



Public Document Pack
Boston Borough Council

**Chief Executive
Rob Barlow**

Municipal Buildings
Boston
Lincolnshire PE21 8QR
Tel: 01205 314200

Wednesday 23 July 2025

Notice of Special meeting of the Cabinet

Dear Councillor

You are invited to attend a Special meeting of the Cabinet
on **Thursday 31st July 2025 at 6.30 pm**
in the Committee Room - Municipal Buildings, West Street, Boston, PE21 8QR

**Rob Barlow
Chief Executive**

Membership:

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

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

This meeting may be subject to being recorded.

Agenda

Part I - Preliminaries

A Apologies for Absence

To receive apologies for absence.

B Declarations of Interest

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

Part II - Agenda Items

1 2024/25 Q4 Finance Update

(Pages 1 - 26)

(A report by Brendan Arnold, Interim Director of Finance (S151 Officer))

- 2 Quarter 4 24/25 Performance and Risk Report** (Pages 27 - 80)
(A report by James Gilbert, Assistant Director – Corporate)
- 3 Home Energy Advice and Retrofit Team** (Pages 81 - 90)
(A report by Christian Allen, Assistant Director – Regulatory)
- 4 Update on Plan for Neighbourhoods** (Pages 91 - 104)
(A report by Pranali Parikh, Director of Economic Development)
- 5 Local Government Re-organisation - support for 'A Greater Lincolnshire for All'**
(Pages 105 - 148)
(A report by James Gilbert, Assistant Director – Corporate)

- * 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 Monday 4 August 2025. Subject to this publication, the deadline for calling in a decision is **5 p.m. on Monday 11th August 2025**.

Notes:

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

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

Alternative Versions

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



Report To:	Cabinet
Date:	31 st July 2025
Subject:	2024/25 Q4 Finance Update
Purpose:	To present the 2024/25 Outturn Finance Position
Key Decision:	N/A
Portfolio Holder:	Councillor Sandeep Ghosh, Portfolio Holder for Finance and Economic Growth
Report Of:	Brendan Arnold, Interim Director of Finance (S151 Officer)
Report Author:	Nicole Hayes, Head of Finance Delivery – BBC (PSPSL)
Ward(s) Affected:	N/A
Exempt Report:	No

Summary

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

Recommendations

It is recommended:

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

Reasons for Recommendations

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

Other Options Considered

To not approve the outlined position.

1. Background

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

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

General Fund Forecast Outturn

1.2 Quarter 4 data now underpin our full-year outturn, which shows a General Fund revenue outturn surplus of £1,015,000 as at 31 March 2025. This represents a significant improvement from the Q3 forecast surplus of £627,000—a positive movement of £389,000. This improved performance mainly reflects disciplined expenditure controls and an overperformance in investment income. Specifically, the service directorates achieved a net underspend of approximately £746k by reducing IT, staffing, and operational expenses; however, this was partially offset by overspends in Governance & Monitoring and General Fund Assets due to higher Members' allowances and increased repairs and maintenance costs.

1.3 On the investment front, while the initial net budget was set at £1.587m, this was exceeded this by £711,000. After accounting for a transfer of £53,000 from S106 interest to the balance sheet, the net favourable variance stands at £658,000. In the realm of services revenues, mixed performance was noted—planning fee and cremation incomes underperformed by £91,000 and £92,000 respectively, though these shortfalls were partly mitigated by a £56,000 increase in car parking income. Collectively, these variances highlight robust financial management and the flexibility in approach, allowing reallocation of resources toward strategic initiatives.

The final position by Assistant Director and Corporate Areas is detailed at **Table 1** together with an analysis of variations.

Savings Target

- 1.4 An efficiency target of £846,000 is included in the 2024/25 General Fund Budget. Saving opportunities are being monitored throughout the year, this information is detailed in Appendix A – Table 2. The General Fund forecast outturn position assumes 100% of the efficiency target is achieved. As at 31 March 2025, 78% of the of the efficiencies had been identified, this position reflects the recent IDB funding announcement and savings/income identified as part of the Q4 monitoring process.

Although no additional efficiency measures were recorded after Q3, underspends within services have contributed to the Council's surplus. Continued efforts are under review to achieve further efficiency gains.

IDB's

- 1.5 The financial pressure generated by the Internal Drainage Boards has been supported by the Government for 2024/25 to the sum of £431,000 as previously reported, this has been booked as part of the efficiencies achieved. Further meetings have taken place with the Local Government Minister which affords an opportunity to press for a longer-term funding solution and for further financial support. Funding awards to date have only partially reflected the pressure that the Council has seen over the past few years and looking forwards. The amount of funding awarded for 2025/26 has not been confirmed at the time of reporting.

Reserves

- 1.6 General Fund and Specific Reserves full year position increased by £3.343m to £19.345m. Further specific details are set out in **Appendix A – Table 4a** with associated narrative. The General Fund Reserve Balance remains at £2m.

Capital – General Fund

- 1.7 The Capital Programme for 2024/25 has been updated to reflect a full-year budget of £20.814m. Actual capital expenditure for the year to Q4 - 31 March 2025 is £15.070m. Detailed narratives and supporting data are provided in Appendix A.

2. Treasury Management

- 2.1 Appendix 1 - Section 2.4 provides details of the Council's Treasury Investments. As at 31 March 2025, the Council held cash investments valued at £34.832m and property fund investments of £15.237m. For 2024/25, the original budget for investment income was set at £1.587m; however, actual performance exceeded budget by £711,000. After accounting for a £53k reallocation from S106 interest, this delivers a net positive variance of £658,000.

Meanwhile, borrowing costs remained controlled and adhered to the budget, with an outturn of £111,000. Collectively, these achievements reflect a significantly improved funding profile for the Council.

3. Conclusion

- 3.1 To ensure that the Quarter 4 position is scrutinised, and the outturn reviewed. The updated Quarter 4 figures elevate the Council's recorded performance, with the General Fund now in a surplus position of £1,015,000 (up from a Q3 forecast surplus of £627,000). This improvement is rooted in the successful achievement of a significant proportion of the efficiency target (78%), enhanced investment income, and proactive management of cost pressures. Continued scrutiny and further tightening of corporate efficiencies will be essential to sustain this performance in future fiscal periods.

Implications

South and East Lincolnshire Councils Partnership

None

Corporate Priorities

None

Staffing

None

Workforce Capacity Implications

None

Constitutional and Legal Implications

None

Data Protection

None

Financial

As contained in this report and Appendix.

Risk Management

None

Stakeholder / Consultation / Timescales

None

Reputation

None

Contracts

None

Crime and Disorder

None

Equality and Diversity / Human Rights / Safeguarding

None

Health and Wellbeing

None

Climate Change and Environmental Implications

None

Acronyms

None

Appendices

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

Appendix A	Q4 Finance Report 2024/25
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Background Paper

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:	Nicole Hayes, Head of Finance Delivery – BBC (PSPSL) Nicole.Hayes@pspsl.co.uk
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Signed off by:	Brendan Arnold, Interim Director of Finance (S151 Officer) Brendan.Arnold@sholland.gov.uk
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Approved for publication:	Councillor Sandeep Ghosh Portfolio Holder for Finance and Economic Growth Sandeep.Ghosh@boston.gov.uk
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Boston Borough Council – Q4 Outturn Finance Report for 2024/25

Finance Summary

- The revenue outturn is a surplus position of £1,015,000 at year end (a movement from the forecast surplus of £627,000 in Q3, an improvement of £388,000)
- Specific and general reserves for the Council are £19,345,000 as at 31 March 2025.
- At quarter 4, Capital spend was £15,070,000 against a full year budget of £20,814,000.
- The budgets for 2024/25 included an efficiency target of £846,000, and we have achieved £656,000 against that target in Q4 (78%).
- The Council held cash investments of £34,832,000 and property fund investments of £15,237,000 based on fair value as at 31 March 2025.
- Investment income overachieved by £711,000 against the budget of £1,587,000 for the full financial year. Of this £53,000 relates to interest due on S106 funds and this has been transferred to the balance sheet leaving an overall favourable variance of £658,000.
- The outturn for borrowing costs was on budget at £111,000 as at 31 March 2025.

Section 2 – Finance

Section 2.1	Key Financial Issues in Quarter 4 of 2024/25
Section 2.2	Revenue Budget
Section 2.3	Capital Budget
Section 2.4	Treasury Update
Section 2.5	Insurance
Section 2.6	Debt Collection
Section 2.7	Business Rates and Council Tax Collection

Section 2.1 – Key Financial Issues in Quarter 4 of 2024/25

- The 2024/25 budget included an efficiency target of £846,000. As of 31 March 2025, £714,000 (84%) savings were identified.
- The Government announced it would provide £3,000,000 of further funding to support Councils significantly impacted by Internal Drainage Board levies. Boston has been awarded £431,000 for 2024/25 which has been included within the final position.
- The higher levels of investment income compared to the original budget is due to increased balances available and higher interest rates on investments.
- Planning Fee income reduced compared to budget for 2024/25 by £91,000.
- Cremation income reduced compared to budget for 2024/25 by £92,000 however this was offset by over performance of other fees and charges.
- The Car Parking Income has increased (£56,000).
- The council continues to see increases in Building maintenance costs (a similar picture in 2023/24 with overspends reported of £178k at Q4) this is due to increased cost of materials and repairs. Significant spends in year at Municipal Buildings £146k, Riverside Industrial estate £30k and Haven Resource Centre £20k.

Inflation	January (%)	February (%)	March (%)
CPI	3.0	2.8	2.6
RPI	3.6	3.4	3.2

Section 2.2 – Revenue Budget

Table 1 outlines the service outturn for 2024/25, showing an underspend of £746,000 compared to the budget. Throughout the year, the service directorates collectively recorded this net underspend, primarily due to disciplined cost control. Savings were achieved through reduced IT, staffing, and operational expenses, as well as deferred projects. However, the Governance and Monitoring and General Fund Assets directorates experienced overspends due to increased Members' allowances and higher repairs and maintenance costs.

This fiscal discipline highlights robust financial management, further bolstered by an excess income of £658,000 from investment returns. Despite this, the overall net position was partially offset by the underachievement of corporate efficiencies, resulting in a final net position of £1,015,000. This summary is based on the Quarter 4 final outturn as of 31 March 2025.

Assistant Director Area	Revised Budget 2024/25 at Q4 £'000	Outturn 2024/25 at Q4 £'000	Variance (underspend)/ overspend at Q4 £'000	Comments on main variances at Q4
Corporate	1,940	1,856	(84)	This is primarily attributed to the significant £100k saving on computer costs and software licenses, along with other minor variances.
Economic Growth	250	192	(58)	With an underspend of £58k Economic Growth's figures reflect a vacancy for an inward investment officer. The unfilled role has led to lower-than-anticipated personnel expenditure.
Finance	3,257	3,193	(64)	An underspend of £64k in Finance is driven by a revision of the rent allowance provision courtesy of an error charge previously related to the HB subsidy. This correction aligns actual expenses with the budget.
Governance and Monitoring	829	934	105	The overspend is primarily explained by a rise of £112k in Members' allowances along with additional minor variances.
General Fund Assets	(876)	(666)	210	This is predominantly due to a notable increase of £222k in repairs and maintenance expenditures, which is partially mitigated by an additional income £16k spent on parking and other minor variances.
Leisure and Culture	1,209	811	(398)	Leisure and Culture achieved a substantial underspend of £398k, because of significant savings across multiple areas. Key factors included a £272k saving from a delayed works programme at the leisure pool, a £40k underspend on events staffing, a £30k underspend on markets staffing, a £12k underspend on shared management and (£21k) underspend on Museum Service. There are other minor variances. These variances indicate that several projects and contractual agreements were postponed and negotiated to lower costs, reflecting a

				strong emphasis on cost control and operational efficiency during this period.
Neighbourhoods	2,267	2,116	(151)	The Neighbourhoods Directorate achieved an underspend of £153k attributed to various variances. These include £47k from a new vehicle washing contract, £70k from fuel savings, and £33k from a street cleansing vacancy.
Planning and Strategic Infrastructure	185	176	(9)	This directorate reported a modest underspend of £9k. Planning income fell short of the budget by £91k. However, this shortfall was offset by a staffing underspend of £64k along with other minor variances.
Regulatory	649	547	(102)	The Regulatory Directorate achieved an underspend of £102k, attributed to various streamlined cost areas. This includes Building Control income (£60k), Emergency Planning vacancy pending service review (£15k), (£24k) Land charge staffing underspends. Additionally, there were other minor savings contributing to this overall underspend.
Wellbeing and Community Leadership	1,756	1,561	(195)	An underspend of £195k was achieved through several minor efficiencies. These include a £58k saving on CCTV vacancies, a £10k underspend from the CCTV volunteers' budget, a £27k underspend noted in Bed & Breakfast spending, and a £24k underspend on Affordable Homes staffing. Additionally, other minor variances contributed to this overall underspend.
BTAC	769	769*	-	In line with budget*
Sub Total – Assistant Director – net costs	12,235	11,489	(746)	
Internal Drainage Boards/Parish Precepts	2,973	2,967	(6)	This is broadly in line with budget.
MRP	129	154	25	Mainly due to £18k additional MRP due to reduction in fair value of the M&G Property Fund investment. £7k resulted from a higher outturn for unfinanced capital expenditure than when the budget was set.
Interest Payments Received / Return on Property Funds	(1,587)	(2,245)	(658)	Due to higher than anticipated cash balances (due to slippage of capital programme and additional grant) and better rates than expected.
Borrowing Costs	111	111	-	In line with budget
Borrowing Discount Allocated to Revenue	(642)	(642)	-	In line with budget
DRF	2,619	195	(2,424)	This mainly due to slippage of capital programme.

APPENDIX A

Reserves	(2,619)	(195)	2,424	This mainly due to slippage of capital programme.
Efficiencies Required	(190)	(58)	132	Unrealised efficiency savings
Salary Efficiencies	(367)	-	367	Unrealised efficiency savings
Corporate Impairment Allowance	100	-	(100)	Sundry debt corporate impairment allowance not required in 2024/25
Non-Service Expenditure	527	287	(240)	
Total Expenditure	12,762	11,776	(986)	
Council Tax	(5,682)	(5,682)	-	
Business Rates	(5,598)	(5,612)	(14)	Renewable energy gain
Non-Ring-Fenced Government Grant	(1,482)	(1,497)	(15)	
Total Funding	(12,762)	(12,791)	(29)	
Total Budget – (Surplus)/Deficit	-	(1,015)	(1,015)	

* In 2024.25 BTAC realised a surplus of £86,000 which has been transferred to the BTAC reserve.

The 2024/25 budget included an efficiency target of £846k, below are efficiencies achieved at Q4:

Table 2 – Efficiency Description	Amount £'000	Comments
Regulatory – Climate Change	(29)	Funding of service from grant
Regulatory – Environmental Protection	(60)	Environmental Protection vacant posts
Governance – Legal Services	(3)	Merging of Legal subscriptions
Operations – Vehicle Holding Account	(30)	Estimated saving of the fuel budget due to reduced fuel costs
Leisure & Culture	(35)	Additional income whilst Parkwood continue to generate income from 2 pools due to delayed building works
Wellbeing & Community Leadership - CCTV	(20)	CCTV enhanced and overtime budget
ICT	(9)	Efficiency savings identified as part of Q1 monitoring
Housing Standards	(16)	Efficiency savings identified as part of Q1 monitoring
IDB	(431)	Further funding received
Credit Control	(11)	Efficiency savings identified as part of Q2 monitoring
Hackney Carriage Licences Additional Income	(12)	Efficiency savings identified as part of Q2 monitoring
Total efficiencies found	(656)	
% Achieved	78%	
Target	(846)	
Efficiencies to be identified	(190)	

78% of the efficiencies had been identified as at 31 March, reflecting the recent IDB funding announcement and savings/income identified as part of the Q4 monitoring process. The underspends within the services have contributed to the Council's surplus and further work is underway to look at and consider opportunities for efficiencies. We are engaging with Service Managers to take this process forward.

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

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

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

Table 3 – Trading Income Budgets				
Income Area	Revised Budget to 31 March 2025 £'000	Income to 31 March 2025 £'000	Variance (above)/ below budget £'000	Comments
GF – Car Parking, Bereavement, and Property, Office Cleaning	(1,906)	(1,943)	(37)	Fees and charges general were £7k below budget mainly due to loss of cremation income, due to an increase in direct cremations than standard, therefore less money. Car parking permits had a reduction in income of £12k. This loss of income was mitigated by car parking charges & PCN income which was above budget by £56k.
Leisure Pool, and Markets	(198)	(188)	10	Loss of income of £4k due to switch off of Biomass Loss of income of £6k due to work on Solar Fits
Neighbourhoods – Office Cleaning, Recycling	(1,102)	(1,062)	40	Income from office cleaning underperformed by £61k but this was partially offset by recycling income above budget by £21k
Development Management	(638)	(547)	91	Mainly due to reduced Planning fees
Regulatory – Land Charges, Licences	(435)	(438)	(3)	Minor variances.
Bed & Breakfast	(30)	(30)	-	In line with budget
Property Asset Income	(966)	(903)	63	Mainly due to the Princess PRSA New lease arrangements resulting in loss of income of £73k partially offset by other minor variances
Total	(5,275)	(5,111)	164	

Budget Additions:

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

Description	AD	Approval	Funding	£
Planning Service Review	AD Planning and Strategic Infrastructure	Proforma B	Transformation reserve	8,016
Technology Forge contract	AD Corporate	Proforma B	Transformation reserve	8,390
Technology Forge Migration	AD General Fund Assets	Proforma B	Transformation reserve	8,000
Interim Waste Manager	AD Neighbourhoods	Proforma B	Transformation reserve	13,416
Accessing EHC Funding	AD Wellbeing and Communities	Proforma B	Transformation reserve	5,000
Guildhall support for funding submission	AD Leisure and Culture / General Fund Assets	Proforma B	Transformation reserve	12,442
Temp 2 roles for 2 years to oversee Food Waste etc	AD Neighbourhoods	Proforma B	Transformation reserve	9,904
Unit 4 Cloud Migration	AD Finance	Proforma B	Transformation reserve	37,213
CIPFA works requested by S151	AD Finance	Proforma B	Transformation reserve	3,080
Staffing Costs	AD Finance	Proforma B	Transformation reserve	44,577
HR Transformation Resource	AD Corporate	Proforma B	Transformation reserve	5,845
Shared Officer Job Evaluation Scheme.	AD Corporate	Proforma B	Transformation reserve	5,247
Empty Properties review	AD Finance	Proforma B	Transformation reserve	10,528
Subtotal: Transformation Reserve				171,658
Boston Market regeneration	AD Leisure and Culture	Proforma B	Contingency reserve	47,750
Fly tipping liaison officer	AD Regulatory	Proforma B	Contingency reserve	2,576
Boston Events	AD Leisure and Culture	Proforma B	Contingency reserve	14,130
Market stall erectors redundancy stage 1	AD Leisure and Culture	Proforma B	Contingency reserve	19,984

Description	AD	Approval	Funding	£
Town Centre Action CHE2 - Deliver Xmas festival - Support illuminate Parade	AD Leisure and Culture	Proforma B	Contingency reserve	10,000
Synthetic Ice Rink - Christmas 2024	AD Wellbeing and Communities	Proforma B	Contingency reserve	10,000
BBC Markets Regeneration	AD Leisure and Culture	Proforma B	Contingency reserve	16,275
Subtotal: Contingency Reserve				120,715
Vehicle upgrades	AD Neighbourhoods	Proforma B	Capital Reserve	7,150
Subtotal: Capital Reserve				7,150
Tree works	AD Neighbourhoods	Proforma B	Insurance Reserve	10,375
Subtotal: Insurance Reserve				10,375
Conservation Area project	AD Planning and Strategic Infrastructure	Proforma B	Planning reserve	13,406
Subtotal: Planning Reserve				13,406
			Subtotal Reserve Use.	338,808
BTAC Events	AD Leisure and Culture	Proforma B	BTAC Reserve	4,000
Subtotal: BTAC Reserve				4,000
Household support fund	AD Wellbeing and Communities	New Budget	Additional income	185,800
Software licences	AD Corporate	New Budget	Additional income	3,000
DA accreditation	AD Wellbeing and Communities	New Budget	Additional income	5,000
AD Finance	AD Corporate	Proforma B	Increased salary efficiency target	13,070
Serious Violence funding	AD Wellbeing and Communities	New Budget	Additional income	265,220
Env Health Qtr 1	AD Regulatory	New Budget	Additional income	4,410
Climate Change transfer of funding from ELDC	AD Regulatory	New Budget	Additional income	55,000
Additional Homelessness income	AD Wellbeing and Communities	New Budget	Additional income	92,671
Broker Fees Temporary investments	AD Finance	New Budget	Additional income	10,000

Description	AD	Approval	Funding	£
Migration of data from Alfresco	AD Corporate	Proforma B	In year savings	12,275
NHS project funding balance	AD Economic Growth	Proforma B	Additional income	296,307
Economic Growth Events	AD Economic Growth	New budget	In year savings	4,476
Subtotal: Additional Income/Efficiency increases				947,229
Total Budget Movement as at 31 March 2025				1,290,037

Reserves

At 31 March 2025 the balance for specific reserves at year end are £15.820m, after a net transfer from reserves of £2.154m to cover revenue and capital expenditure. **Table 4** reflects the outturn position.

Specific and General Reserves Balance				
Reserve	Balances at 1 April 2024 £'000	Contributions into Reserves £'000	Use of Reserves £'000	Balances at 31 March 2025 £'000
Capital Funding	6,390	-	(138)	6,252
Transformation	981	1,189	(439)	1,731
Repairs and Renewals	612	15	(37)	590
ICT	35	-	-	35
Housing	1,449	404	(89)	1,764
Controlling Migration Fund	14	-	-	14
Insurance	208	-	(10)	198
Risk Mitigation Reserve	1,116	-	-	1,116
Funding Volatility	1,892	1,390	(10)	3,272*
Contingency Reserve	382	-	(171)	211
Climate Change Reserve	101	52	(29)	124
Planning Reserve	339	110	(15)	434
Property Funds Reserve	147	-	(68)	79
Specific Reserves Total	13,666	3,160	(1,006)	15,820
General Fund	2,000	-	-	2,000
S106 & Commuted Sums	128	1,123	(20)	1,231
BTAC	208	86	-	294**
TOTAL	16,002	4,369	(1,026)	19,345

*Includes the 2024/25 surplus of £1,015,000

**Includes the BTAC 2024/25 surplus of £86,000

Section 2.3 – Capital Budget

This section covers:

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

Table 5a – 2024/25 Capital Programme and Outturn

Scheme	Revised Budget 2024/25 £'000	Actual March 2024/25 £'000	Variance (under)/over £'000
Disabled Facilities Grant	1,570	1,066	(504)
Resurfacing & footpath improvements	45	50	5
Town Centre Heritage Scheme	116	116	-
Vehicle Replacements	-	27	27
Housing Strategy	57	-	(57)
Information Technology Infrastructure Refresh	254	78	(176)
Markets Regeneration	57	57	-
ICT – Relocate Server Room to SHDC	60	66	6
Pool Cars	68	64	(4)
Fly-Tipping Intervention	9	5	(4)
Swimming Pool Support Fund	167	45	(122)
Uniform	49	49	-
Unit 4 Implementation	25	25	-
Total Projects (Excl Towns Funds, UKSPF, LUF & BPF)	2,477	1,648	(829)
Towns Fund – Leisure	595	458	(137)
Towns Fund – Mayflower	6,731	5,648	(1,083)
Towns Fund - St Botolph's Library	69	12	(57)
Towns Fund - Healing the High St (incl. Shodfriars)	250	282	32
Towns Fund – Centre for Food and Fresh Produce	710	710	-
Towns Fund - Boston Station	2,268	1,404	(864)
Total Towns Fund Projects	10,623	8,514	(2,109)
UKSPF (Capacity building projects for local groups)	323	348	25
UKSPF Rural (Community projects aimed at reducing the cost of living)	203	278	75
Total UKSPF Projects	526	626	100
LUF - Former B&M Site	150	209	59
LUF - Crown House	2,000	1,645	(355)
LUF - Public Realm	550	522	(28)
Total LUF Projects	2,700	2,376	(324)
BPF – Boston United Football Sports Complex	425	-	(425)
BPF – Affordable Homes (Quadrant Housing Development)	1,000	3	(997)
BPF – Boston Community Research Project	71	-	(71)
BPF – Community Organisations Package	690	-	(690)
BPF – Boston Connected	93	1	(92)
BPF – St Botolph's Church Visitor Offer	50	-	(50)

Table 5a – 2024/25 Capital Programme and Outturn

Scheme	Revised Budget 2024/25 £'000	Actual March 2024/25 £'000	Variance (under)/over £'000
BPF – PE21 Rosegarth Square	1,909	1,902	(7)
BPF – Haven Wharf	250	-	(250)
Total BPF Projects (excl Boston Leisure)	4,488	1,906	(2,582)
Grand Total	20,814	15,070	(5,744)

The revised capital budget as at Q4 is £20.814m. The overall expenditure as at Q4 is £15.070m.

The Towns Fund projects represent the largest specific group at £10.623m, 51% of total revised capital budget followed by Boston Partnership Funding (BPF) £4.488m which represents 22%. Others make up the remaining £5.703m, 27% of total revised capital budget including Levelling Up Funding (LUF).

Progress against approved budgets

- **Disabled Facilities Grant** – Committed and works in progress not completed in year.
- **Resurfacing & footpath improvements** – Overspend grant funded.
- **Vehicle Replacements** – Accelerated spend.
- **Information Technology Infrastructure Refresh** – Standing budgets unutilised.
- **ICT – Relocate Server Room to SHDC** – Project ongoing with budget in 2025/26.
- **Swimming Pool Support Fund** – Scheme ongoing. Slippage required.
- **Towns Fund – Leisure** – Phase 1 is progressing through design and demolition stages, with the main pool closure and contractor compound setup planned from early June. Phase 2 design is advancing toward RIBA Stage 3, with planning submission in preparation. Coordination across phases and accessibility remain key priorities.
- **Towns Fund – Mayflower** – Construction works moving forward at pace, completion expected before term start in September 2025.
- **Towns Fund – Healing the High St (incl. Shodfriars)** – Slippage entered during budget setting and Q3, spend within year has exceeded expectations therefore accelerated spend required.
- **Towns Fund – Centre for Food and Fresh Produce** – Scheme reaching completion, Towns Fund grant being utilised.
- **LUF – Former B&M Site** – Demolition is now complete. NHS planning application has been submitted, project remains on track.
- **LUF – Crown House** – Building has been demolished; groundworks are set to begin. Construction programme has been extended into Q1 2026/27.
- **LUF – Public Realm** – Contract signed, hoardings are up and substation work is progressing. Stakeholder engagement ongoing, programme is progressing as planned. Pre-planning condition relating to archaeology is now discharged and work has commenced.
- **BPF – PE21 Rosegarth Square** – Former B&M building purchase and demolition completed; residual funding being utilised to relocate the substation to enable the site to be ready for next phase of development.
- **BPF – All remaining schemes** – Schemes ongoing with delivery partners. Slippage required.

2024/25 Funding

Table 5b – Capital Programme Financing			
All Projects	Approved Budget 2024/25 £'000	Actual March 2024/25 £'000	Variance (under)/over £'000
Internal Borrowing	(396)	(217)	179
External Grants	(20,099)	(14,658)	5,441
Capital Reserve	(105)	(138)	(33)
Other Reserve – Housing Enabling	(157)	-	15
Other Reserve – Contingency Reserve	(57)	(57)	-
Totals	(20,814)	(15,070)	5,744

Capital Financing

The current Capital Programme is financed from reserves and internal borrowing in line with the Capital Strategy. **Table 6** indicates the forecast capital resources available to the Council at the end of 2024/25. The estimated position for the following years is also provided.

Table 6 – Capital Resources			
	2023/24 £'000	2024/25 £'000	2025/26 £'000
Capital Resources* available at start of each year	5,918	6,193	6,055
Capital Investment (estimate in future years)	(5,939)	(15,070)	(38,686)
Additional Sources of Finance			
New Capital Receipts (estimate in future years)	-	-	-
Funding from other reserves	167	57	1,174
External Grants	3,924	14,658	35,435
Internal borrowing	1,779	217	1,339
Budgeted contributions to capital reserve	344	-	-
Estimated Capital Resources* at end of each year	6,193	6,055	5,317

* Capital Reserve and Capital Receipts

Section 2.4 – Treasury Management

Investments at 31 March 2025

During the financial year the Council has made fixed term investments in line with the agreed Treasury Management Strategy.

Detailed in **Table 7** are the investments held by the Council on 31 March 2025 excluding accrued interest. 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 in time does not represent the value of Boston's own resources alone.

Table 7 – Cash Investments on 31 March 2025

Financial Institution	Country	Amount (£)	Start Date	Maturity Date	Fixed/ Variable	Yield %
HSBC Current Account	UK	117,931	N/A	Instant Access	N/A	N/A
Barclays Bank Call Account	UK	1,013,905	N/A	Instant Access	N/A	3.00%
CCLA Money Market Fund	Various	1,700,000	N/A	Instant Access	Variable	4.50%
Harlow District Council	UK	2,000,000	28/02/2025	17/04/2025	Fixed	5.70%
Surrey County Council	UK	2,000,000	28/02/2025	17/04/2025	Fixed	5.80%
CIC Bank	France	3,000,000	03/05/2024	02/05/2025	Fixed	5.33%
Canterbury City Council	UK	2,000,000	21/05/2024	21/05/2025	Fixed	5.25%
UBS Bank	Switzerland	3,000,000	12/07/2024	11/07/2025	Fixed	5.18%
Police & Crime Commissioner for Herts	UK	2,000,000	13/12/2024	11/07/2025	Fixed	5.60%
City of Bradford MBC	UK	2,000,000	17/03/2025	17/09/2025	Fixed	5.45%
Ashford District Council	UK	2,000,000	18/12/2024	19/09/2025	Fixed	5.60%
Gloucester City Council	UK	2,000,000	03/01/2025	03/10/2025	Fixed	5.40%
The Highland Council	UK	2,000,000	24/10/2024	24/10/2025	Fixed	5.00%
North Lanarkshire Council	UK	2,000,000	11/11/2024	10/11/2025	Fixed	5.05%
The Moray Council	UK	2,000,000	28/11/2024	27/11/2025	Fixed	5.35%
Basildon Borough Council	UK	2,000,000	18/02/2025	17/02/2026	Fixed	5.65%
Great Yarmouth BC	UK	2,000,000	24/02/2025	24/02/2026	Fixed	5.60%
Aberdeen City Council	UK	2,000,000	28/03/2025	27/03/2026	Fixed	5.50%
TOTAL		34,831,836				

At Quarter 3 the level of investments was £40.4m. The Council has purchased property fund units and the table below provides a breakdown in relation to the purchase of these units:

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

Property Fund Investments (Capital Expenditure) as at 31 March 2025

Financial Institution	Purchase Cost (£)	2024/25 Budgeted Net Revenue 2024/25 (£ & %)	2024/25 Outturn Net Revenue (£ & %)	Net Asset Value (£)	Total Gain/(Loss) Since Purchase (£ & %)	Capital Gain/(Loss) Since 31/3/24 (£ & %)	2024/25 Combined Annual Return (%)
BlackRock UK Property Fund	4,500,006	180,000 4.00%	140,881 3.13%	4,045,511	(454,495) (10.10%)	66,985 1.68%	4.81%
Schroder UK Real Estate Fund	4,250,006	170,000 4.00%	148,496 3.49%	3,556,483	(693,523) (16.32%)	(36,421) (1.01%)	2.48%
Threadneedle Property Unit Trust	4,239,754	169,590 4.00%	150,309 3.55%	3,656,500	(583,254) (13.76%)	137,476 3.91%	7.46%
M&G Investments UK Property Fund (After Distribution Payments)	336,277	29,200 4.00%	16,116 4.79%	464,052	127,775 N/A	(18,424) N/K	N/K
AEW UK Core Property Fund	4,000,000	160,000 4.00%	101,108 2.53%	3,514,059	(485,941) (12.15%)	81,795 2.38%	4.91%
TOTAL	17,326,043	708,790	556,910	15,236,605	(2,089,438)	231,411	
Adjustment for 23/24 Accrual	-	-	(22,284)	-	-	-	-
GRAND TOTAL	17,326,043	708,790	534,626	15,236,605	(2,089,438)	231,411	

The overall change in the combined Net Asset Values during 2024/25 for all funds at Quarter 4 has been an increase of £231,411 compared to an increase of £140,284 as at the end of Quarter 3. The movement in fair value of the funds gets charged to the revenue account and reversed out through the MIRS to the capital adjustment account each year end so there is no bottom-line impact.

Property Fund Dividends

An analysis of dividend distributions received since the purchase of the property funds to 31 March 2025 can be found in **Table 8** below.

Table 8 – Property Fund Dividend Information

Financial Institution	Actual Net Dividend Distributions Received Pre 2024/25 (£)	Net Dividend Distributions Received 2024/25 (£)	Adjustment For 2023/24 Accrual (£)	Total Net Distributions Received Since Purchase (£)
BlackRock UK Property Fund	809,969	140,881	645	951,495
Schroder UK Real Estate Fund	809,186	148,496	(1,171)	956,511
Threadneedle Property Unit Trust	1,015,699	150,309	(3,229)	1,162,779
M&G Investments UK Property Fund	534,942	16,116	-	551,058
AEW UK Core Property Fund	905,204	101,108	(18,529)	987,783
Total Revenue	4,075,000	556,910	(22,284)	4,609,626

The M&G UK Property fund is liquidating its assets and therefore their fund valuation is reducing as repayments are made. Of the £4m originally invested, M&G have paid Boston BC distribution payments totalling £3,663,724 as of 31 March 2025, from the asset sale proceeds leaving a balance of £336,276.

Maturity Structure of Investments

An analysis of the maturity structure of investments on 31 March 2025 can be found in Table 9 below.

Table 9 - Maturity Structure of Investments on 31 March 2025.

Period to Maturity	Amount (£)	% of Portfolio
Instant Access	2,831,836	5%
Less than one month	4,000,000	8%
One to three months	5,000,000	10%
Three to six months	9,000,000	17%
Six to nine months	8,000,000	15%
Nine months to a year	6,000,000	12%
>12 Months*	17,326,043	33%
TOTAL	52,157,879	100%

* Includes M&G property fund investments at cost less asset sale distributions received.

Summary of Investment Income Received Against Budget and Actual Outturn

Table 10 below provides a comparison of interest received against budget at Quarter 4 to 31 March 2025.

Table 10 - Interest Received Against Budget and Actual Outturn

Investment Type	2024/25 Budget (£)	2024/25 Actual (£)	2024/25 Variance (£)
<u>Treasury Investments</u>			
Gross Interest	(887,720)	(1,765,663)	(877,943)
Brokers Fees	<u>10,000</u>	<u>3,263</u>	<u>(6,737)</u>
Net Position	(877,720) (5.075%)	(1,762,400) (5.291%)	(884,680) (0.216%)
<u>Property Funds</u>			
Gross Distributions	(878,790)	(713,515)	165,275
Less Management Fees	<u>170,000</u>	<u>178,889</u>	<u>8,889</u>
Net Distributions	(708,790) (4.000%)	(534,626) (3.214%)	174,164 0.786%
Total Net Income	(1,586,510) (4.531%)	(2,297,026) (4.572%)	(710,516) (0.041%)

At 31 March 2025 there was a favourable variance of £710,516 (Q3 £502,855).

Treasury investments achieved an average rate of 5.291% (Q3 5.317%) and property fund investments achieved an average rate of 3.214% (Q3 3.445%). The combined rate achieved on all investments was 4.572% (Q3 4.656%).

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

External Borrowing

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

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

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

Borrowing Type	2024/25 Budget (£)	2024/25 Actual (£)
State Street LOBO	111,250	111,250
Total Borrowing Costs	111,250	111,250

Summary of the Net Treasury Position Against Budget and Actual Outturn

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

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

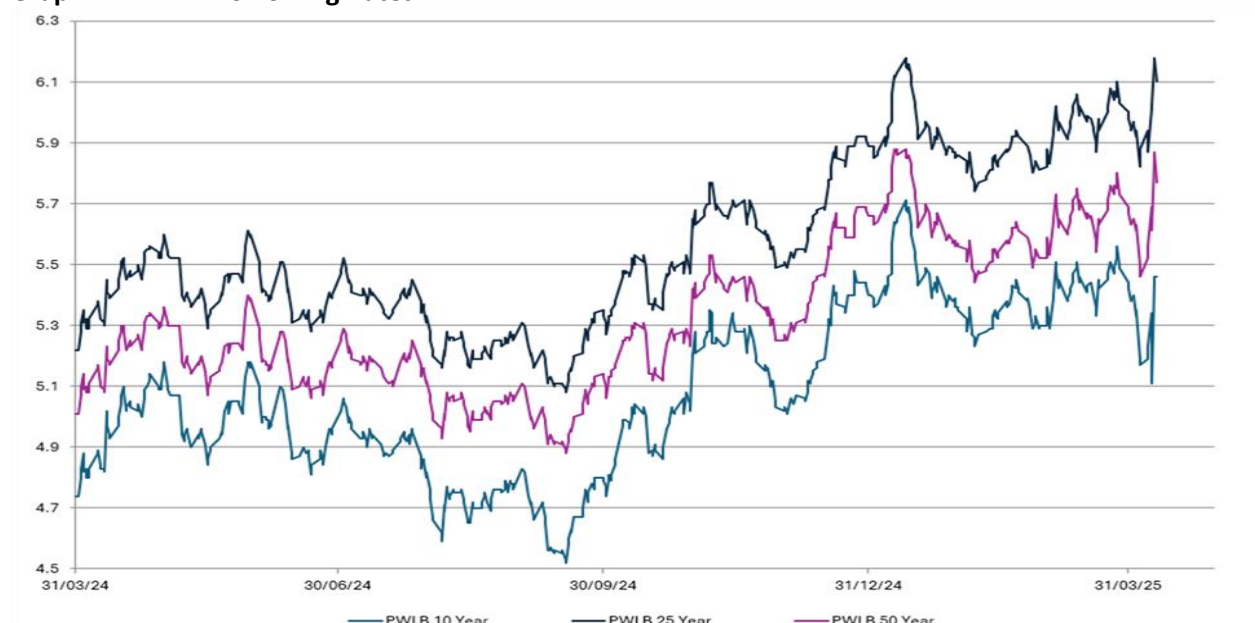
	2024/25 Budget (£)	2024/25 Actual (£)	2024/25 Variance (£)
Net Investment Income (Table 10)	(1,586,510)	(2,297,026)	(710,516)
Premature Repayment of Borrowing Discount Allocated to Revenue	(641,743)	(641,743)	-
Total Borrowing Costs (Table 11)	111,250	111,250	-
Overall Net Position	(2,117,003)	(2,827,519)	(710,516)

At 31 March 2025 there was a favourable variance of £710,516 (Q3 £502,855).

Public Works Loan Board (PWLB) Borrowing Rates

During the first six months of the financial year PWLB rates had generally been on a slow downward trajectory reflecting the expectation that interest rates would fall during the remainder of the financial year. During the second half of the financial year PWLB rates increased following the budget and the global threat of US tariffs.

The 50 year PWLB certainty rate was 5.67% on 31 March 2025 compared with 5.66% at the end of Quarter 3.

Graph 1 – PWLB Borrowing Rates

Summary

During the financial year the Bank of England Base Rate has reduced from by 5.25% to 4.50%.

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

Section 2.5 – Insurance

Table 13 details the number of formal insurance claims for Quarter 1 to 4 of 2024/25 (figures in brackets are comparable figures for 2023/24).

Table 3 – Insurance Claims					
	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
Public Liability	2(1)	0(0)	1(1)	0(2)	3(4)
Employers Liability	0(0)	0(0)	1(1)	0(1)	1(2)
Motor	1(4)	2(2)	4(2)	2(5)	9(13)
Property	1(0)	1(0)	1(0)	0(0)	3(0)
Officers Indemnity	0(0)	0(0)	0(0)	0(0)	0(0)
Total	4(5)	3(2)	7(4)	2(8)	16(19)

Insurance Reserves

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

At 31 March 2025 the balance on the reserve was £197k, and this balance is monitored on a regular basis to ensure that the value of the reserve is sufficient to meet future liabilities.

Section 2.6 – Debt Collection

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

An analysis of the sundry debts the Council held as at 31 March 2025 is show in **Table 13**.

Table 14 – Sundry Debt Analysis							
0-30 days	31-60 days	61-90 days	91-120 days	121-183 days	184-365 days	Over 365 days	Total
£	£	£	£	£	£	£	£
493,748	12,258	114,011	3,376	-1,016	21,746	534,686	1,178,809

Note: This does not include details of invoice amounts totalling £209,146 that are not yet due

Section 2.7 – Council Tax and Business Rates

2024/25 remained challenging with the long-term effect on collection and recovery as a result of the ongoing impact of the pandemic, and the cost-of-living challenges. In recognition, we continue to remain prudent in setting the bad debt provision in this area.

A programme of statutory recovery activity took place throughout the year.

Council Tax Support Scheme (CTS)

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

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

Council Tax – 2024/25 Quarter 4 In-Year Collection

The collectable debit for the year at 31 March 2025 was £44.7m with a net collection rate of 93.8% achieved (93.4% at 31 March 2024).

Business Rates – 2024/25 Quarter 4 In-Year Collection

The collectable debit for the year at 31 March 2025 was £20.4m with a net collection rate of 93.8% achieved (93.8% at 31 March 2024).

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Report To:	Cabinet
Date:	31 st July 2025
Subject:	Quarter 4 24/25 Performance and Risk Report
Purpose:	To provide an update on performance and risk as at the end of March 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 4 of 2024/25 (as at the end of March 2025).

Recommendations

That Cabinet notes the quarterly performance and risk monitoring information for Q4 of 2024/25

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

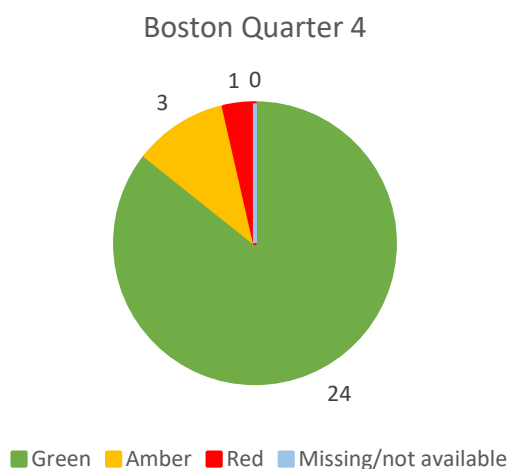
Alternative reporting arrangements.

1. Background

- 1.1 A joint performance management framework was agreed across the South & East Lincolnshire Councils Partnership for 2024/25 to support the delivery of services. Key Performance Indicators (KPIs) have been agreed to capture performance against the strategic priorities of the Partnership and the individual Councils. In addition to the performance, this report also covers the latest strategic risk registers, and high operational risks identified by each department. The risks are reviewed quarterly to maintain a level of awareness and prioritisation of council work.
- 1.2 This report presents the information for Boston Borough Council for Quarter 4 of 2024/25 (as at the end of March 2025).

2. Performance (Appendix 1)

- 2.1 In total there are 95 KPIs for Boston Borough Council in 2024/25. These are set out by priority in Appendix 1 following the adoption of the Sub-regional Strategy.
- 2.2 There are 29 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 a trend measure until Q1 so is not included in the pie chart below. Commentary is provided in Appendix 1 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 The previous quarters' figures for PSPS telephony have been amended to show the performance in quarter, as opposed to year to date. This is to better align with the SLA profiled target and the commentary that PSPS provide.






- 2.6 The performance indicators showing decisions made by Planning within agreed timescales have been amended. The previous indicators showing performance in the quarter alone has been replaced with the new indicator showing Majors and Non-Majors planning applications determined on a 12month rolling basis, beginning in October each year. This is to align with the central government reported indicator.
- 2.7 Commercial Rent as a percentage of agreed budget indicator has been removed as the IT and accounting system is unable to provide a reliable report of the current income position for rents.

3. Risk management (Appendix 2)

- 3.1 The strategic risk register has been reviewed for Q4, as at the end of March 2025. An additional column to track the delivery of actions has been added – Green where actions are on track, Amber where a date for the action needs to be added and Red where actions are off track.
- 3.2 A summary of the risks and scores are set out in the table below, with full details in Appendix 2.

Boston Strategic Risks	Risk score	Direction of travel
BBC02: Health	Medium (9)	↔
BBC03: Local economy	Medium (9)	↔
BBC05: Budget	High (16)	↔
Update in Q4: Under review by S151 - for update in Q1		
BBC06: Civil contingency risks	Medium (8)	↔
BBC07: Infrastructure risks	Medium (8)	↔
Update in Q4: Treatment reviewed and updated		
BBC08: Capital Programme	Medium (6)	↔
BBC09: General Fund Assets	Low (4)	↔
BBC10: Cyber Incident	High (15)	↔
Update in Q4: Wording reviewed and updated.		
BBC11: Technology infrastructure failure	High (10)	↔
BBC12: Implementation of the Environment Act 2021	High (16)	↔
Update in Q4: Wording and planned action reviewed and updated; quarterly review and update of planned actions.		
BBC13: Introduction of Extended Producer Responsibility	Low (4)	↔
Update in Q4: Wording and planned action reviewed and updated.		
BBC14: Identification and Suitability of future Depot Accommodation	Medium (9)	↓
Update in Q4: Wording, score and planned action reviewed and updated. Overall risk score reduced from high (15) to medium (9) due to lease agreement.		
BBC15: Waste Collection Round Pressures	Medium (9)	↔
Update in Q4: Wording reviewed and updated; target risk reduced from medium to minimal.		
BBC16: Capacity	High (12)	↔
Update in Q4: Planned action reviewed and date added		
BBC17: Third Party Service Delivery	Medium (9)	↔
BBC18: External Communication	Medium (6)	↔

Boston Strategic Risks	Risk score	Direction of travel
BBC19: Retention of staff	Medium (8)	↔
Update in Q4: Wording and planned action reviewed and updated; remove from strategic risk register as covered in partnership risk register		
BBC20: Service Delivery	Medium (9)	↔
BBC21: Internal Communications	Medium (6)	↔
BBC22: Net Zero target	Medium (8)	↔
BBC23: Business continuity	Medium (9)	↔
BBC24: Health and Safety	Medium (6)	↔
BBC25: Information	Medium (8)	↔
BBC26: Local Plan being considered out of date	Medium (6)	↔
BBC27: Safeguarding	Medium (8)	↔
BBC28: Local Government Reform (LGR) in Greater Lincolnshire	High (15)	New
Update in Q4: Wording reviewed and updated		

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

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

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

3.4 The strategic risks for the Partnership have also been reviewed for quarter 4, as at the end of March 2025.

3.5 A summary of the Partnership risks and scores are set out in the table below, with full details in Appendix 2.

SELCP Partnership Risks	Risk score	Direction of travel
SELCP-01: Vision	Medium (8)	↔
SELCP-02: Trust	Medium (9)	↔
SELCP-03: Sovereignty	Medium (9)	↔
SELCP-05: Culture	Medium (6)	↔
SELCP-06: LGR	High (12)	↔
Update in Q4: Wording reviewed and updated.		
SELCP-07: Funding	High (16)	↔
Update in Q4: Planned action and date reviewed and updated; under review by S151		
SELCP-08: Staffing	High (12)	↔
Update in Q4: Wording and planned actions reviewed and updated.		
SELCP-09: PSPS	Medium (6)	↔
Update in Q4: Wording reviewed and updated.		

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

Risk Score


Minimal Risk

Low Risk

Medium Risk

High Risk

Critical Risk



3.6 The fraud risks have also been reviewed for Q4, as at the end of March 2025.

3.7 A summary of the fraud risks and scores are set out in the table below.

Fraud Risks	Risk score	Direction of travel
1: Asset - Equipment	Minimal (1)	↔
Update in Q4: Wording reviewed and updated		
3: Assets – Land and Property	Minimal (1)	↔
Update in Q4: Wording reviewed and updated		
4: Procurement – Contracts	Medium (6)	↓
Update in Q4: Risk score reduced from 8 to 6 following procurement card follow up audit action completed.		
5: Procurement – Contract Payments	Medium (8)	↔
Update in Q4: Wording and risk treatment reviewed and updated		
6: Council Tax – Credit Refund and Income Fraud	Medium (6)	↓

Fraud Risks	Risk score	Direction of travel
Update in Q4: Wording, action and scores reviewed and updated. Likelihood reduced from 3 to 2 as checks and controls in place; overall remains medium		
7: Council Tax Fraud	Low (4)	↔
8: Council Tax Support Scheme	Low (4)	↔
9: National Non-Domestic Rate (NNDR) Fraud	Medium (9)	↔
Update in Q4: Wording, action and target score reviewed and updated		
10: Housing Benefit Fraud	Low (4)	↔
Update in Q4: Wording reviewed and updated		

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

Risk Score

Minimal Risk


Low Risk

Medium Risk

High Risk

Critical Risk

Colour



3.8 Details of high operational risks are also set out in Appendix 2 for information.

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 2024/25.

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 2.

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 1	Q4 Performance
Appendix 2	Q4 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

Name of Body	Date
Audit & Governance Committee	7 th July 2025

Report Approval

Report author:	Suzanne Rolfe, Group Manager – Insights & Transformation suzanne.rolfe@boston.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



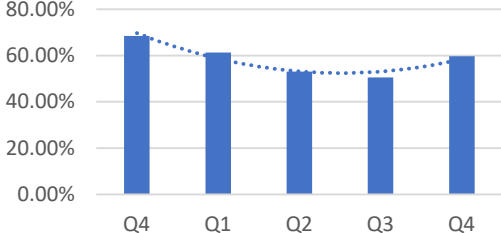
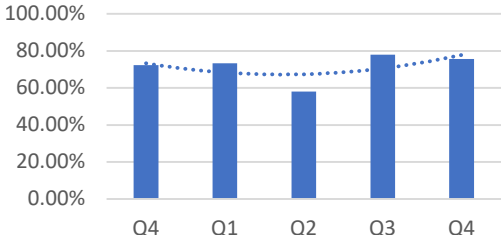

Performance Indicators with Targeted Performance Levels

Growth and Prosperity

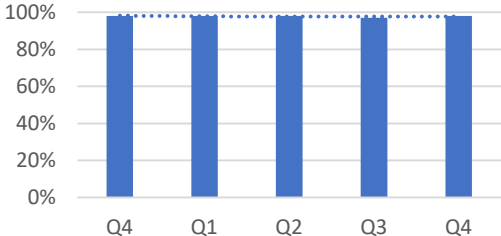
Key Performance Indicators (KPIs)							Target	Status	
	AD	2023/24	2023/24	2024/25	2024/25	2024/25	2024/25	2024/25	
		Q4	Q1	Q2	Q3	Q4	Q4	Q4	
Percentage of major planning applications determined within 13/16 weeks (or agreed extended period) - (In Quarter from 2024/25)	PN	91.78%	87.50%	88.89%	No Longer Reported	No Longer Reported	65%	N/A	
Percentage of minor planning applications determined within 8 weeks (or agreed extended period) - (In Quarter from 2024/25)	PN	84.98%	96.15%	100.00%	No Longer Reported	No Longer Reported	75%	N/A	
Percentage of other planning applications determined within 8 weeks (or agreed extended period) - (In Quarter from 2024/25)	PN	92.86%	92.59%	87.50%	No Longer Reported	No Longer Reported	75%	N/A	

Percentage of major planning applications determined within 13/16 weeks (or agreed extended period) (MHCLG 12 Month Rolling Period)	PN	93.75%	92.86%	90.77%	78.57%	76.00%	65%		<table><tr><th>Quarter</th><th>Percentage</th></tr><tr><td>Q4</td><td>93.75%</td></tr><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></table>	Quarter	Percentage	Q4	93.75%	Q1	92.86%	Q2	90.77%	Q3	78.57%	Q4	76.00%
Quarter	Percentage																				
Q4	93.75%																				
Q1	92.86%																				
Q2	90.77%																				
Q3	78.57%																				
Q4	76.00%																				
Commentary: Slight drop in performance for major decision making; However, still well above target. Service has gone through a period of change in recent months with staffing changes and temporary arrangements, which have naturally had a small and temporary impact on performance. As always with Major category - low numbers means % can be impacted by a small number.																					
Percentage of non-major planning applications determined within 8 weeks (or agreed extended period) (MHCLG 12 Month Rolling Period)	PN	Not Previously Reported	Not Previously Reported	Not Previously Reported	93.65%	87.93%	75%		<table><tr><th>Quarter</th><th>Percentage</th></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>93.65%</td></tr><tr><td>Q4</td><td>87.93%</td></tr></table>	Quarter	Percentage	Q4	0.00%	Q1	0.00%	Q2	0.00%	Q3	93.65%	Q4	87.93%
Quarter	Percentage																				
Q4	0.00%																				
Q1	0.00%																				
Q2	0.00%																				
Q3	93.65%																				
Q4	87.93%																				
Commentary: Slight drop in performance for non-major decision making; However, still well above target. Service has gone through a period of change in recent months with staffing changes and temporary arrangements, which have naturally had a small and temporary impact on performance.																					
Land Charges - Average number of days taken to process Local Authority searches (working days)	CA	3.41	5.2	7.45	6.94	6.93	8		<table><tr><th>Quarter</th><th>Average number of days</th></tr><tr><td>Q4</td><td>3.41</td></tr><tr><td>Q1</td><td>5.2</td></tr><tr><td>Q2</td><td>7.45</td></tr><tr><td>Q3</td><td>6.94</td></tr><tr><td>Q4</td><td>6.93</td></tr></table>	Quarter	Average number of days	Q4	3.41	Q1	5.2	Q2	7.45	Q3	6.94	Q4	6.93
Quarter	Average number of days																				
Q4	3.41																				
Q1	5.2																				
Q2	7.45																				
Q3	6.94																				
Q4	6.93																				
Commentary: Unfortunately the system provider has been unable to provide the correct search stats application within this new system therefore, in consultation with the Group Manager - Public Protection, the above figure is calculated using a 2 week sample (2 January to 16 January) of the searches received.																					

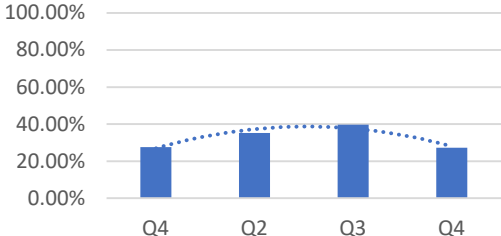
Healthy Lives

Key Performance Indicators (KPIs)							Target	Status	
	AD	2023/24	2023/24	2024/25	2024/25	2024/25	2024/25	2024/25	
		Q4	Q1	Q2	Q3	Q4	Q4	Q4	
Percentage of cases successfully opened whilst a customer remains in settled accommodation (Prevention Duty)	ES	68.42%	61.29%	53.09%	50.59%	59.76%	50%		
Commentary: The percentage of cases started prior to people becoming homelessness remained above target. Ten cases were closed prior to the homelessness decision applicable to this KPI could be made. Of these, 5 cases were not eligible for assistance, 3 were not homeless and 2 withdrew their application.									
Percentage of homelessness cases that were opened at homelessness prevention stage that resulted in the customer not becoming homeless	ES	72.34%	73.33%	58.00%	77.97%	75.61%	50%		
Number of families with children placed into Bed & Breakfast (B&B) for more than 6 weeks	ES	0	0	0	0	0	0		

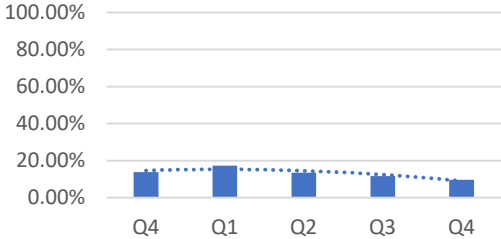
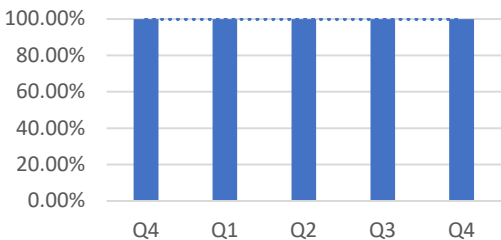
Safe and Resilient Communities

Key Performance Indicators (KPIs)							Target	Status	
	AD	2023/24	2023/24	2024/25	2024/25	2024/25	2024/25	2024/25	
		Q4	Q1	Q2	Q3	Q4	Q4	Q4	
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.	CA	98%	98%	98%	97%	98%	98%		

Environment

Key Performance Indicators (KPIs)							Target	Status	
	AD	2023/24	2023/24	2024/25	2024/25	2024/25	2024/25	2024/25	
		Q4	Q1	Q2	Q3	Q4	Q4	Q4	
Percentage of household waste collected for recycling and composting	VB	27.60%		35.14%	39.68%	27.26%	Trend Only	Trend Only	

Commentary: The target now only relates to the end of year figure. From Q4 the quarterly figures will be trend only, and the end of year figure (reported in Q1 reports) will be against the target of 45%. All data is one quarter in arrears, therefore Q4 figure relates to performance in Q3. End of Year figure will be reported in 2025/26 Q1 report.

Percentage of recycling collected that is unable to be recycled (contamination)	VB	13.79%	17.36%	13.54%	11.62%	9.56%	14%		
Percentage of fly-tips collected within 3 working days of being reported	VB	98.66%	99.21%	98.75%	96.57%	97.00%	95%		
Percentage of waste collections that were successful first time	VB	99.96%	99.95%	99.96%	99.96%	99.95%	99.80%		

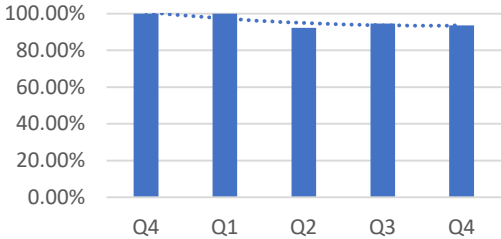

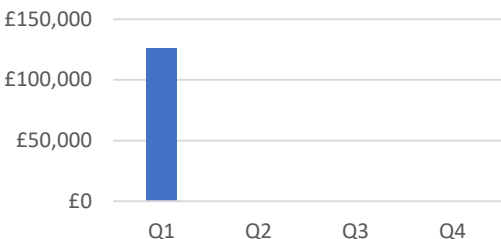
Efficiency and Effectiveness

Key Performance Indicators (KPIs)							Target	Status	
	AD	2023/24	2024/25	2024/25	2024/25	2024/25	2024/25	2024/25	
		Q4	Q1	Q2	Q3	Q4	Q4	Q4	
Percentage of corporate complaints responded to within corporately set timescales	JM	78.57%	100.00%	100.00%	88.24%	93.33%	95%		
Commentary: We had one late that has been responded to - and 3 that remain outstanding. Embedding new feedback policy is ongoing and will lead to service improvement.									
Percentage of subject requests responded to within statutory timescales	JM	50.00%	60.00%	100.00%	100.00%	100.00%	100%		
Percentage of information requests responded to within statutory timescales	JM	99.51%	98.48%	98.52%	100.00%	97.94%	95%		

Occupancy Rate at end of Quarter: Other investment property	AF	100.00%	100.00%	96.55%	96.55%	96.55%	97%		<table><tr><th>Quarter</th><th>Occupancy Rate</th></tr><tr><td>Q4</td><td>100.00%</td></tr><tr><td>Q1</td><td>100.00%</td></tr><tr><td>Q2</td><td>100.00%</td></tr><tr><td>Q3</td><td>100.00%</td></tr><tr><td>Q4</td><td>100.00%</td></tr></table>	Quarter	Occupancy Rate	Q4	100.00%	Q1	100.00%	Q2	100.00%	Q3	100.00%	Q4	100.00%
Quarter	Occupancy Rate																				
Q4	100.00%																				
Q1	100.00%																				
Q2	100.00%																				
Q3	100.00%																				
Q4	100.00%																				
Commentary: One asset remained unlet at the end of Q4, with the potential to let being held up by the extended hours of operation and scale of operation now being suggested being incongruent with the assets location and access.																					
Percentage of car parking income received against agreed annual budget – cumulative figure to end of successive quarters.	AF	78.82%	104.53%	107.14%	111.53%	104.52%	100%		<table><tr><th>Quarter</th><th>Percentage</th></tr><tr><td>Q4</td><td>78.82%</td></tr><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><tr><td>Q4</td><td>104.52%</td></tr></table>	Quarter	Percentage	Q4	78.82%	Q1	104.53%	Q2	107.14%	Q3	111.53%	Q4	104.52%
Quarter	Percentage																				
Q4	78.82%																				
Q1	104.53%																				
Q2	107.14%																				
Q3	111.53%																				
Q4	104.52%																				
Commentary: Car parking income for 2024/25 exceeded the annual budget target by 4.52%. In addition to having made accurate use forecasts, increasing parking charges by RPI for 2024/25, having a robust enforcement function in situ, having a reliable fleet of parking ticket machines in place, as well as offering numerous alternative payment methods have all contributed to the years out turn.																					
LA Error rate (measured against estimated annual expenditure) (PSPS)	BA	Not Previously Reported	0.04%	0.18%	0.25%	0.27%	0.42%		<table><tr><th>Quarter</th><th>Error Rate</th></tr><tr><td>Q4</td><td>0.00%</td></tr><tr><td>Q1</td><td>0.04%</td></tr><tr><td>Q2</td><td>0.18%</td></tr><tr><td>Q3</td><td>0.25%</td></tr><tr><td>Q4</td><td>0.27%</td></tr></table>	Quarter	Error Rate	Q4	0.00%	Q1	0.04%	Q2	0.18%	Q3	0.25%	Q4	0.27%
Quarter	Error Rate																				
Q4	0.00%																				
Q1	0.04%																				
Q2	0.18%																				
Q3	0.25%																				
Q4	0.27%																				
Business Rate collection rate (Cumulative) (PSPS)	BA	93.75%	30.86%	55.33%	79.79%	98.83%	93.82%		<table><tr><th>Quarter</th><th>Collection Rate</th></tr><tr><td>Q4</td><td>93.75%</td></tr><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><tr><td>Q4</td><td>98.83%</td></tr></table>	Quarter	Collection Rate	Q4	93.75%	Q1	30.86%	Q2	55.33%	Q3	79.79%	Q4	98.83%
Quarter	Collection Rate																				
Q4	93.75%																				
Q1	30.86%																				
Q2	55.33%																				
Q3	79.79%																				
Q4	98.83%																				

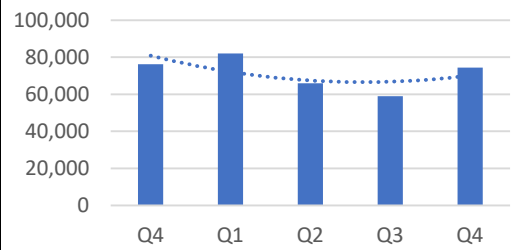
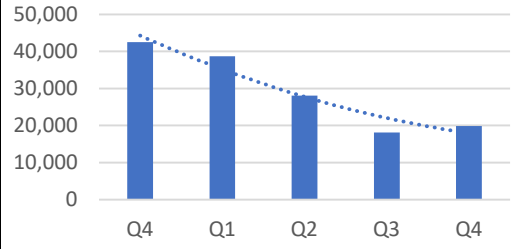
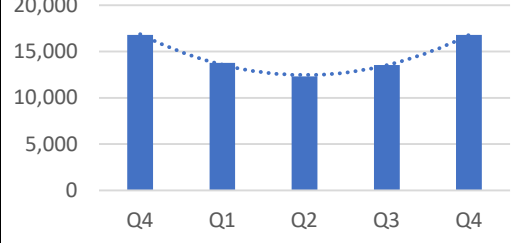
Council Tax collection rate (Cumulative) (PSPS)	BA	93.45%	26.93%	52.91%	79.12%	93.75%	92.55%		
Housing Benefit New Claims speed of processing (Year to Date) (PSPS)	BA	Not Previously Reported	30	25	24.67	25.75	25		
Commentary: Speed of processing in Q4 was 29 days, however cumulative for the 2024/25 year was 25.75 days. This is within the performance requirements of the DWP (30 days). It is also worth noting that in March performance was within target at 24 days.									
Housing Benefit Changes speed of processing (Year to Date) (PSPS)	BA	Not Previously Reported	9	11	13.33	10.75	12		
Housing Benefit Overpayment Recovery rate (PSPS)	BA	Not Previously Reported	152.97%	138.45%	132.21%	113.87%	85.00%		

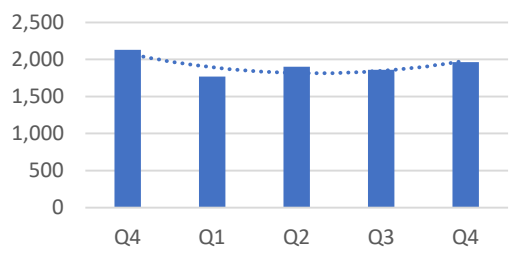
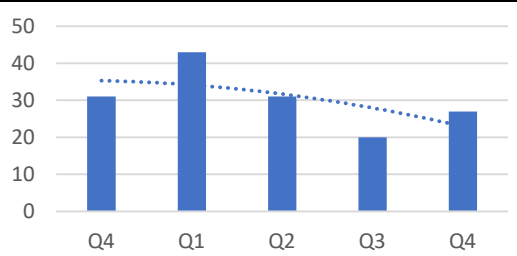
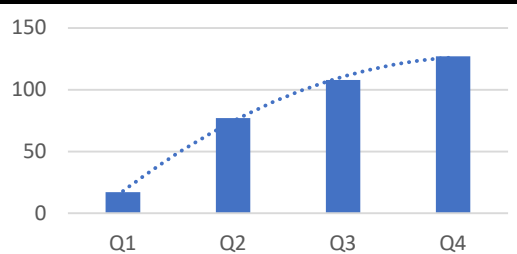
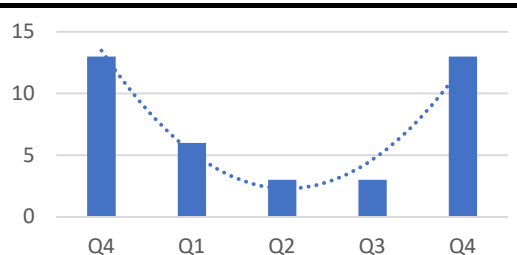
Performance Indicators with Trend Only Data
Growth and Prosperity

Key Performance Indicators (KPIs)							Target	Status	
	AD	2023/24	2024/25	2024/25	2024/25	2024/25	2023/24	2023/24	
		Q4	Q1	Q2	Q3	Q4	Q4	Q4	
Percentage of decisions (major / minor / others) taken under delegation within period	PN	100.00%	100.00%	92.22%	94.62%	93.59%	Trend Only	Trend Only	
External funding bids submitted by the growth directorate	DM	Not Previously Reported	Data not provided	0	0	0	Trend Only	Trend Only	
Level of Private Sector Investment achieved	DM	Not Previously Reported	£125,570	£0	£0	£0	Trend Only	Trend Only	

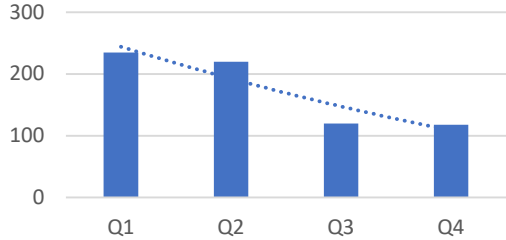
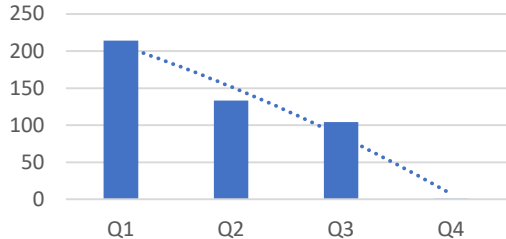
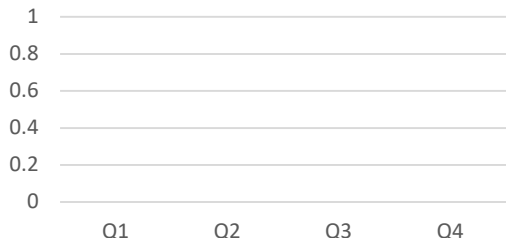
Council run stall occupancy level (Markets)	PP	54.13%	68.50%	59.00%	52.10%	54.00%	Trend Only	Trend Only	
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Healthy Lives

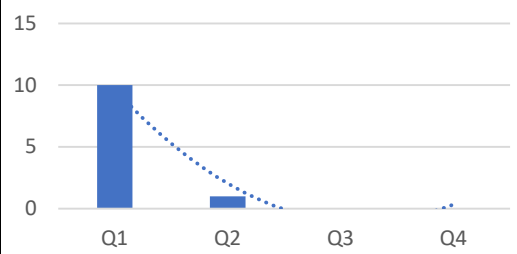
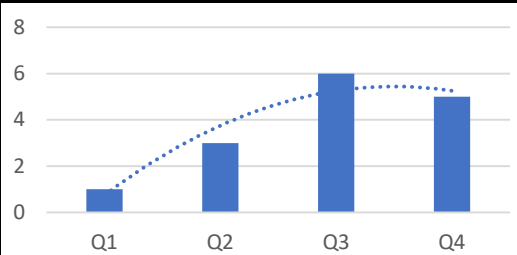
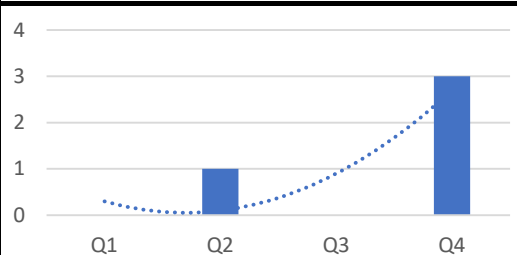

Key Performance Indicators (KPIs)							Target	Status	
	AD	2023/24	2024/25	2024/25	2024/25	2024/25	2024/25	2024/25	
		Q4	Q1	Q2	Q3	Q4	Q4	Q4	
Visitor numbers / number of tickets sold, leisure venue	PP	76,199	82,074	65,934	58,964	74,358	Trend Only	Trend Only	
Commentary: Attendances impacted by the total failure of the Leisure Pool Air Handling and heating issues leading to pool closures. Additionally a week of closure for the swimming pool support funded installation of the destratification fans in the Training Pool. Additionally there were 3 occasions where the centre was forced to close due to Anglian Water pump failures impacting the whole of Boston. Previous years swim numbers included Evening lessons and schools.									
Number of swims	PP	42,506	38,684	28,123	18,103	19,878	Trend Only	Trend Only	
Number of swimming lessons	PP	16,803	13,767	12,321	13,538	16,810	Trend Only	Trend Only	

Number of gym members	PP	2,129	1,768	1,903	1,860	1,963	Trend Only	Trend Only	
Number of verified rough sleepers	ES	31	43	31	20	27	Trend Only	Trend Only	
Number of new volunteers trained and supported	ES	Not Previously Reported	17	77	108	127	Trend Only	Trend Only	
Number of properties improved through Council intervention	ES	13	6	3	3	13	Trend Only	Trend Only	

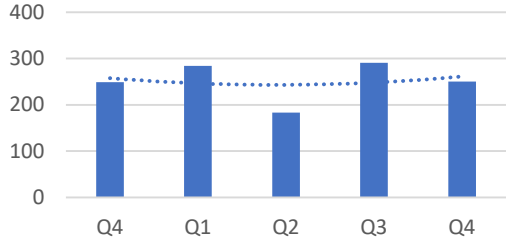
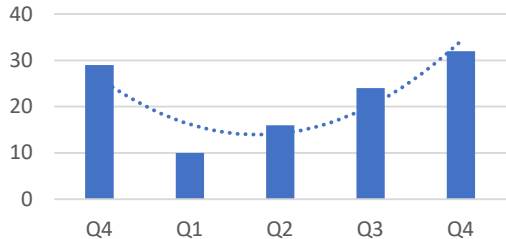
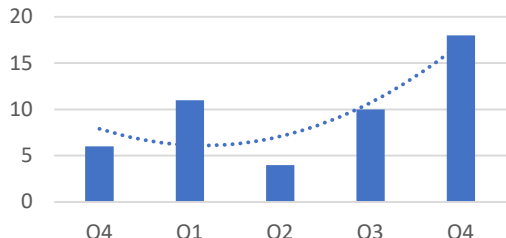
Safe and Resilient Communities

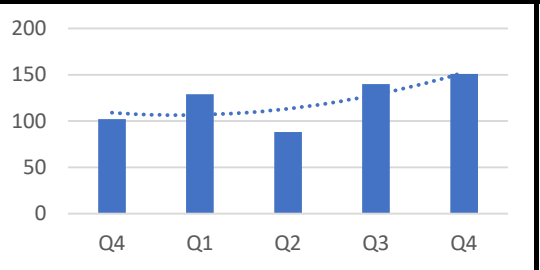
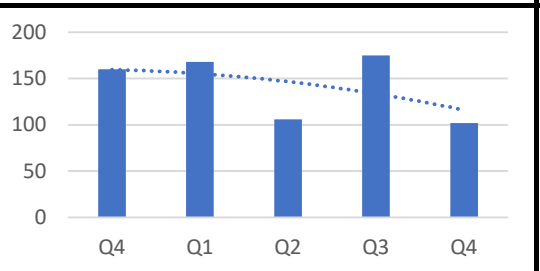
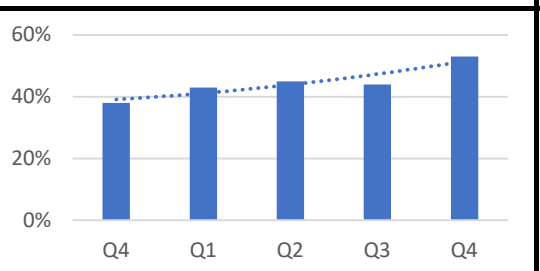
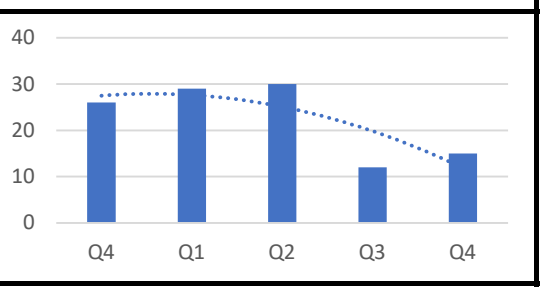
Key Performance Indicators (KPIs)							Target	Status	
	AD	2023/24	2024/25	2024/25	2024/25	2024/25	2024/25	2024/25	
		Q4	Q1	Q2	Q3	Q4	Q4	Q4	
No of Council Anti-Social Behaviour cases opened	ES	Not Previously Reported	235	220	120	118	Trend Only	Trend Only	
No of Council Anti-Social Behaviour cases closed	ES	Not Previously Reported	214	133	104	1	Trend Only	Trend Only	
No of Community Triggers	ES	Not Previously Reported	0	0	0	0	Trend Only	Trend Only	

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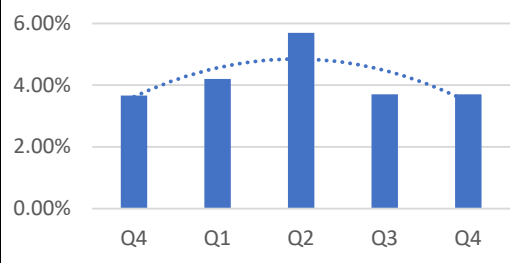
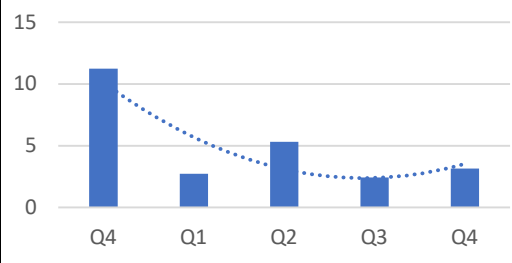
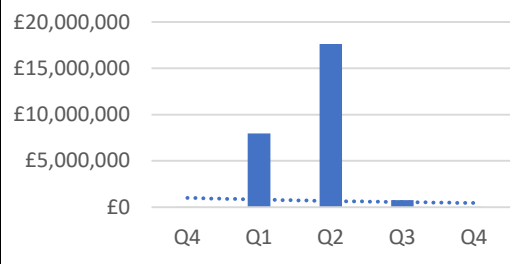
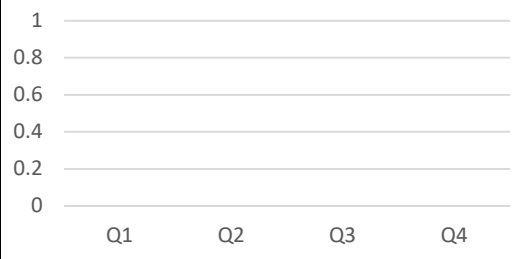
Number of Acceptable Behaviour Agreements (Community Safety)	ES	Not Previously Reported	10	1	0	0	Trend Only	Trend Only	 <table><tr><th>Quarter</th><th>Value</th></tr><tr><td>Q1</td><td>10</td></tr><tr><td>Q2</td><td>1</td></tr><tr><td>Q3</td><td>0</td></tr><tr><td>Q4</td><td>0</td></tr></table>	Quarter	Value	Q1	10	Q2	1	Q3	0	Q4	0
Quarter	Value																		
Q1	10																		
Q2	1																		
Q3	0																		
Q4	0																		
Community Protection Notice Warnings (Community Safety)	ES	Not Previously Reported	1	3	6	5	Trend Only	Trend Only	 <table><tr><th>Quarter</th><th>Value</th></tr><tr><td>Q1</td><td>1</td></tr><tr><td>Q2</td><td>3</td></tr><tr><td>Q3</td><td>6</td></tr><tr><td>Q4</td><td>5</td></tr></table>	Quarter	Value	Q1	1	Q2	3	Q3	6	Q4	5
Quarter	Value																		
Q1	1																		
Q2	3																		
Q3	6																		
Q4	5																		
Community Protection Notices (Community Safety)	ES	Not Previously Reported	0	1	0	3	Trend Only	Trend Only	 <table><tr><th>Quarter</th><th>Value</th></tr><tr><td>Q1</td><td>0</td></tr><tr><td>Q2</td><td>1</td></tr><tr><td>Q3</td><td>0</td></tr><tr><td>Q4</td><td>3</td></tr></table>	Quarter	Value	Q1	0	Q2	1	Q3	0	Q4	3
Quarter	Value																		
Q1	0																		
Q2	1																		
Q3	0																		
Q4	3																		
Number of injunctive actions/enforcement orders Number of civil injunctions / criminal behaviour orders (Community Safety)	ES	Not Previously Reported	0	0	0	0	Trend Only	Trend Only	 <table><tr><th>Quarter</th><th>Value</th></tr><tr><td>Q1</td><td>0</td></tr><tr><td>Q2</td><td>0</td></tr><tr><td>Q3</td><td>0</td></tr><tr><td>Q4</td><td>0</td></tr></table>	Quarter	Value	Q1	0	Q2	0	Q3	0	Q4	0
Quarter	Value																		
Q1	0																		
Q2	0																		
Q3	0																		
Q4	0																		

Environment

Key Performance Indicators (KPIs)							Target	Status	
	AD	2023/24	2024/25	2024/25	2024/25	2024/25	2024/25	2024/25	
		Q4	Q1	Q2	Q3	Q4	Q4	Q4	
Kingdom Contract: Number of Fixed Penalty Notices (FPNs) Issued - Litter (In quarter)	CA	249	284	183	291	250	Trend Only	Trend Only	
Kingdom Contract: Number of FPNs Issued - Fly Tipping (In quarter)	CA	29	10	16	24	32	Trend Only	Trend Only	
Kingdom Contract: Number of FPNs Issued - other (e.g. PSPO etc.) (In quarter)	CA	6	11	4	10	18	Trend Only	Trend Only	

Kingdom Contract: Number FPNs paid (In quarter)	CA	102	129	88	140	151	Trend Only	Trend Only	
Kingdom Contract: Number FPNs Outstanding payment (In quarter)	CA	160	168	106	175	102	Trend Only	Trend Only	
Kingdom Contract: Percentage Payment rate (In quarter)	CA	38%	43%	45%	44%	53%	Trend Only	Trend Only	
Kingdom Contract: Number of prosecutions completed to sentencing. (In quarter)	CA	26	29	30	12	15	Trend Only	Trend Only	

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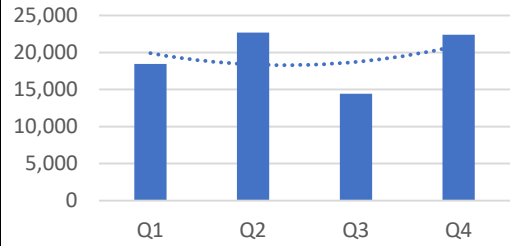
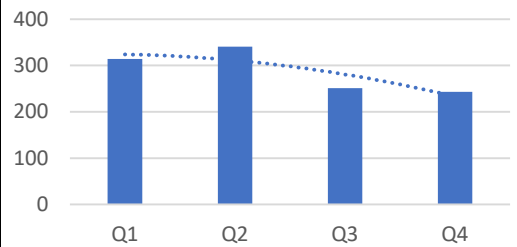
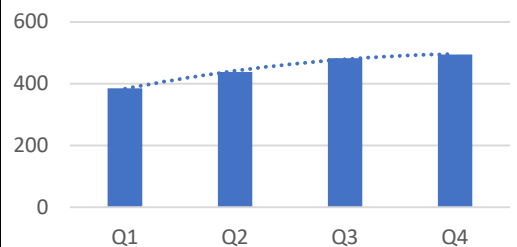
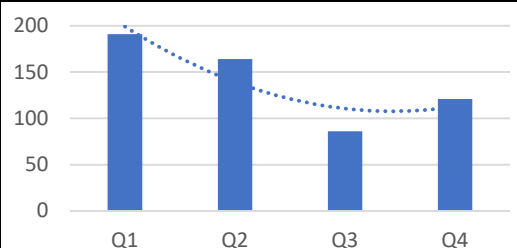
Voluntary Only Staff Turnover (In Quarter)	JG	3.66%	4.20%	5.70%	3.70%	3.70%	Trend Only	Trend Only	
Number of working days lost to sickness per FTE (Year to Date)	JG	11.24	2.73	5.31	2.43	3.15	Trend Only	Trend Only	
External funding – a calculation of External Partnership funding received as a trend – showing quarter by quarter and including a breakdown by Council	JG	£33,125	£7,960,404	£17,636,760	£752,541	£39,848	Trend Only	Trend Only	
Percentage of Ombudsman complaints upheld	JM	Not Previously Reported	0	0	0	0	Trend Only	Trend Only	

Commentary: For the 5 LCSCO Complaint updates this year, one is pending a decision and the LGSCO have decided that they will not investigate the remaining 4.

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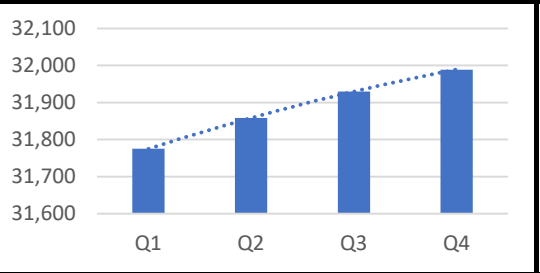
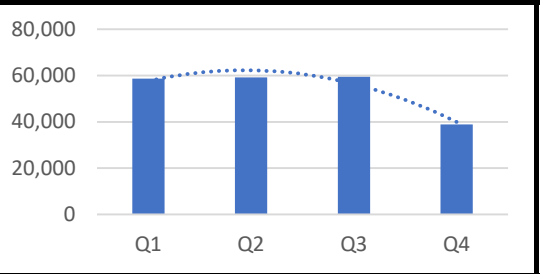
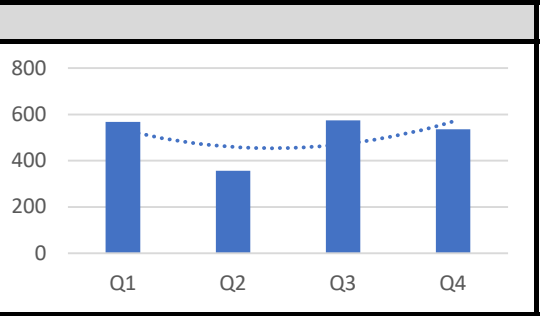
Number of upheld Ombudsman complaints per 100,000 population	JM	Not Previously Reported	0	0	0	0	Trend Only	Trend Only	<table><tr><th>Quarter</th><th>Complaints per 100,000</th></tr><tr><td>Q1</td><td>0</td></tr><tr><td>Q2</td><td>0</td></tr><tr><td>Q3</td><td>0</td></tr><tr><td>Q4</td><td>0</td></tr></table>	Quarter	Complaints per 100,000	Q1	0	Q2	0	Q3	0	Q4	0
Quarter	Complaints per 100,000																		
Q1	0																		
Q2	0																		
Q3	0																		
Q4	0																		
Number of instances where service areas have failed to notify the Data Protection Officer (DPO) promptly of any identified data breaches	JM	0	0	0	1	1	Trend Only	Trend Only	<table><tr><th>Quarter</th><th>Instances</th></tr><tr><td>Q1</td><td>0</td></tr><tr><td>Q2</td><td>0</td></tr><tr><td>Q3</td><td>0</td></tr><tr><td>Q4</td><td>1</td></tr></table>	Quarter	Instances	Q1	0	Q2	0	Q3	0	Q4	1
Quarter	Instances																		
Q1	0																		
Q2	0																		
Q3	0																		
Q4	1																		
Number of late reports not made available to the Democratic Services teams at agenda publication	JM	0	3	3	3	5	Trend Only	Trend Only	<table><tr><th>Quarter</th><th>Late Reports</th></tr><tr><td>Q1</td><td>0</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></table>	Quarter	Late Reports	Q1	0	Q2	3	Q3	3	Q4	5
Quarter	Late Reports																		
Q1	0																		
Q2	3																		
Q3	3																		
Q4	5																		
Repairs & Maintenance: Percentage committed spend against budget	AF	Data not provided	20.13%	61.16%	95.82%	164.33%	Trend Only	Trend Only	<table><tr><th>Quarter</th><th>Percentage</th></tr><tr><td>Q1</td><td>20.13%</td></tr><tr><td>Q2</td><td>61.16%</td></tr><tr><td>Q3</td><td>95.82%</td></tr><tr><td>Q4</td><td>164.33%</td></tr></table>	Quarter	Percentage	Q1	20.13%	Q2	61.16%	Q3	95.82%	Q4	164.33%
Quarter	Percentage																		
Q1	20.13%																		
Q2	61.16%																		
Q3	95.82%																		
Q4	164.33%																		

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Call volumes	PP	Not Previously Reported	18,461	22,705	14,418	22,381	Trend Only	Trend Only	 <table><tr><th>Quarter</th><th>Call volumes</th></tr><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></table>	Quarter	Call volumes	Q1	18,461	Q2	22,705	Q3	14,418	Q4	22,381
Quarter	Call volumes																		
Q1	18,461																		
Q2	22,705																		
Q3	14,418																		
Q4	22,381																		
Average Call Duration - Customer Contact (Seconds) (PSPS)	PP	Not Previously Reported	314	341	251	243	Trend Only	Trend Only	 <table><tr><th>Quarter</th><th>Average Call Duration (Seconds)</th></tr><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></table>	Quarter	Average Call Duration (Seconds)	Q1	314	Q2	341	Q3	251	Q4	243
Quarter	Average Call Duration (Seconds)																		
Q1	314																		
Q2	341																		
Q3	251																		
Q4	243																		
Average Call Duration - Revenue and Benefits (Seconds) (PSPS)	PP	Not Previously Reported	385	438	483	495	Trend Only	Trend Only	 <table><tr><th>Quarter</th><th>Average Call Duration (Seconds)</th></tr><tr><td>Q1</td><td>385</td></tr><tr><td>Q2</td><td>438</td></tr><tr><td>Q3</td><td>483</td></tr><tr><td>Q4</td><td>495</td></tr></table>	Quarter	Average Call Duration (Seconds)	Q1	385	Q2	438	Q3	483	Q4	495
Quarter	Average Call Duration (Seconds)																		
Q1	385																		
Q2	438																		
Q3	483																		
Q4	495																		
Average Speed of Answer - Customer Contact (Seconds) (PSPS)	PP	Not Previously Reported	191	164	86	121	Trend Only	Trend Only	 <table><tr><th>Quarter</th><th>Average Speed of Answer (Seconds)</th></tr><tr><td>Q1</td><td>191</td></tr><tr><td>Q2</td><td>164</td></tr><tr><td>Q3</td><td>86</td></tr><tr><td>Q4</td><td>121</td></tr></table>	Quarter	Average Speed of Answer (Seconds)	Q1	191	Q2	164	Q3	86	Q4	121
Quarter	Average Speed of Answer (Seconds)																		
Q1	191																		
Q2	164																		
Q3	86																		
Q4	121																		

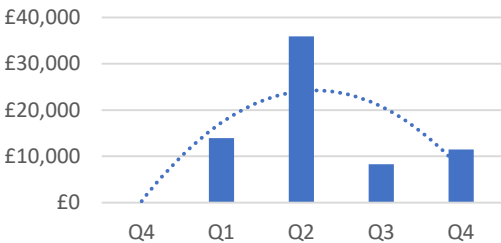
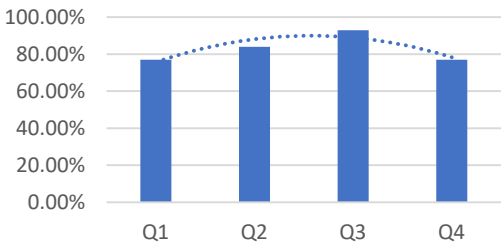
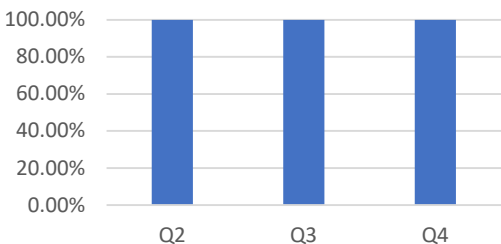
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Average Speed of Answer - Revenue and Benefits (Seconds) (PSPS)	PP	Not Previously Reported	459	422	526	537	Trend Only	Trend Only	<table><tr><th>Quarter</th><th>Value</th></tr><tr><td>Q1</td><td>459</td></tr><tr><td>Q2</td><td>422</td></tr><tr><td>Q3</td><td>526</td></tr><tr><td>Q4</td><td>537</td></tr></table>	Quarter	Value	Q1	459	Q2	422	Q3	526	Q4	537
Quarter	Value																		
Q1	459																		
Q2	422																		
Q3	526																		
Q4	537																		
Number of Callbacks (PSPS)	PP	Not Previously Reported	1,435	1,525	1,266	2,023	Trend Only	Trend Only	<table><tr><th>Quarter</th><th>Value</th></tr><tr><td>Q1</td><td>1,435</td></tr><tr><td>Q2</td><td>1,525</td></tr><tr><td>Q3</td><td>1,266</td></tr><tr><td>Q4</td><td>2,023</td></tr></table>	Quarter	Value	Q1	1,435	Q2	1,525	Q3	1,266	Q4	2,023
Quarter	Value																		
Q1	1,435																		
Q2	1,525																		
Q3	1,266																		
Q4	2,023																		
Digital services take up (services accessed online)	PP	Not Previously Reported	63	103	148	194	Trend Only	Trend Only	<table><tr><th>Quarter</th><th>Value</th></tr><tr><td>Q1</td><td>63</td></tr><tr><td>Q2</td><td>103</td></tr><tr><td>Q3</td><td>148</td></tr><tr><td>Q4</td><td>194</td></tr></table>	Quarter	Value	Q1	63	Q2	103	Q3	148	Q4	194
Quarter	Value																		
Q1	63																		
Q2	103																		
Q3	148																		
Q4	194																		
Website visitors (accessing website information)	PP	Not Previously Reported	133,265	45,494	41,478	72,493	Trend Only	Trend Only	<table><tr><th>Quarter</th><th>Value</th></tr><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></table>	Quarter	Value	Q1	133,265	Q2	45,494	Q3	41,478	Q4	72,493
Quarter	Value																		
Q1	133,265																		
Q2	45,494																		
Q3	41,478																		
Q4	72,493																		

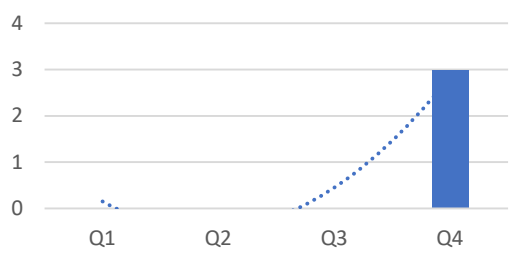
Council Tax Banded Dwellings	BA	Not Previously Reported	31,775	31,858	31,930	31,989	Trend Only	Trend Only	
Direct Debit Payments	BA	Not Previously Reported	58,658	59,207	59,404	38,928	Trend Only	Trend Only	
Commentary: Council Tax = 38,192. NNDR = 736.Total = 38,928									
STS New Claims – Number of Decisions Made	BA	Not Previously Reported	568	357	574	535	Trend Only	Trend Only	

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CTS Changes – Number of Decisions Made	BA	Not Previously Reported	2,517	1,894	1,821	6,299	Trend Only	Trend Only	<table><tr><th>Quarter</th><th>Value</th></tr><tr><td>Q1</td><td>2,517</td></tr><tr><td>Q2</td><td>1,894</td></tr><tr><td>Q3</td><td>1,821</td></tr><tr><td>Q4</td><td>6,299</td></tr></table>	Quarter	Value	Q1	2,517	Q2	1,894	Q3	1,821	Q4	6,299
Quarter	Value																		
Q1	2,517																		
Q2	1,894																		
Q3	1,821																		
Q4	6,299																		
Commentary: High volume processed owing to annual upratings of DWP benefits and rent increases, some of which is automated by our systems.																			
Discretionary Housing Payments (DHP) number of applications	BA	Not Previously Reported	51	73	84	83	Trend Only	Trend Only	<table><tr><th>Quarter</th><th>Value</th></tr><tr><td>Q1</td><td>51</td></tr><tr><td>Q2</td><td>73</td></tr><tr><td>Q3</td><td>84</td></tr><tr><td>Q4</td><td>83</td></tr></table>	Quarter	Value	Q1	51	Q2	73	Q3	84	Q4	83
Quarter	Value																		
Q1	51																		
Q2	73																		
Q3	84																		
Q4	83																		
Discretionary Housing Payments (DHP) number of awards	BA	Not Previously Reported	18	47	18	39	Trend Only	Trend Only	<table><tr><th>Quarter</th><th>Value</th></tr><tr><td>Q1</td><td>18</td></tr><tr><td>Q2</td><td>47</td></tr><tr><td>Q3</td><td>18</td></tr><tr><td>Q4</td><td>39</td></tr></table>	Quarter	Value	Q1	18	Q2	47	Q3	18	Q4	39
Quarter	Value																		
Q1	18																		
Q2	47																		
Q3	18																		
Q4	39																		
Discretionary Housing Payments (DHP) spend against Budget	BA	Not Previously Reported	22.85%	53.46%	63.55%	86.74%	Trend Only	Trend Only	<table><tr><th>Quarter</th><th>Value</th></tr><tr><td>Q1</td><td>22.85%</td></tr><tr><td>Q2</td><td>53.46%</td></tr><tr><td>Q3</td><td>63.55%</td></tr><tr><td>Q4</td><td>86.74%</td></tr></table>	Quarter	Value	Q1	22.85%	Q2	53.46%	Q3	63.55%	Q4	86.74%
Quarter	Value																		
Q1	22.85%																		
Q2	53.46%																		
Q3	63.55%																		
Q4	86.74%																		

Procurement savings / benefits achieved (By the PSPS procurement team) In quarter	JG	£0	£13,925	£35,930	£8,300	£11,500	Trend Only	Trend Only	
Commentary: Review of the Health of Retail, Hospitality, and Leisure in Boston Town - £2,500 saving realised from 3 quotes received - lowest cost met requirements, while saving cost vs the supplier who had initially been engaged in informal PME. (cost is also £3K below expected cost threshold for the procurement) Asbestos Surveys - c£3,000 for BBC - Councils will now contract directly with the asbestos survey supplier. Cost of surveys reducing from £200 to £150. CCTV Supply and Maintenance - c £6,000 per annum. Rates based on the current tender are better than the previous contracted rates.									
Building Control market share	CA	Not Previously Reported	77.00%	84.00%	93.00%	77.00%	Trend Only	Trend Only	
Key Control Account Reconciliation (System, bank, payroll and suspense) reconciled monthly and signed off within 10 days of completion (In Quarter)	JG	Not Previously Reported	Not Previously Reported	100.00%	100.00%	100.00%	Trend Only	Trend Only	

Local to Boston

Key Performance Indicators (KPIs)							Target	Status	
	AD	2023/24	2024/25	2024/25	2024/25	2024/25	2024/25	2024/25	
		Q4	Q1	Q2	Q3	Q4	Q4	Q4	
Number of Community Protection Notices for PSPO (alcohol) (Community Safety)	ES	Not Previously Reported	0	0	0	3	Trend Only	Trend Only	

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)	AD-R	Community Risk Register. Engagement with the Lincolnshire Resilience Forum (LRF); Work with partners to assess, monitor, plan exercise and train for these risks together. Exercising of plans and training of staff. Strategic and Tactical duty rota in place with all staff trained to minimum standard set by LRF. Partnership providing resilience for response and recovery from emergencies / incidents.Strategic Management Group in place to monitor performance and report to LT Governance. Partnership Emergency Plan and Business Continuity Plans for critical services all revised in 2024.	2	4	Medium (8)	Tolerate	Continued partnership working with the Lincolnshire Resilience Forum (LRF). Alignment of service support, plans, procedures and policies across the S&ELCP to aid resilience and share learning. Joint Emergency Plan and Business Continuity Plans in place. PSPS have also aligned BC Plans to S&ELCP. BC Policy to be developed in 25/26 together with the establishment of a BC Steering Group with Terms of Reference to align with ISO22301 Business Continuity Management 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 transference and mitigation; Requesting extra funding prior to project commencement where required	2	3	Medium (6)	Tolerate	Continued robust project management	N/A	2	3	Medium (6)
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)

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
BBC10	Cyber Incident	The risk of the council's ICT infrastructure being severely 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. 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 are considering in detail how they would continue to operate should an ICT outage occur	2	5	High (10)	Tolerate	Regular review of resilience arrangements	N/A	2	5	High (10)
BBC12	Environment Act	The legislation will have an impact on the way that waste services are delivered, and will require operational changes. Changing service delivery will require financial support, and at this stage it is unclear how budget will be determined nationally to support this.	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 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 and Cabinet. Project plan in place. Attending regular Defra Webinars. Pending Spending Review regarding New Burdens payments. Review and update every quarter.	30/06/2025	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.	3	3	Medium (9)	Tolerate		N/A	3	3	Medium (9)

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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	3	3	Medium (9)	Treat	Round review by 31/3/26	31/03/2026	2	2	Low (4)
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. This matter was discussed at an 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.	4	3	High (12)	Treat	Discussions remain ongoing with services in regard to capacity and how through the change of working practices it may be possible to increase capacity. Review at next service managers conference to assess how this has impacted on the risk.	30/09/2025	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)
BBC18	External Communication	Poor quality external communication with stakeholders, residents and the wider public impacts upon the council's reputation and its ability to effectively deliver services	AD-C	External communications are quality checked by the Communications Team to ensure that the messaging is effective and relevant to its audience. The team also gather statistics across a range of areas to understand how much interaction is being achieved through social media channels, for example, and adapt messages and channel shift to ensure messages are being heard and well received. Recently we have adopted an engagement charter across the partnership.	2	3	Medium (6)	Tolerate		N/A	2	3	Medium (6)
BBC19	Retention of staff	The recruitment of new and retention of existing staff within the organisation affecting the ability for the organisation to deliver and meet its objectives	AD-C	The workforce strategy is aligned across the 3 Councils. A training programme is in place to assist with both personal and professional development and to further develop the talents of individual employees. This programme sits alongside a package of personal support for staff. Managers are encouraged to have regular 'one to ones' with staff to ensure that they are fully supported in their roles. Appraisal process in place. We have launched our own recruitment academy which seeks to recruit and develop apprentices specifically in those services where it is harder to recruit. The new managers development programme has launched, with the first cohort inducted. We also continue to have in place our Future Leaders' Programme to support colleagues in their career development. Corporate Management Team invest time in mentoring colleagues within the organisation through both of these development programmes.	2	4	Medium (8)	Treat	A refresh of the Workforce Development Strategy action plan will take place this year to help ensure colleagues have the skills and confidence required to continue to want to work in Local Government post re-organisation by 31/3/26	31/03/2026	2	4	Medium (8)
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. Service reviews across several areas agreed in March 2025.	3	3	Medium (9)	Treat	Implement agreed service reviews	31/03/2026	2	3	Medium (6)

Ref	Risk name	Risk description	Lead	Existing control measures in place	Current risk likelihood	Current risk impact	Current risk score	Treatment (4Ts)	Planned action / future mitigation	Action RAG	Target risk likelihood	Target risk impact	Target risk score
BBC21	Internal Communications	The risk is that internal colleagues do not fully understand the aims and ambitions of the partnership and the role they play in the partnership's success.	AD-C	Internal communications approach has been reviewed. There isn't a one size fits all approach for the Council/Partnership given the breadth of services provided and this is reflected in the internal communications model. Staff informed levels are monitored through the performance framework on a quarterly basis with the results being considered by scrutiny and Cabinet. Regular all staff bulletins with key information are issued. Regular videos from Senior leadership team to the workforce. Briefings on key corporate topics take place. Regular team meetings between service managers and their officers to cascade information. Monthly service manager meetings. Single Partnership Intranet in place	2	3	Medium (6)	Tolerate	Satisfied with level of mitigation, however, will continue to keep communications channels under review.	N/A	2	3	Medium (6)
BBC22	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. Climate Change Strategy approved. MEES project delivered. Decarbonisation feasibility studies completed for Municipal Buildings, Crematorium and Guildhall - funds yet to be secured from Government. 3 year funding round awarded called Warm Homes:Local Grant securing a domestic retrofit programme for 2025 to 2028. LEAD enaergy advice project extended to the BBC area for 25 to 27.	4	2	Low	Treat	Monitoring delivery of carbon reduction plan via Environment and Performance Committee. Applying to Government in future rounds of the public decarbonisation fund. Engagement in large infrastructure projects like Rosegarth Sq and GMLC redevelopment to embed carbon mitigation and energy efficiency. Approval for a Climate Change and Environment Decision making tool into committee and project decision making and training of Officers and elected members in its application.	31/03/2026	2	2	Low (4)
BBC23	Business continuity	Risk around business continuity and recovery in the event of a major incident or event	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 and procedures and policies are being joined up to make our response to and recovery from an incident more resilient, efficient and effective. A strategic group meets regularly, including representation from PSPS, with minutes and actions reported to LT Governance for awareness. The S&ELCP has a Strategic and Tactical duty rota with personnel trained to a minimum standard set by the LRF. All three councils are members of the LRF enabling access to expertise held by LCC whilst retaining staff, resources and expertise in each sovereign council within an EP&BC structure across the Partnership. Staff are regularly involved in training exercises delivered by the LRF and coordinated at County level to maximise preparedness. We have a Partnership Emergency Plan & critical services have Business Continuity Plans in place to prioritise and maintain service deliveryin times of emergency. Public Sector Partnership Services (PSPS) and Magna Vitae have Business Continuity Plans in place.	3	3	Medium (9)	Tolerate	Continued partnership working with the Lincolnshire Resilience Forum (LRF). Alignment of service support, plans, procedures and polices across the S&ELCP to aid resilience and share learning. Joint Emergency Plan and Business Continuity Plans in place. PSPS have also aligned BC Plans to S&ELCP. BC Policy to be developed in 25/26 together with the establishment of a BC Stering Group with Terms of Reefernce to align with ISO22301 Buisness Continuity Mangement System	N/A	3	3	Medium (9)

Ref	Risk name	Risk description	Lead	Existing control measures in place	Current risk likelihood	Current risk impact	Current risk score	Treatment (4Ts)	Planned action / future mitigation	Action RAG	Target risk likelihood	Target risk impact	Target risk score
BBC24	Health and Safety	Risk of failure to comply with Health and Safety requirements	AD-R	<p>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.</p> <p>The partner Councils receive specialist Health and Safety advice from Public Sector Partnership Services who support the Partnership Health and Safety Governance Group (chaired by the Assistant Director – Regulatory) and each sovereign council Staff Health and Safety Forum. Both operate under agreed terms of reference and feed into the LT – Governance. LT Governance receive minutes and recommendations for approval from the Governance Group and the staff Forums. Policies and procedures are revised by PSPS, consulted upon through Staff H&S forums before being recieved and approved by the Governance Group and referred to LT Governance for information.</p> <p>Health and Safety is included within Internal Audit’s annual audit plan.</p>	2	3	Medium (6)	Tolerate	Continued monitoring and reporting through Staff H&S Forums, Partnership H&S Governance Group and LT Governance. Internal audits and Groups provide the opportunity to share learning across each entity	N/A	2	3	Medium (6)
BBC25	Information	Risk of failure to comply with Information Governance and Management requirements	AD-G	<p>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.</p>	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	<p>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.</p> <p>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.</p>	2	4	Medium (8)	Tolerate	Continued monitoring, reporting and training	N/A	2	4	Medium (8)

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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.	4	3	High (12)	Tolerate		N/A	4	3	High (12)

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
SELCP-01	Vision	A lack of clear and shared vision; the reasons for shared management and sharing of joint services	AD-C	The partnership exploration phase developed this understanding. Engagement with members to ensure the objectives of the business case were clearly understood, through the proposal recommendations, scrutiny process and final Council decisions. Adoption of a Sub-regional Strategy across the Partnership to embed shared vision, objectives and priorities. Quarterly stakeholder board meetings are underway which focus on ensuring the vision of the partnership is clear and aligned.	2	4	Medium (8)	Tolerate		N/A	2	4	Medium (8)
SELCP-02	Trust	A poor relationship or lack of trust between members, leaders or senior staff	CX	Openness, transparency and accessibility for all groups. Building on the existing positive relationships between Members and Officers	3	3	Medium (9)	Tolerate		N/A	3	3	Medium (9)
SELCP-03	Sovereignty	Concerns around the loss of sovereignty of a council	AD-G	Each Council continues to be governed by its own Constitution which is a key principle of the Memorandum of Agreement between the three Councils.	3	3	Medium (9)	Tolerate		N/A	3	3	Medium (9)
SELCP-05	Culture	A fundamental difference in the organisational culture of the councils	AD-C	Expectation, set out in the business case, that many things will be similar. A commitment to use the best elements of each partner's cultural difference, for example in the Partnership Workforce Development Strategy. Culture is a key consideration as part of the development of shared teams.	2	3	Medium (6)	Tolerate	Future work taking place around workforce terms and conditions and shared officer pay.	N/A	3	3	Medium (9)
SELCP-06	LGR	Local Government Reorganisation (LGR)	CX	The South East Lincolnshire Councils Partnership is designed to have a positive influence should Local Government Reorganisation be required of Lincolnshire. The partnership strengthens the case for 'locally-led deals' which benefit South East Lincolnshire. The Councils have responded to the Government's request for interim plans. East Lindsey and South Holland have jointly developed a plan. Boston has provided a letter keeping their options open at this stage.	4	3	High (12)	Tolerate	Councils will continue to consider correspondence received from Government and respond accordingly.	N/A	4	3	High (12)
SELCP-07	Funding	Local Government Funding	D-F	Local Government funding challenges are inevitable and evidenced by each partner's funding gaps. The business case assumes a shared opportunity for efficient services and shared commercial opportunities and provides a significant opportunity to respond to this on-going challenge.	4	4	High (16)	Treat	Delivering on the opportunities identified in the Partnership business case and realising the planned savings; savings tracker reported regularly; risk under review by S151	30/06/2025	3	3	Medium (9)

Ref	Risk name	Risk description	Lead	Existing control measures in place	Current risk likelihood	Current risk impact	Current risk score	Treatment (4Ts)	Planned action / future mitigation	Action RAG	Target risk likelihood	Target risk impact	Target risk score
SELCP-08	Staffing	Staff retention and resilience	AD-C	<p>The workforce strategy is aligned across the 3 Councils. A training programme is in place to assist with both personal and professional development and to further develop the talents of individual employees. This programme sits alongside a package of personal support for staff. Managers are encouraged to have regular 'one to ones' with staff to ensure that they are fully supported in their roles. Appraisal process in place. We have launched our own recruitment academy which seeks to recruit and develop apprentices specifically in those services where it is harder to recruit. The new managers development programme has launched, with the first cohort inducted. We also continue to have in place our Future Leaders' Programme to support colleagues in their career development. Corporate Management Team invest time in mentoring colleagues within the organisation through both of these development programmes.</p> <p>Alignment and Delivery Plan in place to help manage the work programme. Services when bringing forward new initiatives to consider the capacity required and the need to bid for capacity if it can't be accommodated within existing resources. This matter was discussed at a recent internal conference for senior managers, email appears to be the biggest pressure and services are considering how they best manage this. Services have been informed they can bid into the transformation reserve for short term capacity if they have a suitable proposal.</p>	4	3	High (12)	Treat	<p>Seek to improve the employee benefits packages by Q2 25/26;</p> <p>Continue to promote opportunities to work in the sector through the SELCP Academy.</p> <p>With LGR now looking likely in Greater Lincolnshire a refresh of the Workforce Development Strategy action plan will take place this year to help ensure colleagues have the skills and confidence required to continue to want to work in Local Government post re-organisation: by 31/3/26</p>	30/09/2025	3	3	Medium (9)
SELCP-09	PSPS	Relationship with PSPS	AD-C	<p>The relationship between the Councils and PSPS could become strained due to demands being placed on the company to support organisational change and wider strategic issues. This is mitigated via SLAs being in place setting out the work programme, regular client liaison meetings, PSPS Stakeholder Board being in place to direct the company strategically and a process for Additional Work Requests that manages additional work required by the company. I think its medium but reduced to a low due to the mitigation</p>	2	3	Medium (6)	Tolerate	Continued monitoring and liaison	N/A	2	3	Medium (6)

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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	SELCP Asset Management Strategy, 2023-2028 provides strategic disposal framework. Any and all disposals are subject to formal decision notices, the decision making body being determined by the market value of an asset, assessed by an Independent Registered Valuer in accordance with the prevailing 'RICS Red Book' guidance. . Disposals at 'less than best consideration' are subject to 'memoranda' detailing how Circular 06/2003 applies, wiht the memoranda specifically identifying and sanctioning the 'undervalue'. Other relevant policies relate, including: Financial Regulations; Anti-Fraud & Corruption Strategy; Staff counter-fraud training; Internal Audit reviews; Whistleblowing Policy; Register of Gifts & Hospitality/Register of Interests; Credit checks on potential purchasers; Counter-fraud page on website detailing how public can report fraud; Counter Fraud section on intranet	1	1	Minimal (1)	Tolerate	N/A	N/A	1	1	Minimal (1)
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	SELCP Asset Management Strategy, 2023-2028 provides strategic disposal framework. Any and all disposals are subject to formal decision notices, the decision making body being determined by the market value of an asset, assessed by an Independent Registered Valuer in accordance with the prevailing 'RICS Red Book' guidance. . Disposals at 'less than best consideration' are subject to 'memoranda' detailing how Circular 06/2003 applies, wiht the memoranda specifically identifying and sanctioning the 'undervalue'. Other relevant policies relate, including: Financial Regulations; Anti-Fraud & Corruption Strategy; Staff counter-fraud training; Internal Audit reviews; Whistleblowing Policy; Register of Gifts & Hospitality/Register of Interests; Credit checks on potential purchasers; Counter-fraud page on website detailing how public can report fraud; Counter Fraud section on intranet	1	1	Minimal (1)	Tolerate	N/A	N/A	1	1	Minimal (1)
F-04	Procurement - Contracts	Credit/procurement cards; manipulation of accounts; false invoices & claims; BACS fraud - fraudulent change of bank details; mandate fraud; fake details for internet payments	PSPS - Finance	Financial Regulations; Anti-Fraud & Corruption Strategy- last reviewed March 2021, due this March for a review; Whistleblowing Policy Confidential Reporting Code -due in March; Segregation of duties for reconciliation; Reconciliation; Escalation of highvalue invoices; System team audited and logged; PCards- No cash withdrawals and card limits. Following P Card Review updated training issued. Process re-evaluated for checking transactions and receipts; Minor petty cash; Counter fraud training for the staff; Transparency reporting; Financial reporting training for all staff to be rolled out 2024; Segregation of duties within AP; confirmation with company regarding change of bank details; reconciliation; staff training	2	3	Medium (6)	Tolerate		N/A	2	3	Medium (6)

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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. Conflict of Interest form signed on a project-by-project basis at 3 key stages (Project Inception, Prior to Tender Evaluations, and prior to Contract Award).	2	4	Medium (8)	Tolerate	Ongoing training and support provided by the procurement team to service areas	N/A	2	4	Medium (8)
F-06	Council Tax - Credit Refund and Income Fraud	Council tax/NNDR/Rents; Suppression of notification of debt to be raised; Improper write-off; Failing to institute recovery proceedings; Switching or transferring arrears; manipulation of credit balances; Payment using false/ fraudulent instrument then re-claim of refund; Employee based; false payment then request for refund	PSPS - Revs/Bens	Up to date Council Financial Regulations; Up to date Council Anti-Fraud & Corruption Strategy; Debit/credit card payments monitoring - checking against pay.net system; Review of unusual activity; Refund to original card/bank account where appropriate; Authorisation procedures& levels; Checking against other accounts (Council Tax etc.) to ensure no other money owed to SELCP; Staff counter-fraud training; Audit trail/personal logins; Reconciliations; Budgetary controls; Write off policy; Debt recovery procedures; Supervisory controls; Review of credit balances and suspense items; Internal Audit reviews; Whistleblowing Policy; Counter-fraud page on website detailing how public can report fraud; Counter Fraud details on intranet; Financial Regulations training for all appropriate staff; Follow up payment sources	2	3	Medium (6)	Tolerate	Ongoing checks and balances	N/A	2	3	Medium (6)
F-07	Council Tax Fraud	False applications; failure to notify change in circumstances	PSPS - Revs/Bens	Council Financial Regulations; Council Anti-Fraud & Corruption Strategy; National Fraud Initiative - data matching; Monitoring of council tax base; Application checks; Check electoral register; Information from planning re Developments where full planning not required; Checks on documentary evidence for exemptions; Visual inspection; Internal Audit reviews; Whistleblowing Policy; Separation of duties; Counter-fraud page on website detailing how public can report fraud; Single Person Discount review; Field officers available for investigations; Annual review of long-term empty properties	2	2	Low (4)	Tolerate	N/A	N/A	2	2	Low (4)
F-08	Council Tax Support Scheme	False applications; failure to notify change in circumstances	PSPS - Revs/Bens	Most controls are the same as Housing Benefits; Council Anti-Fraud & Corruption Strategy; Council Tax Support policy; Counter-fraud page on website detailing how public can report fraud; Council Financial Regulations; Whistleblowing Policy; Inclusion in National Fraud Initiative (data matching) from October 2016; Closer working - Council Tax and Housing share intelligence and identify potential fraud opportunities (sharing intelligence - informal arrangement); Fraud hotline; Dedicated team for fraud hotline; DWP verification	2	2	Low (4)	Tolerate	N/A	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
F-09	National Non-Domestic Fraud	Failure to declare occupation; Payment using false bank details; Companies going into liquidation then setting up as new companies; Avoidance of liability through fraudulent claim for discount or exemption; Empty rate avoidance	PSPS - Revs/Bens	Up to date Council Financial Regulations; Up to date Council Anti-Fraud & Corruption Strategy; Ensure liable person identified for each assessment on the list; Information sharing with other Business Units; Inspections of occupied properties; Checking empty properties; Information from Landlords or letting agents; Public complaints- reports to valuation office; Internal Audit reviews; Whistleblowing Policy; Separation of duties; Register of Gifts & Hospitality/Register of Interests; Supporting evidence requested; Counter-fraud page on website detailing how public can report fraud; Use of Analyse Local to monitor threats; Field officers; Undertaking reviews; NFI Matching	3	3	Medium (9)	Tolerate	Ongoing checks and balances; Small business rate relief review to be carried out in 2025/26	N/A	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; Verification Policy in place for evidence, and operational cross checking practices. Subscription to National Anti-Fraud Network; Housing Benefit review; Communications & publicity; Internal Audit reviews; Whistleblowing Policy; Counter-fraud page on website detailing how public can report fraud; Council Tax and Housing teams sharing intelligence to identify potential fraud; Counter Fraud Hotline; Dedicated Team for Counter Fraud; Data matching from DWP; Full case reviews; Customer contact team thoroughly trained; Dedicated intranet page	2	2	Low (4)	Tolerate	N/A	N/A	2	2	Low (4)

Ref	Risk name	Risk description	AD	Lead risk owner	Existing control measures in place	Current risk likelihood	Current risk impact	Current risk score	Treatment (4Ts)	Planned action / future mitigation	Action RAG	Target risk likelihood	Target risk impact	Target risk score	Changes since last update
BBC-OP-54	Cemetery tree stock condition	Risk of further deterioration in older trees, and potential for injury from falling trees or boughs, branches.	AD: Assets	Martin Potts	Tree inspectuions carried out as a PSPS H & S function. One member of team trained in <i>small</i> chainsaw operations. Proforma Bs requested if urgent funds required. Subject raised at H & S Working Group and escalated to SLT for response.	3	4	High (12)	Treat	Plan to establish an annual site specific (Crematorium/Cemetery) tree management budget funded from increased fees.	31/03/2026	3	2	Medium (6)	Growth bid applied for to establish an annual tree maintenance budget in 2025/26
BBC-OP-21	GMLC disruption of service	Imporvement works at GMLC	AD: Leisure and Culture	Scott Higgins	Still managed through a contractual basis Potentially enabling members to use PRSA to mitigate loss of fitness classes	4	4	High (16)	Treat	Working closely with Parkwood to mitigate any financial impacts. Regular monthly meetings to discuss impact. Ensure communication with customers and users are fully informed throughout the process to mitigate any losses. Review risk treatment in Q2.	30/09/2025	3	3	Medium (9)	Risks reviewed in line with current position. As project develops risks to be reviewed.
BBC-OP-24	Ash tree dieback (chalar fraxinea) disease	The ris of ash tree dieback (chalar fraxinea) disease affecting Council owned trees	AD: Neighbourhoods	Mindi Read	Monitor Ash trees owned by the Council and have an action plan in place to deal with any that become diseased and dangerous. Procurement compliant framework being prepared for tree inspection / tree work	4	3	High (12)	Treat	To produce a management plans at specific sites to identify, control and mitigate the impact of the removal of ash trees. Work Programme to implement a procurement compliant framework for SELCP for tree inspection / tree works	30/09/2025	3	3	Medium (9)	Planning a procurement compliant framework for tree inspection / tree works
BBC-OP-25	Recruitment and Retention: Operations	Shortage of staff due to illness, national shortage of HGV drivers, and competition from private companies with better pay and working conditions. Lack of staff for waste collection service. Insufficient drivers to maintain current operations, leading to failure of current service and non collection of bins. Also inability to expand service to meet new growth, but also the roll out of additional services from JMWMS and resources and waste strategy.	AD: Neighbourhoods	Mindi Read	Provision of agency staff within the workforce, however HGV drivers are in short supply from agencies. Continue to train loaders for HGV where possible, and ensure RCV drivers are paid appropriate salary for their role. SLT paper produced to approve Service Review to address current hemorrhage of key employees (Mangers/Supervisors/Technical Support) to recruit and train replacements to safeguard service delivery	4	4	High (16)	Tolerate	SLT paper produced to approve service review to address critical staff loss, to recruit and safeguard service delivery	N/A	4	4	High (16)	SLT paper produced to approve service review to address critical staff loss, to recruit and safeguard service delivery
BBC-OP-27	Tree Safety Inspections - budget	Tree safety inspection recommendations are not aligned to budget setting or existing budget availability	AD: Neighbourhoods	Mindi Read	Tree budget in place; Tree inspection policy in place; Escalation process to S151 Officer identifying budget implications	4	4	High (16)	Treat	Escalated to S151 Officer	30/09/2025	3	3	Medium (9)	Planning a procurement compliant framework for tree inspection / tree works. Framework will inform practive budget requirement for Boston. Potential growth risk
BBC-OP-41	Affordable housing	Risk of affordable homes provided in partnership being lost to the open market; Local Plan clearly setting our Policy direction (including commuted sums) and s106 requirements / unilateral undertakings	AD: Wellbeing & Community Leadership	Stuart Horton	Regular engagement with Registered Providers. Procedure for commuted sums written into S106 legal agreements for when no RP able to acquire the affordable units. These funds can then be used to support affordable housing delivery subject to being in line with subsidy control requirements.	5	3	High (15)	Treat	Continued engagement with existing Registered Providers and Engagement with new Registered providers. Discussions and engagement with Homes England and the Local Government Association - This has led to the design and introduction of a S106 Affordable Homes clearing platform. Engagement with HE and LGA ongoing with submission of recent survey response on the current position. Use of Commuted sums to deliver affordable housing schemes where there are viability issues. Review risk in Q1.	30/06/2025	2	1	Low (2)	Some affordable s106 planning contribution homes currently with very little RP interest. Commuted sums being accepted in some cases which are being used to support all affordable housing schemes where viability is an issue.

Ref	Risk name	Risk description	AD	Lead risk owner	Existing control measures in place	Current risk likelihood	Current risk impact	Current risk score	Treatment (4Ts)	Planned action / future mitigation	Action RAG	Target risk likelihood	Target risk impact	Target risk score	Changes since last update
BBC-OP-42	Disabled Facility Grants (DFGs) / Discretionary Assistance	Risk of delivering DFGs in appropriate timeframe for clients due to lack of funding	AD: Wellbeing & Community Leadership	Stuart Horton	DFG framework and monitoring.	4	5	Critical (20)	Treat	This has been raised both internally and with the Government. The government has announced a funding allocations review in 25/26. However this will not resolve the issue for 25/26. Review risk in Q1.	30/06/2025	2	3	Medium (6)	Likelihood and risk increased significantly. Mandatory Disabled Facilities Grants will no longer be able to be approved once budget spent. This will mean that clients are waiting longer for adaptations and there will be an increase in complaints, potentially to the MP and Local Government Ombudsman. Timescales will significantly exceed the national guidance timescales used by the LGO.
BBC-OP-49	Information Governance - impact of LGSCO Code of complaints april 2024.	Change in LGSCO Code of Complaints	AD: Governance	Richard Steele	On this one the mitigation is that LT and PFH are aware, there is work underway to establish a working group to identify burden and risk as key objective, along with further organisation mitigation plan.	3	4	High (12)	Treat	There is work underway to establish a working group to identify burden and risk as key objective, along with further organisation mitigation plan.	31/03/2026	3	2	Medium (6)	The Council has responded to he LGSCO consultation on the code - outlining its concerns and lodging objection to some of the burden the code introduces.
BBC-OP-51	Goods Vehicle Operator Licence	Growth demands including commercial food waste is presenting a risk to Operator Licence capacity at Boston. Currently 15 vehicles are permitted, commercial food waste may increase by 1, round review may increase by 2. Traffic Commissioner may not approve additional vehicles to the margin	AD Neighbourhoods	Mindi Read	Existing GVOL expires 31 August 2025, no risk expected in the 'renewal' of the licence. Logistics UK providing quotation for Bespoke work to advise on depot maximisation and liklihood of TC approving a Major Variation to Licence for additional vehicles	3	4	High (12)	Treat	Logistics UK commission	30/09/2025	3	3	Medium (9)	Quotation for bespoke advice on Depot Capacity and GVOL
BBC-OP-53	Unsupported GIS system	Supplier no longer supports GIS function for BBC software (SwiftMap)	AD: Planning and Strategic Infrastructure	Rachael Leggett	Continuing use at this time. Highlighted risk to Uniform project team as part of planned software move	3	4	High (12)	Treat	Raised with Uniform Project Team - awaiting further discussion	30/09/2025	2	2	Low (4)	New Risk

Risk Scoring Matrix						
Impact	Critical	5	10	15	20	25
	High	4	8	12	16	20
	Medium	3	6	9	12	15
	Low	2	4	6	6	10
	Minimal	1	2	3	4	5
		Rare	Unlikely	Possible	Likely	Almost certain
						Likelihood

Final Risk scoring

Minimal Risk

Low Risk

Medium Risk

High Risk

Critical Risk

Colour

Likelihood score	1	2	3	4	5
Definition	Rare	Unlikely	Possible	Likely	Almost certain
Description	This risk would occur only in rare / particular circumstances	The risk is technically possible, but an occurrence is not foreseeable in the medium-long term	The risk is a real possibility but the likelihood of an occurrence in the short-medium term is small	The risk is probably going to occur at some point in the medium term-- , possibly sooner	The risk is expected to occur imminently / regularly
Timeframe	Will occur at some point in the next 10 or more years	Will occur at some point in the next 3-10 years	Will occur at some point in the next 1-3 years	Will occur at some point within the year	Will occur at some point in the next few months
Probability	10% or less	Between 10-30%	Between 30-50%	Between 50-85%	85% or more

Impact score	1	2	3	4	5
Title	Minimal	Low	Medium	High	Critical
Reputation risk	Individual complaint raised	Multiple complaints	Negative local press coverage for one day, increased complaints for more than one week	Negative national press coverage for one day, ongoing negative local coverage	Negative national press coverage over several days. Public criticism from MP, LGA, County Council or national service body
Financial risk	Up to £10,000	£10,000-£50,000	£50,000-£250,000	£250,000-£500,000	Over £500,000
Service Delivery / Operations risk	Individual members of staff having work disrupted	Multiple members of staff unable to work	Total service outage for one day or less	Total service outage for several days	Total service outage for more than a week
Environmental risk	Immediately remedied damage in an isolated area	Easily remedied damage in an isolated area	Short term damage in an isolated area requiring partners assistance	Damage requiring special budget provision to rectify	Major or widespread damage requiring central government assistance
Health and Safety risk	People engaging in hazardous activities without awareness	Individual receives minor injuries	Multiple people receive minor injuries	Individual serious injury	Multiple people seriously injured, individual loss of life

Treatment (4Ts)

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 still 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

Risk leads	Title
AD-C	Assistant Director - Corporate
AD-CHS	Assistant Director - Communities and Housing Services
AD-G	Assistant Director - Governance
AD-GFA	Assistant Director - General Fund Assets
AD-H	Assistant Director - Housing
AD-LLS	Assistant Director - Leisure and Local Services
AD-N	Assistant Director - Neighbourhoods
AD-PSI	Assistant Director - Planning and Strategic Infrastructure
AD-R	Assistant Director - Regulatory
AD-SGD	Assistant Director - Strategic Growth and Development
AD-SP	Assistant Director - Strategic Projects
CX	Chief Executive
D-C	Director of Communities
D-ED	Director of Economic Development
D-F	Director of Finance and S151
D-PD	Deputy Chief Executive - Programme Delivery and SIRO
IC-CR	Interim Consultant for Culture and Regeneration

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Report To:	Cabinet
Date:	31 st July 2025
Subject:	Home Energy Advice and Retrofit Team
Purpose:	To gain Member approval for the operation arrangements for SLECP delivery of Warm Homes – Local Grant and Energy advice across the sub-region
Key Decision:	Yes
Portfolio Holder:	Councillor Claire Rylott, Portfolio Holder for Green Spaces and Travel
Report Of:	Christian Allen, Assistant Director - Regulatory
Report Author:	Sarah Baker, Group Manger – Climate Change and Environment
Ward(s) Affected:	All
Exempt Report:	No

Summary

Funding of **£5,639,746** has been secured from the Department for Energy Security and Net Zero (DESNZ) for the next round of energy-efficiency grant delivery under the banner of Warm Homes – Local Grant across the South and East Lincolnshire Councils Partnership (SELCP) area. This paper sets out the proposed operational arrangements and eligibility criteria for the next round of grants which runs from 2025 to 2028. It is proposed the funding will be managed within the Climate Change and Environment Team on behalf of SELCP as has been the case for the last three years.

In addition, working with charity partners PECT, funding of **£362,720.15** has also been secured to rollout the Home Energy Advice Service (previously the Local Energy Area Demonstrator) across the SELCP area for two years, building on the experience learnt from the East Lindsey pilot.

Recommendations

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

Reasons for Recommendations

To provide continuity and consistency of grant support and energy advice across the sub-region.

Other Options Considered

Not to approve the operational arrangements.

To implement alternative arrangements, such as implementing the scheme internally rather than with East Lindsey District Council as Lead Authority and Accountable Body.

1. Background

- 1.1. Recent funding announcements by the Department for Business, Energy and Industrial Strategy have confirmed that funding of **£5,639,746** has been secured for Warm Homes -Local Grant, across the three Partnership Councils of East Lindsey, Boston and South Holland.
- 1.2. ELDC's Executive Board considered the operational arrangements on 7 May 2025 and approved the approach.
- 1.3. This paper sets out, in more detail, the arrangements that will enable Council officers to lead on the delivery of Warm Homes – Local Grant.
- 1.4. In addition, working in partnership with Peterborough-based environmental charity PECT, funding has been secured from the Energy Industry Voluntary Redress Scheme to support the continuation of the Home Energy Advice Service – previously referred to as the Local Energy Advice Demonstrator (LEAD) - which ran as a pilot in East Lindsey until 31 March 2025. This funding will enable the service to be rolled out across Boston and South Holland for the first time.
- 1.5. The Partnership's in-house Home Energy Advice and Retrofit Team has gained wide recognition for its delivery of both of these schemes over the last few years.

- 1.6. The previous Home Upgrade Grant 2 scheme is now in its closedown period and has delivered in the region of £9.86 million of energy efficiency improvements to circa 520 homes across SELCP over the last two years.
- 1.7. The previous LEAD programme saw the establishment of four dedicated Home Energy Advice Officers and a mobile electric Energy and Retrofit Information Clinic (ERIC the Energy Van) which has taken support into communities across East Lindsey as part of a funded pilot. Since 30 November 2023, the team has provided in-person support to over 6,500 residents and seen more than 500 households benefit from the installation of energy efficiency measures of various types as a result of the advice provided.
- 1.8. Furthermore, hundreds of residents have received support to lower, and in some cases completely wipe off, significant fuel debt, totalling circa £28,000. Almost 400 residents have been referred into providers for support such as Wellbeing or the Good Homes Alliance. The team's work has also included the distribution of more than £30,000 from the Household Support Fund to provide vouchers for food and utility costs and/or portable heaters to over 270 residents in desperate need of support. Just under 500 residents have been signposted to other forms of financial support outside of energy efficiency grants and almost 200 residents have benefitted from moving to the Anglian Water LITE tariff saving an estimated collective £35,000 a year on water bills alone.

2. Report

WARM HOMES – LOCAL GRANT

- 2.1. Warm Homes – Local Grant is administered by the Department for Energy Security and Net Zero (DESNZ) to support delivery of the Government's Warm Homes Plan. To date, East Lindsey District Council's dedicated team has delivered four phases of funding totalling circa £21 million, supporting in the region of 1,330 homes across the sub-region. Over the last three schemes, more than 200 properties have been improved in Boston Borough.
- 2.2. In November 2024, DESNZ invited Expressions of Interest for Warm Homes – Local Grant with the assurance that all who applied would receive some level of funding based on previous delivery success.
- 2.3. The previous track record of delivery put SELCP in a strong position to win funding however budgetary pressures at a national level has seen the retrofit budget reduced and the funding award received is around 20% of that requested. This figure is reflected across the sector and has necessitated some operational changes to be made.
- 2.4. Whilst it is disappointing to have received a lower award than anticipated, there is the prospect that additional funding could be secured throughout the lifetime of the programme depending on how other local authorities perform. It also presents an opportunity, particularly in FY 2025/26 for the team to review their processes fully, after four years of concurrent scheme delivery, and explore alternative options for supporting residents and securing alternative funding opportunities.
- 2.5. The Warm Homes – Local Grant scheme provides for properties on the mains gas network after two years of targeted funding solely to homes considered to be 'off-gas'. This change is expected to be a major benefit to Boston Borough residents as the

number of eligible 'off-gas' properties is limited and will this change will open up grant support to more residents.

- 2.6. The funding is for a three-year programme which will run until 31 March 2028 and the split across the years is shown in the table below:

Table 1:

	Revenue	Capital	TOTAL
2025/26	£72,507	£410,871	£483,378
2026/27	£390,681	£2,213,857	£2,604,538
2027/28	£382,774	£2,169,056	£2,551,830

- 2.7. The split of funding awarded by local authority area was to award 51% to ELDC, 22% to BBC and 27% to SHDC based on Government figures. This split will be monitored by the Programme Monitoring Board to ensure each authority receives its fair proportion.
- 2.8. ELDC made the Expression of Interest bid as the lead partner for the SELCP consortium – a departure from the model used in previous years of joining the Midlands Net Zero Hub (MNZH) consortium. This decision was primarily to ensure that the maximum amount of funding available would be received by SELCP, whereas MNZH would previously have retained a percentage for administration. This demonstrates the confidence in delivery that has been gained over recent years to enable SELCP to work as a standalone consortium.

Resourcing and Operational Arrangements

- 2.9. In 2024, the experienced Green Homes Grants Team was rebranded to reflect the new offer of an energy advice service and their experience in supporting residents to access a variety of different funding avenues. It is therefore proposed that ELDC's Home Energy Advice and Retrofit Team (HEART) continues to act as the lead accountable body for Warm Homes – Local Grant funding and the expanded Home Energy Advice Service across the three Partnership councils to provide efficiencies in financial and administrative processes.
- 2.10. Updated legal agreements will be drawn up between East Lindsey District Council and Boston Borough Council and between East Lindsey District Council and South Holland District Council to clearly set out the relationship and responsibilities of each partner in delivering the Warm Homes – Local Grant scheme and the Home Energy Advice Service across the sub-region.
- 2.11. The Revenue budget for Warm Homes – Local Grant is unfortunately much lower than previous years and than had been anticipated so delivery arrangements have been adapted accordingly.
- 2.12. The budget for the Home Energy Advice Service is also less generous than the previous funding award however the current model of delivery remains the most effective way of delivering the scheme for the SELCP sub-region.
- 2.13. Monitoring of Warm Homes – Local Grant and the Home Energy Advice Service delivery will be undertaken through the continuation of the current Programme Monitoring Board with representation from relevant portfolio holders across the three Councils and Corporate Management Team via Assistant Director Regulatory. The Board is Chaired by the Portfolio Holder for Community Safety, Leisure and Culture, and Carbon Reduction at East Lindsey District Council and meets every two months.

2.14 In addition, monthly progress reports have to be submitted to DESNZ for Warm Homes – Local Grant alongside monthly progress meetings with our Single Point of Contact.

2.15 The Home Energy Advice Service will report quarterly via PECT to the funders on progress.

SCHEME CRITERIA: WARM HOMES – LOCAL GRANT

Eligibility

2.13. The criteria for the scheme is set by DESNZ and is broadly similar to previous funding rounds with a few minor changes. The key details are:

2.14. Properties can be on or off mains gas – this is hugely positive as HUG2 was restricted to those without a mains gas connection

2.15. Properties must have an Energy Performance Certificate (EPC) rating of D, E, F or G

2.16. The household income threshold must not exceed more than £36,000 per year with some limited discretionary flexibility permitted under the new scheme in certain circumstances

2.17. Properties that have received funding under a previous scheme are eligible for further support however the property must either reach EPC band C or receive a low carbon heating technology measure

2.18. Private rented sector landlords may receive one home fully funded per landlord under Warm Homes: Local Grant. A 50% cost contribution will be required from the private landlord for any additional homes upgraded after the first

2.19. The cap on the number of Park Homes that could be treated has been lifted although spend caps remain

2.20. For the first time, DESNZ has asked that local authorities take savings into account when considering eligibility for the scheme. This will be set at a threshold of less than £16,000 (aligning with means tested benefits) to be eligible given that demand for the scheme is likely to far outweigh available funding.

Funding

2.21. Local authorities will not receive 100% of the grant payment at the start of the delivery window. Instead batch applications must be submitted throughout the programme for release of funds.

2.22. Cost caps will still exist for certain measures which may continue to make it difficult to treat some of our more rural, solid-walled properties – more detail is still awaited on this element of the programme.

2.23. The overall spend cap on properties is £15,000 per home for energy efficiency upgrades and £15,000 per home for low carbon heating – a total of £30,000 per property. Spend caps can be averaged across the project.

2.24. The spend cap on Park Homes remains at £15,000.

Assessments and eligibility checks

- 2.25. The Sustainable Housing Officers will be responsible for ensuring checks on individual applications are completed as required. It is intended to move income checks back in house rather than asking contracted surveyors to undertake these. This will mean that every single customer receives an in-person visit from a member of the team at some point during the process, helping to ensure that any additional support needs may be picked up during the visit. All documentation relating to the scheme will be handled using a Case Management System.
- 2.26. Where possible, retrofit assessments will be undertaken by members of the team adding a further degree of independency of assessment from the contractors. This also enables the Councils to charge back to the project these assessment costs, bringing in an additional income stream.

Procurement

- 2.27. The longer delivery window ensures that we can take an open tender route to procuring contractors for this programme rather than being restricted to using Framework routes as for previous schemes.
- 2.28. Work on this process began in late 2024 once the Expression of Interest had been issued for the scheme to ensure delivery was not unduly delayed by awaiting the grant funding announcement.
- 2.29. An early market engagement exercise was undertaken in January 2025 and the full invitation to tender has now closed and applications being reviewed. The Procurement Team is supporting with the contracting of delivering of the new scheme.
- 2.30. The tender sets out a number of expectations in relation to the Social Value afforded by the scheme and the final contract will include KPIs around local contractors, training and apprenticeships to ensure the retrofit skills opportunities presented by the funding for the local area are realised

SCHEME CRITERIA AND DELIVERY: HOME ENERGY ADVICE SERVICE

- 2.31. There are no set criteria for engagement with the Home Energy Advice Service and this is open to anyone to obtain advice and information on how to improve the energy efficiency of their home and reduce utility costs.
- 2.32. Proactive engagement is however targeted to those living on low-incomes and in properties with an Energy Performance Certificate of E, F or G.
- 2.33. The Team will continue to maintain access to some small discretionary funding to support residents in desperate need through the provision of heaters, fuel vouchers and warm packs. They are also able to provide free-of-charge basic home energy saving boxes which include LED bulbs, radiator foils and draught proofing materials.
- 2.34. The funding also provides for a training budget which will assist with helping local volunteers to act as community energy champions within their towns and villages. This will link directly into the Home Energy Advice Service whilst providing information on basic energy efficiency advice and signposting aimed at those in particular who may be digitally or socially excluded from accessing this elsewhere.

2.35. Table 1 outlines the funding breakdown with the grant allocation all supporting revenue spend associated with operation of the service for the two-year programme. This includes staffing costs, running costs and maintenance of the Energy Van, marketing materials and expenses:

Table 2:

	Revenue
2025/26	179,874.50
2026/27	182,845.65

3. Conclusion

- 3.1 The Warm Homes – Local Grant programme marks a significant investment in domestic retrofit across the areas of East Lindsey, Boston and South Holland. It will not only help to reduce carbon emissions significantly through improved energy efficiency of properties but will also help to reduce energy costs for residents and support people to live more comfortably in their homes, assisting with tackling fuel poverty and addressing issues of social and digital exclusion and isolation.
- 3.2 The programme must be completed by the deadline of 31 March 2028 and is the first time there has been a lengthy delivery window which will assist in both improved tendering processes as well as longer term opportunities to improve and build the local retrofit skills and supply chain within the sub-region.
- 3.3 The extension and roll out of the Home Energy Advice Service will provide further support to residents across the sub-region regardless of their circumstances, to ensure that impartial advice and signposting can be accessed.

Implications

South and East Lincolnshire Councils Partnership

Warm Homes – Local Grant is a high-profile scheme that comes with a large associated budget and publicity on a national stage. There are significant reputational implications of any failure to deliver. We do however have a proven track record of delivery and can demonstrate competency in successfully executing the requirements of these schemes to ensure outcomes are achieved and potential for additional funding awards is maximised.

Corporate Priorities

The Warm Homes – Local Grant programme and Home Energy Advice Service will contribute towards the ambitions around the Environment and Healthy Lives as outlined in the Sub-regional Strategy.

Staffing

The external funding provided by this grant provides a budget for the administration of the team which will cover the resources required in full over the lifetime of the scheme.

Workforce Capacity Implications

None. As outlined the external funding will cover the costs of any workforce requirements.

Constitutional and Legal Implications

The conditions and eligibility criteria of the Warm Homes – Local Grant programme will be published online and clearly communicated to all enquirers. Once approved, funding for measures will be subject to a signed offer letter setting out the financial and procedural obligations.

No funding is exchanged between the Council and the applicants. Instead, ELDC will procure contractors who will invoice the ELDC directly. Payment will be made following a satisfactory inspection of the completed works and confirmation that all necessary industry certifications and guarantees have been filed as appropriate. Monthly valuation reports from the contractors will be independently cross-checked against the agreed Schedule of Rates prior to payment certificates being issued. Procurement will be undertaken through an Open Tender process.

Data Protection

Data Sharing Agreements will be established between the Council and DESNZ, the Contractors, PECT and any other relevant parties with support from the Data Protection Officer to prepare and assess. Sharing of personal data will be done using a secure data sharing platform. A Data Protection Impact Assessment has been undertaken.

Financial

Funding for the Warm Homes – Local Grant programme and Home Energy Advice Service is from external sources and as such does not require any financial contribution from the Council.

Risk Management

Risk implications from this report are relatively low. The main risks are reputational rather than financial should delivery of the scheme fail.

A Risk Register and Fraud Risk Assessment for the programme are being developed and will be reviewed regularly with any concerns addressed and/or escalated as appropriate.

Stakeholder / Consultation / Timescales

Approval for the operational arrangements was received by ELDC's Executive Board on 7 May 2025. Consultation has taken place during the production of this report with relevant portfolio holders at each council together with the portfolio holder for finance at ELDC.

Reputation

There is a potential reputational risk should the Council fail to deliver the Warm Homes – Local Grant programme by the March 2028 deadline to the scale and quality it demands.

There is also a reputational risk should the Home Energy Advice Service fail to meet KPI targets as part of the grant agreement between PECT and the Energy Industry Voluntary Redress Scheme for which we are delivering.

Mitigation of these risks will be managed through the Programme Monitoring Board.

Contracts

ELDC will need to enter into a contract with approved suppliers to deliver the works. Procurement is currently underway.

A Partnership Agreement will be signed between PECT and ELDC for delivery of the Home Energy Advice Service.

Crime and Disorder

None.

Equality and Diversity / Human Rights / Safeguarding

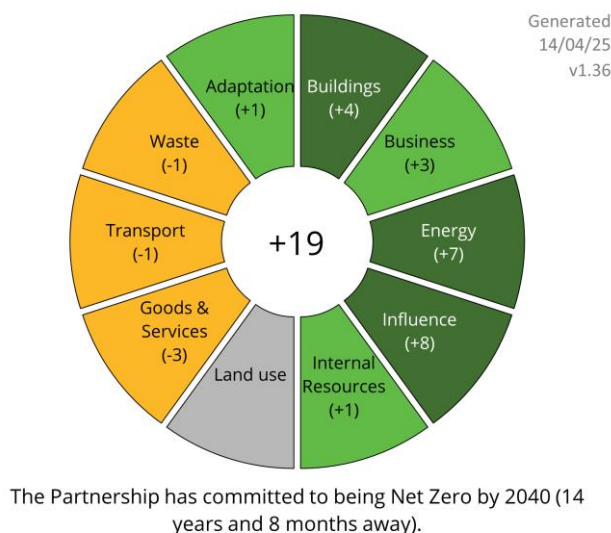
This programme will help to tackle the inequalities associated with fuel poverty through helping the most vulnerable in our communities to make improvements to properties that would not be possible without significant financial support.

The Home Energy Advice and Retrofit Team will also consider any wider support and safeguarding concerns that may arise from communication with owner occupiers, tenants and landlords and will refer through to relevant partner agencies where appropriate.

Health and Wellbeing

The improved insulation of properties has the potential to reduce health inequalities as a result of people living in cold, damp and hard to heat properties.

Climate Change and Environment Impact Assessment



The overarching impact of this programme will be positive from a Climate Change and Environment perspective. The negative aspects surround the need to travel to site extensively across the sub-region, the use of new materials such as insulation and renewable technologies and the availability of local contractors.

All these aspects are being addressed through the procurement process and through contract KPIs as far as possible but it will be almost impossible to reduce the impact to zero at this time. The Home Energy Advice Service operates an electric-van which will minimise fossil-fuelled vehicle movements across the sub-region.

Acronyms

DESNZ – Department for Energy Security and Net Zero
EPC – Energy Performance Certificate
HUG2 – Home Upgrade Grant 2
HEART – Home Energy Advice and Retrofit Team
PECT – formally Peterborough Environment City Trust – now known simply as PECT
MNZH - Midlands Net Zero Hub

Appendices

None.

Background Papers

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

Chronological History of this Report

None

Report Approval

Report author:	Sarah Baker, Group Manager – Climate Change and Environment sarah.baker@e-lindsey.gov.uk
Signed off by:	Christian Allen, Assistant Director – Regulatory christian.allen@boston.gov.uk
Approved for publication:	Councillor Claire Rylott, Portfolio Holder for Green Spaces and Travel Claire.Rylott@boston.gov.uk



Report To:	Cabinet
Date:	31 st July 2025
Subject:	Update on Plan for Neighbourhoods
Purpose:	To provide an update on work done so far and approve the use of allocated capacity funding provided by MHCLG to develop a new Regeneration Plan and Investment Plan for Boston for submission as per Government guidance.
Key Decision:	Yes
Portfolio Holder:	Councillor Mike Gilbert, Deputy Leader of the Council
Report Of:	Pranali Parikh, Director of Economic Development
Report Author:	Jon Burgess, Programme Manager (Economic Development)
Ward(s) Affected:	All Boston Town Centre Wards
Exempt Report:	No

Summary

This report provides an update on the Plan for Neighbourhoods (formerly known as Long Term Plan for Towns) for Boston. The recommendations seek Cabinet approval for the Council to accept and release all capacity funding provided by MHCLG, for the purposes of developing the Plan for Neighbourhoods submission requirements. It also seeks approval to delegate authority to the Director of Economic Development to expend all capacity funding expenditure in accordance with the Council's relevant procurement, financial and contract procedure rules. The use of the available capacity funding will also be determined in consultation with the Town Board (Neighbourhood Board) for Boston and in line with any subsequent policy guidance issued by MHCLG. An update report will be presented back to Members by the 28th of November 2025 deadline for the Council to endorse the submission of the agreed Plan for Boston and to consider the delegation of further permissions to relevant officers to implement the delivery phase.

Recommendations

That the Cabinet agree:

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

Reasons for Recommendations

To enable officers to progress the development of the Plan for Neighbourhoods. submission for Boston to meet the time constraints of the programme.

Other Options Considered

- To not accept or allocate the grant funding for the intended purpose.
- To seek to identify and agree an alternative accountable body lead for the Plan for Neighbourhoods programme.

1. Background

- 1.1 Boston was originally selected by the previous government to be a recipient of funding through the 'Long-Term Plan for Towns' (LTPFT) programme, and the 'Town Board' was instructed to submit a Long-Term Plan by 1 August 2024 to the Government. As per the announcement Boston was to receive £2m every year for 10 years for investment into the town following the submission and approval of the 'Plan'. In line with Government guidance issued, the Boston Town Board approved the development of a draft investment plan at their Board meeting in July 2024. The plan had been informed via a bespoke programme of community consultation and engagement undertaken from May to July 2024. It was also closely aligned with the Council's broader work around the Town Centre Strategy for Boston.

- 1.2 The Minister for Local Growth, Alex Norris MP, took the decision to suspend the 1 August deadline for submitting Long Term Plans. The Budget Statement on 30th August 2024 confirmed that Long Term for Plans “will be retained and reformed into a new regeneration programme”. On the 31st of October the Council received a confirmation from the Government that the LTPFT will be retained and reformed, as per the announcement. At a meeting with MHCLG colleagues in November 2024 it was confirmed that the funding is not formally linked to devolution and it will be awarded to the Borough Council for the enhancement of the local area.
- 1.3 In March 2025, the Government published a new Plan for Neighbourhoods prospectus which delivered on the announcement within the Autumn Budget Statement that the previous administration’s Long-Term Plan for Towns funding would be retained and reformed into a new regeneration programme. The new prospectus has amended the focus of the previous programme to prioritise three key themes of:
- Thriving Places, Revitalizing areas with better amenities & high-quality infrastructure
 - Stronger Communities: Rebuilding relationships and fostering a sense of belonging
 - Taking Back Control: Empowering local people to shape their community’s future
- 1.4 All Town Boards were asked to confirm their proposed chair, membership and boundary by 22 April 2025. Further detailed guidance is now published on the 9th June 2025. By 28th November 2025, the Council is required to have submitted and agreed a 10-year vision and initial 4-year investment plan for Boston setting out how this will deliver in the interests of local people to improve the physical and social infrastructure of their community. Further technical guidance is expected on the submission requirements, funding and spending rules and any additional support to be provided by MHCLG in the development and delivery of the final plans.
- 1.5 The total funding allocation remains as up to £20million of new investment over a ten year delivery period, in line with the revised programme funding schedule at Appendix 1. The proposed split of the delivery grant funding is to be allocated on a 75% capital and 25% revenue basis. A separate capacity funding revenue pot has also been made available as a non-ringfenced grant to enable local areas to embed the necessary governance structures and build local capability to be ready to hit the ground running from April 2026. It is this element of the funding that this report refers to.
- 1.6 All funding is to be managed through Boston Borough Council as the accountable body. A local Town Board will work in partnership with the Council co-producing the Regeneration Plan working with the local community (to engage on the place’s priorities and hold the Town Board and Council to account).
- 1.7 The effectiveness of this partnership is set out by MHCLG as being integral to the successful delivery of the plan, channelling funds to address the right local issues at the right time. Ensuring the community is heard is considered vital for decision-making and giving the confidence that funding is spent effectively, efficiently, and compliantly. The updated guidance reiterates the importance of local regeneration plans being based on local decision-making and being informed by meaningful, inclusive engagement with all community members which builds on existing community structures and ensures that diverse voices are heard.

- 1.8 It is intended that the submission of the final Regeneration Plan for Boston will be brought to a future meeting of the Cabinet before the 28th November to authorise and approve the submission into MHCLG that will release the delivery funding from April 2026.

2. The role of the Council and the Town Board

- 2.1. The membership and priorities of the Boston Town Board were reviewed at a workshop in March 2025 to ensure the Board is suited and fit for purpose for preparation of the Plan. The Board will be responsible for providing input, steer and oversight of the preparation and delivery of the Plan. The current Town Board membership is set out at Appendix 3 and will be subject to ongoing review.
- 2.2. The Council will be the accountable body and will have responsibility for overall delivery, engagement with the Board, ensuring that public funds are distributed fairly and effectively, and that funds have been managed in line with the Nolan Principles and Managing Public Money principles. The Council will also be responsible for compliance with legal responsibilities in relation to subsidy control, state aid and procurement.
- 2.3. Councils are required to consult with the Town Board on their preference for using the capacity funding available, which could include.
- establishing and running the Town Board, including any process to establish the board as a charity, community interest company, or other bottom-up organisational model, to sustain long-term investment
 - performing community engagement, which could include passporting money directly to voluntary and community sector groups to assist with engagement
 - developing Regeneration Plans
 - securing advice and expertise for Town Boards for the technical elements of plan development and delivery
 - ensuring capital and infrastructure interventions can hit the ground running, for example, by kickstarting the planning application process, securing architectural plans and obtaining legal advice, or any other activity that councils and boards consider will progress their plans
- 2.4. The Council in consultation with the Town Board is required to ensure that:
- the appropriate capacity and capability are in place throughout the programme period to ensure that funds are distributed effectively in the local area
 - residents, businesses, and grassroots organisations are actively involved in programme design and decision-making to ensure delivery reflects the priorities of local people and helps build capacity within the community
 - monitoring and evaluation are undertaken according to the Monitoring and Evaluation Strategy (yet to be published).

- 2.5. The Council may choose to use programme funding to hire additional programme management and/or community relationship expertise to undertake the requirements of the Plan for Neighbourhoods plan, such as relevant administration or gathering necessary community insight. In doing so, MHCLG encourage consideration of appropriate local voluntary and charity organisations to provide opportunities to maximise existing networks, facilitated through the Town Board.

3. Financial Implications

- 3.1. The Council has to date received £450,000 in capacity funding as a non-ringfenced grant to support the development of a new regeneration vision and investment plan for Boston. In line with the published prospectus, a further allocation of £150,000 of capacity funding is then also anticipated in Year One of the delivery programme (FY26/27). This will create a total budget available of £600,000.

INCOME	
£50,000	Received 23/24
£200,000	Received 24/25
£200,000	FY 25/26 payment – confirmed 29/05/25
£450,000	Allocation received to date

- 3.2. To date, c£28,000 has been spent to undertake community consultation in 2024 and to progress the development of the previous Long Term Plan submission for Boston.

- 3.3. The following table outlines the proposed allocation of capacity funding.

BUDGET ALLOCATION	DESCRIPTION OF ACTIVITIES
£28,000	Spend to date in delivering the previous Long Term Plan for Towns submission
£170,000	To deliver all engagement, consultation, events, capacity building, project development and other related activities that comply with Government guidance for the Plan for Neighbourhoods, under the following Neighbourhood Board themes: <ul style="list-style-type: none"> • Housing • Visitor Economy • Arts, Culture & Heritage • Physical, Social and Community Infrastructure • Health and Wellbeing • Sports and Leisure • Employment and Skills • Work and Productivity • Safety and Security • Town Centre
£100,000	Develop the Regeneration Plan and Investment Plan for Boston to be ready for delivery. Examples of the evidence base may include: <ul style="list-style-type: none"> • Retail, Hospitality and Leisure studies • Capacity, demand and need analysis for a range of eligible sectors, investments and interventions • Skills studies

£100,000	The appointment of Community Rangers by Boston Borough Council to engage with town centre users and businesses and provide local community assurances around safety and security.
£398,000	CURRENT COMMITMENTS
£52,000	UNCOMMITTED BALANCE - Potential for quick wins and engagement activities as per the steer from the Board.
£450,000	Total

- 3.4. The above allocation is subject to procurement and confirmation of the proposed contracting arrangements. The available capacity funding will be allocated to the ongoing development and delivery of the Regeneration Plan and Investment Plan priorities. This includes scope to undertake more detailed feasibility, design and business planning work as well as additional events and engagement activities on the agreed themes, projects and investment opportunities for Boston. This is likely to include a combination of direct Council delivery and further commissioning or passporting of funds to other providers and local organisations to undertake agreed activities that will support the development of the Plan. In line with the published prospectus, a further allocation of £150,000 of capacity funding is then also anticipated in Year One of the delivery programme (FY26/27).

4. Indicative Timeline

- 4.1 The Government has set a deadline of 28th November 2025 for the submission of the updated Regeneration and Investment Plan for all towns. The first tranche of delivery funding is to be released from 1st April 2026. The Town Board and Council will agree a final draft plan for submission before the 28th of November 2025. Indicated timescales, to be further revised by the Town Board are set out below:

	M	J	J	A	S	O	N
Town Board structures established and operational							
Community data analysis							
Community Engagement							
First Draft Regeneration Plan							
Refinement and project cost analysis							
Final Draft Plan agreed by Council and Town Board							
Submission							

- 4.2 The Plan for Neighbourhoods prospectus provides a long list of pre-approved interventions for delivery. Where the final Regeneration Plan for Boston includes any projects linked to these 'on-menu' interventions they will not be subject to any further assessment or approval from Government. They may however still require the use of local capacity funding to progress the necessary design and feasibility to ensure effective delivery.

5. Conclusion

- 5.1 The Plan for Neighbourhoods programme provides an opportunity for the Council, in consultation with the Town Board, to secure additional new investment of up to £20million for Boston over a ten year period. Whilst the delivery phase of the

programme is not scheduled to commence until the next financial year (from April 2026), the local authority is currently tasked with producing a Regeneration Plan for Boston supported by the refreshed Town Board. This submission will constitute a new 10-year vision and 4-year investment plan and must be seen to deliver on the interests of local people to improve the physical and social infrastructure of their community.

- 5.2 The development of the Regeneration Plan is supported by the provision of a dedicated revenue capacity funding pot, which forms part of the overall grant award for Boston. The council, supported by the Town Board, is required to agree and allocate the use of the capacity funding towards ensuring that the necessary delivery and governance structures are in place and that sufficient consultation and feasibility work has been undertaken to deliver the programme successfully.
- 5.3 This report seeks to ensure that there is authority in place delegated to the Director of Economic Development to consider the Town Board's preferences for the use of the capacity funding and to proceed with the subsequent approval, procurement and contracting of expenditure on behalf of the council. It also seeks approval to amend the Economic Development base budget to accept and release all of the capacity funding received from MHCLG to date and in future years. All capacity funding expenditure will be managed in accordance with the relevant contract and financial procedures of the accountable body and in line with all current and subsequent policy guidance from MHCLG.
- 5.4 A further report is anticipated once a draft plan is ready to be considered by Cabinet to agree as the final submission for Boston to release the delivery funding from MHCLG.

Implications

South and East Lincolnshire Councils Partnership

The Plan for Neighbourhoods supports several direct Council ambitions and priorities around delivering improved lives for our local communities by increasing opportunities to bring people together and improving facilities to ties through improved social cohesion and economic growth. Whilst the funding is limited to the agreed intervention boundary for Boston (Appendix 2), Skegness and Spalding are also approved towns for the same funding. Wherever possible the Council will seek to achieve value for money by aligning resources to address any common or consistent themes across the three towns which the respective community consultation identifies.

Corporate Priorities

The Plan for Neighbourhoods programme provides the opportunity for services to deliver additional benefit in the approved towns under the agreed themes and proposed interventions. Service Managers will be consulted as part of the development phase.

Staffing

Additional project management resource is secured to support the team in delivering this significantly increased level of work.

Workforce Capacity Implications

Capacity implications of any actions included in the regeneration plan will need to be considered and monitored on ongoing basis.

Constitutional and Legal Implications

The Council will act as the accountable body for the funds with responsibility for ensuring that public funds are distributed fairly and effectively, and that funds have been managed in line with the Nolan Principles and Managing Public Money principles. The Council will also be responsible for compliance with legal responsibilities in relation to subsidy control, state aid and procurement.

As an accountable body, the Council must comply with the Subsidy Control Act 2022 when administering public money under the programme. Accountable bodies should familiarise themselves with the Subsidy Control Act, and the statutory guidance which is updated periodically.

The Council may need to recover funding from project deliverers where subsidy control or state aid law has not been complied with.

The Council will be responsible for ensuring that all funding is managed in accordance with relevant public contract regulations.

Data Protection

Any exchange of data and information with Town Board and other partners will be subject to data protection regulations.

Financial

As set out under financial implications in the main body of the report

Risk Management

The key risks to be managed in the process of the submission of the Regeneration Plan are:

1. Capacity - to prepare the Regeneration Plan in compliance with the guidance and in timescales prescribed by the Government.
2. Inclusive engagement - Boston communities from all quarters have an opportunity to influence the Regeneration Plan.
3. Partnership - relationship between the Council, the Town Board and partners is constructive and collaborative to maximise the benefits of the community.
4. Deliverability - the Regeneration Plan is aspirational and deliverable to ensure the desired outcomes are achieved.
5. Accountability – the Council as accountable body is responsible for compliance to a range of issues as identified in the legal implications above.

Stakeholder / Consultation / Timescales

The Town Board membership was reviewed in March 2025 in alignment with the priority themes of the Plan for neighbourhood. The Leader of the Council sits on the Town Board for Boston. Engagement with stakeholders and communities is part of the programme of activities that the Town Board is leading in preparation of the Plan.

Reputation

None arising from this report

Contracts

All contracts for the use of capacity fund will be in accordance with the Council's financial procedural rules and the contract procedure rules.

Crime and Disorder

Safety and security is one of the key themes as part of the Plan.

Equality and Diversity / Human Rights / Safeguarding

Equality, inclusivity and accessibility are key principles for the preparation of the Plan.

Health and Wellbeing

Health and Wellbeing is one of the key priority themes for the Plan.

Climate Change and Environment Impact Assessment

None arising from this report

Acronyms

MHCLG – Ministry of Housing, Communities and Local Government
FY – Financial Year

Appendices

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

Appendix 1 Funding Profile
Appendix 2 Boston Intervention Area
Appendix 3 Current Town Board membership

Background Papers

Links to the guidance published to date on the new prospectus are provided below:

- [Plan for Neighbourhoods: prospectus - GOV.UK](#)
- [Plan for Neighbourhoods: pre-approved interventions - GOV.UK](#)
- [Plan for Neighbourhoods: list of powers - GOV.UK](#)
- [Plan for Neighbourhoods: governance and boundary guidance - GOV.UK](#)
- [Plan for Neighbourhoods: Regeneration Plan guidance - GOV.UK](#)

Chronological History of this Report

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

Report Approval

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Signed off by:	Pranali Parikh, Director of Economic Development pranali.parikh@boston.gov.uk
Approved for publication:	Councillor Mike Gilbert, Deputy Leader of the Council Mike.gilbert@boston.gov.uk

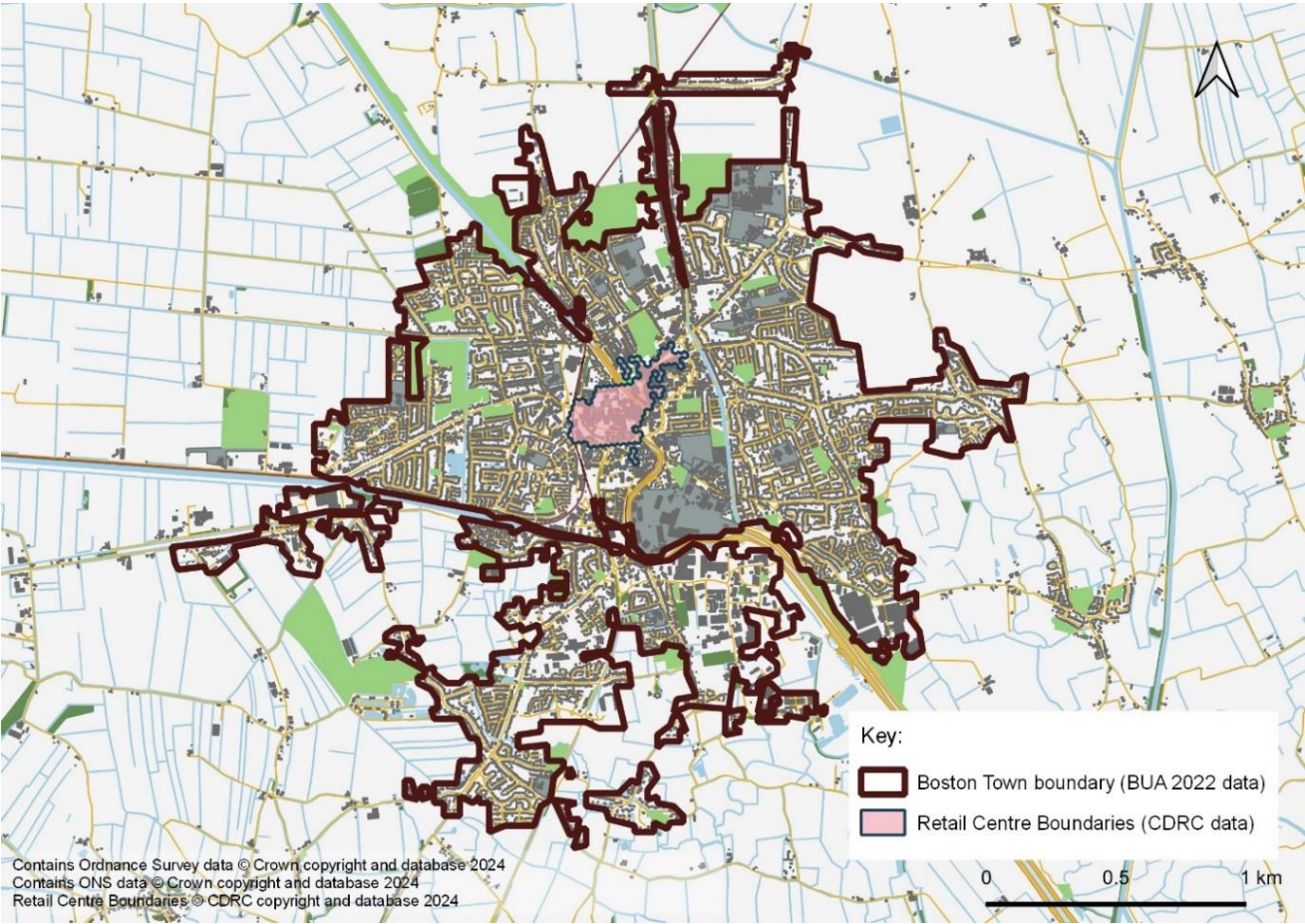
Appendix 1: Plan for Neighbourhoods Funding Profile (as per Government prospectus)

Grant type	Previous Years	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	Total
Revenue funding (capacity)	250	200	150	0	0	0	0	0	0	0	0	0	600
Revenue funding (grants)	0	0	232	256	432	432	432	432	437	450	450	450	3,999
Total revenue funding	250	200	382	256	432	432	432	432	437	450	450	450	4,599
Capital funding (grants)	0	0	360	1,736	1,605	1,605	1,605	1,605	1,605	1,605	1,605	1,605	14,936
Total	250	200	742	1,992	2,037	2,037	2,037	2,037	2,042	2,055	2,055	2,055	19,535

For noting: there are some minor anomalies in the funding totals published by Government due to rounding errors.

Bold: funding received
Green: the Plan for Neighbourhoods submission for Boston must include an investment plan for the first four years of delivery

Appendix 2: Boston Intervention Area



Appendix 3: Current Town Board Membership (revised March 2025)

Mandatory Roles (as per MHCLG guidance)		
Independent Chair	Jo Brigham	
Leader of Boston Borough Council	Cllr Anne Dorrian	
MP	Richard Tice MP	
Police & Crime Commissioner	Mark Jones	
Proposed Theme Leads (in line with Plan for Neighbourhoods prospectus)		
Safety & Security	Inspector Ian Cotton	Lincolnshire Police
Housing	Neil Kempster	Chestnut Homes
Arts, Culture and Heritage	Tracy Stringfellow	Heritage Trust Lincolnshire
Visitor Economy	To be confirmed	
Education and Skills	Claire Foster	Boston College
Health and Wellbeing	Jacqui Bunce	NHS
Sport and leisure	Emma Tatlow	Active Lincolnshire
Community (interest groups)	Alison Fairman Jurate Matulioniene	Eastern European Group
Community (cohesion)	Abdul Hamid Qureshi	UKIM Boston Mosque
Community (young people)	New Youth Group being set up via community leaders	
Community (voluntary and charity)	Richard Tory David Fannin	Boston Big Local CVS
Physical Infrastructure	Cllr Barry Daish Sandra Dowson	Lincolnshire County Council One Public Estate
Work and Productivity	Simon Beardsley Andy Lawrence	Lincolnshire Chamber of Commerce Port of Boston
Town Centre	To be confirmed	Town Centre Forum

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Report To:	Cabinet
Date:	31 st July 2025
Subject:	Local Government Re-organisation – support for ‘A Greater Lincolnshire for All’
Purpose:	To confirm support for ‘A Greater Lincolnshire for All’ Local Government Re-organisation proposal.
Key Decision:	No
Portfolio Holder:	Dale Broughton, Leader of the Council
Report Of:	James Gilbert, Assistant Director - Corporate
Report Author:	James Gilbert, Assistant Director - Corporate
Ward(s) Affected:	All
Exempt Report:	No

Summary

Greater Lincolnshire is one of several areas in England that was invited by the Minister for Local Government to submit a proposal for Local Government Re-organisation.

Our Partners, East Lindsey District Council and South Holland District Council, submitted a joint interim proposal (Appendix A) to Government on 21 March, 2025. At that time Boston Borough Council took the decision not to submit an interim proposal but instead to secure an understanding of all interim proposals being put forward before looking at how best to progress.

On 10th July, East Lindsey and South Holland Councils announced they were commencing the development of their final proposal to Government - ‘A Greater Lincolnshire For All’ (www.greaterlincolnshireforall.org).

The final proposal by our partners is for 2 Unitary Councils in Greater Lincolnshire, as set out below:

1. Northern Unitary - City of Lincoln, West Lindsey, North Lincolnshire and North East Lincolnshire.

2. Southern Unitary – Boston Borough, East Lindsey, South Holland, South Kesteven and North Kesteven.

The Leaders of East Lindsey and South Holland Councils have invited Boston Borough Council to become a partner in the development of their proposal and to have the opportunity to shape and develop that proposal with their Councils over the coming months.

This report recommends this Council becomes a formal partner in the development of 'A Greater Lincolnshire for All'.

To support the proposal, an allocation of up to £42,000 would be made available from the Funding Volatility reserve.

The proposal must be submitted by 28 November, 2025. Greater Lincolnshire is earmarked by Government to go live with its new arrangements in April 2028.

Recommendations

1. That Cabinet agrees to become a partner in the 'A Greater Lincolnshire For All' proposal for Local Government reorganisation; and
2. That Cabinet makes available a sum of up to £42,000 to support the development of the proposal.

Reasons for Recommendations

- To enable the Council to influence Local Government Re-organisation in Great Lincolnshire by being actively engaged in the development of a proposal in such a way that the opportunities for the community in Boston can be maximised.
- To ensure that a sum of money is available to contribute to the proposal's development, such as communications and engagement and expert advice and support.

Other Options Considered

- Not to support a proposal – this is possible but given the significance of Local Government Re-organisation in Greater Lincolnshire it would be a missed opportunity for this Council if it did not seek to influence the outcome.
- To develop its own proposal – given the Council didn't submit an interim proposal, this wouldn't be advised. However, this is possible but would require a much higher budget allocation. Timescales are also very tight given the 28th November deadline for submission to Government for proposals.
- To support another proposal – this was discounted in recognition that this Council has a long and established Partnership with East Lindsey and South Holland Councils.

1. Background

- 1.1. On 5 February, 2025, Minister McMahon wrote to all Council Leaders in Greater Lincolnshire. This letter, which was shared with all Councillors, confirmed the Government's ambition to create "simpler, more sustainable local government structures" and formally invited the Leaders in Greater Lincolnshire to collaborate on developing a proposal for Local Government Re-organisation based on the following criteria:
- A proposal should seek to achieve for the whole of the area concerned the establishment of a single tier of Local Government.
 - Unitary Local Government must be the right size to achieve efficiencies, improve capacity and withstand financial shocks.
 - Unitary structures must prioritise the delivery of high quality and sustainable public services to citizens.
 - Proposals should show how councils in the area have sought to work together in coming to a view that meets local needs and is informed by local views.
 - New unitary structures must support devolution arrangements.
 - New unitary structures should enable stronger community engagement and deliver genuine opportunity for neighbourhood empowerment.
- 1.2. The letter, with detailed criteria, is included at Appendix B.
- 1.3. Following the submission of interim proposals to Government in March, 2025, the feedback at Appendix C was provided back to Greater Lincolnshire in June by the Ministry of Housing, Communities and Local Government.
- 1.4. It should be noted that the Minister has made it clear that the Government expects areas to collaborate and jointly develop a single proposal for unitary Local Government, where possible. The method of collaboration is left to the discretion of the local area. Joint efforts are expected to address local identity and concerns.
- 1.5. Since the start of 2025, Councils in Greater Lincolnshire have been working closely together to share data and information to support each other in developing their proposals.
- 1.6. At present, based on recent conversations, it is believed there will be four final proposals submitted for Local Government Reorganisation from Councils in Greater Lincolnshire, as set out below. Councils are at present working on the detail of the proposals.

Councils developing proposal	Proposed geography
East Lindsey and South Holland	2 Unitary Councils: <ul style="list-style-type: none">• Southern Unitary – Boston Borough, East Lindsey, South Holland, South Kesteven and North Kesteven.

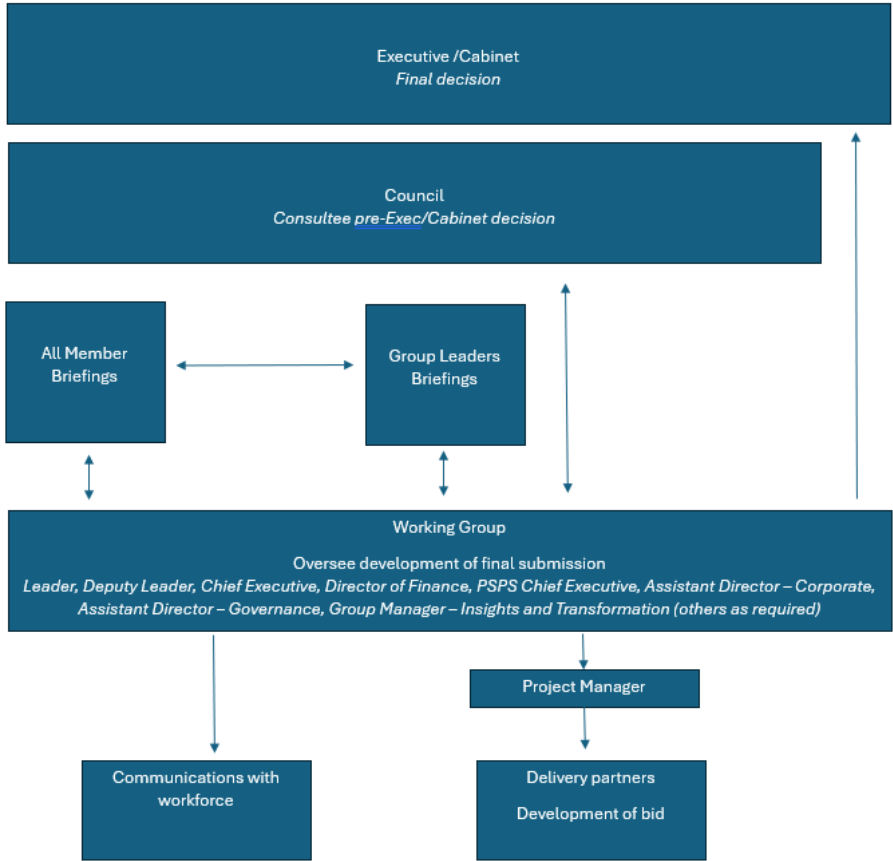
<i>'A Greater Lincolnshire for All'</i>	<ul style="list-style-type: none"> Northern Unitary - City of Lincoln, West Lindsey, North Lincolnshire and North East Lincolnshire.
Lincolnshire County Council	2 Unitary Councils: <ul style="list-style-type: none"> One for the footprint of the existing County Council area. One combining the existing two Northern Unitary Councils.
City of Lincoln Council	3 Unitary Councils: <ul style="list-style-type: none"> Expanded City of Lincoln. The other two with geographies to be determined.
North Kesteven / South Kesteven (we believe this could be a joint proposal to Government)	3 Unitary Councils. <ul style="list-style-type: none"> North Kesteven, South Kesteven, South Holland and Rutland. West Lindsey, East Lindsey, Lincoln and Boston. North and North East Lincolnshire.

- 1.7. Given recent positive discussions with the Leaders at East Lindsey and South Holland District Councils and the invitation that those Councils have extended to Boston Borough Council to be an equal partner in their emerging proposal to Government, this report proposes the Borough Council formally works with East Lindsey and South Holland District Councils to support the development of 'A Greater Lincolnshire For All'.
- 1.8. It was clearly evidenced in the Partnership's Business Case in 2021 that it made sense for the areas of Boston, East Lindsey and South Holland to work together due to the many common challenges the areas faced. A key aspiration in that Business Case was also that the three Councils would work together for Local Government Reorganisation.
- 1.9. East Lindsey and South Holland Councils have already commissioned external expert support to develop their final proposal and are entering a period of community and stakeholder engagement.
- 1.10. Final proposals must be submitted to Government by 28 November 2025. From a Governance viewpoint, once a final proposal is developed, it will be for Cabinet to approve that submission to Government.
- 1.11. Recognising those Councils have already committed financially to the development of the final proposal, it is suggested this Council contributes up to £42,000 to support any additional work that might emerge as a result of the Council joining their proposal. This would be funded from the Funding Volatility reserve.

2. Governance

- 2.1. East Lindsey and South Holland Councils have established a clear governance structure (as set out in the diagram below) to oversee the proposal's development.
- 2.2. Should Cabinet choose to work with East Lindsey and South Holland Councils, this Council would be fully integrated into the governance arrangements, with regular Councillor engagement sessions, attendance at stakeholder engagement events,

and the Leader and Deputy Leader having a place on the Working Group alongside the Partnership’s shared officers.



3. Conclusion

3.1. That working with East Lindsey District Council and South Holland District Council to develop a robust final proposal to Government in respect of Local Government Re-organisation allows the Council the opportunity to positively influence the future of Local Government Re-organisation.

Implications

South and East Lincolnshire Councils Partnership

If the Council proceeds in becoming a partner in developing a final proposal on the geography within the interim plan, this builds on the existing South & East Lincolnshire Councils Partnership sub-regional model.

Corporate Priorities

The Council has a Partnership priority focused on being efficient and effective.

Staffing

Local Government Re-organisation will have an impact on the workforce as it progresses and the Council is committed to ensuring colleagues organisation-wide are kept fully informed, along with Trade Unions.

Workforce Capacity Implications

As this proposal is already being developed by East Lindsey and South Holland Councils, Boston Borough Council becoming a partner isn't expected to have any implications on the workforce.

Constitutional and Legal Implications

This decision is an Executive decision.

Data Protection

None

Financial

The proposal will enable Greater Lincolnshire Councils to deliver in a more financially efficient model.

Risk Management

The Government has stated its intention to reorganise all two-tier local authority areas within this Parliament. In preparing for this, Councils are expected to work together to develop the best local government structure for the area. The report seeks to ensure the Council is able, should it choose to do so, to work with partners to submit a high-quality proposal to Government on 28th November 2025.

Stakeholder / Consultation / Timescales

There will be a requirement for a detailed programme of engagement/consultation with the community and wider stakeholders to inform the final submission to Government. East Lindsey and South Holland Councils have already published a detailed engagement programme with the community and key stakeholders. If the Council joins the Working Group it will be able to support the development of the engagement programme.

Reputation

None

Contracts

There are contracts in place for external expertise to support the final proposal's development and these contracts are held by East Lindsey and South Holland Councils.

Crime and Disorder

None

Equality and Diversity / Human Rights / Safeguarding

None

Health and Wellbeing

None

Climate Change and Environmental Implications

None

Acronyms

None

Appendices

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

Appendix A	Local Government Re-organisation – Interim Plan
Appendix B	Local Government Re-organisation – letter from Minister for Local Government
Appendix C	Feedback to Greater Lincolnshire

Background Papers

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

Document title	Where the document can be viewed
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English Devolution White Paper	www.gov.uk
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Chronological History of this Report

None

Report Approval

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Proposal for a Single-Tier of Local Government in Lincolnshire

By: East Lindsey District Council & South Holland District Council

March 2025

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Lincolnshire: An Overview

Lincolnshire is the second largest county in the country by area - home to many rural towns and villages and the city of Lincoln. It boasts over 50 miles of coastline, stretching from the Humber in the north to the Wash in the south, along with vast expanses of beautiful countryside, including the Lincolnshire Wolds, an Area of Outstanding Natural Beauty.

It is geographically vast, but in many areas is sparsely populated. Despite being the second largest county by area, it is only the eighteenth most populated, home to around 1.1 million people.

Lincolnshire's most nationally significant industries are farming, fishing and tourism. Lincolnshire is responsible for growing 30% of England's vegetables and producing 18% of our poultry. Lincolnshire's totally agricultural output is over £2bn a year, representing around 12% of England's total food production.

It is currently served by 10 principal authorities. These are:

District and Borough Councils:

- West Lindsey District Council
- East Lindsey District Council
- North Kesteven District Council
- South Kesteven District Council
- South Holland District Council
- Boston Borough Council
- City of Lincoln Council

County Council:

- Lincolnshire County Council

Unitary Councils:

- North Lincolnshire Council
- North East Lincolnshire Council

Across Lincolnshire, councils have worked together positively for many years. This has included the development of the Lincolnshire 2050 Vision and negotiation with government on a Devolution Deal for Greater Lincolnshire.

Three councils, Boston, East Lindsey and South Holland, are currently working together in the largest cross-council partnership in the country – the award-winning South and East Lincolnshire Councils Partnership. This sub-regional partnership is delivering services more efficiently, increasing regional influence and delivering for its communities.

Summary of Proposal

In response to the government's invitation to submit proposals for a single tier of local government in Lincolnshire, this proposal is brought forward by East Lindsey District Council and South Holland District Council.

This proposal seeks two unitary authorities for the Greater Lincolnshire region. These would cover the following areas:

Northern Lincolnshire Unitary Council: Covering the areas of North Lincolnshire Unitary Council (170,000), North East Lincolnshire Unitary Council (160,000), West Lindsey District Council (97,000) and City of Lincoln Council (104,000).

Total population size = 531,000

Southern Lincolnshire Unitary Council: Covering the areas of North Kesteven District Council (120,000), South Kesteven District Council (144,000), Boston Borough Council (70,000), East Lindsey District Council (145,000) and South Holland District Council (95,000).

Total population size= 574,000

Those authorities submitting this proposal would also support splitting East Lindsey District Council according to the parliamentary boundary. This would place part of the area covered by East Lindsey District Council into the Northern unitary and part into the Southern authority. In this scenario, the population would be:

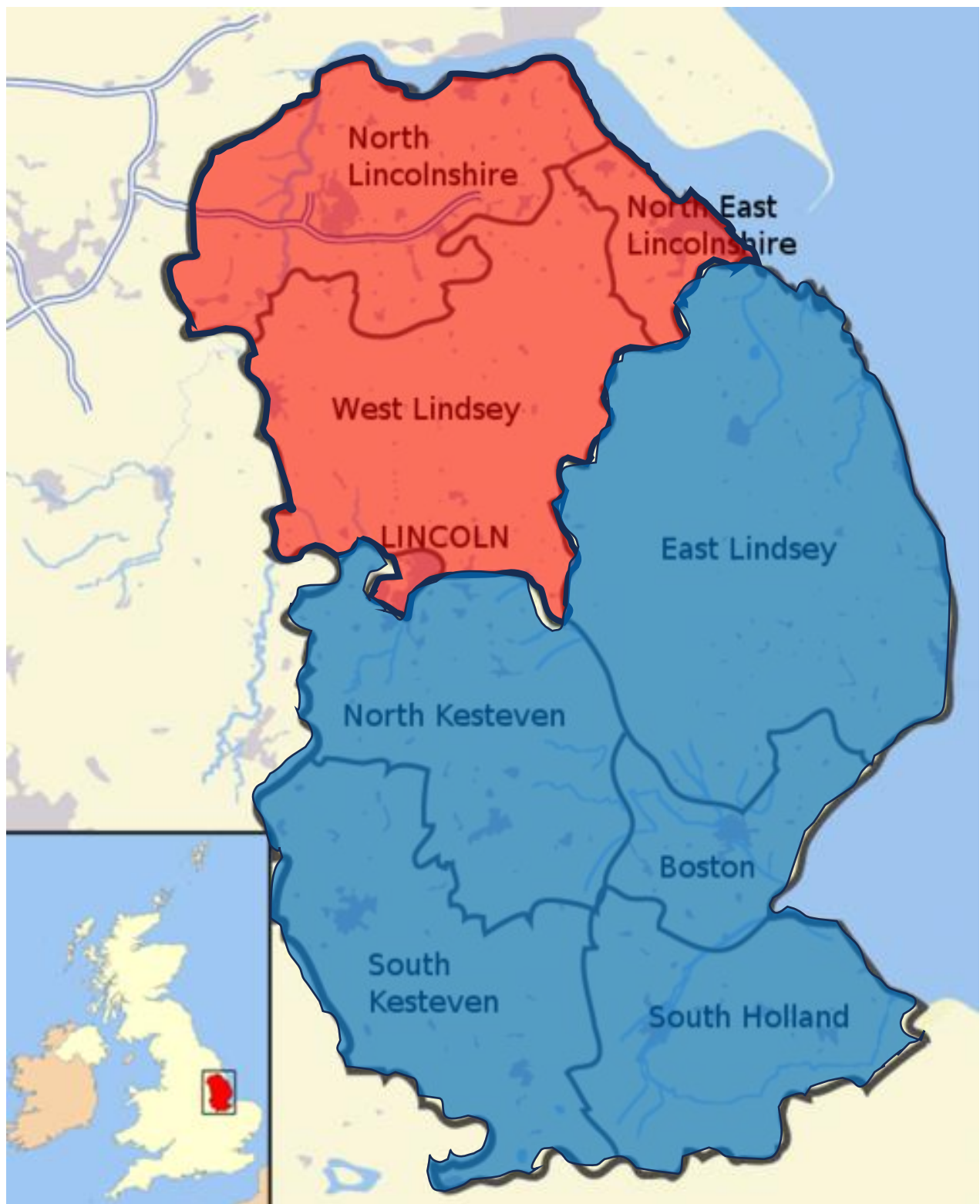
Northern Lincolnshire Unitary Council: Covering the areas of North Lincolnshire Unitary Council (170,000), North East Lincolnshire Unitary Council (160,000), West Lindsey District Council (97,000) and City of Lincoln Council (104,000) and part of East Lindsey District Council (Louth and Horncastle Constituency) (77,000)

Total population size= 608,000

Southern Lincolnshire Unitary Council: Covering the areas of North Kesteven District Council (120,000), South Kesteven District Council (144,000), Boston Borough Council (70,000), South Holland District Council (95,000) and part of East Lindsey District Council (covered by Boston and Skegness Constituency) (68,000)

Total population size: 497,000

This document will summarise how this proposal meets the government's six criteria as outlined in the letter dated 5th February 2025. Full details will be developed to further evidence and support this proposal in line with government timescales.



Criteria 1: A Single Tier of Local Government Across Lincolnshire

1.1 This proposal is for the whole of the Greater Lincolnshire region, and proposes two unitary authorities to replace the existing local authorities already in place.

1.2 The two authorities proposed are as follows:

Northern Lincolnshire Unitary Council: Covering the areas of North Lincolnshire Unitary Council (170,000), North East Lincolnshire Unitary Council (160,000), West Lindsey District Council (97,000) and City of Lincoln Council (104,000).

Total population size = 531,000

Southern Lincolnshire Unitary Council: Covering the areas of North Kesteven District Council (119,000), South Kesteven District Council (144,000), Boston Borough Council (70,000), East Lindsey District Council (145,000) and South Holland District Council (95,000).

Total population size= 574,000

1.3 The Northern unitary contains the three largest conurbations in the region including the only city, Lincoln, and brings together council areas that naturally look towards the north of the region towards the Humber.

1.4 The Southern unitary contains most of the region's coastline and brings together places towards the south that more naturally look towards Nottingham, Peterborough and Cambridge.

1.5 These two unitary authorities would achieve a single tier of local government across the whole area concerned. They are of a sensible physical and economic size to meet local need whilst being sustainable and meeting the needs of the population both now and as that population grows.

1.6 The Lincolnshire region is geographically vast, with many sparsely populated areas. This arrangement avoids one unitary council which is so large in physical size that it becomes difficult to deliver public services across that area.

1.7 In this scenario, it is anticipated that a Trust would be established to deliver Adults and Children's Social Care services on behalf of the whole of the Greater Lincolnshire area. Delivering social care services through a Trust model would create efficiencies and enable best practice learning to be shared across the whole region. Further detail is provided in section 3.

1.8 This two unitary model presents two councils of fairly equal population size. This means that neither area is significantly over or underrepresented at MCCA level.

- 1.9 The proposed model ensures that both local authorities are of a good size, and neither becomes significantly larger than the other, according to estimates around population growth. For example, between 2011 and 2021, the population of North East Lincolnshire declined by 1.7%, and grew in North Lincolnshire by just 1.3%. By contrast, the population of the city of Lincoln grew by 11% and in West Lindsey by 6.7%. By bringing these areas together, the new unitary authority will grow more in line with average population trends.
- 1.10 The proposed local authorities should help councils work together to deliver the significant housing targets placed upon them. An aggregated figure shows that based on current government targets, the northern unitary would be required to deliver 2160 new homes each year, and the southern unitary 3454. The southern unitary covers a larger geographical area and is slightly larger in population size. These challenging targets will be best delivered at a sub-regional level.
- 1.11 The size of each local authority in this model should allow a sufficient council tax base to be sustainable and does not over concentrate economic deprivation in one part of the region. Although it is acknowledged that the southern unitary would be slightly more affluent, both are of a reasonable size and neither is significantly disadvantaged by the model. Both the northern and the southern unitary would contain one local authority area which is currently ranked in the highest quintile in the indices of multiple deprivation. There is sufficient economic opportunity in the northern unitary, with nationally important ports in the north and the city of Lincoln towards the south. The southern unitary benefits from an extensive coastline and popular tourism industry, as well as strong farming and horticultural industries. The south also benefits from the Food Enterprise Zone, which is a hub for agri-tech and food manufacturing; and the UK Food Valley supports 75,000 jobs, supporting growth and encouraging inward investment through promoting the scale, diversity and importance of the food sector to the area.

Criteria 2: Single-tier local government at the right size and scale

2.1 This proposal is for two single-tier local authorities, one covering 531,000 and the other 574,000 residents. These proposed authorities meet the government's expectations around size and offer the scale needed to deliver efficiencies and value for money.

2.2 These two single-tier authorities would also be a good size to adapt as the local population grows in the coming years. The overall population is expected to continue to grow and the average age expected to increase. Ensuring that the new unitary councils are of the right size to meet the needs of an ageing population is important. This is considered in further detail in section 3.

2.3 Councils across Lincolnshire are already demonstrating a commitment to delivering the best possible value for money and efficiencies, such as through the South and East Lincolnshire Councils Partnership, which is on track to deliver £42m of efficiencies by working together at sub-regional level. These proposals build on the solid foundations of cross-council working in the Lincolnshire region.

2.4 Councils in Lincolnshire are subject to substantial levies by the Internal Drainage Board. Boston, East Lindsey and South Holland Councils are the biggest levy payers in the country and face significant financial pressure from these charges. Creating two unitary councils according to the proposed model provides sufficient size and scale to meet the current pressure, whilst also offering an opportunity to discuss reforms to this levy.

2.5 There are no councils within the area which are currently subject to Best Value Interventions or in receipt of Exceptional Financial Support.

Criteria 3: High quality and sustainable public services

3.1 The proposed configuration gives the opportunity to build on the strengths of existing services within Lincolnshire and to tackle areas of weakness leading to the delivery of poor outcomes. The statutory provision of Children's Services is a mixed picture across the three existing geographies. Provision is rated "Outstanding" in North Lincolnshire and Lincolnshire County Council in contrast to "Inadequate" services in North East Lincolnshire. This variable picture is reflected in other provision including SEND.

3.2 It should be noted that while much of the statutory provision is outstanding, the data from the Indices of Multiple Deprivation (IMD) demonstrates that in large parts of the County the outcomes achieved for communities are poor. The development of a new model for delivery provides an opportunity to address these and deliver consistent, excellent outcomes across the region.

3.3 The proposed approach will involve the creation of a "Social Care Trust" which will see the delivery of Children's and Adult social care transfer to a single organisation which will cover Greater Lincolnshire.

3.4 The commissioning and statutory responsibility for these services will remain with the new unitary Councils, with the Director of Adults Services (DAS) and Director of Children's Services (DCS) roles been contained within the new unitary authorities.

3.5 This model provides a vehicle to ensure that best practice is embedded across the Greater Lincolnshire area and provides a formal means of addressing and improving inadequate provision. The model will also include the focus on delivering positive long-term outcomes for younger and older people, which demonstrate a need for improvement across the entire geography.

3.6 The Trust model will work closely with health and education services to ensure it meets the needs of the local population and fits in to other strategic bodies, such as the ICB. This will be set out in full detail in the full proposal.

3.7 The Northern and Southern unitary footprint provides a strong geography to maximise the efficiency and effectiveness of existing resources and strategies to tackle and improve performance on homelessness and public safety issues within the unitary authority areas.

3.8 The proposed model of a Northern and Southern unitary ensures that both new councils have a supply of council housing to support them to meet local housing need. Across the existing nine housing authorities, four retain a Housing Revenue Account (HRA), with a total of 21,500 council properties between them. Under the proposal, approximately 40% of the existing council homes would be in the Northern unitary authority and approximately 60% in the Southern unitary authority. (*See 1.10 linkage to housing targets*).

3.9 The proposal includes the creation of two unitary authorities which are of a significant, but not excessive, geographic size. In this model a number of services will be most efficiently delivered on a locality basis, including multiple waste depots, community access hubs in major population areas and an expectation of working with other public and voluntary sector services on a locality basis.

3.10 The proposed model supports a range of council services to become more sustainable and better able to adapt to the future needs of local authorities. This includes ICT. South and East Lincolnshire Councils Partnership has already delivered significant savings and efficiencies through streamlining its approach to ICT support. The proposed model would learn from this and other good practice and further embed such efficiencies in local public service delivery.

3.10 Local authorities in Greater Lincolnshire pay substantial levies to the Internal Drainage Board (detailed below). These place a significant financial burden on local council tax payers. Local government reform offers the opportunity to explore opportunities for reform, and to increase the scale at which these costs are carried.

Local authority	Amount paid to IDBs 23/24 total	Amount paid to IDBs 24/25	Amount paid to IDBs 25/26
Boston	£2,474,740	£2,824,980	£2,927,049
East Lindsey	£4,980,478	£5,111,086	£5,391,098
Lincoln	£1,081,780	£1,265,704	£1,326,705
North East Lincolnshire	£539,402	£628,279	£653,284
North Kesteven	£805,332	£944,151	£1,034,584
South Holland	£3,167,450	£3,412,790	£3,570,565
South Kesteven	£901,051	£976,051	£1,014,012
West Lindsey	£474,129	£531,129	£552,590
North Lincolnshire Council	£1,645,892	£1,769,004	£1,912,607

Criteria 4: Proposals informed by local views

4.1 The development of the devolution proposal in Lincolnshire involved a level of engagement with the local community, with a particular focus on certain groups, which include the business community. This provides some initial insight on the priorities for the local community but more engagement is needed going forward as we progress the Local Government Re-organisation agenda.

4.2 During the development of the full proposal it is intended to undertake a wider degree of community and stakeholder consultation and engagement across a number of issues – with a focus on how the delivery of public services could work to better meet the long-term needs of local areas. This consultation and engagement will be undertaken independently in a way that presents the various models in a “neutral” way to best understand the views and priorities of local communities. These will be reflected in the full suite of proposals. As well as the local community and local stakeholders, we will ensure a detailed programme of engagement key public sector partners, such as the Police, health and education.

4.3 The proposed model embraces the culture and history of Greater Lincolnshire defined as “a Place of Places” in the co-developed Lincolnshire 2050 Vision. The proposed model enables a focus on growth of the larger urban areas of Lincoln, Scunthorpe and Grimsby in the Northern Unitary Council and a focus on the more rural areas in the Southern Unitary Council.

Criteria 5: Supporting devolution in Lincolnshire

5.1 The proposal will support the existing Devolution Deal for a Mayoral County Combined Authority (MCCA) within Greater Lincolnshire and the transition to a Mayoral Strategic Authority as part of the devolution framework, with the intention of moving to an Established Mayoral Strategic Authority in due course.

5.2 Both Councils would become constituent members of the Strategic Authority, with two votes each, alongside the Mayor who will have one vote, which will support the aims of devolution framework.

5.3 The proposed approach will improve democracy and representation within the Strategic Authority as the constituent authorities will represent much more similar population areas than the existing arrangements. In the current constitution the voting is as follows:

- North Lincolnshire – 2 constituent members – Population 170,000 (85,000 people per constituent member)
- North East Lincolnshire – 2 constituent members – Population 160,000 (80,000 people per constituent member)
- Lincolnshire County Council – 2 constituent members – Population 773,000 (386,500 people per constituent member)

Under the existing arrangement, there is a significant imbalance of representation at MCCA level. This would be addressed by the revised proposals which with existing populations will mean that:

- Northern Council – 2 constituent members – Population 531,000 (265,500 per constituent member)
- Southern Council – 2 constituent members – Population 574,000 (287,000 per constituent member)

5.4 The timeline for implementation proposed are realistic and will represent a transition upon formation of the new structures for local government within Greater Lincolnshire.

Criteria 6: Community Engagement and Neighbourhood Empowerment

6.1 The Lincolnshire 2050 Vision characterised Lincolnshire as a ‘place of places’. This proposed model will respect the rich and diverse communities and places which make up the region, supporting individual places to prosper.

6.2 Public services will be delivered through a locality-based model. This will ensure communities are able to influence the delivery of local services and that services reflect the needs of the population, which will differ from one community to another.

6.3 There are over 600 parish councils across the Lincolnshire region. The new unitary authorities would work with parish council representatives through area committees. These forums would act as a springboard for community engagement and neighbourhood empowerment.

6.4 The proposal seeks two unitary councils of a similar size for the region, taking into account the vast geography of Greater Lincolnshire. In order to achieve effective political representation, electoral wards would need to be of a reasonable size. This would mean preventing wards which become physically impossible for an elected member to cover due to scale, and where a sense of identity can be claimed and built. This will support local residents to engage with their elected members and take part in local decision making.

6.5 Across Lincolnshire there are a number of distinct communities and challenges. This includes issues such as physical access due to the remote nature of much of the region. The proposed local authorities would work closely with communities to establish their needs and ensure they are able to support them effectively.

6.6 We will undertake a consultation exercise ahead of submission of our full proposal in the Autumn.

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Ministry of Housing, Communities & Local Government

Jim McMahon OBE MP

*Minister of State for Local Government and
English Devolution*
2 Marsham Street
London
SW1P 4DF

Your reference:

Our reference:

To: Leaders of two-tier councils and
unitary councils in Lincolnshire

Boston Borough Council
City of Lincoln Council
East Lindsey District Council
Lincolnshire County Council
North Kesteven District Council
South Holland District Council
South Kesteven District Council
West Lindsey District Council
North East Lincolnshire Council
North Lincolnshire Council

5 February 2025

Dear Leaders

This Government has been clear on our vision for simpler, more sustainable, local government structures, alongside a transfer of power out of Westminster through devolution. We know that councils of all political stripes are in crisis after a decade of decline and instability. Indeed, a record number of councils asked the government for support this year to help them set their budgets.

This new government will not waste this opportunity to build empowered, simplified, resilient and sustainable local government for your area that will increase value for money for council taxpayers. Local leaders are central to our mission to deliver change for hard-working people in every corner of the country through our Plan for Change, and our councils are doing everything they can to stay afloat and provide for their communities day in, day out. The Government will work closely with you to deliver these aims to the most ambitious timeline.

I am writing to you now to formally invite you to work with other council leaders in your area to develop a proposal for local government reorganisation, and to set out further detail on the criteria, guidance for the development of proposals, and the timeline for this process. A formal invitation with guidance for the development of your proposals is attached at Annex A. This invitation sets out the criteria against which proposals will be assessed.

Developing proposals for reorganisation

We expect there to be different views on the best structures for an area, and indeed there may be merits to a variety of approaches. Nevertheless, it is not in council taxpayers' interest to devote public funds and your valuable time and effort into the development of multiple proposals which unnecessarily fragment services, compete against one another, require lengthy implementation periods or which do not sufficiently address local interests and identities.

The public will rightly expect us to deliver on our shared responsibility to design and implement the best local government structures for efficient and high-quality public service delivery. We therefore expect local leaders to work collaboratively and proactively, including by sharing information, to develop robust and sustainable unitary proposals that are in the best interests of the whole area to which this invitation is issued, rather than developing competing proposals.

This will mean making every effort to work together to develop and jointly submit one proposal for unitary local government across the whole of your area. The proposal that is developed for the whole of your area may be for one or more new unitary councils and should be complementary to devolution plans. It is open to you to explore options with neighbouring councils in addition to those included in this invitation, particularly where this helps those councils to address concerns about their sustainability or limitations arising from their size or boundaries or where you are working together across a wider geography within a strategic authority.

I understand there will be some cases when it is not possible for all councils in an area to jointly develop and submit a proposal, despite their best efforts. This will not be a barrier to progress, and the Government will consider any suitable proposals submitted by the relevant local authorities.

Supporting places through change

It is essential that councils continue to deliver their business-as-usual services and duties, which remain unchanged until reorganisation is complete. This includes progress towards the Government's ambition of universal coverage of up-to-date local plans as quickly as possible. To support with capacity, I intend to provide some funds for preparing to take forward any proposal, and I will share further information later in the process.

Considering the efficiencies that are possible through reorganisation, we expect that areas will be able to meet transition costs over time from existing budgets, including from the flexible use of capital receipts that can support authorities in taking forward transformation and invest-to-save projects.

The default position is that assets and liabilities remain locally managed by councils, but we acknowledge that there are exceptional circumstances where there has been failure linked to capital practices. Where that is the case, proposals should reflect the extent to which the implications of this can be managed locally, including as part of efficiencies possible through reorganisation, and Commissioners should be engaged in these discussions. We will continue to discuss the approach that is proposed with the area.

I welcome the partnership approach that is being taken across the sector to respond to the ambitious plans set out in the White Paper. My department will continue to work closely with the Local Government Association (LGA), the District Councils Network, the County Councils Network and other local government partners to plan how best to support councils through this process. We envisage that practical support will be needed to understand and address the key thematic issues that will arise through reorganisation, including managing service impacts and opportunities for the workforce, digital and IT systems, and leadership support.

Timelines and next steps for interim plans and full proposals

We ask for an interim plan to be submitted on or before 21 March 2025, in line with the guidance set out in the attached Annex. My officials will provide feedback on your plan to help support you to develop final proposals.

I will expect any full proposal to be submitted **by 28 November**. If I decide to implement any proposal, and the necessary legislation is agreed by Parliament, we will work with you to move to elections to new 'shadow' unitary councils as soon as possible as is the usual arrangement in the process of local government reorganisation.

Following submission, I will consider any and all proposals carefully before taking decisions on how to proceed. My officials are available throughout to discuss how your reorganisation and devolution aspirations might work together and what support you think you might need to proceed.

This is a once in a generation opportunity to work together to put local government in your area on a more sustainable footing, creating simpler structures for your area that will deliver the services that local people and businesses need and deserve. As set out in the White Paper, my commitment is that clear leadership locally will be met with an active partner nationally.

I am copying this letter to council Chief Executives. I am also copying this letter to local Members of Parliament and to the Police and Crime Commissioners for Lincolnshire and Humberside.

Yours sincerely,



JIM MCMAHON OBE MP

Minister of State for Local Government and English Devolution

LOCAL GOVERNMENT AND PUBLIC INVOLVEMENT IN HEALTH ACT 2007

INVITATION FOR PROPOSALS FOR A SINGLE TIER OF LOCAL GOVERNMENT

The Secretary of State for Housing, Communities and Local Government, in exercise of his powers under Part 1 of the Local Government and Public Involvement in Health Act 2007 ('the 2007 Act'), hereby invites any principal authority in the area of the county of Lincolnshire, to submit a proposal for a single tier of local government.

This may be one of the following types of proposal as set out in the 2007 Act:

- Type A – a single tier of local authority covering the whole of the county concerned
- Type B – a single tier of local authority covering an area that is currently a district, or two or more districts
- Type C – a single tier of local authority covering the whole of the county concerned, or one or more districts in the county; and one or more relevant adjoining areas
- Combined proposal – a proposal that consists of two or more Type B proposals, two or more Type C proposals, or one or more Type B proposals and one or more Type C proposals.

Proposals must be submitted in accordance with paragraphs 1 to 3:

1. Any proposal must be made by **28 November 2025**.
2. In responding to this invitation an authority must have regard to the guidance from the Secretary of State set out in the Schedule to this invitation, and to any further guidance on responding to this invitation received from the Secretary of State.
3. An authority responding to this invitation may either make its own proposal or make a proposal jointly with any of the other authorities invited to respond.

Signed on behalf of the Secretary of State for Housing, Communities and Local Government.



F KIRWAN

A senior civil servant in the Ministry of Housing, Communities and Local Government

5 February 2025

SCHEDULE

Guidance from the Secretary of State for proposals for unitary local government.

Criteria for unitary local government

1. A proposal should seek to achieve for the whole of the area concerned the establishment of a single tier of local government.

- a) Proposals should be for sensible economic areas, with an appropriate tax base which does not create an undue advantage or disadvantage for one part of the area.
- b) Proposals should be for a sensible geography which will help to increase housing supply and meet local needs.
- c) Proposals should be supported by robust evidence and analysis and include an explanation of the outcomes it is expected to achieve, including evidence of estimated costs/benefits and local engagement.
- d) Proposals should describe clearly the single tier local government structures it is putting forward for the whole of the area, and explain how, if implemented, these are expected to achieve the outcomes described.

2. Unitary local government must be the right size to achieve efficiencies, improve capacity and withstand financial shocks.

- a) As a guiding principle, new councils should aim for a population of 500,000 or more.
- b) There may be certain scenarios in which this 500,000 figure does not make sense for an area, including on devolution, and this rationale should be set out in a proposal.
- c) Efficiencies should be identified to help improve councils' finances and make sure that council taxpayers are getting the best possible value for their money.
- d) Proposals should set out how an area will seek to manage transition costs, including planning for future service transformation opportunities from existing budgets, including from the flexible use of capital receipts that can support authorities in taking forward transformation and invest-to-save projects.
- e) For areas covering councils that are in Best Value intervention and/or in receipt of Exceptional Financial Support, proposals must additionally demonstrate how reorganisation may contribute to putting local government in the area as a whole on a firmer footing and what area-specific arrangements may be necessary to make new structures viable.
- f) In general, as with previous restructures, there is no proposal for council debt to be addressed centrally or written off as part of reorganisation. For areas where there are exceptional circumstances where there has been failure linked to capital practices, proposals should reflect the extent to which the implications of this can be managed locally, including as part of efficiencies possible through reorganisation.

3. Unitary structures must prioritise the delivery of high quality and sustainable public services to citizens.

- a) Proposals should show how new structures will improve local government and service delivery, and should avoid unnecessary fragmentation of services.
- b) Opportunities to deliver public service reform should be identified, including where they will lead to better value for money.
- c) Consideration should be given to the impacts for crucial services such as social care, children's services, SEND and homelessness, and for wider public services including for public safety.

4. Proposals should show how councils in the area have sought to work together in coming to a view that meets local needs and is informed by local views.

- a) It is for councils to decide how best to engage locally in a meaningful and constructive way and this engagement activity should be evidenced in your proposal.
- b) Proposals should consider issues of local identity and cultural and historic importance.
- c) Proposals should include evidence of local engagement, an explanation of the views that have been put forward and how concerns will be addressed.

5. New unitary structures must support devolution arrangements.

- a) Proposals will need to consider and set out for areas where there is already a Combined Authority (CA) or a Combined County Authority (CCA) established or a decision has been taken by Government to work with the area to establish one, how that institution and its governance arrangements will need to change to continue to function effectively; and set out clearly (where applicable) whether this proposal is supported by the CA/CCA /Mayor.
- b) Where no CA or CCA is already established or agreed then the proposal should set out how it will help unlock devolution.
- c) Proposals should ensure there are sensible population size ratios between local authorities and any strategic authority, with timelines that work for both priorities.

6. New unitary structures should enable stronger community engagement and deliver genuine opportunity for neighbourhood empowerment.

- a) Proposals will need to explain plans to make sure that communities are engaged.
- b) Where there are already arrangements in place it should be explained how these will enable strong community engagement.

Developing proposals for unitary local government

The following matters should be taken into account in formulating a proposal:

Boundary Changes

- a) Existing district areas should be considered the building blocks for your proposals, but where there is a strong justification more complex boundary changes will be considered.
- b) There will need to be a strong public services and financial sustainability related justification for any proposals that involve boundary changes, or that affect wider public services, such as fire and rescue authorities, due to the likely additional costs and complexities of implementation.

Engagement and consultation on reorganisation

- a) We expect local leaders to work collaboratively and proactively, including by sharing information, to develop robust and sustainable unitary proposals that are in the best interests of the whole area to which this invitation is issued, rather than developing competing proposals.
- b) For those areas where Commissioners have been appointed by the Secretary of State as part of the Best Value Intervention, their input will be important in the development of robust unitary proposals.
- c) We also expect local leaders to engage their Members of Parliament, and to ensure there is wide engagement with local partners and stakeholders, residents, workforce and their representatives, and businesses on a proposal.
- d) The engagement that is undertaken should both inform the development of robust proposals and should also build a shared understanding of the improvements you expect to deliver through reorganisation.
- e) The views of other public sector providers will be crucial to understanding the best way to structure local government in your area. This will include the relevant Mayor (if you already have one), Integrated Care Board, Police (Fire) and Crime Commissioner, Fire and Rescue Authority, local Higher Education and Further Education providers, National Park Authorities, and the voluntary and third sector.
- f) Once a proposal has been submitted it will be for the Government to decide on taking a proposal forward and to consult as required by statute. This will be a completely separate process to any consultation undertaken on mayoral devolution in an area, which will be undertaken in some areas early this year, in parallel with this invitation.

Interim plans

An interim plan should be provided to Government on or before **21 March 2025**. This should set out your progress on developing proposals in line with the criteria and guidance. The level of detail that is possible at this stage may vary from place to place but the expectation is that one interim plan is jointly submitted by all councils in the area. It may be the case that the interim plan describes more than one potential proposal for your area, if there is more than one option under consideration. The interim plan should:

- a) identify any barriers or challenges where further clarity or support would be helpful.
- b) identify the likely options for the size and boundaries of new councils that will offer the best structures for delivery of high-quality and sustainable public services across the area, along with indicative efficiency saving opportunities.
- c) include indicative costs and arrangements in relation to any options including planning for future service transformation opportunities.
- d) include early views as to the councillor numbers that will ensure both effective democratic representation for all parts of the area, and also effective governance and decision-making arrangements which will balance the unique needs of your cities, towns, rural and coastal areas, in line with the Local Government Boundary Commission for England guidance.
- e) include early views on how new structures will support devolution ambitions.
- f) include a summary of local engagement that has been undertaken and any views expressed, along with your further plans for wide local engagement to help shape your developing proposals.
- g) set out indicative costs of preparing proposals and standing up an implementation team as well as any arrangements proposed to coordinate potential capacity funding across the area.
- h) set out any voluntary arrangements that have been agreed to keep all councils involved in discussions as this work moves forward and to help balance the decisions needed now to maintain service delivery and ensure value for money for council taxpayers, with those key decisions that will affect the future success of any new councils in the area.



Ministry of Housing,
Communities &
Local Government

3 June 2025

LOCAL GOVERNMENT REORGANISATION

INTERIM PLAN FEEDBACK: LINCOLNSHIRE, NORTH LINCOLNSHIRE AND NORTH EAST LINCOLNSHIRE

To the Chief Executives of:

Boston Borough Council

City of Lincoln Council

East Lindsey District Council

Lincolnshire County Council

North Kesteven District Council

South Holland District Council

South Kesteven District Council

West Lindsey District Council

North East Lincolnshire Council

North Lincolnshire Council

Overview

Thank you for submitting your interim plans. The amount of work from all councils is clear to see. For the final proposal(s), each council can submit a single proposal for which there must be a clear single option and geography and, as set out in the guidance, we expect this to be for the area as a whole; that is, the whole of the area to which the 5 February invitation was issued, not partial coverage.

Our aim for the feedback on interim plans is to support areas to develop final proposal(s). This stage is not a decision-making point, and our feedback does not seek to approve or reject any option being considered.

The feedback provided relates to the following interim plans submitted by Lincolnshire councils:

- The City of Lincoln Council's proposed interim plan.
- The letter and interim plan in relation to Local Government Re-organisation in Greater Lincolnshire from East Lindsey District Council and South Holland District Council.
- The interim plan submitted by Lincolnshire County Council and North Lincolnshire Council.

- The report submitted by North East Lincolnshire Council setting out the preferences of each political grouping regarding local government reorganisation.
- The interim proposals jointly prepared by North Kesteven District Council and South Kesteven District Council and letter of formal recognition from Rutland County Council.
- The interim plan submission from West Lindsey District Council.
- The letter from Boston Borough Council.

We have provided feedback on behalf of central government. It takes the form of:

1. A summary of the main feedback points,
2. Our response to the specific barriers and challenges raised in your plans,
3. An annex with more detailed feedback against each of the interim plan asks.

We reference the guidance criteria included in the invitation letter throughout, a copy can be found at [LETTER: LINCOLNSHIRE, NORTH LINCOLNSHIRE AND NORTH EAST LINCOLNSHIRE – GOV.UK](#). Our central message is to build on your initial work and ensure that the final proposal(s) address the criteria and are supported by data and evidence. We recommend that final proposal(s) should use the same assumptions and data sets or be clear where and why there is a difference.

We welcome the work that has been undertaken to develop local government reorganisation plans for Lincolnshire, North Lincolnshire and North East Lincolnshire. This feedback does not seek to approve or discount any option, but provide some feedback designed to assist in the development of final proposal(s). We will assess final proposal(s) against the guidance criteria provided in the invitation letter and have tailored this feedback to identify where additional information may be helpful in enabling that assessment. Please note that this feedback is not exhaustive and should not preclude the inclusion of additional materials or evidence in the final proposal(s). In addition, your named area lead in MHCLG, Alex Jarvis, will be able to provide support and help address any further questions or queries.

Summary of the Feedback:

We have summarised the key elements of the feedback below, with further detail provided in the Annex.

1. We welcome the steps you have taken to prepare interim plans and the intentions set out in some of the plans for future joint working (as per criterion 4).
 - a. **Effective collaboration between all councils will be crucial; we would encourage you to continue to build strong relationships and agree ways of working, including around effective data sharing. This will support the development of a robust shared evidence base to underpin final proposal(s).**
 - b. **It would be helpful if final proposal(s) use the same assumptions and data sets.**

- c. It would be helpful if your final proposal(s) set out how the data and evidence supports all the outcomes you have included, and how well they meet the assessment criteria in the invitation letter.
 - d. You may wish to consider an options appraisal that will help demonstrate why your proposed approach in the round best meets the assessment criteria in the invitation letter compared to any alternatives.
- 2. Each council can submit a **single** proposal for which there must be a clear single option and geography. Councils can and are encouraged to submit joint proposals. We know there can be different views on the best structures for an area, and indeed there may be merits to a variety of approaches. **We would encourage you to work together to reduce the number of proposals under development for the invitation area – this is in the best interests of your valuable time and resources.**
- 3. We note that some proposals submitted cover varying geographies, and that one option under consideration includes Rutland which is not part of the Greater Lincolnshire Combined County Authority (GLCCA) area and sits outside of your invitation area. **As noted in the invitation, it is open to you to explore options with neighbouring councils in addition to those included in the invitation. Where final proposal(s) have implications for a neighbouring invitation area you should consider the impact of your proposals on the whole of the neighbouring invitation area. In addition, we would expect to see engagement and effective data-sharing between council(s) in the invitation area and council(s) in the neighbouring invitation area that are directly impacted. If one or more council(s) in a neighbouring invitation area support the proposal(s) put forward, we would also expect to see this reflected in proposal(s) submitted in response to the letter to the neighbouring invitation area, including a clear single option and geography covering the whole of the neighbouring area, not partial coverage.**
- 4. In some of the options you are considering populations that would be above or below 500,000. As outlined in the Statutory Invitation guidance and in the English Devolution White Paper, we outlined a population size of 500,000 or more – this is a guiding principle, not a hard target – we understand that there should be flexibility, especially given our ambition to build out devolution and take account of housing growth, alongside local government reorganisation. **All proposals, whether they are at the guided level, above it, or below it, should set out the rationale for the proposed approach clearly.**
- 5. Some of your plans include options which would involve boundary changes. In relation to potential boundary changes, as the invitation letter sets out boundary changes are possible, but “existing district areas should be considered the building

blocks for proposals, but where there is a strong justification more complex boundary changes will be considered”.

The final proposal must specify the area for any new unitary council(s). If a boundary change is part of your final proposal(s), then you should be clear on the boundary proposed, which could be identified by a parish or ward boundary, or if creating new boundaries by attaching a map.

Proposals should be developed having regard to the statutory guidance which sets out the criteria against which proposals will be assessed (including that listed above).

If a decision is taken to implement a proposal, boundary change can be achieved alongside structural change. Alternatively, you could make a proposal for unitary local government using existing district building blocks and consider requesting a Principal Area Boundary Review (PABR) later. Such reviews have been used for minor amendments to a boundary where both councils have requested a review – such as the recent Sheffield/Barnsley boundary adjustment for a new housing estate. PABRs are the responsibility of the Local Government Boundary Commission for England who will consider such requests case-by-case.

6. We welcome the consideration of the implications and benefits of unitarisation for GLCCA in proposals. Across all local government reorganisation proposals further information would be helpful on the implications of the proposed options for the governance arrangements of GLCCA. It would also be helpful to outline how each option would interact with GLCCA and best benefit the local community. We would also recommend consulting with the new Mayor of GLCCA. We note that some of the interim plans include Rutland, which is not part of the GLCCA area. For proposals that include this option, we would welcome further information on the impact this would have on GLCCA.

Response to specific barriers and challenges raised

Please see below our response to the specific barriers and challenges that were raised in your interim plans.

1. Direct Ministerial engagement with Leaders

We note your request for direct engagement with Ministers as you develop your proposals.

We are committed to supporting all invited councils equally while they develop their proposal(s). Alex Jarvis has been appointed as your MHCLG point person and is ready to engage with the whole area and support your engagement with government as a whole.

2. Capacity funding

You asked for adequate capacity funding to support final proposal development and support to ensure that the benefits of devolution can be realised alongside local government reorganisation.

£7.6 million will be made available in the form of proposal development contributions, to be split across the 21 areas. Further information will be provided on this funding shortly.

3. Implementing the Funding Review and protection from the impacts of funding reform

You requested that Government introduce the Fairer Funding Review in order to help councils deliver local government reorganisation.

Government recently consulted on funding reforms and confirmed that some transitional protections will be in place to support areas to their new allocations.

Further details on funding reform proposals and transition measures will be consulted on after the Spending Review in June. We will not be able to provide further clarification on future allocations in the meantime but are open to discussing assumptions further if we can assist in financial planning.

4. Review of the boundaries of GLCCA

We note that several interim plans either described the uncertainty arising from the Government's intention to review the boundaries of GLCCA or requested that Government abandon the boundary review entirely so that local government reorganisation can proceed on an agreed footprint.

The letter sent to Greater Lincolnshire leaders in November 2024 set out that we consider this devolution agreement the first step in Greater Lincolnshire's journey on devolution. It also stressed that together we would review the effectiveness of governance arrangements across the Humber and Lincolnshire to deliver successful economic and public service outcomes to ensure that the benefits of devolution are being maximised for yourselves and your communities; it is essential this review continues.

We would welcome further assessment in the final proposal(s) of how the proposed unitary structures would work with the new Combined Authorities across the Humber and Lincolnshire area to the benefit of local communities.

5. Long-term and ongoing financial pressures.

We note the issue raised about long-term financial pressures on local authorities and the potential implications of local government reorganisation.

In terms of transitional costs, as per the invitation letter, we expect that areas will be able to meet transition costs over time from existing budgets, including from the flexible

use of capital receipts that can support authorities in taking forward transformation and invest-to-save projects.

It would be helpful if detail on the councils' financial positions and further modelling is set out in detail in the final proposal(s).

6. Timescales

You expressed concern about the timelines set for local government reorganisation and noted the time pressures on discussions to reach a local consensus on a preferred option ahead of the November deadline.

The deadline for submissions has been designed to give areas as much time as possible to develop their final proposal(s). The timescales for submission are generally more generous than in previous reorganisation exercises. We recognise your hard work to develop interim plans and encourage you to continue to work together to build strong relationships and further agree ways of working, so as to develop your final proposal(s) for November.

As above, Alex Jarvis has been appointed as your MHCLG point person and will be ready to engage with the whole area, to support you to enable this work to continue at pace.

7. Structures

With regard to GLCCA, you raised the process of transition from existing two-tier arrangements to new constituent councils post local government reorganisation.

We expect that unitarisation will mean that GLCCA will become a combined authority, following reorganisation and that all of the unitary councils within the combined authority's footprint would become constituent members. We will set out further detail on the process of this transition in due course, and are happy to discuss this with you further. As above, across all local government reorganisation proposals further information would be helpful on the implications of the proposed options for the governance arrangements of GLCCA.

8. Internal Drainage Boards

You noted that funding arrangements for the Internal Drainage Boards remain a significant concern for a number of authorities within Greater Lincolnshire.

Internal Drainage Boards (IDBs) play a crucial role managing water levels and flood risk. MHCLG recognises the need for a long-term solution and is working with Defra to explore potential approaches. In line with the previous two years, the Government announced at the provisional 2025/26 Local Government Finance Settlement that it will provide £3 million in funding for authorities most impacted by Internal Drainage Board Levies. This grant has been uplifted at the final settlement to £5 million in recognition of the continued increases in IDB levies.

9. Clarity around the application of criteria

You asked for clarity on the application of criteria, especially around population size, to ensure you are working within the parameters of the Government's guidance.

As above, the population size of 500,000 or more is a guiding principle, not a hard target – we understand that there should be flexibility, especially given our ambition to build out devolution and take account of housing growth, alongside local government reorganisation. All proposals, whether they are at the guided level, above it, or below it, should set out the rationale for the proposed approach clearly.

The criteria are not weighted. Our aim for this feedback is to support areas to develop final proposals that address the criteria and are supported by data and evidence. Decisions on the most appropriate option for each area will be judgements in the round, having regard to the guidance and the available evidence.

10. Speed of decision-making

You asked for government to commit to providing meaningful feedback within a timeframe that enables you to progress your work as efficiently as possible.

This is our feedback to support you to develop your final proposal(s). As above, Alex Jarvis has been appointed as your MHCLG point person and will be ready to engage with the whole area to enable this work to continue at pace.

11. The allocation of a named civil servant that will lead discussions locally

As above, Alex Jarvis has been appointed as your MHCLG point person and will be ready to engage with the whole area, to enable this work to continue at pace.

ANNEX A: Detailed feedback on criteria for interim plan

Ask – Interim Plan Criteria	Feedback
<p>Identify the likely options for the size and boundaries of new councils that will offer the best structures for delivery of high-quality and sustainable public services across the area, along with indicative efficiency saving opportunities.</p> <p>Relevant criteria:</p> <p>1 c) Proposals should be supported by robust evidence and analysis and include an explanation of the outcomes it is expected to achieve, including evidence of estimated costs/benefits and local engagement</p> <p>and</p> <p>2 a-f) - Unitary local government must be the right size to achieve efficiencies, improve capacity and withstand financial shocks</p> <p>and</p> <p>3 a-c) Unitary structures must prioritise the delivery of high quality and sustainable public services to citizens</p>	<p>We welcome the initial thinking on the options for local government reorganisation in Lincolnshire, North Lincolnshire and North East Lincolnshire and recognise that this is subject to further work. We note the local context and challenges outlined in the proposals and the potential benefits that have been identified for the options put forward. Your plans set out your intention to undertake further analysis, and this further detail and evidence on the outcomes that are expected to be achieved of any preferred model would be welcomed.</p> <p>For the final proposal(s), each council can submit a single proposal for which there must be a clear single option and geography and as set out in the guidance we would expect this to be for the area as a whole; that is, the whole of the area to which the 5 February invitation was issued, not partial coverage.</p> <p>For final proposal(s) you may wish to consider an options appraisal against the criteria set out in the letter to provide a rationale for the preferred model against alternatives.</p> <p>Where there are proposed boundary changes, the proposal should provide strong public services and financial sustainability related justification for the change.</p> <p>Proposals should be for a sensible geography which will help to increase housing supply and meet local needs, including future housing growth plans. All proposals should set out the rationale for the proposed approach.</p> <p>Given the financial pressures you identify it would be helpful to understand how efficiency savings have been considered alongside a sense of place and local identity.</p> <p>We recognise that the options outlined in the interim plans are subject to further development. In final proposal(s) it would be helpful to include a high-level financial assessment which covers transition costs and overall forecast operating costs of the new unitary councils. We will assess final proposals against the criteria in the invitation letter. Referencing criteria 1 and 2, you may wish to consider the</p>

	<p>following bullets that it would be helpful to include in a final proposal:</p> <ul style="list-style-type: none"> • high-level breakdowns, for where any efficiency savings will be made, with clarity of assumptions on how estimates have been reached and the data sources used, including differences in assumptions between proposals • information on the counterfactual against which efficiency savings are estimated, with values provided for current levels of spending • a clear statement of what assumptions have been made and if the impacts of inflation are taken into account • a summary covering sources of uncertainty or risks, with modelling, as well as predicted magnitude and impact of any unquantifiable costs or benefits • where possible, quantified impacts on service provision, as well as wider impacts <p>We recognise that financial assessments are subject to further work. The bullets below indicate where further information would be helpful across all options. As per criteria 1 and 2 it would be helpful to see:</p> <ul style="list-style-type: none"> • additional data and evidence to set out how your final proposal(s) would enable financially viable councils, including identifying which option best delivers value for money for council taxpayers • further detail on potential finances of new unitaries, for example, funding, operational budgets, potential budget surpluses/shortfalls, total borrowing (General Fund), and debt servicing costs (interest and MRP); and what options may be available for rationalisation of potentially surplus operational assets • clarity on the underlying assumptions underpinning any modelling e.g. assumptions of future funding, demographic growth and pressures, interest costs, Council Tax, savings earmarked in existing councils' MTFs • financial sustainability both through the period to the creation of new unitary councils as well as afterwards <p>We welcome the thinking you have already begun around mitigating risk regarding social care and aligning with Integrated Care Boards, the thinking around the impact different models will have on social</p>
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	<p>care and, in some instances, alternative models to deliver social care services across Lincolnshire.</p> <p>For proposals that would involve disaggregation of services, we would welcome further details on how services can be maintained, such as social care, children's services, SEND, homelessness, and for wider public services including public safety. Under criterion 3c you may wish to consider:</p> <ul style="list-style-type: none"> • how each option would deliver high-quality and sustainable public services or efficiency saving opportunities • what would the different options mean for local services provision, for example: <ul style="list-style-type: none"> • do different options have a different impact on SEND services and distribution of funding and sufficiency planning to ensure children can access appropriate support, and how will services be maintained? • what is the impact on adults and children's care services? Is there a differential impact on the number of care users and infrastructure to support them among the different options? • what partnership options have you considered for joint working across the new unitaries for the delivery of social care services? • do different options have variable impacts as you transition to the new unitaries, and how will risks to safeguarding to be managed? • do different options have variable impacts on schools, support and funding allocation, and sufficiency of places, and how will impacts on school be managed? • what impact will there be on highway services across the area under the different approaches suggested? • what are the implications for public health, including consideration of socio-demographic challenges and health inequalities within any new boundaries and their implications for current and future health service needs. What are the implications for how residents access services and service delivery for populations most at risk? <p>We welcome the desire to maximise the opportunity for public service reform, and it would be helpful for you to provide more details on your plans so we can explore how best to support your efforts.</p>
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<p>Include indicative costs and arrangements in relation to any options including planning for future service transformation opportunities.</p> <p>Relevant criteria:</p> <p>2) Unitary local government must be the right size to achieve efficiencies, improve capacity and withstand financial shocks.</p> <p>2d) Proposals should set out how an area will seek to manage transition costs, including planning for future service transformation opportunities from existing budgets, including from the flexible use of capital receipts that can support authorities in taking forward transformation and invest-to-save projects.</p>	<p>We welcome the indicative views on the potential costs and the type of activity that they will fund.</p> <p>As per criterion 2, the final proposal(s) should set out how an area will seek to manage transition costs, including planning for future service transformation opportunities from existing budgets, including from the flexible use of capital receipts that can support authorities in taking forward transformation and invest-to-save projects.</p> <ul style="list-style-type: none"> • within this it would be helpful to provide more detailed analysis on expected transition and/or disaggregation costs and potential efficiencies of proposals. This could include clarity on methodology, assumptions, data used, what year these may apply and why these are appropriate • detail on the potential service transformation opportunities and invest-to-save projects from unitarisation across a range of services - e.g. consolidation of waste collection and disposal services, and whether different options provide different opportunities for back-office efficiency savings? • where it has not been possible to monetise or quantify impacts, you may wish to provide an estimated magnitude and likelihood of impact • summarise any sources of risks, uncertainty and key dependencies related to the modelling and analysis • detail on the estimated financial sustainability of proposed reorganisation and how debt could be managed locally <p>We welcome the work you have done to date and recommend that all options and proposals should use the same assumptions and data sets or be clear where and why there is a difference (linked to criterion 1c).</p>
<p>Include early views as to the councillor numbers that will ensure both effective democratic representation for all parts of the area, and also effective governance and decision-making arrangements which will balance the unique needs</p>	<p>We welcome the early views provided in some proposals for councillor numbers, which we will be sharing with the Local Government Boundary Commission for England (LGBCE).</p> <p>There are no set limits on the number of councillors although the LGBCE guidance indicates that a compelling case would be needed for a council size of more than 100 members.</p>

<p>of your cities, towns, rural and coastal areas, in line with the Local Government Boundary Commission for England guidance.</p> <p>Relevant criteria:</p> <p>6) New unitary structures should enable stronger community engagement and deliver genuine opportunity for neighbourhood empowerment.</p>	<p>New unitary structures should enable stronger community engagement and deliver genuine opportunity for neighbourhood empowerment.</p> <p>Additional details on how the community will be engaged, specifically how the governance, participation and local voice will be addressed to strengthen local engagement and democratic decision-making would be helpful.</p> <p>In final proposal(s) we would welcome detail on your plans for neighbourhood-based governance, the impact on parish councils, and the role of formal neighbourhood partnerships and area committees.</p>
<p>Include early views on how new structures will support devolution ambitions.</p> <p>Relevant criteria:</p> <p>5a-c) New unitary structures must support devolution arrangements.</p>	<p>We welcome your consideration of the devolution implications.</p> <p>Further information would be helpful on the implications of the proposed local government reorganisation options for the governance arrangements in GLCCA. It would also be helpful to outline how each option would interact with GLCCA and best benefit the local community. We note that some of the interim plans include Rutland, which is not part of the GLCCA area. For proposals that include this option, we would welcome further information on the impact of this would have on GLCCA.</p> <p>You should also consider how your options will affect cross boundary working, especially in relation to pan-Humber arrangements and joint working with the Hull and East Yorkshire Combined Authority (HEYCA). We would also recommend consulting with the new Mayor of both GLCCA and HEYCA.</p>
<p>Include a summary of local engagement that has been undertaken and any views expressed, along with your further plans for wide local engagement to help shape your developing proposals.</p> <p>Relevant criteria:</p> <p>6) New unitary structures should enable stronger community engagement and deliver genuine</p>	<p>We welcome your update against criterion 6, setting out your engagement thus far, and note your plans for further engagement. It is for you to decide how best to engage locally in a meaningful and constructive way with residents, voluntary sector, local community groups and councils, public sector providers, such as health, police and fire, and local businesses to inform your final proposal(s).</p> <p>For proposals that involve disaggregation of services, you may wish to engage in particular with those residents who could be affected.</p> <p>It would be helpful to see detail that demonstrates how local ideas and views have been incorporated</p>

<p>opportunity for neighbourhood empowerment.</p> <p>a) Proposals will need to explain plans to make sure that communities are engaged.</p> <p>b) Where there are already arrangements in place it should be explained how these will enable strong community engagement.</p>	<p>into the final proposal(s), including those relating to neighbouring authorities where relevant.</p>
<p>Set out indicative costs of preparing proposals and standing up an implementation team as well as any arrangements proposed to coordinate potential capacity funding across the area.</p> <p>Relevant criteria:</p> <p>2d) Proposals should set out how an area will seek to manage transition costs, including planning for future service transformation opportunities from existing budgets, including from the flexible use of capital receipts that can support authorities in taking forward transformation and invest-to-save projects.</p>	<p>We welcome the indicative costs set out in some plans and recognise that work is ongoing to consider the costs of preparing proposals and standing up an implementation team.</p> <p>We would welcome further detail in your final proposal(s) over the level of cost and the extent to which the costs are for delivery of the unitary structures or for transformation activity that delivers additional benefits.</p> <p>As above, £7.6 million will be made available in the form of proposal development contributions, to be split across the 21 areas. Further information will be provided on this funding shortly.</p>
<p>Set out any voluntary arrangements that have been agreed to keep all councils involved in discussions as this work moves forward and to help balance the decisions needed now to maintain service delivery and ensure value for money for council taxpayers, with those key decisions that</p>	<p>We welcome the commitments made to work together to develop proposals that are in the best interest of the people of Lincolnshire (see criterion 4).</p> <p>Effective collaboration between all councils will be crucial; areas will need to build strong relationships and agree ways of working, including around effective data sharing.</p> <p>This will enable you to develop a robust shared evidence base to underpin final proposal(s) (see criterion 1c).</p>

<p>will affect the future success of any new councils in the area.</p> <p>Relevant criteria:</p> <p>4 a-c) Proposals should show how councils in the area have sought to work together in coming to a view that meets local needs and is informed by local views.</p>	<p>If your final proposal(s) include a neighbouring council(s) from outside of the invitation area then significant engagement between council(s) in the invitation area with any council(s) outside the invitation area that are directly impacted would be helpful during the development of proposal(s), including through effective data-sharing.</p> <p>Should Rutland County Council wish to be included in proposals submitted by a council(s) in Lincolnshire, we would expect collaboration between councils in Leicestershire and Lincolnshire to further develop proposals, and to ensure that the implications of both areas' plans are fully considered within proposal(s) submitted by council(s) in each area.</p> <p>Each council in an area can submit a single proposal for which there must be a clear single option and geography. Councils can and are encouraged to submit joint proposals. We would encourage you to work together and reduce the number of proposals under development for the invitation area.</p>
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