



Public Document Pack
Boston Borough Council

**Chief Executive
Rob Barlow**

Municipal Buildings
Boston
Lincolnshire PE21 8QR
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Wednesday 27 May 2026

Notice of meeting of the Overview & Scrutiny Committee

Dear Councillor

You are invited to attend a meeting of the Overview & Scrutiny Committee
on **Thursday 4th June 2026 at 6.30 pm**
in the Committee Room - Municipal Buildings, West Street, Boston, PE21 8QR

**Rob Barlow
Chief Executive**

Membership:

Chairman: Councillor Stuart Evans
Vice-Chairman: Councillor Suzanne Welberry
Councillors: Alison Austin, Richard Austin BEM, David Brown, Emma Cresswell,
Anton Dani, Anne Dorrian, Neil Drayton, Andy Izzard, Patricia Marson,
Barrie Pierpoint, Ralph Pryke, Lina Savickiene and David Scoot

Quorum 5

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 and notification of substitutes (*if any*).

B Declarations of Interest

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

C Minutes (Pages 1 - 10)

To sign and confirm the minutes of the previous meeting.

D Public Questions

To answer any written questions received from members of the public no later than 5 p.m. two clear working days prior to the meeting – for this meeting the deadline is 5 p.m. on Monday 01 June 2026.

Part II - Agenda Items

1 Highways Authority, Lincolnshire County Council

(A discussion with Councillor David East, Portfolio Holder Highways – Lincolnshire County Council)

2 Strategy / Policy Review and Development (Pages 11 - 20)

(A report by James Gilbert, Service Director - Corporate Services)

3 Public Space Protection Order for Dog Controls (Pages 21 - 42)

(A report by Christian Allen, Service Director - Regulatory)

4 South & East Lincolnshire Destination Management Plan (Pages 43 - 74)

(A report by Maria Cotton, Service Director - Culture & Regeneration)

5 Work Programme and Forward Plan (Pages 75 - 88)

(For Members to note/discuss the Committee's current Work Programme and the Council's Forward Plan)

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 314502.

Boston Borough Council

Minutes of a meeting of the **Overview & Scrutiny Committee** held in the Committee Room - Municipal Buildings, West Street, Boston, PE21 8QR on Thursday 30th April 2026 at 6.30 pm.

Present:

Councillor Suzanne Welberry (Vice-Chairman) in the Chair.
Councillors Alison Austin (substitute for Paul Gleeson), Richard Austin BEM, David Brown, Neil Drayton, Stuart Evans, Andy Izzard, Ralph Pryke and David Scoot.

In attendance:

Councillor Peter Bedford.

Officers:

Service Director – Regulatory, Flood and Water Manager, Area Flood Risk Manager, Chief Executive, Emergency Planning and Business Continuity Officer, Community Resilience Officer, Partnership Resilience Manager, Democratic Services Team Leader, Group Manager – Insights & Transformation and Democratic Services Officer.

90 Apologies for Absence

Apologies for absence were received from Councillors Anton Dani, Emma Cresswell, Paul Gleeson (substituted by Councillor Alison Austin), Patsie Marson, Barrie Pierpoint and Lina Savickiene.

91 Declarations of Interest

Several Members declared interests in relation to items on the agenda.

Councillors Welberry, Pryke and Scoot declared that they were Members of the Board of Public Sector Partnership Services (PSPS). These interests were noted in relation to agenda items where reference was made to partnership working or shared service arrangements.

Councillors Pryke, Welberry, Scoot and Richard Austin also declared that they were Members of the Black Sluice Internal Drainage Board. These declarations were made in respect of the item relating to the Section 19 Flooding Investigation Report: Wyberton West Road / Park Road, Boston, given the role of the Internal Drainage Board as a Risk Management Authority referenced within the report and presentations.

92 Minutes

The minutes of the previous meeting held on 10th February 2026 were agreed and signed by the Chairman.

93 Public Questions

No questions were received from the public.

94 Section 19; Flooding Investigation Report; Wyberton West Road / Park Road, Boston

The Chairman introduced the item and welcomed representatives of the relevant Risk Management Authorities to the meeting.

The Service Director – Regulatory, at the invitation of the Chairman, presented the report and provided a detailed introduction to the matter before the Committee. Members were reminded that the item related to the flooding event of 6th January 2025, which resulted in internal flooding to 38 residential properties within the Wyberton West Road and Park Road areas of Boston.

The Service Director – Regulatory explained that, in accordance with the requirements of the Flood and Water Management Act 2010, Lincolnshire County Council, in its capacity as Lead Local Flood Authority, had undertaken a Section 19 flood investigation to establish the causes of the event and identify the relevant Risk Management Authorities. The final Section 19 Flood Investigation Report (S19-941, dated 30 July 2025) was attached to the agenda as Appendix A.

It was further outlined that the Section 19 report had previously been considered by the Committee, at which time Members had resolved to invite representatives of the Risk Management Authorities to attend a future meeting to provide an update on how the recommendations arising from the investigation, as set out within Appendix A, had been addressed or were intended to be progressed. The purpose of the item was therefore to enable the Committee to scrutinise the actions taken to date and to consider whether further steps were required.

Following the introduction of the report, the Chairman invited the representatives of the Risk Management Authorities to present to the Committee.

The Flood and Water Manager from Lincolnshire County Council, in the capacity of Lead Local Flood Authority, provided an overview of the statutory framework governing Section 19 investigations. It was explained that such investigations were undertaken to establish the causes of flooding events affecting internal property flooding and to identify those organisations with relevant flood risk management responsibilities. The Committee was advised that, whilst the process allowed for recommendations to be made, there were no statutory powers to compel delivery, and therefore implementation relied on partnership working between the relevant authorities.

The Committee were informed of the increasing scale and frequency of flood events across Lincolnshire in recent years, noting that a significant number of properties had been impacted by flooding across multiple events. It was emphasised that, although flood water often receded quickly, the longer-term impacts on affected residents could be substantial and enduring. The presentation also highlighted the criteria for undertaking Section 19 investigations, with particular emphasis on internal flooding as the primary trigger for a formal investigation.

In relation to the event of January 2025, it was confirmed that the investigation, as set out within Appendix A, had identified a combination of contributing factors, including extreme rainfall, saturated and frozen ground conditions, rapid runoff from the wider catchment,

and elevated tidal levels, which together resulted in increased pressure within the South Forty Foot Drain, leading to overtopping at known low points along the flood defence system, which was identified as the principal mechanism for the flooding experienced within the affected residential areas.

The Area Flood Risk Manager from the Environment Agency then addressed the Committee and outlined the organisation's responsibilities for managing flood risk from main rivers and the sea. It was explained that the Environment Agency also had responsibility for the operation of flood warning systems and the development of long-term investment programmes aimed at reducing flood risk.

In response to the recommendations within the Section 19 report (Appendix A), the Committee was advised that a new, localised fluvial flood warning area had been established for the affected community following the January 2025 event. This was intended to ensure that residents would receive more targeted and timely warnings in the event of future flooding. It was noted that the development of such warning areas required detailed technical assessment, including establishing appropriate trigger levels, to ensure both accuracy and reliability.

The Committee were also informed that a review of hydraulic modelling for the South Forty Foot Drain had been undertaken following the event. The updated modelling had broadly confirmed the assumptions and outputs of earlier modelling work, although it was acknowledged that additional refinement work may be undertaken as part of ongoing investigations. It was further reported that funding had been secured for the 2026/27 financial year to undertake more detailed investigation into flood defences within the Boston area, including assessment of embankment condition, wall integrity, and potential issues relating to settlement and seepage, as identified within Appendix A.

The Chief Executive of the Black Sluice Internal Drainage Board then provided an update in respect of operational arrangements within the wider drainage network. The Committee was advised that significant improvements had been made to the management of pumping stations since earlier flood events, including the introduction of enhanced telemetry systems which allowed for remote operation and more rapid implementation of emergency pumping profiles.

It was explained that, whereas manual intervention had previously been required across multiple sites, the new system allowed for a more coordinated and responsive approach to managing water levels across the catchment during extreme conditions. It was further outlined that the drainage network within the catchment remained highly complex, with many pumping stations and interconnected watercourses. As such, management of water levels required a balance between protecting downstream areas, including Boston, and avoiding adverse impacts within upstream catchments. Ongoing discussions between partner organisations were reported to be taking place to explore improvements to system integration and operational response during future events.

The Committee then received a briefing from the Emergency Planning and Business Continuity Officer and the Community Resilience Officer, from the Lincolnshire Fire & Rescue Emergency Planning & Business Continuity Service, who outlined the work being undertaken to support community preparedness and recovery, in line with the recommendations set out within Appendix A. It was explained that a key focus had been

placed on strengthening community resilience through the development of local emergency plans, the establishment of community response arrangements, and the provision of training and resources to support volunteers.

The Committee was advised that communities were encouraged to take an active role in planning for future flooding events, including identifying local places of safety, coordinating volunteer support, and establishing communication channels to ensure information could be shared effectively during emergencies. It was emphasised that this work was intended to complement, rather than replace, the role of the emergency services, by enabling communities to act more quickly and effectively in the immediate stages of an incident.

In concluding the presentations, it was emphasised that a significant amount of work had been undertaken across all partner organisations since the January 2025 flooding event, and that further work remained ongoing to better understand the circumstances of the event and to identify opportunities to reduce flood risk in the future.

Following the conclusion of the presentations, the Chairman opened the meeting for questions and comments, and the Committee proceeded to undertake a detailed and wide-ranging discussion.

Attention was drawn to the condition of flood defence assets, particularly in relation to sections of the South Forty Foot Drain where overtopping had occurred. Members expressed concern that defects, including cracking and areas of weakness within the flood wall, had been identified prior to the January 2025 event and queried why more immediate remedial action had not been undertaken. Officers explained that whilst inspections had identified areas requiring attention, works were subject to established funding and prioritisation processes. Schemes were required to be developed and submitted through programmed bidding cycles, and as a result, there could be a delay between the identification of issues and the delivery of substantive works. It was further noted that, although some interim works had been completed, these had not been sufficient to mitigate the impacts of the event.

The Committee explored this matter further, expressing concern that such processes could leave communities exposed to risk where known issues remained unresolved. It was acknowledged that flood risk management involved many assets across a wide geographic area, and that decisions regarding investment were made based on relative risk and available resources. Members emphasised the importance of ensuring that identified vulnerabilities were addressed in a timely manner wherever possible.

The discussion then moved to the role of modelling and risk assessment, with Members seeking clarification on the reliance placed on historic hydraulic modelling. It was noted that modelling undertaken in 2016 had been used to inform earlier strategic decisions, and Members questioned whether such modelling remained sufficiently robust considering increasingly frequent and severe weather events. Officers confirmed that the modelling had been reviewed following the January 2025 event and was found to be broadly consistent with observed outcomes. However, it was also acknowledged that the event had been significantly influenced by specific catchment conditions, including frozen and saturated ground, which had resulted in rapid runoff and elevated water levels. The Committee recognised that whilst modelling remained an essential tool, it must continue to evolve alongside changing environmental conditions.

Consideration was then given to the flood warning arrangements in place at the time of the event. Members noted that there had been no specific fluvial flood warning for the affected area prior to January 2025 and questioned whether this represented a gap in provision. The Committee was advised that the existing warning system had been configured primarily to address tidal flood risk and that the need for a dedicated fluvial warning area had not previously been identified. It was confirmed that this had been rectified following the event through the introduction of a new, localised warning area.

The Committee also examined the operation and coordination of flood risk infrastructure, including pumping stations and sluice systems. Members sought to understand how these systems had functioned during the event and whether any limitations had contributed to the flooding experienced. It was explained that the event had been driven by a complex combination of factors, including high fluvial flows coinciding with tidal constraints, which had restricted the discharge of water from the system. Members were advised that improvements had since been made to operational arrangements, with further work ongoing to strengthen coordination and system responsiveness.

Members also considered the statutory framework governing flood risk management, particularly the limitations of the Section 19 process. It was acknowledged that recommendations arising from the report could not be enforced and that implementation depended upon the priorities and resources of the respective Risk Management Authorities. Members expressed concern regarding the potential implications of this and emphasised the importance of continued scrutiny in ensuring accountability.

Discussion also addressed the availability and uptake of property flood resilience measures. Members noted that take-up of the grant scheme had been relatively low and sought to understand the reasons for this. It was explained that, whilst eligible residents had been contacted directly, many had been focused on immediate recovery and insurance matters, which had impacted engagement.

Throughout the discussion, Members returned to the impact of the flooding on residents and the ongoing recovery process, recognising that the consequences had been long-lasting and significant, and that continued support and engagement remained essential.

The Committee received representations from members of the public who had been directly affected by the flooding event, together with contributions made by the local County Councillor.

The representations provided a detailed account of the experience of residents over the preceding 18 months and highlighted the significant and ongoing impact of the flooding on individuals and households. It was explained that, whilst the initial response to the incident had been swift and supportive, the longer-term recovery had proved considerably more challenging.

Concerns were raised regarding the availability and accessibility of information following the incident, in particular limited awareness of the Section 19 Flood Investigation Report and that communication regarding its findings had not been consistently received. Residents further expressed concern regarding the condition and adequacy of flood defences identified, and highlighted the continued anxiety within the community during periods of heavy rainfall.

Notwithstanding these concerns, it was emphasised that residents wished to work constructively with partner organisations and expressed a clear desire for improved engagement, transparency and ongoing involvement in future planning.

The Committee also heard from the County Councillor, who raised concerns regarding coordination between Risk Management Authorities and elected representatives. It was indicated that communication with local Members had not always been consistent, and that improved information sharing was required to support councillors in representing their communities effectively.

Officers acknowledged the concerns raised by both residents and the County Councillor and recognised the need to improve communication, coordination and engagement moving forward.

In drawing the discussion to a close, the Chairman thanked the representatives of the Risk Management Authorities and members of the public for their contributions.

The Committee acknowledged the complexity of the flooding event and the significant impact on affected residents and emphasised the importance of ensuring that progress against the recommendations contained within the Section 19 report were actively monitored.

Resolved:

- 1. That the report and the representations from the Risk Management Authorities received and be noted;**
- 2. That the comments and concerns raised during the meeting be formally recorded and shared with the relevant organisations;**
- 3. That a further update report be brought back to the Committee in six months' time to provide assurance on progress against the recommendations contained within the Section 19 Flood Investigation Report; and**
- 4. That the matter remain subject to ongoing scrutiny.**

[The Community Resilience Officer entered the meeting at 6.45pm, during consideration of the above item.]

[Councillor Neil Drayton left the room at 8.04pm and returned at 8.06pm, during consideration of the above item.]

[The Flood and Water Manager (Lincolnshire County Council), Area Flood Risk Manager (Environment Agency), Chief Executive (Black Sluice Internal Drainage Board), Emergency Planning and Business Continuity Officer, and Community Resilience Officer (Lincolnshire Fire & Rescue Emergency Planning and Business Continuity Service) and Councillor Peter Bedford left the meeting at 8.16pm.]

[At the conclusion of this item a brief adjournment was held at 8.16pm until 8.31pm.]

95 Scrutiny Arrangements Review

The Chairman introduced the item and invited the Democratic Services Team Leader to present the report.

The Democratic Services Team Leader provided a detailed overview of the findings arising from the review of the Council's scrutiny arrangements. It was explained that the review had been undertaken following the introduction of the single-committee scrutiny model and was intended to assess its effectiveness in practice, drawing on operational experience since the implementation of the current arrangements.

Members were advised that the review had been informed by consultation responses and feedback gathered from Members, officers and stakeholders who had experience of both the former two-committee structure and the current single-committee model. The findings indicated that the single-committee model had, in general terms, improved visibility and coordination of scrutiny activity, enabling a more cohesive approach and reducing duplication of work. It was also noted that the model had supported clearer alignment between scrutiny, Executive decision-making and the Council's Forward Plan.

The Committee was informed that the majority of responses received through the consultation process were supportive of the current arrangements. Benefits identified included improved continuity of discussion, more efficient use of resources and a clearer overview of the scrutiny work programme. It was acknowledged, however, that a minority of respondents had expressed a preference for a return to a more specialised, two-committee structure, highlighting the potential advantages of subject-specific focus and increased capacity for more detailed consideration of service areas.

Following the presentation, the Chairman opened the item for discussion.

The Committee considered the findings of the review and reflected on their experience of operating within the current scrutiny structure. Members acknowledged that the introduction of a single-committee model had resulted in a more streamlined approach to scrutiny, with improved oversight of the Council's business and reduced fragmentation between subject areas. It was observed that the ability to consider a wide range of issues within a single forum had enhanced continuity of discussion and enabled Members to develop a broader understanding of the interdependencies between services.

At the same time, Members recognised that the breadth of the agenda could, at times, limit the depth of scrutiny that could be applied to individual items. The importance of effective agenda planning and prioritisation was therefore emphasised, particularly to ensure that adequate time was allocated to complex or high-priority matters.

The role of task and finish groups was discussed as a mechanism for addressing this issue, enabling more detailed examination of specific topics outside of the main Committee setting. It was noted that such arrangements provided flexibility within the current structure and allowed for targeted scrutiny where necessary.

Members also considered the impact of the current arrangements on engagement with officers and external partners. It was noted that the single-committee model had provided greater clarity around reporting routes, with officers having a more consistent and

predictable forum for bringing matters forward. This was considered to have contributed positively to the overall effectiveness of scrutiny.

In reflecting on the consultation feedback, the Committee acknowledged that, whilst differing views had been expressed, the prevailing position supported continuation of the current model. Members emphasised the importance of maintaining a flexible and responsive approach, with ongoing review to ensure that the scrutiny arrangements continued to meet the needs of the Council and its communities.

In drawing the discussion to a close, the Chairman thanked the Democratic Services Team Leader for the report and the work undertaken in conducting the review.

The Committee recognised that the current scrutiny arrangements had delivered operational benefits and noted that continued development and refinement would be essential to ensure their ongoing effectiveness.

The recommendation was proposed by Councillor Richard Austin and seconded by Councillor Stuart Evans.

Resolved:

- 1. That the findings of the Scrutiny Arrangements Review be noted;**
- 2. That the comments made during the discussion be recorded and used to inform the continued development of scrutiny arrangements; and**
- 3. That the current scrutiny model be kept under review to ensure it remained effective and responsive to the Council's needs.**

96 Quarter 3 25/26 Performance Report

The Chairman introduced the item and invited the Group Manager – Insights and Transformation to present the report.

The Group Manager – Insights and Transformation provided an overview of performance for Quarter 3 of the 2025/26 financial year, as detailed in the report and supporting information contained within the Appendix to the report, outlining progress against key performance indicators and service delivery objectives across the Council. Members were advised that the report formed part of the Council's regular performance monitoring arrangements and was intended to provide assurance on service performance, highlight areas of concern, and identify emerging risks.

It was explained that the report and associated appendix included a range of quantitative performance measures supported by narrative commentary, enabling the Committee to assess how services were performing against established targets. Attention was drawn to areas where performance had been maintained or improved, as well as those where performance had not met expected levels, with accompanying explanations to provide context to the outcomes.

The Committee was informed that performance monitoring formed an integral part of the Council's governance framework and supported both operational management and strategic oversight.

Following the presentation, the Chairman opened the item for questions and comments.

The Committee undertook a detailed review of the performance information presented, having regard to both the headline indicators contained within the main report and the detailed data and narrative. Members reflected on the overall position, acknowledging areas of positive performance alongside those requiring further attention.

During the discussion, particular focus was given to areas where performance targets had not been achieved. Members sought clarification on the underlying causes of underperformance and the actions being taken to address those issues. It was recognised that, in some cases, performance had been influenced by external factors or operational pressures, whilst in others there remained opportunities for service improvement.

The Committee explored how performance information was used to inform service delivery and decision-making, noting the importance of ensuring that data was both accurate, meaningful and clearly presented. Members emphasised that performance monitoring should not only provide a retrospective view but should also support forward planning and continuous improvement.

Consideration was also given to the presentation and accessibility of the performance information. Members noted that clear and concise reporting was essential to effective scrutiny, and that the supporting narrative was particularly valuable in providing context to performance data.

The Committee recognised that understand trends over time was essential in identifying both progress and emerging areas of concern. Members further considered how the information could be used to inform its future work programme, including identifying areas of underperformance, emerging risk or strategic importance for further more detailed scrutiny.

Throughout the discussion, the Committee emphasised the importance of maintaining a robust and transparent approach to performance monitoring, ensuring that both achievements and challenges were clearly reported and understood.

In drawing the discussion to a close, the Chairman thanked the Group Manager – Insights and Transformation for the report and the update provided.

The Committee recognised the importance of regular performance monitoring in supporting effective governance and service improvement and acknowledged the role of scrutiny in reviewing and challenging performance where appropriate.

Resolved:**That the Quarter 3 2025/26 Performance Report be noted.**

97 Work Programme and Forward Plan

The Chairman introduced the item.

The Committee considered the current Work Programme , the draft Work Programme for 2026/27, and the Council's Forward Plan, as set out within the agenda papers. Members were reminded that the Work Programme was a live document, intended to support effective forward planning of scrutiny activity, ensure alignment with the Council's priorities, and retain sufficient flexibility to respond to emerging issues.

The draft Work Programme for 2026/27 was also presented for consideration, to assist Members in shaping and planning scrutiny activity for the forthcoming municipal year.

The Committee considered the current and draft Work Programme alongside the Forward Plan.

Members acknowledged the importance of maintaining a clear, realistic and manageable schedule of business. it was recognised that the Work Programme should remain flexible and responsive, allowing the Committee to balance its core responsibilities, including performance monitoring, with the capacity to respond to emerging risks or matters of public concern.

In considering the draft Work Programme for 2026/27, Members made the following specific contributions to inform its further development:

- it was noted that the Review of the Town Centre Task and Finish Group report was expected to be available for consideration at the Committee's next meeting in June 2026;
- a request was made for scrutiny to consider matters relating to the visitor economy as part of the forward work programme;
- Members asked that Council Tax and Business Rates collection performance be given consideration going forward;
- concern was raised regarding the use of indelible labels in shops, and Members suggested this as a potential area for future scrutiny; and
- the importance of effective public engagement was highlighted, with a suggestion that different teams be invited to future meetings to help determine the most appropriate course of action.

Members noted that the draft Work Programme for 2026/27 would continue to be reviewed and refined, with further opportunities to add or adjust items as priorities for the new municipal year became clearer.

In drawing the discussion to a close, the Chairman thanked Members for their contributions.

Resolved:

That the content of the Work Programme, the draft Work Programme for 2026/27, and the Council's Forward Plan be noted.

The Meeting ended at 8.46 pm.



Report To:	Overview & Scrutiny Committee
Date:	4 th June 2026
Subject:	Strategy / Policy Review and Development
Purpose:	To consider an approach to future strategy / policy review and development in the lead up to Local Government Reorganisation
Key Decision:	No
Portfolio Holder:	Cllr Dale Broughton, Leader of the Council
Report Of:	James Gilbert, Service Director – Corporate Services
Report Author:	Corey Gooch, Business Intelligence and Change Manager
Ward(s) Affected:	N/A
Exempt Report:	No

Summary

Given the anticipated timeline for Local Government Reorganisation (LGR), this report proposes a refined and proportionate approach to the management of the Council's strategies and policies during the transition period to 2028.

The proposal only applies to policies outside the Policy Framework (reserved for Council), as identified at Appendix A.

It proposes that minor or non-material amendments, and consequential amendments where there has been a change in legislation requiring an amendment to these policies, are delegated to Service Directors, in consultation with the relevant Portfolio Holder and Monitoring Officer, removing the need for these changes to progress through the full Scrutiny and Cabinet for approval.

This approach seeks to maintain strong governance while ensuring proportionality and freeing up capacity to focus on LGR.

Recommendations

- That scrutiny committee considers this report and provides feedback to inform a future decision.

Reasons for Recommendations

- Many of the policies are unlikely to require significant change between now and Local Government Re-organisation (assuming a 2028 timeline).
- Local Government Reorganisation will place a significant pressure on the Council's internal capacity and the approach set out in this report will alleviate some of that pressure to focus on Reorganisation.

Other Options Considered

- Not to support the approach set out and to request the current strategy and policy review schedule remain.

1. Background

- 1.1 The Council currently operates a governance framework in which most strategy and policy reviews and amendments are brought through the formal democratic process. Usually, any proposed changes - even minor changes - to a strategy or policy are first considered through scrutiny before progressing to Cabinet or another decision-making body, as appropriate.
- 1.2 With Local Government Reorganisation on the horizon (outcome likely to be known mid-2026) and the Councils likely to be dissolved on 1 April 2028, this report brings forward proposed changes that seek to free up capacity of council officers to help the Council prepare for Local Government Reorganisation.
- 1.3 Should Reorganisation not take place, or be delayed, existing strategy and policy review/development arrangements would remain in place.

2. Report

- 2.1 The Council maintains a structured and transparent approach to strategy and policy management, in which strategy and policy reviews and amendments progress through scrutiny before being considered by Cabinet or another relevant committee.
- 2.2 Local Government Reorganisation has increased the demands on officer capacity and this will continue to increase significantly if Reorganisation proceeds. Continuing to deliver the existing volume of routine strategy and policy reviews is questionable

where existing strategies and policies are likely to remain fit for purpose for the Councils remaining time or only require minor, non-material or legislative changes.

- 2.3 For clarity, Policies within the Councils constitutional Policy Framework (not in scope of this report) will continue to be reviewed and approved by Full Council.
- 2.4 The Policies within the scope of this proposal are included within Appendix A. The policies, where necessary, would be extended to 31 March 2028 with minor or non-material amendments, and consequential amendments where there has been a change in legislation requiring an amendment, to these policies (in Appendix A) being delegated to the Service Director in consultation with the Portfolio Holder and Monitoring Officer.
- 2.5 If a full policy review and amendment were to take place, this would still come forward for consideration via Scrutiny and Cabinet.
- 2.6 The requirement to consult with the relevant Portfolio Holder provides continued member visibility and oversight. In addition, Scrutiny will retain the ability to request the review of any policy where concerns arise, ensuring that democratic challenge and transparency remain in place. The requirement to consult with the Monitoring Officer provides assurance that decisions are taken in accordance with the delegation.

3. Conclusion

- 3.1. The proposed approach provides a balanced and proportionate framework for managing the Council's policies during the transition to Local Government Reorganisation. By retaining full member oversight for Policy Framework matters, while enabling minor, non-material and legislative amendments to non-framework policies (Appendix A) to be managed through delegated authority, the Council can free up capacity without compromising transparency or accountability.

Implications

South and East Lincolnshire Councils Partnership

The proposed approach streamlines workload, maintains alignment, and frees up capacity so the Partnership can focus on preparing for LGR without unnecessary strategy and policy review activity.

Staffing

None

Workforce Capacity Implications

The proposed approach will reduce pressure on officer capacity across the Partnership by limiting routine strategy and policy reviews during Local Government Re-organisation. By focusing only on the strategies and policies requiring substantial revision and enabling minor, non-material and legislative changes to be managed under delegated authority, services can redirect capacity toward Local Government Reorganisation work without compromising governance or compliance.

Constitutional and Legal Implications

There are no direct legal risks arising from the proposed approach. Substantial policy changes will still follow existing democratic and governance processes, ensuring compliance with statutory requirements. Delegated authority for routine updates maintains accuracy and legal validity without requiring full committee oversight.

Data Protection

None

Financial

No direct financial implications are anticipated.

Risk Management

None. Scrutiny can still request to review a strategy / policy if a concern is identified.

Stakeholder / Consultation / Timescales

Consultation being undertaken via this report prior to decision making.

Reputation

None

Contracts

None

Crime and Disorder

None

Equality and Diversity / Human Rights / Safeguarding

None

Health and Wellbeing

None

Climate Change and Environment Impact Assessment

None

Acronyms

LGR – Local Government Reorganisation

Appendices

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

Appendix A Policy and Strategy Register with LGR Commentary

Background Papers

None

Chronological History of this Report

Report Version	Date
1.1	19/03/2026
1.2	20/05/2026

Report Approval

Report author: Corey Gooch – Business Intelligence and Change Manager
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Signed off by: James Gilbert – Service Director – Corporate Services
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Approved for publication: Cllr Dale Broughton – Leader of the Council
Dale.Broughton@boston.gov.uk

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Partnership Policy and Strategy Register

Directorate	Policy/Strategy Title	Owner	Proposed Action (LGR)
Communities and Housing	Safeguarding Policy	Emily Spicer	Extend Existing Policy
Communities and Housing	SHDC Mobile Homes and Caravan Site Licensing and Fee Policy	Emily Spicer	Extend Existing Policy
Communities and Housing	Street Art Management Policy	Emily Spicer	Extend Existing Policy
Communities and Housing	District Council Health and Wellbeing Strategy	Emily Spicer	Extend Existing Policy
Communities and Housing	CCTV Policy (currently Boston but to become Partnership policy)	Emily Spicer	Extend Existing Policy
Corporate	ICT Employee & Member Access Policy	Jackie Wright (PSPS)	Extend Existing Policy

Corporate	ICT Removable Media	Jackie Wright (PSPS)	Extend Existing Policy
Corporate	ICT Remote Working Policy	Jackie Wright (PSPS)	Extend Existing Policy
Corporate	ICT Third Party Supplier Access Policy	Jackie Wright (PSPS)	Extend Existing Policy
Corporate	ICT Systems Acquisition Development and Deployment Policy	Jackie Wright (PSPS)	Extend Existing Policy
Corporate	Communications Strategy	James Gilbert	Extend Existing Policy
Corporate	AI Policy	James Gilbert	Extend Existing Policy
Corporate	Equality and Diversity	Rachel Robinson	Extend Existing Policy
General Fund Assets	Industrial Units Letting and Management Policy (25-30)	Andy Fisher	Extend Existing Policy

Governance	Freedom of Information Policy	John Medler	Extend Existing Policy
Governance	Unreasonable Behaviour and vexatious requests	John Medler	Extend Existing Policy
Governance	Customer Feedback Policy	John Medler	Extend Existing Policy
Governance	Data Protection Policy	John Medler	Extend Existing Policy
Governance	Records Management Policy	Richard Steele	Extend Existing Policy
Regulatory	RIPA 2000 Partnership Policy	Christian Allen	Extend Existing Policy
Regulatory	Corporate Enforcement Policy	Christian Allen	Extend Existing Policy
Regulatory	Litter and Fly-Tipping Engagement and Enforcement Strategy	Christian Allen	Extend Existing Policy

Regulatory	Body Worn Camera Video Policy	Christian Allen	Extend Existing Policy
Regulatory	Street Naming and Numbering Policy	Christian Allen	Extend Existing Policy
Regulatory	Sustainable Products Policy	Sarah Baker	Extend Existing Policy
Regulatory	Climate Change Strategy	Sarah Baker	Extend Existing Policy



Report To:	Overview and Scrutiny Committee
Date:	4 th June 2026
Subject:	Public Spaces Protection Order for Dog Controls
Purpose:	To invite Committee to consider the extension of the dog controls Public Spaces Protection Order in Boston Borough Council
Key Decision:	No
Portfolio Holder:	Cllr Butler, Portfolio Holder for Environmental Services
Report Of:	Christian Allen, Service Director Regulatory
Report Author:	Donna Hall, Group Manager Public Protection
Ward(s) Affected:	All
Exempt Report:	No

Summary

This report sets out information about the current Public Spaces Protection Order for dog controls and asks members to consider the proposal to extend the Public Spaces Protection Order for a further three years.

A formal consultation has been carried out which invited feedback from members of the public and interested parties on the continuation of these controls. A clear majority of the respondents support the proposal.

Recommendations

That the Overview and Scrutiny Committee considers and provides feedback on the proposal to extend the Public Spaces Protection Order for a further three years under the Anti-social Behaviour, Crime and Policing Act 2014.

Reasons for Recommendations

To provide scrutiny on the proposal prior to a decision being made by Cabinet on 24th June 2026.

Other Options Considered

Do nothing.

1.0 Background

- 1.1 Public Spaces Protection Orders (PSPOs) were introduced under the Anti-social Behaviour, Crime and Policing Act 2014 to help local authorities tackle antisocial behaviour in public areas that is detrimental to the local community's way of life. They can last for up to three years and there is no limit on the number of times they can be reviewed.
- 1.2 The definition of a public space is wide and includes any place which the public or any section of the public has access, on payment or otherwise, as of right by virtue of express or implied permission.
- 1.3 Given that the effect of PSPOs is to restrict the behaviour of people using public places, it is important that the restrictions are focussed on specific behaviours and are proportionate to the detrimental effect that the behaviour is causing or can cause, and are necessary to prevent it from continuing, occurring or recurring.
- 1.4 The Council can extend a PSPO by up to three years if they consider it necessary to prevent the original behaviour from occurring or recurring. They should also consult with the local police and other relevant organisations they think appropriate before doing so.
- 1.5 A PSPO relating to dog controls was first introduced by Boston Borough Council in 2017 and has been subsequently extended every three years following consultation.

2.0 Report

- 2.1 The Council recognises that owners of dogs are required to provide for the welfare and needs of their animals, including regular exercise. It is not the intention of the Council to impact upon this for the majority of dog owners who it is recognised act responsibly. The Council does however continue to receive complaints about dog fouling. In

2024/25 the Council received 40 complaints from members of the public, and in 2025/26 the Council received 25 complaints from members of the public.

- 2.2 It is proposed that the PSPO, which expires on 1st October 2026, is extended for a further three years with the same controls in place. These are outlined in the draft Order at **Appendix 1**, but in summary the PSPO implements controls to deal effectively with:
- Dog fouling
 - The exclusion of dogs from fenced off children's play areas
 - Comply with a direction to put dogs deemed to be out of control or causing alarm or distress to members of the public, on a lead
 - Provide evidence of the means of a suitable receptacle to pick up dog faeces
- 2.3 Exemptions are prescribed within the Order for a person who is registered as a blind person on a register compiled under section 29 of the National Assistance Act 1948, has a disability that requires assistance from a dog trained by any member organisation of Assistance Dogs UK, or can demonstrate that their dog is required to assist them due to a disability within the meaning under the Equality Act 2010.
- 2.4 The Council has undertaken extensive public consultation to gauge the views of the public and interested parties and to help inform the Council's decision on the possible extension of the PSPO. A public consultation was launched on 20th April and has been promoted on social media, through a press release and on the Council's website. In addition to this, two face to face events have been held, one at the market place and one at St Botolph's Church. Paper copies have also been made available from the Council reception at the Municipal Buildings.
- 2.5 In addition to the public consultation, direct consultation has taken place with Lincolnshire Police, The Office of the Police and Crime Commissioner, Lincolnshire County Council, the RSPCA, Dogs Trust and other interested parties.
- 2.6 A report of the consultation feedback is included in **Appendix 2** to this report. The findings of the consultation show public support for the PSPO. In summary:
- 98% support continuing to issue Fixed Penalty Notices for the offence of failing to remove dog faeces from land that the public have access to.
 - 95% support continuing to require dog owners to put their dog on a lead when requested to do so by an authorised officer.
 - 94% support continuing to ban dogs from fenced areas of children's play areas.
 - 85% agreed with the proposal to maintain the amount of the Fixed Penalty Notice charge at £100 for breaches of the PSPO. 13% disagreed, with the majority of comments suggesting it should be higher. This is not possible as the maximum fine in law for this is £100.
 - 87% supported continuing to issue Fixed Penalty Notices for the offence of failing to produce, on request, a means to pick up dog faeces. 11% objected.

2.7 The breach of a PSPO is a criminal offence and a Fixed Penalty Notice (FPN) of up to £100 can be issued, or a fine of up to level 3 on conviction in court. An FPN can be issued by a police officer, Council officer or other person designated by the Council. In Boston Borough Council has authorised officers from Kingdom LA Support Services under the enforcement contract for this purpose. Payment of the FPN discharges liability for the offence, however payment not made within the required timescale could lead to court proceedings being initiated for the offence of failing to comply with the PSPO.

2.8 Enforcement of the PSPO is carried out through foot patrols and an intelligence led approach where complaints are received about high incidences of dog fouling. The below table illustrates the number of FPNs issued under the Order.

Year	FPN – Means to Pick Up	FPN - Fouling
2025/26	9	2
2024/25	15	1
2023/24	12	0

2.9 The Council also records the number of interactions with dog walkers where an authorised officer asks them to provide evidence of having a suitable means to pick up after their dog. These are set out below:

2024	66
2025	77
2026 (up to 14th May)	89

2.10 In accordance with the legislation, the Council has published the Order on its website for transparency. The Council also uses signage across the Borough to draw the attention of members of the public to the controls.

3.0 Conclusion

The PSPO which has been in place across the Borough since 2017 is an effective means of controlling dog related anti-social behaviour. A further three-year extension of the PSPO is considered a proportionate means to control these issues and prevent them from recurring. This is supported by the results of the public consultation.

Implications

South and East Lincolnshire Councils Partnership

South Holland District Council and East Lindsey District Council also have PSPOs in force in relation to dog controls.

Corporate Priorities

The PSPO supports the strategic priorities outlined in the South and East Lincolnshire Councils Partnership Sub-Regional Strategy of promoting healthy lives, safe and resilient communities and the environment. It also supports the Boston Borough Council local priority of improving street cleanliness.

Staffing

None, the Order is enforced through existing contractual arrangements.

Workforce Capacity Implications

None, the Order is enforced through existing contractual arrangements.

Constitutional and Legal Implications

Prosecutions may be taken where offenders have failed to discharge their liability by paying the Fixed Penalty Notice.

Legal advice has been sought on the drafting of the Order.

Data Protection

Enforcement activity is carried out in line with data protection legislation and is covered in the Environmental Crime Enforcement contract.

Financial

There is a small income associated with this activity which is derived from the income sharing arrangement with the enforcement contractor. This is re-invested into environmental crime prevention to cover associated costs, for example the maintenance of PSPO signage across the Borough.

Risk Management

None

Stakeholder / Consultation / Timescales

The Council has consulted directly with stakeholders as required by legislation. A public consultation was also publicised for residents, visitors, businesses, dog owners and dog-related charities including the RSPCA and Dogs Trust. The consultation was held from 20th April to 18th May.

Reputation

Failure to implement effective dog fouling and dog control measures could lead to reputational damage to the Council.

Contracts

This PSPO is primarily enforced through the South and East Lincolnshire Councils Partnership contract for enviro-crime enforcement.

Crime and Disorder

All breaches in relation to the controls under the PSPO are a criminal offence under the Anti-Social Behaviour Crime and Policing Act. Any action taken will be considered in line with the Council's Enforcement Policy.

Equality and Diversity / Human Rights / Safeguarding

The Environmental Crime Enforcement contract details compliance with Council policy in relation to Equality, Diversity, Human Rights and Safeguarding.

Health and Wellbeing

Maintaining a clean environment is known to contribute to the health and wellbeing of the community. There are many known health hazards associated with dog fouling.

Climate Change and Environment Impact Assessment

Dog fouling is detrimental to the natural environment. Encouraging the removal of dog fouling promotes a cleaner, safer environment for all.

Acronyms

FPN - Fixed Penalty Notice

PSPO – Public Spaces protection Order

Appendices

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

Appendix 1	Draft Public Spaces Protection Order
Appendix 2	Consultation Feedback Report

Background Papers

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

Chronological History of this Report

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

Report Approval

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Signed off by: Christian Allen, Service Director Regulatory
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Approved for publication: Cllr Callum Butler, Portfolio Holder for Environmental Services
Callum.Butler@boston.gov.uk



BOSTON BOROUGH COUNCIL PUBLIC SPACES PROTECTION ORDER

Notice is hereby given of the intention of Boston Borough Council to enforce Orders pursuant to its powers under sections 59, 60, 67 & 68 of the Anti-Social Behaviour, Crime and Policing Act 2014 in relation to Environmental Crime & Dog Control. This supersedes The Public Spaces Protection Order ***YEAR***

The land to which this Order applies (unless otherwise specified), which is within the administrative area of Boston Borough Council the Council, which is open to the air and to which the public are entitled or permitted to have access either with or without payment; and this includes all access land as specified by The Countryside and Rights of Way Act 2000.

This Order is effective for three years. The Order shall come into force at on ***DATE*** and shall expire on ***DATE***.

At any point before the expiry of this three-year period, the Council can extend this Order by up to three years if it is satisfied on reasonable grounds, that this is necessary to prevent the activities identified in the Order from occurring or recurring, or to prevent an increase in the frequency or serious activities, after that time.

Dog Control

1(a) Removal of Dog Faeces

This Order makes it an offence not to remove dog faeces from the following areas:

- Any public road;
- Any private road to which the public have access (unless the owner of the road declares that he or she does not wish the Order to cover it);
- Any public footpath;
- Any private footpath to which the public have access (unless the owner of the footpath declares that he or she does not wish the Order to cover it);
- Any other land, which is open to the air and to which the public are entitled or permitted to have access (with or without payment).

1(b) Means to Remove Dog Faeces

- A person in charge of a dog on any land detailed in Part 1(a) of this Order, must comply with a direction given to them by an Authorised Person, to produce, when requested, a device or other suitable means of removing dog faeces and transporting it to a bin



Boston Borough Council Public Space Protection Order

(whether or not the dog has defecated). Failure to produce an appropriate means for removal of faeces on demand is an offence.

- Please note that “Person in charge” of a dog means a person who has the dog in his/her possession, care or company at the time the relevant offence is committed, or the person who habitually has the dog in his/her possession, care or company.
- An appropriate means is defined as any poop scoop bag, disposal bag or other suitable container for disposal of dog faeces. By way of guidance a trouser or coat or other pocket is not such an item. Neither is a handbag, rucksack, purse or sports bag.

2) Children’s Play Areas

This Order excludes dogs permanently from the following areas:

- Any fully enclosed and fenced designated children’s play area containing play equipment within the area of Boston Borough Council.

3) Dogs on Lead by Direction

- It is an offence not to place and keep a dog on a lead when requested to do so by an appropriately Authorised Person. This applies to any public open spaces as identified in the Order. This direction can be exercised when an Authorised Person feels that a dog is out of control or is causing alarm or distress to members of the public.

Exemptions

There are exemptions for any person who:

- i. is registered as a blind person in a register compiled under section 29 of the National Assistance Act 1948; or
- ii. is for the time being in charge of an Assistance Dog registered with Assistance Dogs UK and upon which he/she relies for assistance.
- iii. is accompanied by an Assistance Dog, or who is training an Assistance Dog, where the dog has been trained or is being trained by a recognised charity or organisation accredited by Assistance Dogs UK (ADUK), or where the owner can demonstrate that their dog is required to assist them due to a disability within the meaning of the Equality Act 2010.

Authorised officers may request reasonable evidence that a dog is an Assistance Dog. A person shall not be required to produce documentary evidence of disability to rely on this exemption but may be asked to demonstrate that the dog is trained or being trained for assistance related purposes.



Enforcement of the Order

It is an offence for a person without reasonable excuse to engage in any activity that is prohibited by this Order.

Boston Borough Council Officers or any other person authorised in writing, who is working on behalf of the Council referred to in this Order, will issue £100 Fixed Penalty Notices, under section 68 of the Act, to persons who fail to comply with any requirements of the Public Spaces Protection Order (PSPO). Anyone who fails to pay a Fixed Penalty Notice within the 14-day period may be prosecuted.

It is an offence for a person in charge of a dog to breach the Public Spaces Protection Order.

In accordance with section 67 of the Act, any relevant person found to be in breach of the Order is liable on summary conviction in the Magistrates Court, to a maximum penalty of a level 3 fine (£1,000).

An 'Authorised Person' means any Police Constable, Police Community Support Officer, Council Officer (or an agent contractor appointed by them and/or any appropriately authorised person acting on behalf of a Town or Parish Council) who must produce evidence of their identity upon request.

The Council is satisfied that the conditions set out in Section 59 (3) of the Act have been met. Namely, that the effect or likely effect of the required activities is, or is likely to be, of a persistent or continuing nature and that these activities are unreasonable and justify the restrictions imposed by this Order and that it is in all the circumstances expedient to make this Order for the purpose of reducing crime and/or anti-social behaviour in a public place.

APPEALS:

In accordance with section 66 of the Act, any interested person who wishes to challenge the validity of this Order on the grounds that the Council did not have the power to make the Order or that a requirement under the Act has not been complied with may apply to the High Court within six weeks from the date upon which the Order is made.

Signed:

Robert Barlow
Chief Executive

Boston Borough Council

Date:

Boston Borough Council
Dog Controls PSPO Consultation Feedback
Report
May 2026



Introduction to this consultation

1. This report details the responses received for the Boston Borough Council Public Spaces Protection Order (PSPO) consultation undertaken between 20th April 2026 and 18th May 2026.
2. In October 2026, Boston Borough Council's PSPO is due to expire. It is made and enforced under the Anti-Social Behaviour, Crime and Policing Act 2014. The Order is used to enforce Dog Fouling, Dog Exclusion Zones and allows Authorised Officers to request that dogs are placed on leads.
3. The PSPO must be reviewed every three years. The Council is seeking to amend the Order to include further dog control restrictions. Registered blind and assistance dog owners will remain exempt from the Order in relation to dog control. The consultation was undertaken to gather views on the proposed changes. All respondents were asked to read the proposed PSPO prior to completing the survey.

Methodology

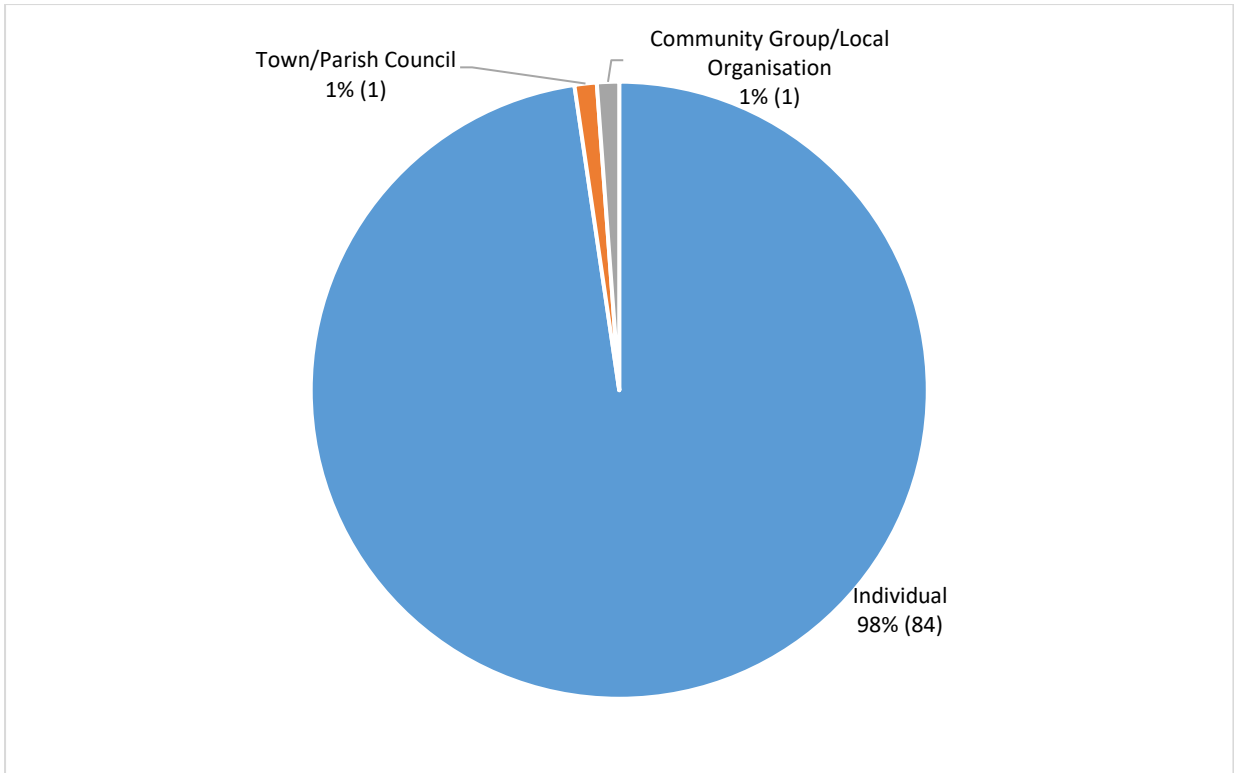
4. The online survey was available on the Council's website throughout the consultation period. A link to the consultation was shared on social media and via a press release. Two face to face events were held in the town. Paper copies of the questionnaire were also available on request.
5. It should be noted that base data has been rounded to the nearest number (so may add up to between 99% and 101%).

Response Rate

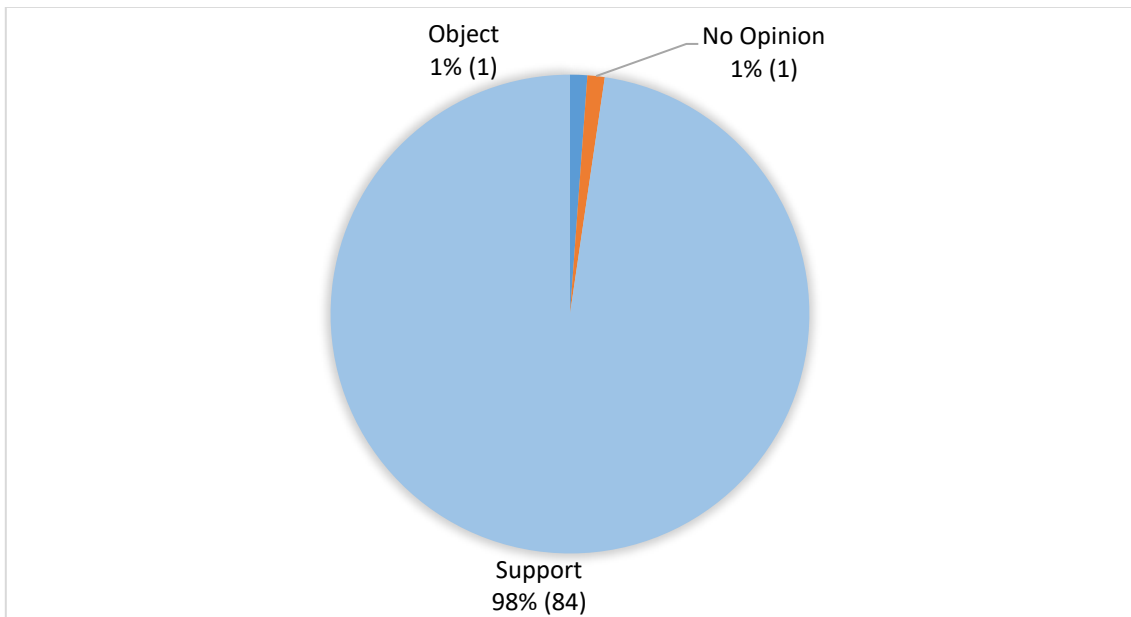
6. 86 responses were received in total.

Results and Analysis

7. **Respondents:** All respondents were asked in what capacity they were responding to the consultation. The majority of responses were from individuals. The local organisation was The Dog's Trust. The town/parish council was not identified.



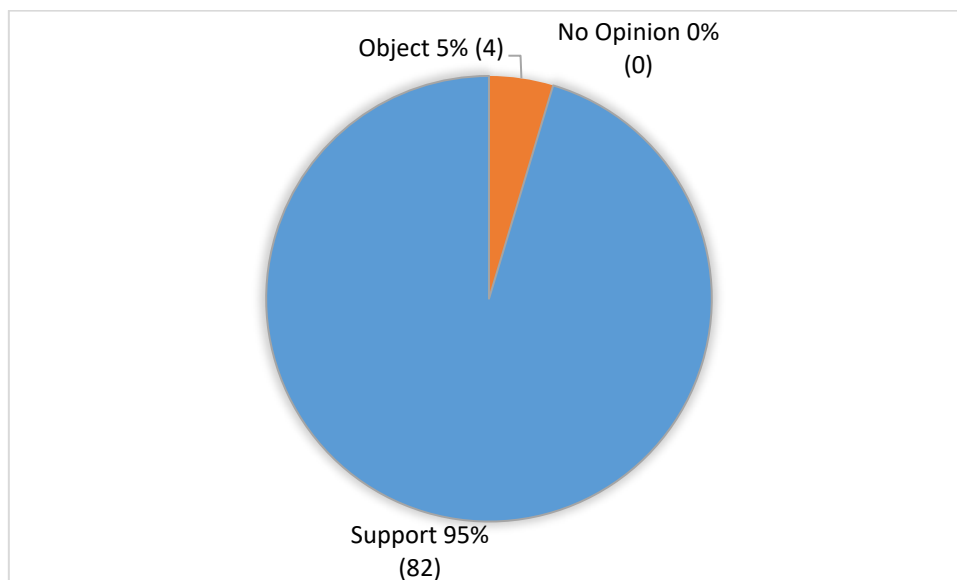
8. **Dog Fouling:** All respondents were asked if they supported Boston Borough Council in continuing to issue Fixed Penalty Notices for the offence of failing to remove dog faeces from land that the public have access to. The chart below shows that 98% of respondents supported this.



9. All respondents were asked if they had any comments to make regarding dog fouling.
- As a dog owner myself it is becoming increasingly frustrating that other owners have no regard for their dogs mess. I'm really not sure how you'll can enforce it though as you'd literally need a monitoring officer constantly patrolling park/public areas across the borough, which obviously isn't doable. The mess on footpaths and the park around Woad Farm Road and Wellington Road playing field is a disgrace, but I'm not sure what more you can do? Perhaps larger posters on all entrances to the park might help educate owners?
 - I would welcome stronger enforcement
 - Hi this needs to be enforced in the Boston area, not just the town, we walk our dog around Fishtoft daily and have noticed more and more fouling with no sign of dog wardens, despite having complained!
 - Too many people do not pick up after their dogs as usually to busy looking at their phones and not watching what their dogs are doing. Another bug bear is when they pick it up and then leave the bag. I am a dog owner and often pick up after other owners when there is mess left on a footpath
 - If this is to be implemented the enforcement officers need to vary the hours of day and night to catch repeat offenders who give the rest of us dog owners a bad name. Also there should be more littering enforcement for people generally littering.
 - The cost of policing such an order should be covered by the fines
 - There is not enough enforcement for people who fail to pick up after their pets,
 - But who is going to enforce this
 - Needs to be policed. Too many people just leave it.
 - Could you find a way to introduce reporting people for not doing this? Perhaps to send them a letter? It's a real issue where I walk my dogs and I see the same people doing it time and again
 - I am a dog owner and always pick up our dogs poop. This should be included along with littering in the enforcement
 - This should also include putting the poop in a bag but not putting the bag in a bin / leaving it on the path/road/tree etc
 - I have children and a dog, and there's nothing worse than one of us standing in some else's dog's poo.
 - Always some in central park and surrounding streets. If dogs were on leads n not allowed to run free the owner would see where the poo was n be able to pick it up. Also free dogs would not be able to approach reactive dogs on leads.
 - There needs to be more bins for this.
 - This is very important, it's been an ongoing issue even with the FPN
 - On spot checks to make sure owners are carrying poo bags and if not also fine them
 - You need to put signs up , especially in the villages. I'm sick of having to navigate the dog poo of the heron park housing estate when they walk their dogs in the lanes , and I clear up my dogs poo ! Plus they are angry aggressive when you politely ask them to pick it up

- Dogs Trust consider ‘scooping the poop’ to be an integral element of responsible dog ownership and would fully support a well-implemented order on fouling. We urge the Council to enforce any such order rigorously. In order to maximise compliance, we urge the Council to consider whether an adequate number of disposal points have been provided for responsible owners to use, to consider providing free disposal bags and to ensure that there is sufficient signage in place. We question the effectiveness of issuing on-the-spot fines for not being in possession of a poo bag and whether this is practical to enforce.
- I am a dog owner and the amount of dog poo not being picked up when im out and about is disgusting.

10. **Dogs on Leads:** All respondents were asked if they supported Boston Borough Council for continuing to require dog owners to put their dog on a lead when requested to do so by an authorised officer. The chart below shows that 95% of respondents supported this.



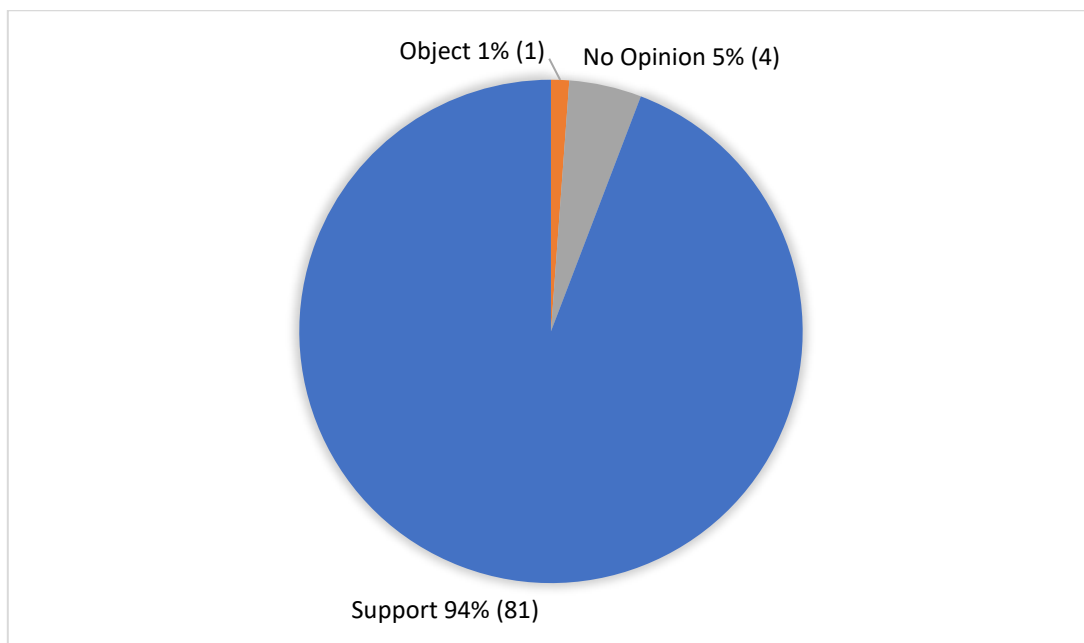
11. All respondents were asked if they had any comments to make regarding dogs on leads.

- I think all dogs need to be on leads all of the time, my dog was attacked by 2 off lead dogs at the same time, no owner to be seen, now i can't walk my dog in any of the lovely wood areas we have in and around Boston anymore because he and I am petrified that it could happen again.
- I would like to see this go further with the re-establishing of Dogs Must Be Kept on Lead signs in public places including Central Park. I'm a dog owner myself who always has their dog on lead in public - I'm tired of being bothered by other people's dogs off lead and out of control, at best this is annoying and at worst dangerous. Owners of such dogs are rude when challenged as the law is not being made clear.
- My son was attacked by a dog off its lead and resulted in a hospital visit and deep wound

- Dogs should always be on leads in public parks. There are plenty of places to go to allow dogs off lead. The Central Park is a prime example. Yes dogs should be kept out of the play area but that doesn't stop dogs running after kids on bikes and scooter on the skate park area. Some dogs are aggressive towards loud noises and things on wheels etc.
- "I am a dog owner. I feel all dogs should be on leads no matter what. I get dogs off leads come up to my dog for the owner to tell me they are friendly but our dog gets stressed by this, when we explain this to the dog owner they get aggressive. Too many incidents happen even when dogs are friendly.
- More signs should be displayed to show dogs on leads at all times. As authorised officers are not about enough to enforce as dog walking happens outside of working hours mostly "
- She should be on leads at all times in public places and parks
- All dogs should be on leads at all times.
- Should put their dogs on a lead if they see other dogs on a lead not just if asked to do so by an officer
- I think it needs to be discussed as to what areas this will be implemented.
- Dogs should be on a lead in Central Park as children and elderly and people who don't want dogs around them use it.
- There should be sufficient authorised officers available to police all areas"
- I own dogs and keep my on the lead when in public. There are far too many irresponsible dog owners who do not have control over their dog in public places. When out other dogs off the lead constantly approaching my dogs. With my dog being attacked by a dog off the lead. All dogs should be kept on leads in public space as any dog can change in an instant despite how friendly they are
- As a postperson I totally agree with this i see so many incidents where dog owners are not responsible enough
- I think all dogs should be on leads at all times in public places. No authority about to ask people to put their dog on a lead.
- All dogs should be on lead in public places and under the owners full control. Too many dogs are allowed to come over to my dog because they're off lead and not under owners control and no authorised officers are about to request them to be put on lead.
- As someone with two reactive dogs who aren't of their leads around other dogs, there are so many issues with dogs off leads around this town so more enforcement/reporting of this would be great
- When requested to do so dogs should be on leads for public and animal safety. However there must also be safe spaces promoted where dogs CAN run freely without enforcement under owner control (eg fenced parks with dog bins)
- Dogs should always be on a lead unless in a private, contained space
- All dogs should be on leads at all times unless in designated fenced dog parks. Free dogs often approach my reactive dog n owners dont care. This causes distress for me and my dog. If the dog comes running up to us, my dog doesnt like that and gets defensive.

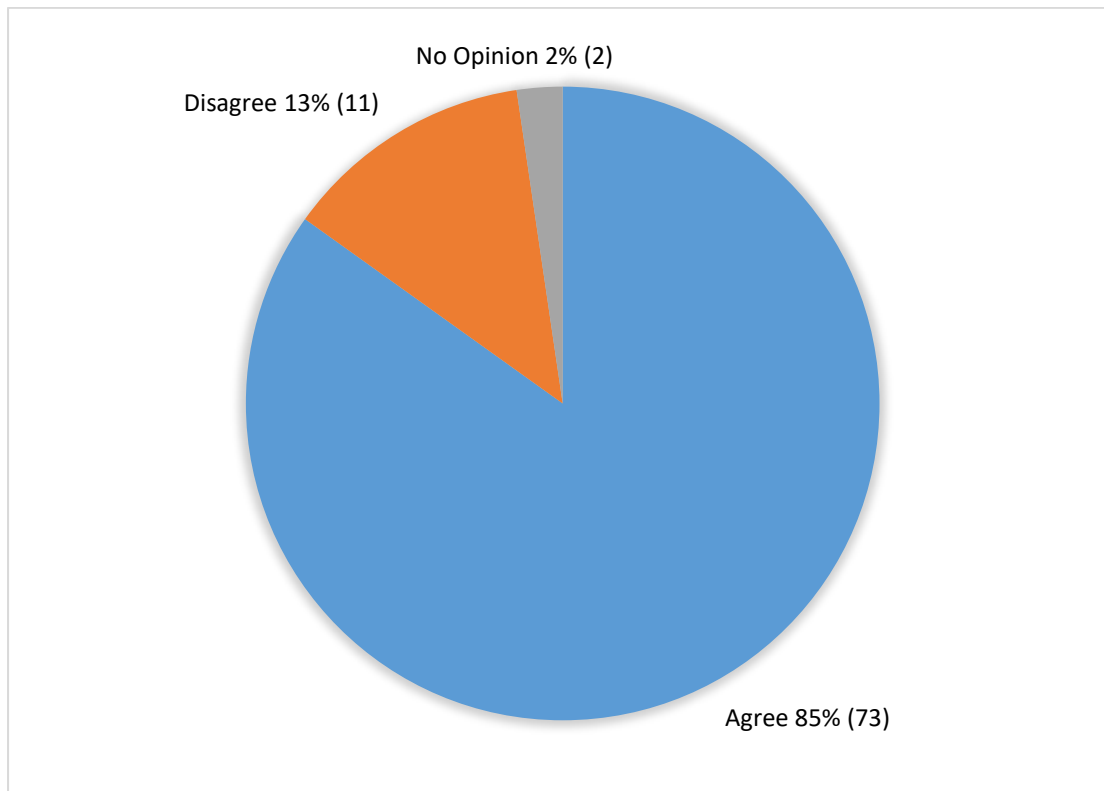
- Many people hang around areas with dogs for the majority of the day, these dogs must remain on leads for their own and everyone else's safety.
- This is subjective, some dogs are very well trained while others are not, most dogs are brilliant off lead with a small number of them not.
- Depends on the reason the dog has been asked to be placed on lead. My dogs are well behaved so shouldn't need to go on lead if they are not causing any issues
- My dog is always on a lead , unless in a free running area away from people
- "Dogs Trust enthusiastically support Dogs on Leads by Direction orders (for dogs that are considered to be out of control or causing alarm or distress to members of the public to be put on and kept on a lead when directed to do so by an authorised official).
- We consider that this order is by far the most useful, other than the fouling order, because it allows enforcement officers to target the owners of dogs that are allowing them to cause a nuisance without restricting the responsible owner and their dog."
- I am happy for dogs to be off lead in public spaces if they are under control. I don't agree with dogs being asked to be put on a lead if they are under control in a public space
- I think dogs should always be on leads in public spaces. Both my children have had to overcome dog phobias after being knocked down by dogs described as "being friendly" and "harmless" by owners on the other side of the (Central) park.

12. **Dog Exclusion from Fenced Children's Play Areas:** All respondents were asked if they supported Boston Borough Council in continuing to ban dogs from fenced areas of children's play areas in the district. The chart below shows that 94% of respondents supported this.



13. All respondents were asked if they had any comments to make regarding dog exclusion from fenced children's play areas.
- Childrens safety should come first, they dont want to stand in mess and any dog can be unpredictable
 - I support dogs being kept out of designated play areas, don't ban them from grassed areas in parks
 - Needs to be policed because too many people think its okay to take their dog in such areas because they have children
 - Again great to do but never seems to be enforced. I live near Woodville Road play area and there's regularly dogs within the fenced area of the park running around off leads in there.
 - As long as there are fenced areas where a dog can play too - the children's bit should be seperately fenced off
 - Children should be free to play without dogs and dog wee in the immediate vicinity
 - Children think all dogs are nice n can be rough with them putting both dog and child in danger
 - More for the safety of the dog
 - Dogs should be kept out of fenced children's play areas. It's not acceptable to allow dogs around children's play areas where they can urinate and defecate anywhere and potentially unsettle a child.
 - Yes I support this. Dogs do not need to be in children play areas, there are plenty of other spaces to exercise your dog.
 - I'm a dog owner and have no issue with this
 - "Dogs Trust accepts that there are some areas where it is desirable that dogs should be excluded, such as children's play areas, however we would recommend that exclusion areas are kept to a minimum and that, for enforcement reasons, they are restricted to enclosed areas. We would consider it more difficult to enforce an exclusion order in areas that lack clear boundaries.
 - Dogs Trust would highlight the need to provide plenty of signage to direct owners to alternative areas nearby in which to exercise dogs. "
 - If the dog is on a lead and under control I don't see the issue.
 - Why were the gates preventing dogs from accessing the play area in Central Park removed?

14. **Fixed Penalty Notice Charge:** All respondents were asked if they supported Boston Borough Council 's proposal to maintain the amount of the Fixed Penalty Notice charge at £100 for breaches of the PSPO. 85% agreed and 13% disagreed.
15. Of the 11 people who disagreed, 6 stated that it should be higher, 1 stated that it should be lower, 1 stated that it should be higher for repeat offenders and 3 did not make a comment.

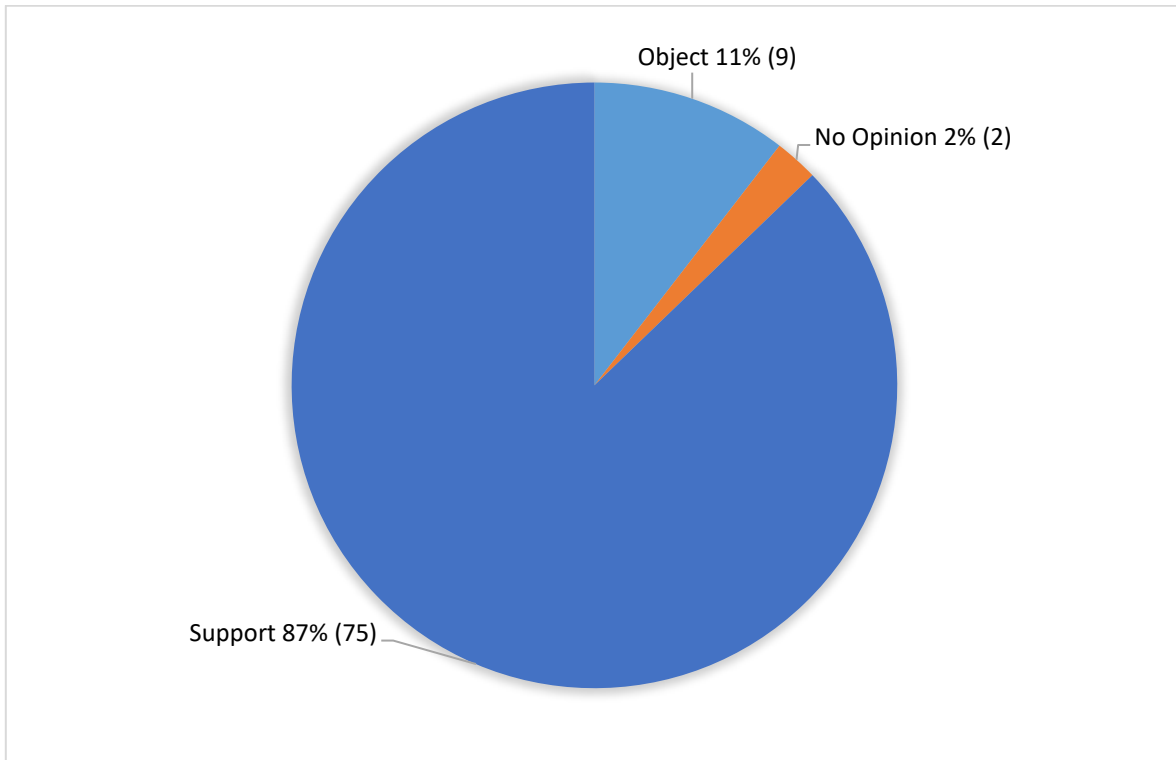


16. All respondents were asked if they had any comments to make regarding Boston Borough Council's proposal to maintain its Fixed Penalty Notice Charge.

- This needs to be increased and more enforcement officers to ensure it's charged
- The fine should be more and officers should be on patrol more.
- I would like to know where this money would be spent.
- Only if it covers the costs, if not, it should be higher
- However, this is not currently enforced enough. It should also be considered being raised higher for second, third offences
- I think this amount should be increased
- The fine amount should be higher! I am a responsible dog owner who clears up after their dog. There should be more of a deterrent for those who don't
- If not more and actually regularly enforcing this would be great!
- £50 is reasonable for a fpn
- Although it should be higher
- Repeat offenders should have higher fine and dog removed from their care.

- If it could be higher, I would support this to discourage people from breaching it.
- I think that the FPN should be increased
- We are in a very poor deprived area of the UK, no real investment has taken place in nearly ten years, most are on minimal wage or UC, £100 is a lot of money to 90% of people locally. any more would lead to undue hardship for little mistake.
- "Could higher.
- It should be a higher fine than £100.

17. **Dog Fouling – Means to Pick Up:** All respondents were asked if they supported Boston Borough Council in continuing to issue Fixed Penalty Notices for the offence of failing to produce on request a means to pick up dog faeces on land the public have access to. The chart below shows that 87% supported this and 11% objected.



18. All respondents were asked if they had any comments to make regarding Boston Borough Council continuing to issue Fixed Penalty Notices for the offence of failing to produce on request a means to pick up dog faeces.
- Never seen anyone ask even though we have complained numerous times
 - Should carry enough bags with them but there could be exceptions for example if a dog has an upset stomach and cleaning up takes more bags than you take
 - I don't think this is necessary as if you don't have bags you can't pick the mess up so would be fined anyway.
 - Needs policing. I have never been challenged
 - Again the more this is actually checked and enforced the more people might start to do it because it's a real issue- however carrying a bag doesn't mean they'll use it and so many people seem to bag it and then abandon it on the floor or in a tree!
 - Bag it and bin it. Our dog sometimes does 3 poops on a walk and having 1 bag is never enough
 - "The difficulty with this one is that the owner may have unintentionally ran out of poo bags whilst on their walk. If they have already used one or 2 bags and are maybe on their way home or close to home then it would be unfair to fine them for this. But there would be no way of proving they have already used their bags though.

- The council could provide free poo bags at dedicated areas throughout the town and at dog walking places such as woods and parks to help tackle the issue. "
- U may have just used ur last one without realising. But your dog has just been for a poo and will not go now for several hours by which time you would be home.
- An owner might have used their bag, be taking their dog from home to car and a fine in these circumstances would be over zealous as the dog has not fouled at this point so no crime has been committed
- It should also be an offence to leave bagged faeces behind instead of binning them
- Dog walkers/owners should have a means of picking up after them otherwise they would be at risk of offending.
- What if the person has used it already?
- You need to make it easier to report as we don't know where the bad dog owners live short of following them home
- We question the effectiveness of issuing on-the-spot fines for not being in possession of a poo bag and whether this is practical to enforce.
- I think this is harsh as some owners may have already picked up their dog's faeces but don't have anymore bags on them. Perhaps officers can have poo bags on them to hand out to owners if they need to. As sometimes you use more / all poo bags on you.

Headline results

- 98% support continuing to issue Fixed Penalty Notices for the offence of failing to remove dog faeces from land that the public have access to.
- 95% support continuing to require dog owners to put their dog on a lead when requested to do so by an authorised officer.
- 94% support continuing to ban dogs from fenced areas of children's play areas.
- 85% agreed with the proposal to maintain the amount of the Fixed Penalty Notice charge at £100 for breaches of the PSPO. 13% disagreed, with the majority of comments made indicating it should be higher.
- 87% supported continuing to issue Fixed Penalty Notices for the offence of failing to produce on request a means to pick up dog faeces. 11% objected.



Report To:	Overview and Scrutiny Committee
Date:	4 June 2026
Subject:	South & East Lincolnshire Destination Management Plan
Purpose:	To present to members the Destination Management Plan and associated Action Plan for 2026 - 2030
Key Decision:	Yes
Portfolio Holder:	Cllr Sarah Sharpe, Portfolio Holder for Heritage, Culture & Tourism
Report Of:	Maria Cotton, Service Director - Culture & Regeneration
Report Author:	Maria Cotton, Service Director - Culture & Regeneration
Ward(s) Affected:	All
Exempt Report:	No

Summary

The visitor economy is a significant contributor to the South & East Lincolnshire area, supporting jobs, businesses, town centres, cultural organisations and natural assets. The DMP provides the strategic direction, while the Action Plan provides the operational detail required to deliver it.

The DMP sets out:

- a shared vision for a confident, year-round visitor economy
- four strategic priorities
- five thematic pillars
- district-level priorities for Boston, East Lindsey and South Holland

The Action Plan sets out a clear, place-specific programme to strengthen the district's visitor offer, identity and year-round economy. It aligns directly with the South & East Lincolnshire Destination Management Plan (DMP) 2026–2030 and reflects Boston's distinctiveness

The Action Plan focuses on four delivery priorities: Great Places, Quality Experiences, Targeted Marketing and an Engaged & Vibrant Sector. It includes projects such as developing marketing and digital platforms, advancing heritage-led proposals linked to Boston 2030 and Culture Compact, and supporting nature-based tourism, water-based

activity and business engagement, ensuring alignment with the wider SELCP framework while maintaining a strong local focus.

Recommendations

It is recommended that BBC Overview and Scrutiny:

1. Provide any feedback for consideration on the SELCP Destination Management Plan; and
2. Provide any feedback for consideration on the SELCP Destination Management Action Plan.

Reasons for Recommendations

- The Action Plan provides a structured, evidence-based programme to strengthen identity, improve quality and grow year-round visitation.
- Alignment with the SELCP DMP ensures consistency, shared branding and coordinated investment across the partnership.
- Delegated authority ensures agile delivery and responsiveness to emerging opportunities.
- A clear Action Plan strengthens the district's position for external funding.

Other Options Considered

- Do nothing: Rejected. This would result in fragmented activity, reduced competitiveness and missed opportunities for investment.
- Generic SELCP-wide plan only: Rejected. Boston requires a place-specific programme reflecting its unique assets and opportunities.
- Alternative prioritisation: Rejected. The current priorities reflect evidence, stakeholder engagement and alignment with the DMP.

1. Background

- 1.1 The previous DMP expired in 2021 and a revised DMP was being prepared by the Local Visitor Economy Partnership (LVEP)
- 1.2 Following the closure of the former LVEP SELCP have used the engagement work and preparation for the DMP to prepare a fully revised and relevant DMP for the partnership.
- 1.3 This Destination Management Plan (2026–2030) will provide the strategic framework for the visitor economy across Boston, East Lindsey and South Holland.

1.4 The associated Action Plan has been developed using the DMP evidence base, stakeholder engagement and local priorities. It aligns with the DMP's four strategic priorities and five thematic pillars.

2. Report

2.1 South and East Lincolnshire has a well-established and valuable visitor economy, contributing significantly to local employment, business sustainability and place identity. The area attracts millions of visitors each year, supported by a strong coastline offer, nationally recognised landscapes such as the Lincolnshire Wolds, distinctive market towns and a rich cultural and heritage base.

2.2 However, despite these strengths, the current visitor economy is characterised by a number of structural challenges. These include low national profile and brand recognition, a fragmented digital presence, and a heavy reliance on seasonal coastal tourism. This results in uneven economic performance, with significant peaks in demand during summer months and underutilised assets at other times of the year.

2.3 At the same time, the external context for tourism is evolving. Visitor expectations are changing, with increasing demand for nature-based experiences, heritage, culture, wellbeing and high-quality, authentic destinations. Competition between places has intensified, and destinations that are able to present a clear identity, joined-up offer and strong digital presence are best positioned to succeed.

2.4 In this context, there is a clear need for a coordinated, strategic approach to destination management across Boston, East Lindsey and South Holland. The Destination Management Plan (DMP) responds to this need by establishing a shared vision, priorities and delivery framework for the visitor economy across the South & East Lincolnshire Councils Partnership (SELCP).

2.5 The DMP provides a necessary and timely framework to transition South and East Lincolnshire from a collection of strong but largely unconnected tourism assets into a coherent, competitive and year-round destination.

2.6 By aligning partners, strengthening the visitor offer, improving place quality and raising the profile of the area, the DMP will support sustainable economic growth, enhance community pride and ensure the visitor economy plays a full role in the wider ambitions of the South & East Lincolnshire Councils Partnership.

2.7 The plan sets a clear ambition to grow a year-round visitor economy, reduce seasonality, increase dwell time and strengthen the overall quality and coherence of the offer across the region.

2.8 Delivery is organised around four interconnected priorities. Together, these priorities ensure that activity is balanced across place, product, promotion and sector development.

- Great Places – improving the physical environment, infrastructure, accessibility and quality of public realm to enhance the visitor experience.
- Quality Experiences – developing and enhancing tourism products and experiences that encourage longer stays and repeat visits.

- Targeted Marketing and Brand Identity – creating a clear and compelling narrative for the area, supported by strong digital performance and coordinated campaigns.
- A Confident, Connected Sector – strengthening business support, skills, collaboration and governance across the visitor economy.

2.9 The DMP identifies five key areas of strength and opportunity which will shape investment and product development. These pillars provide a clear basis for developing a more distinctive, year-round visitor offer and targeting growth markets.

- Sport and active leisure
- Heritage and culture
- Nature and outdoor experiences
- Seaside and family offer
- Food, drink and local produce

2.10 While the plan provides an overarching framework, it also recognises the distinct roles of each of our council areas. This enables delivery to be tailored to local strengths, while supporting cross-district collaboration, shared marketing and joined-up visitor itineraries.

2.11 The DMP establishes a clear delivery model, led by SELCP through a structured governance approach, including a Visitor Economy Board and partnership working with businesses and stakeholders. Delivery will be supported through annual action plans, defined roles and responsibilities and coordinated investment and resource alignment.

2.12 Progress will be monitored through a robust performance framework, with key indicators including visitor numbers, economic impact, seasonality, digital performance and business engagement. The plan will be reviewed annually to ensure it remains responsive to changing conditions and opportunities.

Implications

South and East Lincolnshire Councils Partnership

Strengthens partnership identity, governance and joint delivery. Supports shared branding, investment and sector development.

Corporate Priorities

The competition aligns strongly with Partnership priorities, including:

- Cultural placemaking and destination development
- Community engagement and participation
- Regeneration of town centres and high streets
- Pride in Place and civic identity
- Economic diversification, including the visitor economy

It complements existing initiatives including Boston 2030, Pride in Place programmes, town centre strategies and cultural development across the Partnership area.

Staffing

Delivery will be led by the Place Directorate, with strategic oversight from the Service Director for Culture & Regeneration.

Following a recent Service Review within Culture and Regeneration a new dedicated post for Boston has been established and is currently being recruited to, in order to support the delivery of the actions within the DMP Action Plan.

Workforce Capacity Implications

Delivery will be coordinated through existing officer capacity.
Short-life project teams will be formed as required.
No additional staffing is requested at this stage.

Constitutional and Legal Implications

No direct legal implications.
Governance arrangements ensure transparency, accountability and compliance with funding requirements.
The DMP and Action Plan supports consistent decision-making across districts.

Data Protection

None

Financial

The DMP and Action Plan do not commit new expenditure.
Delivery will be supported through existing budgets, external funding and partner contributions.

A project pipeline will be used to secure future investment.
Major capital projects will be subject to separate business cases.

Risk Management

Over-reliance on Council	Cross-sector leadership and shared ownership
Lack of measurable impact	Defined KPIs and annual reporting
Environmental aims not embedded	Annual sustainability review
Stakeholder confusion	Clear communication

Overall risk level: Low and manageable.

Stakeholder / Consultation / Timescales

Engagement undertaken with businesses, cultural organisations, nature bodies, transport providers and community partners.
Feedback has shaped priorities, actions and delivery structures.
Further consultation will occur at project level

Reputation

Positive impact expected through stronger identity, improved visitor experience and coordinated marketing.

Contracts

None at this stage

Crime and Disorder

Supports improved perceptions of safety, particularly in town centres and evening economy.

Equality and Diversity / Human Rights / Safeguarding

The Action Plan promotes inclusive access to visitor experiences.

Health and Wellbeing

Supports civic pride, community participation and wellbeing.
Strong positive impact through nature, outdoors, active travel and cultural participation.

Climate Change and Environment Impact Assessment

Strong alignment with sustainable tourism principles.
Nature access, active travel and responsible tourism messaging support environmental objectives.
Environmental assessments will be completed for relevant projects.

Acronyms

DMP – Destination Management Plan
SELCP – South & East Lincolnshire Councils Partnership
LCC – Lincolnshire County Council
EA – Environment Agency
NT – National Trust
RSPB – Royal Society for the Protection of Birds

Appendices

Appendix A: Destination Management Plan (2026–2030)
Appendix B: Action Plan (2026–2030)

Background Papers

None

Chronological History of this Report

None

Report Approval

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South & East Lincolnshire Destination Management Plan 2026–2030

1. Introduction

South and East Lincolnshire is not a destination waiting to be discovered. It is a destination ready to be recognised. We have the landscapes, heritage, culture, people and stories. We have the investment, ambition and momentum. We have a clear vision and a united partnership.

What we need now is to bring these strengths together; to tell a clearer story, to develop more year-round experiences, to strengthen our identity and to present our place with confidence. With visitor economy leadership now held within the South & East Lincolnshire Councils Partnership (SELCP), the region has the opportunity to define its direction with confidence and coherence. This Destination Management Plan (DMP) sets out how we will strengthen our identity, deepen our offer and grow a visitor economy that works for residents, businesses and visitors throughout the year.

This plan builds on the qualities that already define our place. It recognises the quiet power of our landscapes, the long horizon of the Fens, the rolling calm of the Wolds, the enduring draw of the coast, and the character of the communities who shape them. It reflects the ambition of our businesses, the creativity of our cultural organisations and the momentum of recent investment across the region.

The development of this DMP has been informed by engagement with stakeholders across Boston, East Lindsey and South Holland. Their insight has shaped a plan that is grounded in lived experience and aligned with the needs and opportunities of our visitor economy. It responds to a changing landscape where visitor expectations are evolving, competition between destinations is increasing and the role of tourism in local identity, wellbeing and economic resilience is more important than ever.

This is not simply a tourism strategy. It is a place strategy that recognises the visitor economy as a driver of economic growth, community pride, cultural vitality and environmental stewardship. It provides a clear framework for strengthening our offer, improving infrastructure, raising our profile and building a confident, connected sector that is ready for the future.

The plan focuses on four strategic priorities: creating great places through improved public realm, accessibility and infrastructure; developing high-quality, distinctive experiences that extend stays and broaden appeal; strengthening our marketing and brand identity to raise the region's profile; and building a confident, connected sector equipped with the skills, networks and support needed to thrive. These priorities are supported by five thematic pillars — sport, heritage and culture, nature and outdoors, seaside and family experiences, and food, drink and local produce — each offering significant potential to grow year-round visitation and attract new audiences.

Alongside shared priorities, the DMP recognises the distinct identities of Boston, East Lindsey and South Holland. Each area contributes its own character, assets and opportunities, from Boston's global heritage to East Lindsey's coast to Wolds connection to South Holland's market towns and waterways. Together, they form a diverse and compelling destination.

Success will be measured through a clear monitoring and evaluation framework, with KPIs focused on economic impact, visitor numbers, seasonality, digital performance, business engagement and sector development. The plan will be reviewed annually to ensure it remains responsive to changing conditions and emerging opportunities.

2. Vision and Ambition

Our Vision

To be a welcoming, vibrant, year-round destination where people come to experience authentic landscapes, rich heritage, thriving culture and a strong sense of place, and where tourism contributes meaningfully to the economic, social and environmental wellbeing of our communities. This vision is intentionally simple. It captures who we are today and the direction in which we are moving.

Our Ambition

Our ambition is to transform the visitor economy into a powerful driver of prosperity, pride and opportunity. By 2030, we aim to:

1. Grow a thriving, year-round visitor economy

Extend the season, increase overnight stays and attract visitors who value nature, heritage, culture and quality experiences. Reduce reliance on peak-season coastal tourism by strengthening the offer across the Wolds, Fens and market towns.

2. Empower businesses to innovate and succeed

Support businesses to strengthen their marketing, embrace digital tools, respond to emerging trends and reach new audiences. A confident, skilled and connected sector is essential to our success.

3. Build pride and belonging among residents

Ensure communities feel connected to the visitor economy, benefit from its growth and see their stories reflected in our identity.

4. Strengthen our identity and raise our profile

Tell a clearer, more compelling story about who we are, one that resonates with visitors, partners and investors. Ensure marketing is insight-driven, digitally strong and aligned with our brand values.

5. Deliver sustainable, inclusive growth

Champion responsible tourism that protects landscapes, supports local businesses, improves accessibility and contributes to long-term environmental resilience.

What Success Looks Like

By 2030, South and East Lincolnshire will be recognised as:

- a destination of choice for nature, heritage, culture and outdoor experiences
- a place with a strong, confident identity that resonates regionally, nationally and internationally
- a year-round visitor economy with reduced seasonality and increased dwell time
- a collaborative, future-ready sector supported by strong networks, skills and leadership
- a community-centred destination where residents feel proud, engaged and connected
- a place attracting sustained investment, with infrastructure that supports growth and enhances quality of life

3. Our Place

South and East Lincolnshire is a place shaped by land, water and people, a landscape of contrast, character and quiet strength. Its identity is not manufactured; it is lived. It is found in the long horizon of the Fens, the rolling calm of the Wolds, the sweep of the coastline and the steady rhythm of our market towns. It is carried in the stories of our communities, the pride of our volunteers, the ambition of our businesses and the welcome offered by those who call this place home.

This section sets out the essence of our destination: the landscapes that define us, the heritage that grounds us, the nature that surrounds us and the people who give our place its warmth and resilience.

The Coast

Our coastline has welcomed generations of visitors. From the traditional seaside energy of Skegness to the calm of Sutton on Sea and the internationally significant wildlife of the Wash, the coast is both an economic backbone and a place of memory, belonging and renewal. It is where families return year after year, where nature thrives, and where investment continues to shape a stronger, more resilient future.

The Wolds

The Lincolnshire Wolds National Landscape is one of England's most peaceful rural areas, a place of rolling hills, big skies, walking trails, cycling routes and timeless villages. It offers space, tranquillity and a sense of escape that is increasingly rare and deeply valued. The Wolds connect heritage, nature and outdoor adventure, providing a powerful counterbalance to the energy of the coast.

The Fens

The Fens are a landscape like no other, vast, open, historic and rooted in agricultural heritage. They tell a story of ingenuity, resilience and connection to the land. Their waterways, wildlife and food culture offer rich potential for exploration and discovery. The Fens are a place of quiet drama: expansive skies, straight horizons and a deep sense of place.

Our Market Towns

Boston, Spalding, Louth, Horncastle, Alford, Spilsby and Holbeach each have their own character, history and community spirit. These towns are the heartbeat of our place: centres of culture, commerce, heritage and local identity. Their independent shops, markets, events and architecture offer authentic experiences that complement the coast, Wolds and Fens.

A Place of Heritage and Storytelling

Our heritage is extraordinary. It is written into our buildings, our landscapes, our traditions and our global connections. These stories are not simply history. They are assets, powerful, emotive and full of potential for visitors seeking meaning, connection and authenticity.

- Boston's links to the founding of the United States
- The aviation heritage that shaped the nation
- The legacy of Sir Joseph Banks, Matthew Flinders, Alfred Lord Tennyson and Jean Ingelow
- The agricultural heritage that has fed the nation for generations
- The cultural traditions that bring communities together

A Place of Nature and Discovery

Nature is one of our greatest strengths. Our coastline, wetlands, reserves and countryside attract birdwatchers, walkers, cyclists, families and nature lovers from across the UK and beyond. In a world where people increasingly seek space, tranquillity and connection with nature, our offer is timely and compelling. More importantly, it is not an add-on to our visitor offer; it is central to it.

- The Wash is one of the UK's most important wetland landscapes, with multiple international and national nature conservation designations.

- The Wolds offer some of the best walking and cycling in the country.
- Our reserves, trails and landscapes provide year-round opportunities for exploration, wellbeing and outdoor adventure.

A Place of Warmth and Welcome

What truly sets South and East Lincolnshire apart is its people. Our communities are proud, welcoming and deeply connected to their place. Our businesses — from family-run B&Bs to independent shops, cafés, attractions and producers — are the backbone of our visitor economy. This warmth cannot be manufactured. It is lived — and it is one of our strongest differentiators.

4. The Visitor Economy Today

South and East Lincolnshire’s visitor economy is a vital part of our wider economic and cultural landscape. It supports thousands of jobs, sustains hundreds of businesses, drives footfall into our towns and contributes significantly to the identity and vibrancy of our place. To shape a confident future, we must first understand where we stand today, our strengths, our challenges and the opportunities that will define the next chapter.

A Visitor Economy with Strong Foundations

South and East Lincolnshire benefits from a diverse and resilient visitor economy. The area attracts millions of visitors each year, driven by a mix of coastal tourism, nature-based experiences, heritage attractions, events, outdoor activities and loyal repeat visitors.

Key strengths include:

- a nationally significant coastline with strong family appeal
- the Lincolnshire Wolds National Landscape
- internationally important nature reserves
- rich heritage assets
- distinctive market towns
- a loyal visitor base, particularly along the coast
- a growing cultural offer supported by significant investment

These strengths give us a powerful foundation, but they also highlight the need for a more unified, year-round approach to destination management.

Current Performance

Economic Impact

Tourism generates hundreds of millions of pounds in economic value each year, supporting local businesses across accommodation, food and drink, retail, attractions and transport.

Visitor Numbers

East Lindsey attracts the highest volume of visitors, driven by the coast, while Boston also receives substantial visitor numbers and South Holland offers heritage, nature and cultural experiences with clear potential for growth.

2024 East Lindsey

- 4.472 million visitors
- 1.710 million staying visitors
- 2.762 million day visitors
- Spend/economic impact £874.15m
- 6,510 FTEs

2024 Boston

- 1.4 million visitors
- 0.208 million staying visitors
- 1.192m Day visitors
- Spend/economic impact £114.69m
- 889 FTEs

At the time of writing, STEAM data is not yet available for South Holland, but it is expected to be commissioned from 2026/27.

We attract several different markets, visiting for a range of reasons, from a holiday or break at the coast, to walking and cycling, events, sightseeing and exploring our heritage. Visitor needs vary across life stages and group types, including families, couples, friends and extended family groups, and each has different priorities when choosing a destination.

To maximise impact, we will prioritise four key audiences, drawing on Visit England's Project Lion segmentation.

Maintenance Markets

These groups form the backbone of current demand and spend.

- Fun in the Sun Families — family-oriented summer holidays centred on beaches, adventure and value.
- Fuss Free Value Seekers — budget-conscious empty nesters seeking familiar, convenient coastal breaks.

Growth Markets

These groups offer the greatest potential for year-round growth.

- Country Loving Traditionalists — mid-income empty nesters seeking countryside, heritage, quality accommodation and independent shops.
- Groups — predominantly 65+, coach-borne visitors seeking convenience, heritage, gardens, markets and events.

These segments help us target our marketing, shape our product development and strengthen our year-round offer.

Strengths, Weaknesses, Opportunities and Challenges

To achieve our ambition to increase visitor numbers and spend, extend dwell time and reduce seasonality, we must prioritise the challenges that constrain growth.

Strengths

- diverse landscapes offering coast, countryside, nature and heritage
- loyal repeat visitors
- rich cultural and heritage assets
- significant recent investment in infrastructure and public realm
- a growing events programme
- a warm, welcoming community identity

Weaknesses

- low national brand awareness
- outdated perceptions of the area
- limited understanding of the full visitor offer
- fragmented digital presence
- reliance on peak-season coastal tourism
- limited sustainable transport options
- inconsistent signage and wayfinding

Opportunities

- growing demand for nature, wellbeing and outdoor experiences
- rising interest in heritage, ancestry and cultural tourism
- expansion of walking and cycling markets
- digital transformation and AI-driven marketing
- international connections, particularly with the USA and Australia
- major anniversaries and cultural milestones
- investment in cultural venues, leisure facilities and public realm

Challenges

- climate-related pressures on coastal and natural environments
- workforce shortages and skills gaps

- transport connectivity and accessibility
- cost-of-living impacts on visitor behaviour
- competition from destinations with stronger national profiles

5. Strategic Priorities

To grow a confident, year-round visitor economy, South and East Lincolnshire must take a coordinated and insight-driven approach to destination management. Our strategic priorities provide the framework for that work. They reflect the needs of our businesses, the expectations of our visitors and the ambitions of our communities.

These four priorities provide a clear, coordinated framework for the next four years. They are interconnected and together set the direction for a visitor economy that is stronger, more resilient and more reflective of the character of our place. They are ambitious but achievable, grounded in evidence and shaped by the voices of our communities and businesses.

Priority 1: Great Places

We will enhance the places that shape the visitor experience — from public realm and signage to transport, culture and natural landscapes. This means improving the fundamentals: how people move, how places feel and how our assets connect. It also means ensuring our towns, coast and countryside are welcoming, accessible and ready for year-round visitation.

Key areas of focus include:

- improving public realm and wayfinding
- enhancing sustainable transport and active travel
- investing in culture, heritage and nature-based assets
- strengthening the quality and coherence of place identity
- supporting infrastructure that enables longer stays

Priority 2: Quality Experiences

We will grow and diversify the experiences that define South and East Lincolnshire, from nature and heritage to sport, food and culture. Our aim is to create experiences that encourage visitors to stay longer, explore more widely and return more often. This includes developing new products, strengthening existing ones and supporting businesses to innovate.

Key areas of focus include:

- developing year-round experiences across coast, Wolds and Fens
- strengthening heritage, culture and nature-based offers
- expanding walking, cycling and outdoor recreation
- supporting businesses to improve quality and accessibility

- encouraging collaboration across sectors and locations

Priority 3: Targeted Marketing & Brand Identity

We will raise the profile of South and East Lincolnshire through insight-driven marketing, strong digital presence and a clear, compelling brand identity. Our story will be rooted in authenticity — in the landscapes, heritage and people that make our place distinctive. We will use data to understand our audiences, refine our messaging and reach both loyal and emerging markets.

Key areas of focus include:

- developing a unified brand identity for the region
- strengthening digital platforms and SEO performance
- using data and insight to target priority audiences
- creating compelling content that reflects our place
- coordinating campaigns across partners and sectors

Priority 4: A Confident, Connected Sector

We will support the visitor economy sector to become more confident, collaborative and future-ready. This means strengthening business skills, improving access to support, building networks and fostering a culture of shared ambition. It also means ensuring the sector has the leadership, governance and partnerships needed to deliver long-term change.

Key areas of focus include:

- business support, training and workforce development
- stronger networks and peer-to-peer collaboration
- improved communication between public and private sectors
- clear governance and coordinated delivery
- pathways for young people into visitor economy careers

6. Five Strategic Pillars

South and East Lincolnshire's visitor economy is strengthened by a set of thematic assets that are both distinctive and full of potential. These assets, our landscapes, heritage, culture, food, sport and seaside traditions, form the foundation of five strategic pillars. Each pillar represents an area where the region can grow its offer, extend the season, attract new audiences and build a clearer, more confident identity.

Together, these five pillars provide a thematic framework that complements our strategic priorities. They highlight where the region can differentiate itself, where demand is growing and where investment and collaboration can have the greatest impact.

Pillar 1: Sport & Active Leisure

South and East Lincolnshire has the natural assets, facilities and events to become a leading destination for sport and active leisure. From elite motorsport and rowing to golf, cycling and mass-participation events, the region offers both high-performance venues and accessible outdoor experiences. Sport brings energy, visibility and year-round demand. It is a natural fit for our landscapes and a powerful driver of visitor growth.

Key opportunities include:

- strengthening the motorsport cluster around Cadwell Park
- expanding rowing and water-based activity linked to the Witham and Welland
- developing cycling and walking routes across the Wolds, Fens and coast
- enhancing golf tourism through high-quality courses and packages
- supporting events that drive off-season footfall

Pillar 2: Heritage & Culture

Stories that shape identity, deepen connection and attract new audiences
Our heritage is rich, layered and globally significant. From Boston's international story to aviation history, medieval architecture, literary legacies and agricultural traditions, the region holds narratives that resonate far beyond its borders. Cultural venues, festivals and creative organisations add depth and contemporary relevance. Heritage and culture give our place its voice — and visitors seek destinations with stories worth hearing.

Key opportunities include:

- preparing for major anniversaries, including Boston's 2030 links to the USA
- strengthening aviation heritage as a national draw
- enhancing interpretation across historic towns and landmarks
- supporting cultural programming that animates places year-round
- developing heritage-led trails, tours and experiences

Pillar 3: Nature & Outdoors

Nature is one of our greatest strengths. The Wash, the Wolds, the Fens and our network of reserves and waterways offer year-round opportunities for exploration, wellbeing and outdoor recreation. As demand for nature-based tourism continues to grow, the region is well-positioned to lead. Nature offers tranquillity, space and connection — qualities increasingly sought by visitors.

Key opportunities include:

- expanding nature-based experiences across coast, Wolds and Fens
- strengthening birdwatching, wildlife and wetland tourism

- developing wellbeing-focused products such as retreats and guided walks
- improving access to trails, waterways and countryside routes
- promoting responsible tourism that protects sensitive environments

Pillar 4: Seaside & Family Experiences

The coast remains the economic backbone of the visitor economy. Skegness, Mablethorpe, Sutton on Sea and Ingoldmells attract millions of visitors each year, supported by a strong accommodation sector and loyal repeat audiences. The challenge — and opportunity — is to strengthen the year-round offer while preserving the character that makes the coast distinctive.

Key opportunities include:

- enhancing off-season events and experiences
- improving public realm, accessibility and wayfinding
- supporting accommodation quality and diversification
- developing new family-friendly products and itineraries
- strengthening links between coast, Wolds and market towns

Pillar 5: Food, Drink & Local Produce

South and East Lincolnshire is one of the UK's most important food-producing regions. Its agricultural heritage, local producers, markets and food traditions offer a powerful platform for culinary tourism. Visitors increasingly seek authentic, local, meaningful food experiences — and our region can meet that demand.

Key opportunities include:

- promoting local producers, growers and food businesses
- developing food-led trails, events and itineraries
- strengthening links between food, heritage and landscape
- supporting farm-based and agritourism experiences
- raising the profile of local cuisine through marketing and partnerships

7. Local Delivery

South and East Lincolnshire is a region of interconnected places, each with its own character, strengths and opportunities. Boston, East Lindsey and South Holland contribute differently to the visitor economy, yet together they form a destination that is diverse, balanced and full of potential. This section sets out the identity and strategic focus for each area, ensuring that local distinctiveness is recognised while aligning with the shared priorities of the DMP.

Boston: A Historic Port with a Global Story

Boston is a place of deep heritage, international significance and strong community identity. Its medieval architecture, cultural quarter, riverside setting and connections to the founding of the United States give it a unique story with global resonance. Boston's opportunity lies in strengthening its identity, enhancing its visitor experience and building a year-round offer rooted in heritage, culture and nature.

Strategic Focus

- strengthening Boston's identity as a heritage and cultural destination
- enhancing visitor information, interpretation and storytelling
- connecting heritage, nature and food into a cohesive offer
- preparing for major anniversaries, including Boston USA's 2030 celebrations
- improving perceptions of safety and welcome
- supporting growth of the night-time economy and leisure offer

Key Assets

- the Cultural Quarter (Guildhall, Fyde House, Blackfriars Arts Centre, St Botolph's Church)
- The Wash and internationally significant nature reserves
- historic architecture and medieval street pattern
- local food heritage and producers
- riverside setting and walking route

Opportunities

- heritage-led regeneration and storytelling
- international tourism linked to the USA and Australia
- nature-based tourism connected to The Wash
- cultural programming and events
- food and drink experiences
- strengthening Boston's profile within Lincolnshire

Challenges

- perceptions of safety and town centre vitality
- limited awareness of Boston's heritage offer
- need for stronger visitor information and digital presence
- connectivity and wayfinding

Flagship Projects & Priorities

- Deliver the Boston 2030 international anniversary programme, with a clear visitor proposition and annual milestones
- Develop the Cultural Quarter to increase footfall and strengthen the year-round offer (daytime and evening)
- Strengthen The Wash nature tourism offer through improved access, interpretation and partnership working with conservation bodies
- Deliver town-centre public realm, wayfinding and visitor information improvements that enhance the arrival experience

- Develop a single heritage interpretation and storytelling plan that links key sites, trails and digital content

Delivery Focus (next 12–24 months)

- Establish governance, partner roles and a clear shared narrative for the Boston 2030 programme, aligned to a strong visitor proposition.
- Agree a town centre visitor experience programme covering wayfinding, interpretation, visitor information and early public realm improvements.
- Develop a small portfolio of bookable heritage and cultural experiences to support year-round visitation and longer stays.
- Create joined-up nature and heritage itineraries linking Boston and The Wash, working with businesses to package accommodation, food and experiences.
- Strengthen communications and business engagement to improve perceptions of welcome, safety and the evening economy offer.

East Lindsey: Coast, Wolds and Rural Heartlands

East Lindsey is the largest contributor to the visitor economy, home to the region's iconic seaside resorts and the nationally recognised Lincolnshire Wolds National Landscape. Its strength lies in the diversity of its landscapes, from the energy of Skegness to the tranquillity of the Wolds, and the breadth of experiences it offers to families, nature lovers, walkers, cyclists and outdoor enthusiasts.

Strategic Focus

- strengthening the year-round offer across coast, Wolds and towns
- enhancing public realm, accessibility and wayfinding
- developing Wolds-led walking, cycling and outdoor experiences
- promoting heritage, nature, sport and leisure as core strengths
- supporting accommodation quality and diversification
- improving transport and active travel connections

Key Assets

- Lincolnshire Wolds National Landscape
- Skegness, Mablethorpe, Sutton on Sea and Ingoldmells
- aviation heritage
- market towns including Louth, Horncastle, Alford and Spilsby
- outdoor and active experiences (cycling, motorsport, golf)

Opportunities

- nature and wellbeing tourism
- walking and cycling development
- heritage storytelling (Tennyson, Joseph Banks, aviation)
- sport tourism (Cadwell Park, National Golf Centre)

- major investment projects including the Wolds Visitor Centre
- strengthening the coast-to-countryside narrative

Challenges

- high seasonality along the coast
- transport connectivity between coast and inland areas
- need for stronger digital presence and brand clarity
- infrastructure pressures during peak season

Flagship Projects & Priorities

- Advance the Wolds Visitor Centre business case and delivery plan, including access, interpretation and commercial sustainability
- Strengthen aviation and heritage tourism through coordinated interpretation, trails and partnership marketing
- Create and maintain a suite of signed and digital Coast to Wolds itineraries (walking, cycling, towns) with bookable components
- Grow a coordinated year-round events and experiences programme with agreed quality standards and shared promotion

Delivery Focus (next 12–24 months)

- Publish a clear year-round coast, Wolds and towns proposition with seasonal themes and itineraries to support wider dispersal and reduce peak-season dependence.
- Prioritise a small number of place-quality improvements that strengthen first impressions, including arrival points, signage, wayfinding, public conveniences and public realm.
- Advance delivery planning for key flagship projects, with clear milestones, partner ownership and alignment to the wider destination offer.
- Develop a coordinated off-season events and experiences programme, supported by a shared marketing calendar and consistent quality standards.
- Strengthen digital performance through clearer content standards, agreed SEO priorities and a coordinated partner content pipeline.

South Holland: Market Towns, Waterways and Fenland Landscapes

South Holland is a district shaped by waterways, agriculture and strong community identity. Its market towns, horticultural heritage and network of rivers and drains offer a distinctive visitor experience rooted in food, landscape and local culture. South Holland's opportunity lies in strengthening its identity, enhancing its town centres and developing experiences that celebrate its agricultural and horticultural story.

Strategic Focus

- strengthening the area's community-driven visitor offer
- promoting heritage, waterways and outdoor experiences
- enhancing town centre vitality and public realm
- developing food and horticulture-based experiences
- improving wayfinding and visitor information
- supporting cultural and heritage organisations to grow their offer

Key Assets

- market towns of Spalding, Holbeach and Crowland
- waterways and riverside routes
- Ayscoughfee Hall and Gardens
- Spalding Gentlemen's Society
- Food Enterprise Zone and agri-food heritage
- horticultural traditions and events

Opportunities

- food and drink tourism
- waterways and outdoor recreation
- heritage interpretation and storytelling
- community-led events and festivals
- strengthening market town identities
- linking horticulture to visitor experiences

Challenges

- lower visitor awareness compared to coastal areas
- limited year-round visitor infrastructure
- need for stronger digital presence and marketing
- transport and connectivity across rural areas

Flagship Projects & Priorities

- Ayscoughfee Hall and Gardens improved interpretation, programming, accessibility and visitor facilities
- Support the Spalding Gentlemen's Society museum project to strengthen the heritage offer and increase dwell time
- Deliver market-town public realm and wayfinding improvements (Spalding, Holbeach, Crowland) to strengthen first impressions
- Develop a programme of food and horticulture-led visitor experiences (events, trails and partnerships with growers/producers)
- Enhance riverside trails and waterways access to support walking, cycling and waterside leisure

Delivery Focus (next 12–24 months)

- Define and launch a South Holland market towns and waterways proposition, supported by a small number of suggested itineraries.

- Agree clear visitor outcomes for Ayscoughfee Hall & Gardens, including interpretation, programming, accessibility and visitor facilities.
- Develop a small programme of food and horticulture-led experiences and align these with wider Pillar 5 promotion.
- Identify priority town centre visitor infrastructure improvements, including wayfinding, visitor information, signage and arrival experience.
- Strengthen partnership working with Boston and East Lindsey to support cross-district itineraries and shared campaign opportunities.

A Connected Approach to Local Delivery

While each area has its own identity, the visitor economy is strongest when these identities work together. Together, Boston, East Lindsey and South Holland form a destination that is diverse, balanced and ready for year-round growth. The DMP provides a shared framework that enables:

- coordinated marketing
- aligned investment
- cross-district itineraries
- shared data and insight
- consistent quality standards
- collaborative product development

8. Enablers of Success

Delivering this Destination Management Plan requires clear governance, strong partnership working and a commitment to continuous improvement. The visitor economy is dynamic — shaped by changing consumer behaviour, economic conditions, environmental pressures and technological shifts. To remain effective, our approach must be coordinated, evidence-led and responsive.

This section sets out how the DMP will be delivered, how progress will be measured and how the plan will evolve over time.

Governance and Partnership

SELCP will provide strategic leadership for the DMP, working closely with district partners, businesses, cultural organisations, community groups and regional bodies. Delivery will be coordinated through a clear governance structure that supports accountability, transparency and alignment across the region.

Core governance components

- SELCP Visitor Economy Board, provides strategic oversight, sets priorities and monitors progress.
- business and sector networks — provide insight, share best practice and support co-delivery of projects and campaigns.
- clear roles and responsibilities across councils, partners and delivery bodies
- regular reporting on progress, performance and emerging opportunities

- alignment with Greater Lincolnshire DMP structures and priorities
- transparent decision-making and shared accountability

This structure ensures that delivery is both place-specific and regionally coherent.

Delivery Approach

Delivery will be phased, coordinated and aligned with available resources. The approach will focus on:

- prioritising high-impact projects that strengthen identity, improve quality and extend the season
- supporting district-level action plans that reflect local distinctiveness
- leveraging investment from public, private and third-sector partners
- embedding collaboration across businesses, cultural organisations and community groups
- ensuring flexibility so the plan can respond to emerging opportunities and challenges

Annual delivery plans will set out specific actions, responsibilities and timelines, providing clarity for partners and stakeholders.

Monitoring and Evaluation

A robust monitoring and evaluation framework will track progress, measure impact and inform future decision-making. This framework will combine quantitative data, qualitative insight and regular stakeholder feedback.

Key Performance Indicators will focus on:

- Economic impact: visitor spend, GVA contribution, employment
- Visitor numbers and profiles: staying visitors, day visitors, audience segments
- Seasonality: distribution of visits across the year
- Dwell time and dispersal: movement across coast, Wolds, Fens and market towns
- Digital performance: website traffic, engagement, SEO visibility, campaign reach
- Business engagement: participation in training, networks and collaborative activity
- Sector development: skills, workforce, quality improvements

Where data gaps exist — such as STEAM data for South Holland — new data collection will be introduced from 2026/27.

Annual Review and Adaptation

The DMP will be reviewed annually to ensure it remains relevant, evidence-led and aligned with local and national priorities. Each review will:

- assess progress against KPIs
- identify emerging trends, opportunities and risks
- refresh delivery priorities and actions
- incorporate stakeholder feedback
- ensure alignment with district plans, investment programmes and regional strategies

This iterative approach ensures the DMP remains a living document — responsive, strategic and grounded in real-world insight.

Long-Term Impact

By embedding strong governance, clear delivery mechanisms and robust evaluation, the DMP will:

- strengthen the region's identity and competitiveness
- support sustainable, inclusive economic growth
- enhance quality of life for residents
- build a confident, collaborative visitor economy
- attract investment and unlock new opportunities

The success of this plan will be measured not only in visitor numbers, but in the pride, resilience and shared ambition of the communities and businesses that shape our place.

Boston Action Plan

Project	Description/Action	Priority	Lead	Year				Partners
				1	2	3	4+	
Action Priority 1: Great Places								
Place Identity	Explore destination identity and USPs.	1	SELCP	•				
Culture Quarter Development	Support Culture Quarter (Guildhall, Fydell House, St Botolph's, Blackfriars, Shodfriars).	1	SELCP	•	•	•		Culture Partners
Rosegarth Square	Progress Rosegarth Square as strategic site.	1	SELCP	•	•			
Rail Station Redevelopment	Support redevelopment and improved walking/cycling access.	1	SELCP	•	•			
Visitor Hub	Feasibility for centralised Boston Visitor Hub.	1	SELCP		•	•	•	
Sustainable Transport	Advocate for improved transport and connectivity.	1	SELCP	•	•	•	•	LCC/EA/Active Lincolnshire
Environmental Responsibility	Consider environmental impact on all activity	2	SELCP	•	•	•	•	
Public Realm	Audit of parking, EV, signage, toilets, accessibility.	1	SELCP		•			
Town Centre Regeneration	Consider Vital and Viable programmes	1	SELCP	•	•	•		
	Shopfront and upper-floor review.	2	SELCP	•				
	Consider High Street Retail Auction pilot	2	SELCP	•	•			
	Improve safety and perception, particularly for night time economy	1	SELCP	•	•			
Village Centres	Public realm improvements and grant access.	3	SELCP	•				

Access	Maintain and enhance rights of way network	2	LCC	•	•	•	•	
Action Priority 2: Quality Visitor Experiences								
Nature-Based Products	Develop year-round nature-based products.	1	SELCP	•	•	•	•	LCC; RSPB; NT
Heritage & Culture	Develop heritage-led proposals linked to Boston 2030, Town of Culture, Culture Compact.	1	SELCP	•	•	•	•	Culture Partners
Cycling	Continue cycling initiatives incl. signature route feasibility.	1	SELCP	•	•	•	•	LCC
Events	Support year-round events programme.	2	SELCP	•	•	•	•	Culture Partners /Community Groups
Interpretation	Digital trails, QR codes, itineraries.	2	SELCP	•	•	•	•	LCC/Culture Partners RSPB/NT
Accommodation	Gap analysis & investment prospectus.	1	SELCP		•			
Pet Welcome	Roll out Pet Welcome scheme.	3	SELCP	•	•			SELCP / WLDC
Market Intelligence	Develop market intelligence programme.	1	SELCP	•	•			LCC
Quality Standards	Training, accreditation, best practice.	2	SELCP	•	•	•	•	LCC / Business Lincolnshire
Nature & Wetlands	Strengthen nature-based tourism linked to RSPB, NT and the Wash.	1	SELCP	•	•	•		RSPB; NT
Water-Based Activity	Develop rowing, water-based leisure and riverside experiences.	1	SELCP	•	•	•		Clubs; LCC
Action Priority 3: Targeted Marketing								
Brand	Establish Boston visitor brand.	1	SELCP	•	•			
Campaigns	Year-round targeted campaigns.	1	SELCP	•	•	•	•	SELCP
Websites	Create Boston visitor website.	1	SELCP	•	•	•	•	
Social Media	PR, influencers, travel writers.	2	SELCP	•	•	•	•	
Product Development	Film, photography, leaflets.	2	SELCP	•	•	•	•	

Third-Party Content	Ensure Visit Lincolnshire content is on-brand.	2	SELCP	●	●	●	●	LCC
New Markets	Explore international, wedding, group travel, Wash tourism.	2	SELCP	●	●	●	●	LCC
Action Priority 4: An Engaged and Vibrant Sector								
Networking	Develop and support networking groups.	2	SELCP	●	●	●	●	
Business Support	Advice, training, workshops.	2	SELCP	●	●	●	●	LCC/Business Lincolnshire
Partnerships	Strengthen partnerships through Culture Compact.	2	SELCP	●	●	●	●	Culture Partners
Education	Promote tourism careers with Boston College and schools.	2	SELCP	●	●	●	●	LCC/Boston College / Schools
Sustainability	Promote sustainable business practice.	2	SELCP	●	●	●	●	LCC/Business Lincolnshire

SELCP Action Plan

Project	Description/Action	Priority	Lead	Year				Partners
				1	2	3	4+	
Action Priority 1: Great Places								
Place Identity & Understanding	Develop and refine each district’s destination identity and USPs; produce place-based identity guidance.	1	SELCP	●	●			LCC LCC; EA; Active Lincolnshire
Public Realm & Visitor Experience Fundamentals	Audits of wayfinding, signage, toilets, EV, parking, lighting, accessibility; create investment-ready priority lists.	1	SELCP	●	●	●		
Sustainable Transport & Connectivity	Improve public transport, active travel and integrated visitor mobility.	1	SELCP	●	●	●	●	

Environmental Responsibility	Embed responsible tourism principles in all projects.	2	SELCP	•	•	•	•	EA
Rights of Way & Access	Maintain and enhance rights of way network.	2	LCC	•	•	•	•	
Action Priority 2: Quality Visitor Experiences								
Nature & Outdoors	Develop year-round nature-based products; strengthen walking, cycling and outdoor recreation.	1	SELCP	•	•	•	•	LCC; NT; RSPB
Heritage & Culture	Develop heritage-led tourism proposals; support cultural programming and events.	1	SELCP	•	•	•	•	Culture Partners
Sport & Active Leisure	Develop cycling, walking and water-based activity; explore motorsport, rowing, golf.	1	SELCP	•	•	•		Active Lincolnshire
Food, Drink & Agritourism	Develop food trails, producer partnerships, agritourism experiences.	1	SELCP	•	•	•		Producers; NFU
Interpretation & Storytelling	Digital trails, QR codes, itineraries, innovative interpretation.	2	SELCP	•	•	•	•	LCC
Accommodation Development	Gap analysis and investment prospectus.	1	SELCP	•	•			Investors
Market Intelligence	Comprehensive market intelligence programme.	1	SELCP	•	•	•	•	LCC
Quality Standards	Training, accreditation, best practice support.	2	SELCP	•	•	•	•	Business Lincolnsh
Action Priority 3: Targeted Marketing								
Brand Identity	Develop and articulate district brand identities; share collateral.	1	SELCP	•	•			SELCP
Campaigns	Deliver year-round seasonal and targeted campaigns.	1	SELCP	•	•	•	•	

Websites & SEO	Develop and maintain district visitor websites with strong SEO/AEO.	1	SELCP	•	•	•	•	Creatives	
Social Media & PR	PR and social media programmes incl. influencers and travel writers.	2	SELCP	•	•	•	•		
Product Development	Film, photography, leaflets, itineraries.	2	SELCP	•	•	•	•		
Third-Party Content	Ensure Visit Lincolnshire and others are up-to-date and on-brand.	2	SELCP	•	•	•	•		LCC
New Markets	Explore international, group travel, wedding and niche markets.	2	SELCP	•	•	•	•		LCC
Action Priority 4: An Engaged and Vibrant Sector									
Networking	Develop and support networking groups and events.	2	SELCP	•	•	•	•	Business Lincolnsh	
Business Support	Training, workshops, business advice.	2	SELCP	•	•	•	•	Business Lincolnsh	
Partnerships	Strengthen partnerships locally, regionally and nationally.	2	SELCP	•	•	•	•	All	
Education & Workforce	Promote tourism careers with schools, FE and HE.	2	SELCP	•	•	•	•	LCC; Colleges	
Sustainability	Promote sustainable business practices.	2	SELCP	•	•	•	•	Business Lincolnsh	
Market Intelligence	Share insights and data with businesses.	2	SELCP	•	•	•	•	LCC	
Quality Standards	Support businesses to achieve accreditations.	2	SELCP	•	•	•	•	Business Lincolnsh	

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Overview and Scrutiny Committee Work Programme 2026–27

Meeting Date	Agenda Items	Report Author <i>A.D = Assistant Director D.C.X = Deputy Chief Executive</i>	Portfolio Holder	Cabinet Meeting
04 June 2026	<ul style="list-style-type: none"> • Highways Authority LCC • Destination Lincolnshire Local Visitor Economy Partnership Destination Management Plan and SELCP Destination Management Plan • Public Space Protection Order for Dog Controls • Strategy Policy Review and Development 	<ul style="list-style-type: none"> – Portfolio Holder LCC – Director of Economic Development – Service Director Regulatory – Service Director Corporate Services 	<p>Cllr D Broughton Cllr S Sharpe</p> <p>Cllr C Butler</p> <p>Cllr D Broughton</p>	
16 July 2026	<ul style="list-style-type: none"> • Quarter 4 Performance Report • Carbon Footprint Update FY22/23, FY23/24 & FY24/25 • Local Council Tax Support Scheme 2027/28 Consultation • Strategy/Policy Review and Development 	<ul style="list-style-type: none"> – Group Manager Insights and Transformation – Climate Change and Environment Officer – Head of Revenue and Budgets – Business Intelligence and Change Manager 	<p>Cllr D Broughton</p> <p>Cllr C Rylott</p> <p>Cllr S Ghosh</p> <p>Cllr D Broughton</p>	
03 Sept 2026	<ul style="list-style-type: none"> • Cultural Services Delivery Arrangements • Equality, Diversity and Inclusion Strategy and Action Plan 	<ul style="list-style-type: none"> – Head of Special Projects – Group Manager – Organisational Development 	<p>Cllr S Sharpe Cllr D Broughton</p>	
01 Oct 2026	<ul style="list-style-type: none"> • Review of the Guildhall Museum Policies • Annual Crime and Disorder Report 	<ul style="list-style-type: none"> – SD – Community and Housing Services – SD – Community and Housing Services 	<p>Cllr D Broughton</p> <p>Cllr D Broughton</p>	
05 Nov 2026	<ul style="list-style-type: none"> • Annual Monitoring Report Pension and Pension Discretions Policy Note 	<ul style="list-style-type: none"> – Group Manager for Community Leadership 	<p>Cllr H Staples</p>	

Overview and Scrutiny Committee Work Programme 2026–27

Meeting Date	Agenda Items	Report Author <i>A.D = Assistant Director D.C.X = Deputy Chief Executive</i>	Portfolio Holder	Cabinet Meeting
	<ul style="list-style-type: none"> Q1 Performance Report Section 19 Flood Report Update 	<ul style="list-style-type: none"> Group Manager Insights and Transformation SD - Regulatory 	Cllr D Broughton Cllr D Broughton	
10 Dec 2026	<ul style="list-style-type: none"> Q2 Performance Report 	<ul style="list-style-type: none"> Group Manager Insights and Transformation 	Cllr D Broughton	
21 Jan 2027	<ul style="list-style-type: none"> Scrutiny Annual Reports 2025/26 	<ul style="list-style-type: none"> Monitoring Officer 	Cllr D Broughton	
24 Feb 2027	<ul style="list-style-type: none"> Budget Draft 2026/2027 	<ul style="list-style-type: none"> Head of Finance Delivery PSPSL 	Cllr S Ghosh	
25 Mar 2027	<ul style="list-style-type: none"> Data Protection Policy and Record Management Policy. Q3 Performance Report 	<ul style="list-style-type: none"> Monitoring Officer Group Manager Insights and Transformation 	Cllr D Broughton Cllr D Broughton	

Alternative options for Scrutiny working.

Task and Finish Group	Review of the Town Centre Task and Finish Group (Cllr Pryke, Chairman)
Member Working Group	
Inquiry Session	
All Member Briefings <i>pending at issue of agenda</i>	Child Poverty – requested from November 2024 meeting. Update on PE21 – requested from Environment and Performance December 2024 meeting.

Overview and Scrutiny Committee Work Programme 2026–27

Meeting Date	Agenda Items	Report Author <i>A.D = Assistant Director</i> <i>D.C.X = Deputy Chief Executive</i>	Portfolio Holder	Cabinet Meeting

Pending Confirmation:

- Bus Services. Possible work streams from the SICP report on Social Impact Population Change.
- Visitor Economy (Tourism).
- Local Plan (**Pending Review/Updates**)
- Lincolnshire Fire Service Building Fire Safety (New Council Year) **Date TBC**
- Scrutiny Workshop (New Council Year) **Wednesday 8th July 6.00pm**
- Members Refresher Training (New Council Year) **Date TBC**
- NHS Care after discharge (New Council Year) **Date TBC**
- NEPTS Patient Transport (New Council Year) **Date TBC**

Chairman: Councillor Paul Gleeson

Vice Chairman: Councillor Suzanne Welberry

Lead Officer(s): Executive Director – Programme Delivery & Service Director – Regulatory

Clerk: Ray Flannery, Democratic Services Officer

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BOSTON BOROUGH COUNCIL

FORWARD PLAN

1 MAY TO 30 APRIL 2027

The Forward Plan is a forecast of decisions which are expected to be taken by the Cabinet in the next twelve months.

This Plan constitutes 28 day notice as required by virtue of Regulations 5(2) and 9(2) of the Local Authorities (Executive Arrangements) (Meetings and Access to Information (England) Regulations 2012.

The Boston Borough Council definition of a key decision is:

- A decision which results in the authority incurring expenditure which is, or involves the making of savings which are significant having regard to the authority's budget for the service or function to which the decision relates; or
- Be significant in terms of its effect on communities living or working in an area comprising two or more wards of the Borough.

Decisions set out in this Plan will be taken by the Cabinet unless otherwise specified. All decisions included in this Plan will be taken on the basis of a written report and will be published on the Council's website before the meeting.

Please note that the decision dates are indicative and occasionally subject to change.

The Council invites members of the public to attend any of the meetings at which decisions will be discussed and the papers listed on the Plan can be viewed free of charge at the Customer Services Desk, Municipal Building, West Street, Boston, or on the Council's website, www.boston.gov.uk

If you wish to make comments or representations regarding the decisions outlined in the Plan, please submit them in writing to the contact officer identified against each decision in the Plan, at least 2 working days before the date of the meeting at which the decision is to be taken.

Agendas, decisions and minutes are published on the Council's website www.boston.gov.uk

Cabinet Members:

Cllr Dale Broughton	Cllr Mike Gilbert	Cllr John Baxter	Cllr Callum Butler	Cllr Sandeep Ghosh
Cllr Chris Mountain	Cllr Claire Rylott	Cllr Sarah Sharpe	Cllr Helen Staples	

Corporate Management Team (CMT) Members:

Rob Barlow	Andy Fisher	Jason King	Pranali Parikh	Russell Stone	Christian Allen
Victoria Burgess	Vikki Cherry	Maria Cotton	James Gilbert	Matthew Hogan	Richard Hodgson
John Medler	Phil Norman	Phil Perry	Emily Spicer		

Report Title and Summary of Content	Key / Non-Key	Date Decision to be taken	Rec to Council?	Open or Exempt	Lead Officer	Portfolio Holder
Crisis and Resilience Fund To accept funding allocation from Lincolnshire County Council to deliver the Government funded Crisis and Resilience scheme locally. Crisis and Resilience Fund: Guidance for local authorities in England (1 April 2026 to 31 March 2029) - GOV.UK	Key	Executive Director - Finance (Section 151 Officer) Not before 28th May 2026		Open	Roxanne Warrick, Healthy Living Strategic Lead roxanne.warrick@e-lindsey.gov.uk	Portfolio Holder - Communities (Councillor Helen Staples)
2025/26 Financial Outturn To report on the Council's Finances as at the 31st March 2026.	Non Key	Cabinet 24 Jun 2026		Open	Nicole Hayes, Head of Finance Delivery - BBC (PSPSL) nicole.hayes@pspsl.co.uk	Portfolio Holder - Finance and Economic Growth (Councillor Sandeep Ghosh)
Strategy/Policy Review and Development To consider an approach to future strategy / policy review and development in the lead up to Local Government Reorganisation.	Non Key	Cabinet 24 Jun 2026		Open	Corey Gooch, Business Intelligence and Change Manager Corey.Gooch@sholland.gov.uk	Leader (Councillor Dale Broughton)
Local Council Tax Support Scheme 2027/28 - Consultation For Cabinet to agree the 2027/28 Council Tax Support Scheme consultation.	Non Key	Cabinet 24 Jun 2026		Open	Sharon Hammond, Head of Revenues and Benefits Sharon.hammond@pspsl.co.uk	Portfolio Holder - Finance and Economic Growth (Councillor Sandeep Ghosh)
Review Of Maximum Hackney Carriage Fare Structure To consider approval of the revised maximum fare structure for hackney carriage journeys.	Non Key	Cabinet 24 Jun 2026		Open	Anna McDowell, Senior Licensing Officer anna.mcdowell@boston.gov.uk	Portfolio Holder - Infrastructure (Councillor Chris Mountain)

Report Title	Key / Non-Key	Date Decision to be taken	Rec to Council?	Open or Exempt	Lead Officer	Portfolio Holder
<p>Public Space Protection Order for Dog Controls To seek approval of a Public Space Protection for Dog Controls and Dog Fouling.</p>	Non Key	Cabinet 24 Jun 2026		Open	Donna Hall, Group Manager Public Protection Donna.Hall@sholland.gov.uk	Portfolio Holder - Environmental Services (Councillor Callum Butler)
<p>Funding to support the delivery of additional new affordable homes on Heron Park, Phase 5 To agree £385,000 of Grant Funding from S106 affordable housing funds to make the delivery of 51 new affordable homes viable.</p>	Key	Cabinet 24 Jun 2026		Fully exempt	Stuart Horton, Strategic Housing Manager stuart.horton@boston.gov.uk	Portfolio Holder - Housing (Councillor John Baxter)
<p>Destination Management Plan for SELCP and the associated action plan for Boston Destination Lincolnshire are the defined Local Visitor Economy Partnership (LVEP) for the Lincolnshire and Rutland areas. As part of this they have created a Plan to 2033 to promote and co-ordinate the Visitor Economy.</p>	Key	Cabinet 24 Jun 2026		Open	Pranali Parikh, Executive Director - Economic Development pranali.parikh@boston.gov.uk	Portfolio Holder - Heritage, Culture and Tourism (Councillor Sarah Sharpe)
<p>Adoption of Boston Conservation Area Appraisal and Management Plan. Presented is the Boston Conservation Area Appraisal and Management Plan for Adoption - The document summarises the areas special interest, providing a brief history and character analysis to be used as evidence in</p>	Key	Cabinet 24 Jun 2026		Open	Emilie Wales, Heritage Manager emilie.wales@e-lindsey.gov.uk	Portfolio Holder - Heritage, Culture and Tourism (Councillor Sarah Sharpe)

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Report Title	Key / Non-Key	Date Decision to be taken	Rec to Council?	Open or Exempt	Lead Officer	Portfolio Holder
<p>future local plan making and decisions. The document provides a snapshot of the areas current condition and where necessary provides recommendations to the Council to help tackle any issues identified.</p>						
<p>South & East Lincolnshire Traditional Buildings Design Guide Presented is the South & East Lincolnshire Council Partnership (SELCP) Traditional Buildings Design Guide – The desire to improve design and prevent the loss of historic fabric is an objective included in the Boston Conservation Area Management Plan and Plan for Pride in Place.</p>	Non Key	Cabinet 24 Jun 2026		Open	Emilie Wales, Heritage Manager emilie.wales@e-lindsey.gov.uk	Portfolio Holder - Heritage, Culture and Tourism (Councillor Sarah Sharpe)
<p>Lincolnshire Good Home Alliance and Disabled Facilities Grant Funding To accept and approve the use of Better Care/Disabled Facilities Grant funding received from Lincolnshire County Council to contribute funding to an extension of the Lincolnshire Good Home Alliance Advice and Casework service.</p>	Key	Cabinet 24 Jun 2026		Open	Adam Newman-Pring, Good Home Alliance Lead adam.newman-pring@boston.gov.uk	Portfolio Holder - Housing (Councillor John Baxter)

Report Title	Key / Non-Key	Date Decision to be taken	Rec to Council?	Open or Exempt	Lead Officer	Portfolio Holder
<p>Local Authority Housing Fund Round 4 for Temporary and Resettlement Homes</p> <p>The report seeks agreement to accept the Local Authority Housing Funding MHCLG has offered to the council and agreement to match fund to enable the delivery of 2 Temporary and 1 Resettlement Homes.</p>	Key	Cabinet 24 Jun 2026		Open	Stuart Horton, Strategic Housing Manager stuart.horton@boston.gov.uk	Portfolio Holder - Housing (Councillor John Baxter)
<p>2025/26 Treasury Annual Report</p> <p>To provide Members with the Annual Treasury Report 2025/26 in accordance with the Chartered Institute of Public Finance and Accountancy's Code of Practice on Treasury Management to ensure best practice is maintained.</p>	Non Key	Full Council 13 Jul 2026		Open	Sean Howsam, Treasury and Investment Manager (PSPSL) Sean.Howsam@pspsl.co.uk	Portfolio Holder - Finance and Economic Growth (Councillor Sandeep Ghosh)
<p>Q1 2026/27 Forecast Outturn</p> <p>To set out the current financial position for the Council at the end of the 1st quarter of 2026/27.</p>	Non Key	Cabinet 30 Sep 2026		Open	Nicole Hayes, Head of Finance Delivery - BBC (PSPSL) nicole.hayes@pspsl.co.uk	Portfolio Holder - Finance and Economic Growth (Councillor Sandeep Ghosh)
<p>Carbon Footprint Update FY22/23, FY23/24 & FY24/25</p> <p>To provide annual updates on the Carbon Footprint.</p>	Non Key	Cabinet 30 Sep 2026		Open	Heather Prescott, Climate Change and Environment Officer heather.prescott@boston.gov.uk	Portfolio Holder - Green Spaces and Travel (Councillor Claire Rylott)

Report Title	Key / Non-Key	Date Decision to be taken	Rec to Council?	Open or Exempt	Lead Officer	Portfolio Holder
Quarter 4 25/26 Performance and Risk Report To provide an update on performance and risk as at the end of each quarter.	Non Key	Cabinet 30 Sep 2026		Open	Suzanne Rolfe, Group Manager – Insights & Transformation suzanne.rolfe@boston.gov.uk, Corey Gooch, Business Intelligence and Change Manager Corey.Gooch@sholland.gov.uk	Leader (Councillor Dale Broughton)
Cultural Services Delivery Arrangements To consider proposals for the future delivery of cultural services.	Key	Cabinet 30 Sep 2026		Open	Mark Humphreys, Head of Special Projects (Leisure) mark.humphreys@e-lindsey.gov.uk	Portfolio Holder - Heritage, Culture and Tourism (Councillor Sarah Sharpe)
Q2 2026/27 Forecast Outturn To set out the current financial position for the Council at the end of the 2nd quarter of 2026/27.	Non Key	Cabinet 25 Nov 2026		Open	Nicole Hayes, Head of Finance Delivery - BBC (PSPSL) nicole.hayes@pspsl.co.uk	Portfolio Holder - Finance and Economic Growth (Councillor Sandeep Ghosh)
Local Council Tax Support Scheme 2027/28 For Cabinet to agree its recommendation to Full Council for the 2027/28 Council Tax Support Scheme.	Non Key	Cabinet 25 Nov 2026	Full Council 7 Dec 2026	Open	Sharon Hammond, Head of Revenues and Benefits Sharon.hammond@pspsl.co.uk	Portfolio Holder - Finance and Economic Growth (Councillor Sandeep Ghosh)

Report Title	Key / Non-Key	Date Decision to be taken	Rec to Council?	Open or Exempt	Lead Officer	Portfolio Holder
Review of Guildhall Museum Policies To review current policies relating to the Guildhall Museum.	Non Key	Cabinet 25 Nov 2026		Open	Rachel Rowett, Community Development Manager rrowett@sholland.gov.uk	Portfolio Holder - Heritage, Culture and Tourism (Councillor Sarah Sharpe)
Quarter 1 26/27 Performance and Risk Report To provide an update on performance and risk as at the end of each quarter.	Non Key	Cabinet 25 Nov 2026		Open	Corey Gooch, Business Intelligence and Change Manager Corey.Gooch@sholland.gov.uk, Suzanne Rolfe, Group Manager – Insights & Transformation suzanne.rolfe@boston.gov.uk	Leader (Councillor Dale Broughton)
Public Space Protection Order (PSPO) "Alcohol" Review Boston Borough Council's Public Space Protection Order (in relation to Alcohol) commenced on Monday 12 th January 2015. It is a statutory requirement that a public space protection order may not have effect for a period of more than 3 years, unless extended by the local authority responsible for granting the original order.	Non Key	Cabinet 25 Nov 2026		Open	Sarah Cocker, Safer Communities Officer sarah.cocker@e-lindsey.gov.uk, Peter Hunn, Safer Communities Manager (Operations) peter.hunn@boston.gov.uk	Leader (Councillor Dale Broughton)

Report Title	Key / Non-Key	Date Decision to be taken	Rec to Council?	Open or Exempt	Lead Officer	Portfolio Holder
2026/27 Mid Term Treasury Report To provide Members with an update on Treasury Management performance and activity to ensure best practice is maintained.	Non Key	Full Council 7 Dec 2026		Open	Sean Howsam, Treasury and Investment Manager (PSPSL) Sean.Howsam@pspsl.co.uk	Portfolio Holder - Finance and Economic Growth (Councillor Sandeep Ghosh)
Quarter 2 26/27 Performance and Risk Report To provide an update on performance and risk as at the end of each quarter.	Non Key	Cabinet 13 Jan 2027		Open	Corey Gooch, Business Intelligence and Change Manager Corey.Gooch@sholland.gov.uk, Suzanne Rolfe, Group Manager – Insights & Transformation suzanne.rolfe@boston.gov.uk	Leader (Councillor Dale Broughton)
Q3 2026/27 Forecast Outturn To set out the current financial position for the Council at the end of the 3rd quarter of 2026/27.	Non Key	Cabinet 17 Feb 2027			Nicole Hayes, Head of Finance Delivery - BBC (PSPSL) nicole.hayes@pspsl.co.uk	Portfolio Holder - Finance and Economic Growth (Councillor Sandeep Ghosh)
2027/28 Final Budget To approve: The General Fund Budget for 2027/28, including the use of reserves, Medium Term Financial Strategy, Capital Programmes and Strategy, Treasury Management Policy/Strategy and the Annual Delivery Plan including the approval of Council Tax levels.	Non Key	Cabinet 17 Feb 2027	Full Council 1 Mar 2027	Open	Nicole Hayes, Head of Finance Delivery - BBC (PSPSL) nicole.hayes@pspsl.co.uk	Portfolio Holder - Finance and Economic Growth (Councillor Sandeep Ghosh)

Report Title	Key / Non-Key	Date Decision to be taken	Rec to Council?	Open or Exempt	Lead Officer	Portfolio Holder
2027/28 CTAX Setting Report To set the amounts of Council Tax applicable for 2027/28 for each valuation band and in each part of the Borough.	Non Key	Full Council 1 Mar 2027		Open	Nicole Hayes, Head of Finance Delivery - BBC (PSPSL) nicole.hayes@pspsl.co.uk	Portfolio Holder - Finance and Economic Growth (Councillor Sandeep Ghosh)
Quarter 3 26/27 Performance and Risk Report To provide an update on performance and risk as at the end of each quarter.	Non Key	Cabinet 24 Mar 2027		Open	Corey Gooch, Business Intelligence and Change Manager Corey.Gooch@sholland.gov.uk, Suzanne Rolfe, Group Manager – Insights & Transformation suzanne.rolfe@boston.gov.uk	Leader (Councillor Dale Broughton)
2026/27 Financial Outturn To report on the Council's Finances as at the 31st March 2027.	Non Key	Cabinet To be confirmed			Nicole Hayes, Head of Finance Delivery - BBC (PSPSL) nicole.hayes@pspsl.co.uk	Portfolio Holder - Finance and Economic Growth (Councillor Sandeep Ghosh)

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