help manage the work programme. Services when bringing forward new initiatives to consider the capacity required and the need to bid for capacity if it can't be accommodated within existing resources. This matter was discussed at a recent internal conference for senior managers, email appears to be the biggest pressure and services are considering how they best manage this. Services have been informed they can bid into the transformation reserve for short term capacity if they have a suitable proposal.</p> | 4 | 3 | High (12) | Treat | 3 | 3 | Medium (9) |
| SELCP-09 | PSPS | Relationship with PSPS | AD-C | <p>The Partnership's relationship with PSPS could become strained due to demands being placed on the company to support organisational change. This is mitigated via SLAs being in place setting out the work programme, regular client liaison meetings, PSPS Stakeholder Board being in place to direct the company strategically and a process for Additional Work Requests that manages additional work required by the company.</p> | 2 | 3 | Medium (6) | Tolerate | 2 | 3 | Medium (6) |

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

| Ref | Risk name | Risk description | Lead | Existing control measures in place | Current risk likelihood | Current risk impact | Current risk score | Treatment (4Ts) | Target risk likelihood | Target risk impact | Target risk score |
|------|--|--|------------------|--|-------------------------|---------------------|--------------------|-----------------|------------------------|--------------------|-------------------|
| F-06 | Council Tax - Credit Refund and Income Fraud | Council tax/NNDR/Rents; Suppression of notification of debt to be raised; Improper write-off; Failing to institute recovery proceedings; Switching or transferring arrears; manipulation of credit balances; Payment using false/ fraudulent instrument then re-claim of refund; Employee based; false payment then request for refund | PSPS - Revs/Bens | Up to date Council Financial Regulations; Up to date Council Anti-Fraud & Corruption Strategy; Debit/credit card payments monitoring checking against pay.net system; Review of unusual activity; Refund to original card/bank account where appropriate; Authorisation procedures& levels; Checking against other accounts (Council Tax etc.) to ensure no other money owed to SELCP; Staff counter-fraud training; Audit trail/personal logins; Reconciliations; Budgetary controls; Write off policy; Debt recovery procedures; Supervisory controls; Review of credit balances and suspense items; Internal Audit reviews; Whistleblowing Policy; Counter-fraud page on website detailing how public can report fraud; Counter Fraud details on intranet; Financial Regulations training for all appropriate staff; Follow up payment sources | 2 | 3 | Medium (6) | Tolerate | 2 | 3 | Medium (6) |
| F-07 | Council Tax Fraud | False applications; failure to notify change in circumstances | PSPS - Revs/Bens | Council Financial Regulations; Council Anti-Fraud & Corruption Strategy; National Fraud Initiative - data matching; Monitoring of council tax base; Application checks; Check electoral register; Information from planning re Developments where full planning not required; Checks on documentary evidence for exemptions; Visual inspection; Internal Audit reviews; Whistleblowing Policy; Separation of duties; Counter-fraud page on website detailing how public can report fraud; Single Person Discount review; Field officers available for investigations; Annual review of long-term empty properties | 2 | 2 | Low (4) | Tolerate | 2 | 2 | Low (4) |
| F-08 | Council Tax Support Scheme | False applications; failure to notify change in circumstances | PSPS - Revs/Bens | Most controls are the same as Housing Benefits; Council Anti-Fraud & Corruption Strategy; Council Tax Support policy; Counter-fraud page on website detailing how public can report fraud; Council Financial Regulations; Whistleblowing Policy; Inclusion in National Fraud Initiative (data matching) from October 2016; Closer working - Council Tax and Housing share intelligence and identify potential fraud opportunities (sharing intelligence - informal arrangement); Fraud hotline; Dedicated team for fraud hotline; DWP verification | 2 | 2 | Low (4) | Tolerate | 2 | 2 | Low (4) |
| F-09 | National Non-Domestic Fraud | Failure to declare occupation; Payment using false bank details; Companies going into liquidation then setting up as new companies; Avoidance of liability through fraudulent claim for discount or exemption; Empty rate avoidance | PSPS - Revs/Bens | Up to date Council Financial Regulations; Up to date Council Anti-Fraud & Corruption Strategy; Ensure liable person identified for each assessment on the list; Information sharing with other Business Units; Inspections of occupied properties; Checking empty properties; Information from Landlords or letting agents; Public complaints- reports to valuation office; Internal Audit reviews; Whistleblowing Policy; Separation of duties; Register of Gifts & Hospitality/Register of Interests; Supporting evidence requested; Counter-fraud page on website detailing how public can report fraud; Use of Analyse Local to monitor threats; Field officers; Undertaking reviews; NFI Matching | 3 | 3 | Medium (9) | Tolerate | 3 | 3 | Medium (9) |
| F-10 | Housing Benefit Fraud | False applications; False documents; Failing to notify change | PSPS - Revs/Bens | Housing Benefit Anti-Fraud Strategy; Annual participation in National Fraud Initiative; NFI coordinator; HBMS - Government housing benefit matching scheme; Use prosecution, caution & admin penalties; Key controls in the housing benefit application process - prevention & detection; Authorised officer powers- access to employers, landlords, banks & building societies; Council Financial Regulations; Experienced and trained benefits staff; Mandatory benefit counter fraud training; Combined database with revenues; Only accept original documents in support of claims; Subscription to National Anti-Fraud Network; Housing Benefit review; Communications & publicity; Internal Audit reviews; Whistleblowing Policy; Counter-fraud page on website detailing how public can report fraud; Council Tax and Housing teams sharing intelligence to identify potential fraud; Counter Fraud Hotline; Dedicated Team for Counter Fraud; Data matching from DWP; Full case reviews; Customer contact team thoroughly trained; Dedicated intranet page | 2 | 2 | Low (4) | Tolerate | 2 | 2 | Low (4) |



| | |
|--------------------------|---|
| Report To: | Cabinet |
| Date: | 25 th March 2026 |
| Subject: | Quarter 3 2025/26 Forecast Outturn |
| Purpose: | To present the 2025/26 Quarter 3 position for the period ending 31 December 2025. |
| Key Decision: | No |
| Portfolio Holder: | Councillor Sandeep Ghosh, Portfolio Holder for Finance and Economic Growth |
| Report Of: | Russell Stone, Director of Finance (S151 Officer) |
| Report Author: | Nicole Hayes, Head of Finance Delivery - BBC (PSPSL) |
| Ward(s) Affected: | No |
| Exempt Report: | No |

Summary

This report sets out a summary of the current financial position for the Council at the end of Quarter 3 for 2025/26 forecasting to the year end for members consideration.

Recommendations

It is recommended:

1. That Cabinet notes the forecast revenue position of £0.457m deficit for 2025/26 as detailed in Appendix A – Table 1 and the need for continuous focus on the savings and efficiency programme; and
2. That Cabinet notes the amendments to the Capital Programme at Appendix B – Table 3.

Reasons for Recommendations

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

Other Options Considered

To not approve the financial movements outlined.

1. Background

1.1 Throughout the year quarterly monitoring reports are completed forecasting the expected year end outturn compared to the approved budget. This report provides information on the forecast full year financial performance as of 31 December 2025 and as detailed in the attached Appendices, for the following areas:

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

2. Finance Revenue Report

General Fund Forecast Outturn

- 2.1 Quarter 3 data provides a view on which to base a revised full year forecast. The full year outturn based on current projections and assumptions is a forecast net deficit of £0.457m
- 2.2 The key variances are attributable to increasing income pressures across service areas including Planning, Cremation and Markets. The shortfalls are partially mitigated by savings from Senior Leadership Officer posts, reduced computer costs and anticipated additional car parking income.
- 2.3 The forecast position by Assistant Director and Corporate Areas is detailed in Appendix A – Table 1.

Savings Target Forecast Outturn

- 2.4 An efficiency target of £1.429m is included in the 2025/26 budget. Saving opportunities are being monitored throughout the year; this information is detailed in Appendix A – Table 2 of the report.
- 2.5 The forecast outturn position assumes 54% of the efficiencies (£0.778m) have been identified including the £0.654m IDB funding received. Assistant Director service reviews are ongoing and further savings will be identified as part of this process.

Reserves

- 2.6 The forecast balance of Specific and General Fund Reserves is £18.412m, reflecting planned use of reserves from the Capital Funding Reserve, Transformation Reserve and Funding Volatility Reserve. Further details are provided in Appendix A – Table 4.

Treasury Management

- 2.7 Section 2.3 of Appendix A provides details of the Council's Treasury investments as of 31 December 2025. The Council's 2025/26 budget for investment income is £1.722m, the forecast outturn position is £1.918m, providing additional income of £0.196m.

3. Finance Capital Report

- 3.1 As of 31 December 2025, capital expenditure totalled £14.023m against a full year budget of £37.422m.
- 3.2 The capital expenditure to 31 December 2025 and expected forecast position by scheme is detailed in Appendix B – Table 1.
- 3.3 The capital programme is primarily funded through external grants; details are provided in Appendix B – Table 2.
- 3.4 Due to the nature of capital projects, it is not uncommon for the timelines of large scale projects to be revised over the medium term. This requires changes to the approved capital budget totalling £1.141m, details are provided within Appendix B – Table 3.
- 3.5 The 5-year Capital Programme includes provision for Investment and Growth mainly funded through grant funding from Levelling Up Funds, Waste Services investment, IT investment and Disabled Facilities Grants. The main areas of continued investment are:

- Geoff Moulder Leisure Centre
- Disabled Facilities Grant
- Waste Vehicles and Caddies
- IT Systems
- Pride in Place

Details are provided within Appendix B – Table 4.

4. Conclusion

- 4.1. To ensure the Quarter 3 position is scrutinised, and the forecast outturn is reviewed.

Implications

South and East Lincolnshire Councils Partnership

None.

Corporate Priorities

None.

Staffing

None.

Workforce Capacity Implications

None.

Constitutional and Legal Implications

None.

Data Protection

None.

Financial

As contained in this report and the associated appendices.

Risk Management

None.

Stakeholder / Consultation / Timescales

No consultation undertaken.

Reputation

None.

Contracts

None.

Crime and Disorder

None.

Equality and Diversity / Human Rights / Safeguarding

None.

Health and Wellbeing

None.

Climate Change and Environment Impact Assessment

None.

Acronyms

None.

Appendices

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

| | |
|------------|---------------------------------------|
| Appendix A | BBC Q3 Finance Revenue Report 2025-26 |
| Appendix B | BBC Q3 Finance Capital Report 2025-26 |

Background Papers

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

Chronological History of this Report

None.

Report Approval

| | |
|------------------------|---|
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Boston Borough Council – Q3 Finance Revenue Report for 2025-26

Finance Summary

- The revenue forecast shows a deficit position of £0.457m as of 31 December 2025.
- Specific and general reserves for the Council are forecast £18.412m as at 31 March 2026.
- Investments held by the Council on 31 December 2025 (excluding accrued interest) totalled £25.450m compared with £31.317m on 30 September 2025.
- Investment income is forecast to overachieve by £0.196m against a budget of £1.722m.

Section 2 – Finance

| | |
|-------------|--|
| Section 2.1 | Key Financial Issues in Quarter 3 of 2025/26 |
| Section 2.2 | Revenue Budget |
| Section 2.3 | Treasury Update |
| Section 2.4 | Insurance |
| Section 2.5 | Debt Collection |
| Section 2.6 | Business Rates and Council Tax Collection |

Section 2.1 – Key Financial Issues in Quarter 3 of 2025/26

- The 2025/26 base budget included an efficiency target of £1.429m. As of 31 December 2025, £0.778m (54%) savings were identified (see table 2 below).
- The Government announced it would provide further funding to support Councils significantly impacted by Internal Drainage Board levies. Boston has been awarded funding in 2025/26 of £0.654m which has been included within the Q3 forecast and efficiencies table.
- The higher levels of investment income compared to the original budget have been partly offset with a reduction in the Property Fund income forecast with a total favourable variance of £0.196m.
- Income pressures are increasing across several services, the most notable underachievement's are;
 - Planning income by £250k
 - Cremation services by £178k
 - Markets income by £19k
- These pressures are partly offset by savings including;
 - Recovery of Housing Benefit Overpayments (£160k)
 - Reduced computer costs (£154k)
 - Senior Leadership Team vacancies (£66k)
 - Additional car parking and PCN income (£60k)

The CPI and RPI rates for Q3 are detailed below.

| Inflation | October (%) | November (%) | December (%) |
|-----------|-------------|--------------|--------------|
| CPI | 3.6 | 3.2 | 3.4 |
| RPI | 4.3 | 3.8 | 4.2 |

Section 2.2 – Revenue Budget

Table 1 details the forecast outturn by Assistant Director for the 2025/26 Financial Year Outturn as of 31 December 2025. The forecasted revenue position shows an overspend of £0.457m, primarily due to shortfalls in service income offset against identified savings and additional investment income.

| Table 1 – Net Spend by Assistant Director Area | | | | |
|--|---------------------------------------|--------------------------------|--|--|
| Assistant Director Area | Revised Budget 2025/26 at Q3 £'000 | Outturn 2025/26 at Q3 £'000 | Variance (underspend) / overspend at Q3 £'000 | Comments on main variances at Q3 |
| Corporate | 2,139 | 1,974 | (165) | Employee cost savings of (£22k), offset a £13k unmet salary efficiency target offset by a (£13k) reduction in apprentice levy costs, together with a (£154k) saving in computer licensing and hardware maintenance. |
| Economic Growth | 106 | 116 | 10 | A £10k overspend on employee costs arising from a contract extension, offset by staffing savings within the Strategic Growth and Development directorate. |
| Finance | 2,943 | 2,764 | (179) | Senior Leadership Team vacancies have resulted in a (£66k) underspend, partially offset by a £27k salary efficiency target. Additional income includes (£25k) from Housing Benefit and Council Tax Admin Grant, (£8k) from court fees (Council Tax and Business Rates), and (£160k) from Housing Benefit Overpayments, with a £44k Housing Benefit Subsidy pressure. |
| General Fund Assets | (523) | (504) | 19 | Additional income of (£46k) from car parking and (£14k) from PCNs, alongside an (£11k) employee cost saving and a £20k salary efficiency target. These are partially offset by £32k reduction in PRSA income, £27k building maintenance overspend and £10k of footway lighting and maintenance costs. |
| Governance and Monitoring | 1,008 | 1,033 | 25 | (£40k) employee cost saving offset against £19k unmet salary efficiency target, alongside £16k Members' National Insurance costs and £31k additional legal fees. |
| Leisure and Local Services | 1,145 | 1,305 | 160 | There is a £178k shortfall in Bereavement income, offset by (£34k) underspend on employee costs and a £25k shortfall against the salary efficiency target. Market rent income shortfall of £19k is met with utility savings of (£25k). |
| Neighbourhoods | 1,815 | 1,873 | 58 | (£76k) underspend on employee costs offset by £112k unmet salary efficiency. Net £28k reduction in income relating to Bulky, Commercial and Garden Waste Collections. |

| Table 1 – Net Spend by Assistant Director Area | | | | |
|---|---------------------------------------|--------------------------------|--|---|
| Assistant Director Area | Revised Budget 2025/26 at Q3 £'000 | Outturn 2025/26 at Q3 £'000 | Variance (underspend) / overspend at Q3 £'000 | Comments on main variances at Q3 |
| Planning and Strategic Infrastructure | 234 | 501 | 267 | Planning Application fees forecast £250k underachievement due to a significantly lower number of major applications compared with previous years, together with uncertainty around the timing of submissions. There is an unmet salary efficiency target of £32k. |
| Strategic Growth and Development | 256 | 199 | (57) | (£76k) underspend on employee costs, due to the delivery of projects across the partnership partially offset by £15k salary efficiency target. |
| Regulatory | 640 | 646 | 6 | Employee cost savings of (£66k), offset by a £46k salary efficiency target and £28k of reduced Building Control income. |
| Communities and Housing Services | 1,057 | 1,075 | 18 | (£20k) LAHF rental income, (£17k) reduced B&B spend, (£9k) additional HMO licensing income, offset by a £7k reduction in museum room hire income. Employee cost savings of (£17k) are offset against a £70k salary efficiency target. |
| BTAC | 756 | 756 | - | |
| Efficiencies Required | (651) | - | 651 | See table 2. |
| Cost of Services | 10,925 | 11,738 | 813 | |
| Internal Drainage Boards and Parish Precepts | 3,557 | 3,557 | - | |
| Minimum Revenue Provision | 207 | 158 | (49) | Reduction in Minimum Revenue Provision to reflect the timing of the Capital Programme. |
| Interest Payments Received / Return on Property Funds | (1,722) | (1,918) | (196) | Overachievement in investment income offset with a reduction in property fund income showing an overall net improvement of £69k from Q2. |
| Borrowing Costs | 111 | 65 | (46) | Reduction in interest payable. |
| Borrowing Discount Allocated to Revenue | (642) | (624) | 18 | Premium charge for the redemption of LOBO loan offset against discount received from the PWLB redemptions. |
| DRF | 648 | 567 | (81) | Capital Programme delivery. |
| Reserves (Capital) | (648) | (567) | 81 | Capital Programme delivery. |
| Reserves (Revenue) | (400) | (400) | - | Budgeted contribution to support the efficiency target. |
| Corporate Impairment Allowance | 165 | 82 | (83) | Reduction in Council Tax Cost and Housing Benefit Overpayment bad debts. |
| Other Income and Expenditure | 1,276 | 920 | (356) | |

| Table 1 – Net Spend by Assistant Director Area | | | | |
|--|---------------------------------------|--------------------------------|--|----------------------------------|
| Assistant Director Area | Revised Budget 2025/26 at Q3 £'000 | Outturn 2025/26 at Q3 £'000 | Variance (underspend) / overspend at Q3 £'000 | Comments on main variances at Q3 |
| Total Expenditure | 12,201 | 12,658 | 457 | |
| Council Tax | (5,801) | (5,801) | - | |
| Business Rates | (5,063) | (5,063) | - | |
| Non-Ring-Fenced Government Grant | (1,337) | (1,337) | - | |
| Total Funding | (12,201) | (12,201) | - | |
| Total Budget – (Surplus)/Deficit | - | 457 | 457 | |

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

| Table 2 – Efficiencies | | |
|--|-----------------|--|
| Efficiency Description | Amount £'000 | Comments |
| Original Budget | (1,429) | |
| Internal Drainage Board funding | 654 | Central Government funding received to support the IDB levies pressure. |
| Neighbourhoods service review | (20) | Pressure from the Neighbourhoods service review relating to group manager staffing arrangements. |
| Leisure and Local Services, service review | 43 | Savings within service area. |
| Regulatory service review | 4 | Savings within service area. |
| Communities and Housing service review | 97 | Savings within service area. |
| Revised Budget | (651) | |
| Additional Employee Costs | - | £45k Pressure for the agreed pay structure for shared roles across SELCP has been incorporated into the cost of services within Table 1. |
| Efficiencies to be Identified | (651) | |
| % Achieved | 54% | |

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

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

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

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

| Table 3 - General Fund Revenue Budget Movements | |
|--|------------|
| | £'000 |
| Proforma Bs - Various | 154 |
| Additional income | - |
| Total General Fund Revenue Budget movements | 154 |

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

As of 31 December 2025 the forecast reserve balance is £18.412m, after a net transfer from reserves of £0.932m to cover revenue and capital expenditure.

| Table 4 - Specific and General Reserves Balance | | | | |
|--|--------------------------------------|---|-----------------------------|---|
| Reserve | Balances at 1 April 2025 £'000 | Contributions into Reserves £'000 | Use of Reserves £'000 | Forecast Balances at 31 March 2026 £'000 |
| Capital Funding | 6,252 | 30 | (683) | 5,599 |
| Transformation | 1,730 | 42 | (369) | 1,403 |
| Repairs and Renewals | 590 | 16 | (22) | 584 |
| ICT | 35 | - | - | 35 |
| Housing | 1,764 | 53 | (14) | 1,803 |
| Controlling Migration Fund | 14 | - | - | 14 |
| Insurance | 198 | - | - | 198 |
| Risk Mitigation Reserve | 1,116 | - | (58) | 1,058 |
| Funding Volatility | 3,272 | - | (501) | 2,771 |
| EPR Reserve | - | 656 | - | 656 |
| Contingency Reserve | 211 | - | (121) | 90 |
| Climate Change Reserve | 124 | - | - | 124 |
| Planning Reserve | 434 | 59 | (20) | 473 |
| Property Funds Reserve | 79 | - | - | 79 |
| Specific Reserves Total | 15,819 | 856 | (1,788) | 14,887 |
| General Fund | 2,000 | - | - | 2,000 |
| S106 & Commuted Sums | 1,231 | - | - | 1,231 |
| BTAC | 294 | - | - | 294 |
| TOTAL | 19,344 | 856 | (1,788) | 18,412 |

Section 2.3 – Treasury Update

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

The peaks and troughs in cash flow are managed daily. The Council collects money on behalf of other organisations which are paid out at future dates (e.g. Council Tax and Business Rates). The value of investments held at any point includes money held on behalf of these other organisations and does not represent the value of BBC's own resources alone.

Treasury Investments - Investments held by the Council on 31 December 2025 (excluding accrued interest) totalled £25.450m compared with £31.317m on 30 September 2025.

Property Fund Investments – Between 2016 and 2018 the Council purchased property fund units in five different funds. As of 31 December 2025, the fair value of these funds was £2.416m below the purchase cost. During the first three quarters of 2025/26 the valuations reduced by £359,763.

The M&G UK Property fund is liquidating its assets and therefore their fund valuation is reducing as repayments are made. Further distribution payments of £219,037 have been received in the first three quarters of the year which has now increased total distributions to £3,882,760 as of 31 December 2025 leaving a book value of £117,240 outstanding.

Income Received Against Budget and Forecast Outturn – The budget for net investment income as at 31 December was £1,297,481 and the actual was £1,529,548 giving a surplus of £232,067. The annual budget for net investment income is £1,722,110 and the forecast outturn is £1,918,365 giving a forecast surplus of £196,255. These figures exclude the M&G property fund asset sale distributions of £219,037 which will be used to finance the required MRP charge resulting from the original purchase of this investment.

External Borrowing and Interest Rates – The Council had a £1m long-term LOBO (lender option borrower option) with State Street at 11.125% which had a repayment date in 2051.

This loan was repaid on 11 July 2025 with a one-off payment of £1.5m (made up of £1m principal, £30,784 accrued interest and a premium of £469,216) and replaced with a £1m five-year loan from the PWLB at a rate of 4.81%. The previous premium quoted was £0.817m in March 2025.

The budget for interest payable on borrowing for 2025/26 is £111,250 and the outturn is now forecast to be £65,047. The premium paid to redeem the loan early must be charged to revenue over the remaining life of the original loan from 2025/26 resulting in an annual charge of £18,047 to 2050/51. The 50 year PWLB certainty rate was 5.71% on 30 September 2025 compared with 5.97% on 30 September 2025.

During the financial year the Bank of England Base Rate has been reduced from 4.50% to 3.75%.

Q3 Treasury Report – Further details of the treasury position on 31 December 2025 can be found in the Q3 Treasury Report to be submitted to the Audit and Governance Committee on 21 April 2026.

Section 2.4 – Insurance

Table 5 details the number of formal insurance claims received to 31 December 2025 (figures in brackets are comparable figures for 2024/25).

| Table 5 – Insurance Claims | | | | | |
|----------------------------|--------------|-------------|-------------|------------|---------------|
| | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 | Total |
| Public Liability | 1 (2) | - (-) | -(1) | (-) | 1(3) |
| Employers Liability | - (-) | - (-) | -(1) | (-) | - (1) |
| Motor | 1 (1) | - (2) | 8(4) | (2) | 9(9) |
| Property | 1 (1) | 1(1) | -(1) | (-) | 2(3) |
| Officers Indemnity | 1 (-) | 1 (-) | -(-) | (-) | 2(-) |
| Total | 4 (4) | 2(3) | 8(7) | (2) | 14(16) |

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

At 1 April 2025 the balance of the reserve was £0.198m with no in year transfers forecasted at this time. The balance is monitored on a regular basis to ensure the value of the reserve is sufficient to meet future liabilities.

Section 2.5 – Debt Collection

A review of debts is undertaken every month, and monitoring is reported against targets. In line with the financial procedure limits debts below £5,000 require sign off by the Section 151 Officer with all debts for this amount or over requiring Cabinet approval. Arrangements are in place for regular reporting and review of sundry debts and proactive management is taking place which is also resulting in debt levels and age of debt reducing.

Table 6 details the sundry debts the Council held as of 31 December 2025.

| Table 6 – Sundry Debt Analysis | | | | | | | |
|--------------------------------|------------|------------|-------------|--------------|--------------|---------------|---------|
| 0-30 days | 31-60 days | 61-90 days | 91-120 days | 121-183 days | 184-365 days | Over 365 days | Total |
| £ | £ | £ | £ | £ | £ | £ | £ |
| 35,774 | 19,658 | 114,895 | 382 | 79,010 | 83,446 | 540,370 | 873,535 |

This does not include invoices not yet due totalling £296,124

Section 2.6 – Council Tax and Business Rates

Collection and recovery remain challenging in 2025/26 as a result of the ongoing cost of living crisis. In recognition, we continue to remain prudent in setting the bad debt provision in this area. The debt recovery programme continues through the remainder of the year.

Council Tax – 2025/26 Quarter 3 In-Year Collection

The collectable debit for the year at 31 December 2025 was £46.4m with a net collection rate of 77.99% achieved (79.12% at 31 December 2024).

Business Rates – 2025/26 Quarter 3 In-Year Collection

The collectable debit for the year at 31 December 2025 was £21.9m with a net collection rate of 77.93% achieved (79.80% at 31 December 2024).

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Boston Borough Council – Q3 Finance Capital Report for 2025-26

Finance Summary

- As of 31 December 2025 capital spend was £14.023m against a revised full year budget of £37.422m.
- Towns Fund projects account for the largest portion of the revised capital budget at £14.849m with forecast full spend in year.
- Amendments to the 2025/26 approved capital budget equate to £1.141m.
- The majority of the capital programme is financed through external grant funding.
- The 5-year capital programme shows planned spending across various projects including Disabled Facilities Grants, IT infrastructure, Towns Fund, LUF and BPF projects.

Section 2 – Finance

Section 2.1 Capital Programme in Year

Section 2.2 Capital 5-year Programme

Section 2.1 – Capital Programme in Year

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

| Table 1 – Capital Programme 2025/26 | | | | | | |
|--|----------------------------------|-------------------------------------|---------------------------------|-----------------------------------|-----------------------------------|--|
| Scheme | Approved Budget 2025/26 £'000 | Changes to Approved Budget £'000 | Revised Budget 2025/26 £'000 | Actuals to December 2025 £'000 | Forecast Outturn 2025/26 £'000 | Variance (underspend)/overspend at Q3 £'000 |
| Disabled Facilities Grant | 885 | - | 885 | 513 | 785 | (100) |
| Vehicle Replacements | 536 | (306) | 230 | 230 | 230 | - |
| Information Technology Infrastructure Refresh | 412 | (174) | 238 | 110 | 205 | (33) |
| Swimming Pool Support Fund | 198 | - | 198 | 198 | 198 | - |
| Uniform | 291 | - | 291 | 5 | 231 | (60) |
| Unit 4 Implementation | 47 | - | 47 | - | 47 | - |
| Affordable Housing Commuted Sum | 1,074 | - | 1,074 | - | - | (1,074) |
| Capital Enhancements | 604 | (204) | 400 | 375 | 400 | - |
| Depot Purchase | 150 | - | 150 | 24 | 150 | - |
| Homelessness Prevention Van | 7 | - | 7 | 5 | 5 | (2) |
| Market Regeneration | 23 | - | 23 | 23 | 23 | - |
| Boston Council Chamber Mics | 33 | - | 33 | 33 | 33 | - |
| Markets – Trailers | - | 13 | 13 | - | 13 | - |
| Temporary Accommodation | - | 25 | 25 | - | 25 | - |
| Total Projects (Excl Towns Funds, UKSPF, LUF & BPF) | 4,260 | (646) | 3,614 | 1,516 | 2,345 | (1,269) |

Table 1 – Capital Programme 2025/26

| Scheme | Approved Budget 2025/26 £'000 | Changes to Approved Budget £'000 | Revised Budget 2025/26 £'000 | Actuals to December 2025 £'000 | Forecast Outturn 2025/26 £'000 | Variance (underspend)/overspend at Q3 £'000 |
|---|----------------------------------|-------------------------------------|---------------------------------|-----------------------------------|-----------------------------------|--|
| Towns Fund - Leisure | 7,895 | - | 7,895 | 1,061 | 3,395 | (4,500) |
| Towns Fund - Mayflower | 3,600 | - | 3,600 | 3,600 | 3,600 | - |
| Towns Fund - St Botolph's Library | 57 | - | 57 | - | 57 | - |
| Towns Fund - Healing the High St (incl. Shodfriars) | 2,433 | - | 2,433 | 771 | 2,433 | - |
| Towns Fund - Boston Station | 864 | - | 864 | - | 864 | - |
| Total Towns Fund Projects | 14,849 | - | 14,849 | 5,432 | 10,349 | (4,500) |
| UKSPF (Capacity building projects for local groups) | 275 | - | 275 | 173 | 264 | (11) |
| UKSPF Rural (Community projects aimed at reducing the cost of living) | 129 | - | 129 | 97 | 129 | - |
| Total UKSPF Projects | 404 | - | 404 | 270 | 393 | (11) |
| LUF - Civic Hub | 5 | - | 5 | 5 | 5 | - |
| LUF - Crown House | 6,025 | - | 6,025 | 2,070 | 3,142 | (2,883) |
| LUF - Public Realm | 4,940 | - | 4,940 | 2,564 | 3,622 | (1,318) |
| Total LUF Projects | 10,970 | - | 10,970 | 4,639 | 6,769 | (4,201) |
| BPF - Boston United Football Sports Complex | 1,450 | - | 1,450 | 113 | 450 | (1,000) |
| BPF - Affordable Homes (Quadrant Housing Development) | 1,752 | - | 1,752 | 1,123 | 1,752 | - |
| BPF - Haven Wharf | 2,800 | - | 2,800 | - | - | (2,800) |
| BPF - PE21 Rosegarth Square | 398 | - | 398 | 398 | 398 | - |
| BPF - Community Organisations Package | 690 | - | 690 | 414 | 690 | - |
| BPF - Boston Connected | 570 | (470) | 100 | - | 100 | - |
| BPF - Boston Community Research Project | 370 | - | 370 | 114 | 370 | - |
| BPF – St Botolph's Church Visitor Offer | 50 | (25) | 25 | 4 | 25 | - |
| Total BPF Projects (excl Boston Leisure) | 8,080 | (495) | 7,585 | 2,166 | 3,785 | (3,800) |
| Grand Total | 38,563 | (1,141) | 37,422 | 14,023 | 23,641 | (13,781) |

The revised capital budget as of 31 December 2025 is £37.422m, derived from the combination of the 2025/26 approved budget of £38.563m, new in-year approved spend, slippage into future years and decommitted spend. The overall expenditure as at quarter 3 is £14.023m.

The Towns Fund projects represent the largest specific group at £14.849m, 40% of total revised capital budget followed by Levelling Up Funding (LUF) £10.970m which represents 29%. Others make up the remaining £11.603m, 31% of total revised capital budget including Boston Partnership Funding (BPF).

Progress against approved budgets

- **Disabled Facilities Grants** – Forecasting use of current year’s original grant allocation with remaining use of grant expected in future financial years.
- **Information Technology Infrastructure Refresh** – Analysis on current ICT stock and service leading to decision to increase lifecycle leading to decommitments within the current year budget.
- **Affordable Housing Commuted Sum** – Budget required to be rephased into 2026/27 and 2027/28. Draft funding agreement seeks completion of properties prior to payment.
- **Capital Enhancements** – Works on fire protection measures and costs are progressing as approved within the Quarter 1 report. Forecast for other works are currently paused as decision on priorities are ongoing.
- **UKSPF** – MHCLG rules in the management of UKSPF by Lead Local Authorities allow for the transfer of revenue funding to capital funding at will within each quarterly reporting period, though not vice versa and once a transfer has been undertaken and reported, the capital expenditure must remain categorised as such. North East Lincolnshire Council, acting on behalf of Greater Lincolnshire County Combined Authority (who have succeeded South Holland as Lead Local Authority for the management of UKSPF in line with the Greater Lincolnshire devolution deal), have confirmed that this flexibility is retained at District level. The projected outturn here will be covered by an underspend in revenue, already reported to GLCCA, and the budgets accordingly revised to balance in the next quarter.
- **Boston Leisure** – Construction progress is continuing on site with groundworks and new extension foundations underway ahead of steel frame installation commencing in next Quarter. Expenditure reprofiled to reflect updated sequencing of works, particularly groundworks and roofing.
- **LUF – Crown House and Public Realm** – More detailed cash flows received from contractors, projects still on track to complete in 2026/27.
- **BPF – Boston United Football Sports Complex** – Formally entered into a contractual agreement in September 2025 to support the construction costs of the sports complex and south stand which will complete the new community stadium. Construction commenced in October 2025, foundation works have all been completed and steelwork has now commenced with the completion of the main steel frame target by March 2026. Roof construction target scheduled for April 2026 with overall completion of the project due end of 2026.
- **BPF – Haven Wharf** – Project is still not in contractual agreement and is awaiting agreement from Boston College to proceed.
- **BPF – Boston Connected** – Ministerial approval received in October 2025 that the project can be delivered internally which will aim to enhance Boston’s tourism offerings, improve connectivity and create a more positive experience for both visitors and residents. The recruitment and procurement processes are underway for the project with tenders being developed and advertised by March 2026 in readiness for project delivery thereafter.

2025/26 Funding

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

| Table 2 – Capital Programme Financing | | | | |
|---------------------------------------|----------------------------------|---------------------------------|--------------------------------|---------------------------------------|
| All Projects | Approved Budget 2025/26 £'000 | Revised Budget 2025/26 £'000 | Outturn 2025/26 at Q3 £'000 | Variance (under)/ over at Q3 £'000 |
| Prudential Borrowing | (1,335) | (486) | (393) | 93 |
| External Grants | (35,386) | (34,891) | (22,279) | 12,612 |
| Capital Reserve | (738) | (684) | (684) | - |
| Other Reserves | (30) | (30) | (28) | 2 |
| S106 | (1,074) | (1,074) | - | 1,074 |
| Capital Receipts | - | (257) | (257) | - |
| Totals | (38,563) | (37,422) | (23,641) | 13,781 |

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

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

| Table 3 – Changes to Approved Capital Budget | | |
|---|-----------------|--|
| Project Description | Amount £'000 | Approval |
| Vehicle Replacements | (306) | Vehicle orders have been placed, lead-in time for delivery pushes scheme into 2026/27, rephasing required. |
| Information Technology Infrastructure Refresh | (174) | £144k to be decommitted as current available resources along with asset life extensions reduce requirements for investment. £30k to be rephased into 2026/27 as programme of replacements are managed. |
| Capital Enhancements | (204) | Rephasing of scheme into 2026/27 as per Progress against approved budget. |
| Markets – Trailers | 13 | Proforma approved by S151 Officer. |
| BPF – Boston Connected | (470) | Rephasing of scheme into 2026/27 as per Progress against approved budget. |
| BPF – St Botolph’s Church Visitor Offer | (25) | Rephasing of scheme into 2026/27 as per Progress against approved budget. |
| Temporary Accommodation | 25 | Proforma approved by S151 Officer |
| Grand Total | (1,141) | |

Section 2.2 – Capital 5-year Programme

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

Table 4 – Capital Programme

| Scheme | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 |
|--|---------------|--------------|--------------|--------------|------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| Disabled Facilities Grant | 885 | 785 | 785 | 785 | 785 |
| Vehicle Replacements | 230 | 306 | 219 | 200 | - |
| Information Technology Infrastructure Refresh | 238 | 295 | 549 | 100 | 100 |
| Swimming Pool Support Fund | 198 | - | - | - | - |
| Uniform | 291 | - | - | - | - |
| Unit 4 Implementation | 47 | 17 | - | - | - |
| Affordable Housing Commuted Sum | 1,074 | - | - | - | - |
| Capital Enhancements | 400 | 215 | - | - | - |
| Depot Purchase | 150 | - | - | - | - |
| Food Waste | - | 3,135 | - | 679 | - |
| Homelessness Prevention Van | 7 | - | - | - | - |
| Boston Crematorium | - | - | 525 | - | - |
| Market Regeneration | 23 | - | - | - | - |
| Boston Council Chamber Mics | 33 | - | - | - | - |
| Markets – Trailers | 13 | - | - | - | - |
| Temporary Accommodation | 25 | 25 | - | - | - |
| Total Projects (Excl Towns Funds, UKSPF, LUF, BPF & Pride in Place) | 3,614 | 4,778 | 2,615 | 2,301 | 885 |
| Towns Fund – Leisure | 7,895 | 5,592 | - | - | - |
| Towns Fund - Mayflower | 3,600 | - | - | - | - |
| Towns Fund - St Botolph's Library | 57 | - | - | - | - |
| Towns Fund - Healing the High St (incl. Shodfriars) | 2,433 | - | - | - | - |
| Towns Fund - Boston Station | 864 | - | - | - | - |
| Total Towns Fund Projects | 14,849 | 5,592 | - | - | - |
| UKSPF (Capacity building projects for local groups) | 275 | - | - | - | - |
| UKSPF Rural (Community projects aimed at reducing the cost of living) | 129 | - | - | - | - |
| Total UKSPF Projects | 404 | - | - | - | - |
| LUF - Civic Hub | 5 | - | - | - | - |
| LUF - Crown House | 6,025 | 900 | - | - | - |
| LUF - Public Realm | 4,940 | 600 | - | - | - |
| Total LUF Projects | 10,970 | 1,500 | - | - | - |
| BPF - Boston United Football Sports Complex | 1,450 | - | - | - | - |
| BPF - Affordable Homes (Quadrant Housing Development) | 1,752 | - | - | - | - |
| BPF - Haven Wharf | 2,800 | - | - | - | - |
| BPF - PE21 Rosegarth Square | 398 | - | - | - | - |
| BPF - Community Organisations Package | 690 | - | - | - | - |
| BPF - Boston Connected | 100 | 470 | - | - | - |
| BPF - Boston Community Research Project | 370 | - | - | - | - |
| BPF – St Botolph's Church Visitor Offer | 25 | 25 | - | - | - |
| Total BPF Projects (excl Boston Leisure) | 7,585 | 495 | - | - | - |

Table 4 – Capital Programme

| Scheme | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 |
|-----------------------------------|-----------------|-----------------|----------------|----------------|----------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| Town Centre Revitalisation | - | 125 | 651 | 571 | 571 |
| Heritage & Culture Activation | - | 31 | 219 | 198 | 198 |
| Green Spaces & Connectivity | - | - | 219 | 158 | 158 |
| Safety & Security | - | 160 | 439 | 485 | 485 |
| Community Capacity Building | - | 23 | 132 | 119 | 119 |
| Youth Engagement | - | 23 | 88 | 79 | 79 |
| Pride in Place – Impact Fund | - | 1,500 | - | - | - |
| Total Pride in Place | - | 1,862 | 1,748 | 1,610 | 1,610 |
| Grand Total – All Projects | 37,422 | 14,227 | 4,363 | 3,911 | 2,495 |
| | | | | | |
| Capital Financing | | | | | |
| Prudential Borrowing | (486) | (7,914) | (1,293) | (979) | (100) |
| External Grants | (34,891) | (6,243) | (2,533) | (2,395) | (2,395) |
| Capital Reserve | (684) | (54) | - | - | - |
| Other Reserves | (30) | - | - | - | - |
| S106 | (1,074) | - | - | - | - |
| Capital Receipts | (257) | (16) | - | - | - |
| | (37,422) | (14,227) | (4,363) | (3,911) | (2,495) |



| | |
|--------------------------|--|
| Report To: | Cabinet |
| Date: | 25 th March 2026 |
| Subject: | Data Protection Policy and Records Management Policy |
| Purpose: | To consider policies for approval |
| Key Decision: | No |
| Portfolio Holder: | Councillor Sandeep Ghosh, Portfolio Holder for Finance and Economic Growth |
| Report Of: | John Medler, Assistant Director Governance & Monitoring Officer |
| Report Author: | Richard Steele, Group Manager for Information Governance and Data Protection Officer |
| Ward(s) Affected: | All |
| Exempt Report: | No |

Summary

The Council's Data Protection Policy and Records Management Policy have been reviewed to ensure the Council's compliance with the latest statutory requirements, including the UK GDPR, Data Protection Act 2018, and the new Data Use and Access Act 2025 (DUAA). The intention is to align these policies across the South & East Lincolnshire Councils Partnership (SELCP).

These policies have been amended to include feedback from overview and scrutiny committees.

This report seeks Cabinet approval for the adoption of the revised draft policies which are attached at Appendices 1 and 2.

Recommendations

1. That the Cabinet approves the draft Data Protection Policy and Records Management Policy attached at Appendices 1 and 2;

2. That Cabinet approves delegation of amendments to the records management policy to the Assistant Director Governance in consultation with the relevant Portfolio Holder to reflect changes in ICO guidance when issued; and
3. That Cabinet approves delegation of amendments to the data protection policy to the Data Protection Officer in consultation with the relevant Portfolio Holder to reflect changes in ICO guidance when issued.

Reasons for Recommendations

Reviewing and adopting revised policies demonstrates the Council's commitment to transparency, accountability, and the protection of individual rights, which is vital for public trust.

The impact of the Data Use and Access Act means that the ICO will issue new mandatory guidance to be followed. To reflect this the policies may need to be adapted to accommodate these changes before the policy refresh lifecycle.

Other Options Considered

Not to recommend or make suggested changes to the policies.

1. Background

- 1.1 The Data (Use and Access) Act 2025 (DUAA), which received Royal Assent on 19 June 2025, amends both the UK GDPR and the DPA 2018 to modernise data protection and privacy law and to support new data-sharing and innovation objectives. It introduces a range of reforms — for example, adjustments to automated decision-making, new lawful grounds for processing (including recognised legitimate interests), updated complaint-handling requirements, and clarifications to international data transfers and law enforcement data use — while maintaining the UK GDPR and DPA 2018 as the core data protection regime
- 1.2 Accordingly it is appropriate for the Council to review its policies in relation to information handling to maintain the Council's ability to service its constituents effectively and within the legal framework.

2. Report

- 2.1 The Data Protection Policy sets out how personal data is handled, whilst the Records Management Policy establishes the framework for managing all records, including personal data.
- 2.2 The Records Management Policy establishes the framework for managing all records, including personal data, ensuring they are accurate, accessible, secure, and retained appropriately. It supports compliance with legal and regulatory frameworks

and applies to all recorded information held by the authority, regardless of format, across all departments and services.

- 2.3 The Records Management Policy covers the full lifecycle of information—from creation and storage to sharing, archiving, and destruction. The Data Protection Policy ensures that personal data within this lifecycle is processed lawfully, fairly, and securely.
- 2.4 Both policies define clear roles and responsibilities, including those for the SIRO (Senior Information Asset Owner), DPO (Data Protection Officer), Information Asset Owners, and all staff. This ensures coordinated governance and accountability.
- 2.5 Additionally both policies incorporate requirements from the DUAA, such as lawful access, interoperability, transparency registers, and risk assessment for data sharing.

3 Key Updates and Changes

- 3.1 The review has included benchmarking against SELCP and other Councils policies.

Data Protection Policy

- 3.2 The Policy has been updated to reflect the Data Use and Access Act 2025 including:
 - lawful access and reuse of public-sector datasets, with transparency and interoperability.
 - the formalisation of a complaints process for handling subject's rights activities in line with new statutory requirements. Further details of this process are included in Appendix F within the Data Protection Policy.
 - that a 'reasonable' search will be undertaken (rather than an exhaustive search under the previous legislation) which will reduce some burden on the authority.

Records Management Policy

- 3.3 The draft Policy aligns with the Legal Framework, which includes the FOIA 2000, various Local Government Acts, Public Records Act 1958, and Data Use and Access Act 2025. The key aspects of the policy are:
 - Lifecycle Management: This ensures records are accurate, accessible, secure, and retained/disposed of appropriately.
 - AI & Digital Transformation: Includes management of AI-generated records and integration with digital initiatives.
 - Retention Schedules: The systematic approach to retention and disposal of records, with evidence for audit and challenge.

4. ICO guidance and future amendments

- 4.1 The draft policies have been reviewed in line with current ICO guidelines which are mandatory for councils. The ICO is currently reviewing its guidance documents, this may require further updates to be made to one or both policies. Officer delegation is sought from Cabinet to update the policies to ensure ongoing compliance and responsiveness to regulatory guidance.

5. Conclusion

- 5.1. Together, the draft policies create a unified framework for information governance, supporting statutory compliance, operational efficiency, and public trust. Both are designed for regular review and amendment as laws and guidance evolve, ensuring the Council remains agile and compliant.

Implications

South and East Lincolnshire Councils Partnership

The alignment of these policies will ensure that officers are working to a single policy and set of procedures, ensuring consistency for officers and residents alike. Updating and aligning the policies will also provide an opportunity to promote the policies and confirm procedures to ensure service areas are aware of their responsibilities in relation to feedback and complaints.

Corporate Priorities

None

Staffing

None

Workforce Capacity Implications

None

Constitutional and Legal Implications

The impact on individuals Human Rights have been considered throughout the Policy. The ICO will update their “advice and guidance” for all local councils in England under section 91 of the Data Use and Access Act 2025. Councils should consider any new ICO guidance when developing policies and procedures or make appropriate considerations.

Data Protection

Both policies have a direct impact on Data Protection.

Financial

None

Risk Management

Upon adoption details of the revised policies will be communicated to staff and support provided where necessary to ensure compliance. These steps will help to mitigate against potential complaints to the Regulator.

Stakeholder / Consultation / Timescales

Consultation has taken place with the Senior Management Team, Portfolio Holder, Senior Information Risk Owner.

Consultation has taken place with the overview and scrutiny committees of all three Councils within the SELCP and their considerations have been incorporated into the policies.

Reputation

None

Contracts

None

Crime and Disorder

None

Equality and Diversity / Human Rights / Safeguarding

Equality Impact Assessments for the draft policies have been undertaken and identify that the draft policies do not have a disproportionate or adverse impact on people with protected characteristics.

Health and Wellbeing

None

Climate Change and Environment Impact Assessment

Not undertaken

Acronyms

- **UK GDPR:** United Kingdom General Data Protection Regulation
- **DPA 2018:** Data Protection Act 2018
- **DUAA:** Data Use and Access Act 2025
- **S&ELCP:** South and East Lincolnshire Councils Partnership
- **ICT:** Information and Communication Technology
- **ICO:** Information Commissioner's Office
- **PFH:** Portfolio Holder
- **AD:** Assistant Director

- **DPO:** Data Protection Officer
- **FOIA:** Freedom of Information Act
- **EIA:** Equality Impact Assessment
- **SIRO:** Senior Information Risk Owner

Appendices

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

| | |
|------------|---------------------------|
| Appendix 1 | Data Protection Policy |
| Appendix 2 | Records Management Policy |

Background Papers

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

Chronological History of this Report

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

Report Approval

| | |
|---------------------------|--|
| Report author: | Richard Steele, Group Manager for Information Governance and Data Protection Officer Richard.Steele@boston.gov.uk |
| Signed off by: | John Medler, Assistant Director – Governance & Monitoring Officer John.Medler@e-lindsey.gov.uk |
| Approved for publication: | Councillor Sandeep Ghosh, Portfolio Holder for Finance and Economic Growth Sandeep.Ghosh@boston.gov.uk |



Data Protection Policy 2026

| | |
|-----------------------|---|
| Document Author: | Richard Steele CIPM, Group IG Manager and DPO |
| Document Approved: | SHDC BBC ELDC |
| Document Review date: | |

1. Introduction

This document ("Policy") outlines how ("the Council", "we", "our", "us") handles personal data, protecting individuals' privacy under the:

- UK General Data Protection Regulation (UK GDPR) 2018
- Data Protection Act 2018 (DPA 2018)
- Privacy and Electronic Communications Act 2018 (modified GDPR)
- Human Rights Act 1998 (Article 8)
- Data (Use and Access) Act 2025 (DUAA)
- And guidance from the Information Commissioner's Office (ICO).

It applies to all staff, elected members, contractors, agency staff, consultants, and partners.

2. Scope

This Policy applies to all personal data in all formats (electronic, paper, audio, etc.) held by or on behalf of the Council and to all individuals or organisations processing this data.

Personal data means any information relating to an identified or identifiable natural person ('data subject'); an identifiable natural person is one who can be identified, directly or indirectly, in particular by reference to an identifier such as a name, an identification number, location data, an online identifier or to one or more factors specific to the physical, physiological, genetic, mental, economic, cultural or social identity of that natural person;

This policy supports our other policies. We may supplement or amend this policy by additional policies and guidelines from time to time.

3. Data Protection Principles

We are committed to the seven UK GDPR principles:

1. **Lawfulness, fairness & transparency** – process data legally and openly.
2. **Purpose limitation** – collect only for specified, explicit reasons.
3. **Data minimisation** – gather only what is necessary.
4. **Accuracy** – maintain data accuracy and timeliness.
5. **Storage limitation** – retain only as long as required.
6. **Integrity & confidentiality** – protect data with safeguards.
7. **Accountability** – show compliance clearly.

We commit to the DUAA specific commitments:

- Enabling **lawful access & reuse** of public-sector datasets.
- Ensuring **interoperability** and **transparency** in data sharing.

4. Roles and Responsibilities

Each Council is designated “Data Controller” for the data it generates, uses and accesses in delivery of its public task.

Senior Information Risk Owner (SIRO): Strategic oversight.

Data Protection Officer (DPO): Compliance monitoring, advice, liaison.

Managers/Service Leads: Operational enforcement.

All Staff & Members: Must follow this Policy and report concerns promptly.

Members may be a Data Controller for personal information not covered by this Data Protection Policy where that processing is for political, personal or casework. (this is expanded in Appendix G)

5. Rights of Individuals

Each person has a right to know that the Council is using, storing and sharing their information in a clear and transparent way. There are provisions within the Data Protection Act known as ‘subject’s rights’ that an individual can use to see, amend and challenge the use of their information. This is known as a “subject access request” or a “SAR”. All SARs must be directed to the DPO for co-ordination. (this is expanded in Appendix A)

In some cases the Council uses information to meet a lawful obligation placed upon it by a series of legislation. If this is the case the Council may need to withhold some of the 'subject's rights'.

Individuals have the right to request:

- Access their personal data.
- Correct errors.
- Request erasure ("right to be forgotten").
- Restrict or object to processing.
- Data portability (move information to another organisation).
- Withdraw consent.
- Challenge automated decisions.
- Lodge complaints with the Council and the ICO

Under DUAA, we also ensure transparency about who accesses and reuses public data.

6. Data Sharing and Access

Data will only be shared under a valid legal basis, supported by contracts or Information Sharing Agreements (ISAs).

Per DUAA, we mandate:

- Lawful access to datasets where required.
- Use of interoperable formats.
- A transparency register of accessed/shared data.

All data sharing must be documented and risk assessed by the DPO, approval for processing of high risk will be the Councils' SIRO, for any other processing will be the designated information risk owner. Processing against DPO advice will be recorded in accordance with ICO guidance.

7. Automated Decision Making

The DUAA allows the Council to use automated systems to make decisions more widely—for example, in service allocation or eligibility checks. Where these decisions have a significant impact, individuals must be told that automation was used and given the chance to challenge it and request a human review.

Automated Decision Making using sensitive data (like health or ethnicity) is still restricted and only allowed with a clear legal basis. Safeguards must be in place to ensure fairness, transparency, and accountability.

8. Accountability and Governance

We will:

- Ensure that processes meet required standards to protect personal data.
- Ensure that sub processors, agents and suppliers meet the same requirement through contract.
- Keep “records of processing activities” (ROPA).
- Conduct DPIAs for high-risk or DUAA-related processes.
- Report data access or reuse activities publicly as required.
- Investigate and respond to any data breaches (this is expanded at Appendix B)
- Keep records of subject request and data breaches for 6 years

Being transparent and providing accessible information to individuals about how we will use their personal data is important to the Council. We will ensure a privacy notice is in place for each circumstance where we are collecting and processing information. (this is further expanded at Appendix C)

9. Security

We will use appropriate **technical and organisational measures**— encryption, access controls, secure storage, contractual clauses and staff training—to adequately protect data. Security controls are contained in the Council’s ICT Acceptable Use Policy.

10. Training

Training for all staff includes:

- Induction training.
- Annual refresher sessions.
- Specialist programmes where needed (e.g., SARs, breach response).
- Guidance and training available for members
- Training records will be kept for auditing.

This is expanded at Appendix D.

11. Policy Review

This Policy is reviewed every three years or sooner when significant legal changes occur (for example, DUAA updates).

All updates will be communicated to staff and published as needed.

Data Protection Policy Appendices

Appendix A – Subject Access Requests (SARs)

Appendix B – Data Breach Procedure

Appendix C – Appropriate Policy Document (Special Category & Criminal Data)

Appendix D – Information Sharing & DUAA Compliance

Appendix E – Training & Awareness

Appendix F – Complaints Handling (DUAA Compliance)

Appendix G – Councillors

Appendix A – Subject Access Requests (SARs) and/or rights requests.

Any individual has the legal right to know what personal information the Council holds about them. This is known as a Subject Access Request (SAR). This process applies equally for other rights provided to subjects under UK GDPR.

- A SAR can be made **in writing, by email, or verbally**. Staff should not refuse a request simply because it is not written on a form.
- When receiving a SAR, staff must **check the identity of the requester** before releasing any information. If the request is made by a third party, we must confirm that they have the data subject's written consent or legal authority.
- The Council will apply the DUAA's "**stop the clock**" provision when awaiting clarification from requesters.
- Under DUAA **reasonable and proportionate searches** are required when responding to SAR.
- The Council must provide a response **within one calendar month**. Where the request is complex, the DPO may extend the deadline by a further two months. The requester must be informed in writing of any extension.
- Requests that are **manifestly unfounded or excessive** may be refused, but this decision must be approved by the DPO and explained clearly to the requester.
- If information about other individuals is contained in the records, this data will only be disclosed if it is lawful and fair to do so. Otherwise, it will be redacted.
- If an individual is unhappy with the Council's response, they may make a complaint. Complaints should first be reviewed internally by the SIRO. If unresolved, the individual may escalate the matter to the Information Commissioner's Office (ICO).
- Under the **DUAA**, we are also required to keep a record of requests for access and reuse of public data. This ensures transparency in how public data is made available.
- We will abide by any request from an individual not to use their personal data for direct marketing purposes and notify the DPO about any such request.
- It is essential that you contact the DPO for advice on direct marketing before starting any new direct marketing activity. You must not send direct marketing material to someone electronically (e.g. via email) unless you have an existing business relationship with them in relation to the services being marketed.

Appendix B – Data Breach Procedure

A personal data breach is any event that leads to the loss, destruction, unauthorised disclosure of, or access to, personal information. Examples include sending personal information to the wrong recipient, losing files, or an IT system being hacked.

- Any member of staff who becomes aware of a possible breach must **report it immediately to the DPO**. Staff should not try to investigate or fix the breach themselves without direction.
- The DPO will **log the incident** and carry out an initial risk assessment using the Council's breach risk matrix.

- If the breach is likely to result in a risk to people's rights or freedoms, the Council must **report it to the ICO within 72 hours** of becoming aware of it.
- Where there is a high risk of harm to individuals, the Council will also **notify those affected directly**, explaining what has happened, what data was involved, and what steps they can take to protect themselves.
- Even if a breach does not need to be reported to the ICO, it must still be **logged internally** with details of the cause, impact, and any corrective action taken.
- The Council will review all breaches to learn lessons and improve its systems and training, reducing the risk of recurrence.
- Lessons learnt from data breach incidents will be collated and used to prevent similar occurrences going forward.
- Volumes of data breach, type and impact will be reported to Senior Leadership Team, portfolio holders, and annually in information governance reporting.

Appendix C – Appropriate Policy Document (Special Category & Criminal Data)

The Council often needs to process special category data, such as health information, or criminal conviction data. This is more sensitive than ordinary personal data and requires additional safeguards.

- Special category data will only be processed when **absolutely necessary** and when a lawful condition under Article 9 UK GDPR or the DPA 2018 applies.
- Criminal offence data will only be processed when authorised by law, for example under the Council's safeguarding or enforcement duties.
- The Council will keep a **written record** of the legal condition relied on for processing, the purpose of the processing, and the retention and erasure rules that apply.
- Special category and criminal data will be retained **only as long as necessary** for the purpose for which it was collected and securely deleted once no longer needed.
- Access to such data will be **strictly limited** to staff who need it for their role and who have received appropriate training.
- Under the DUAA, special category and criminal data will **not** be made available for reuse or access unless there is a clear legal basis.

Specifically this policy covers the requirement under Schedule 1 para 39 of the Data Protection Act 2018 for processing dependant on Schedule 1 para 38.

- This includes processing for:
 - Health or Social Care purposes (Schedule 1 part 1 section 2) (GP referrals)
 - Processing for Public Health. (Schedule 1 part 1 section 3) (Public health England)
 - Processing for Research. (Schedule 1 part 1 section 4) (anonymisation of data)

- Processing for Statutory and Government Purposes. (Schedule 2 part 2 section 6) – documented in the Register of Processing Activities.

Appendix D – Information Sharing & DUAA Compliance

The Council shares information with partners and other organisations to deliver services, meet legal duties, and support public safety. Sharing will always be carried out in a controlled and transparent manner.

- No personal data will be shared without a valid legal basis. Before sharing, staff must consult the DPO if there is any doubt.
- Information Sharing Agreements (ISAs) or legally binding contracts will be put in place with external organisations, setting out how data will be used, stored, and protected.
- Any sharing of personal data must be **necessary, proportionate, and secure**. Only the minimum amount of data needed should be disclosed.
- The DUAA introduces additional requirements for **lawful access to public sector datasets**. Where these apply, the Council will ensure data is provided in interoperable formats and with appropriate technical safeguards.
- The Council will maintain a public transparency register of datasets that are shared or made available under the DUAA, showing which organisations have access to the data and for what purpose.
- All data sharing decisions must be logged, and the risks assessed, before any information is released.

Appendix E – Training & Awareness

All staff have a responsibility to understand and follow this Policy.

- Every new starter must complete **mandatory data protection training** as part of their induction.
- All staff must complete **regular refresher training**, with updates provided sooner if laws change (such as new DUAA rules).
- Staff in roles with higher data protection responsibilities (for example, housing, and service managers) will be given additional **specialist training**.
- The Council will keep records of all training attendance. These records will be reviewed regularly to ensure compliance.
- Awareness campaigns, such as posters, newsletters, and intranet articles, will be used to keep staff informed about data protection responsibilities and any changes in the law.

Appendix F – Complaints Handling (DUAA Compliance)

All individuals have the right to raise concerns about how their personal data is handled. The Council is committed to resolving complaints fairly, transparently, and in line with the Data Use and Access Act 2025 (DUAA).

- The Council will provide an **electronic complaints form, and email address** accessible via its website and intranet.
- All complaints will be **acknowledged within 30 calendar days**, with updates provided if resolution takes longer.
- Complaints will be handled **without undue delay**, and outcomes will be clearly communicated to the complainant.
- Where a complaint relates to automated decision-making, data sharing, or reuse under DUAA, the Council will ensure appropriate review and explanation.
- Staff must refer any data-related complaints to the **Information Governance Team** immediately and must not attempt to resolve them independently.
- The **Data Protection Officer (DPO)** will oversee complex or high-risk complaints and ensure lessons are learned.
- The Council will maintain a **complaints log**, including outcomes and corrective actions, for audit and improvement purposes.
- Individuals dissatisfied with the Council's response may escalate their complaint to the **Information Commissioner's Office (ICO)**.

Appendix G – Councillors

Councillors may process personal data in **three distinct roles**, and depending on the context, they may **not be acting on behalf of the public authority** (i.e., the Council). These roles are:

1. **As a Ward Representative**

When handling casework or assisting residents with personal issues (e.g., complaints, housing matters), councillors act independently. In this role, they are considered data controllers in their own right, not processing data on behalf of the Council.

2. **As a Political Party Representative**

During election campaigns or party activities, councillors may process personal data under the authority of their political party. Here, the party is the data controller, and the councillor is acting on its behalf—not the Council

3. **As a Member of the Council (e.g., Committee or Cabinet)**

In this role, councillors are typically processing data on behalf of the Council, which is the data controller. However, if they use data outside of Council purposes (e.g., for personal or political use), they are no longer acting on behalf of the public authority

Understanding these distinctions is crucial for compliance with UK GDPR and the DUAA, especially regarding registration, lawful basis, and data sharing responsibilities

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Record Management Policy 2026

| | |
|-----------------------|---|
| Document Author: | Richard Steele CIPM, Group IG Manager and DPO |
| Document Approved: | SHDC BBC ELDC |
| Document Review date: | |

1. Introduction

This policy establishes the framework for managing records created or received by the authority, ensuring they are accurate, accessible, secure, and retained appropriately.

It supports compliance with various legal and regulatory frameworks.

It applies to all staff, elected members, contractors, agency staff, consultants, and partners.

2. Scope

This policy applies to all recorded information held by the authority, regardless of format (paper, digital, email, audio, video), across all departments and services.

This policy applies to the full information or data lifecycle.

This includes:

- the collection or creation of information,
- the storage,
- the use or processing,
- any sharing ,
- any archiving
- and the deletion/destruction of information.

In addition to automated decision outputs, records generated by AI systems must be managed, retained, and reviewed in accordance with this Policy.

This policy supports our other policies. We may supplement or amend this policy by additional policies and guidelines from time to time.

3. Principles

The Section 46 Code of Practice is official guidance issued under Section 46 of the Freedom of Information Act 2000 (FOIA). It sets out recommended standards for the creation, management, retention, and disposal of records by public authorities in England, Wales, and Northern Ireland. The Code is maintained and updated by The National Archives and is supported by the Information Commissioner's Office (ICO).

In line with the Section 46 Code of Practice, this policy is built on:

- **Accountability** – Records must support transparency and decision-making.
- **Integrity** – Records must be authentic, reliable, and complete.
- **Accessibility** – Records must be retrievable and usable when needed.
- **Security** – Records must be protected from unauthorized access or loss.
- **Retention** – Records must be retained only as long as necessary.

4. Roles and Responsibilities

Each Council is designated "Data Controller" for the data it generates, uses and accesses in delivery of its public task. Clear roles and responsibilities are defined to ensure effective implementation and oversight of this Policy

- **Senior Information Risk Owner (SIRO):** Strategic oversight.
- **Information Governance Team:** Compliance monitoring, advice, liaison.
- **Managers/Service Leads as Information Asset Owners (IAOs)** Accountable for specific datasets
- **All Staff & Members:** Responsible for good recordkeeping practices and compliance with this policy and legislative requirements.

5. Legal and Regulatory Framework

- FOIA 2000 – Section 46 Code of Practice: Sets standards for record creation, retention, and disposal
- Local Government Act 1972: Requires proper custody of records (Section 224)
- Local Government Transparency Code 2015: Mandates publication of key datasets

- Data Protection Act 2018 / UK GDPR: Requires lawful, fair, and secure processing of personal data
- Public Records Act 1958: Governs historical records and transfer to The National Archives.
- Data (use and access) Act 2025: Lawful access to datasets where required, Use of interoperable formats, a transparency register of accessed/shared data.

6. Policy Commitments

As with personal data, all data sharing must be documented and risk assessed by the Information Governance lead. Approval for processing of high risk data will be considered by the Council's SIRO. For any other processing the approval for processing will be considered by the designated information asset owner (IAO).

The Council aims to:

- Maintain a Records Retention Schedule aligned with statutory and operational needs.
- Apply metadata standards to support classification and retrieval.
- The origin and method of creation (e.g., "generated by AI system X on [date]") should be documented to support auditability and public trust where generative AI is used.
- Conduct annual audits to monitor compliance and identify risks.
- Ensure secure disposal of records in accordance with the Section 46 Code.
- Publish required datasets under the Transparency Code.
- Integrate records management into digital transformation initiatives.
- Update and amend a publication scheme.

7. Retention Schedules

Systematically disposing of materials at the end of their life is good business practice and is essential we comply with the law. For each of our activities, the retention schedule sets out:

- What collections of information are held and their purpose.
- Who is responsible for them (the 'information asset owner').
- How long materials need to be kept and what the trigger is to count down to disposal, for example six years from date of case closure.

Whether the retention period is defined in law or based on common business practice. In maintaining our retention schedule, we will:

- Identify the records the Council needs to keep - and those it does not need to retain
- Define how long information is kept to meet the legal, financial and other requirements of public administration.
- Apply those rules systematically to its information.
- Confirm how information will be stored at different stages of its life-cycle and how it will be destroyed at the end of its life.
- Provide evidence that records have been disposed of consistently in case of challenge.
- Mark and include AI-generated records in the “Retention Schedule” and dispose of them in accordance with statutory and operational requirements.

9. Security

We use appropriate **technical and organisational measures**— encryption, access controls, secure storage, contractual clauses and staff training—to adequately protect data. Security controls are contained in the Council’s ICT Acceptable Use Policy.

10. Training

Training for all staff includes:

- Induction by the relevant manager on record management arrangements.
- Guidance available to all staff.
- Specialist programmes where needed (e.g., Information asset owners).
- Training records will be kept for auditing.

11. Policy Review

This Policy is reviewed every three years or sooner when significant legal changes occur (for example, DUA updates).

All updates will be communicated to staff and published as needed.