

If you would like any further information or have any special requirements in respect of this Meeting, please contact Elaine Speed, Senior Democratic Services Officer on (01507) 613423

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Date: Tuesday, 10 September 2024

Dear Councillor,

Executive Board

You are invited to attend the **Executive Board** Meeting to be held at **The Hub, Mareham Road, Horncastle, Lincolnshire LN9 6PH** on **Wednesday, 18th September, 2024** at **6.00 pm**, for the transaction of the business set out in the attached Agenda.

The public and the press may access the meeting via the following link <https://bit.ly/ELDCYT> where a livestream and subsequent recording of the meeting will be available or by attending the Meeting.

Yours sincerely,



Robert Barlow
Chief Executive

Membership

Councillors Craig Leyland (Chairman), Graham Marsh, Tom Ashton, Sarah Devereux, Martin Foster, William Gray, Adam Grist, Thomas Kemp and Steve Kirk

EXECUTIVE BOARD AGENDA

Wednesday, 18 September 2024

Item	Subject	Page No.
1.	<u>APOLOGIES FOR ABSENCE:</u>	
2.	<u>DISCLOSURE OF INTERESTS (IF ANY):</u>	
EXEMPT INFORMATION:		
To consider excluding the public and press for the following items and if appropriate the Chairman to move:-		
That under Section 100(a)(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item on the grounds that, if they were present, there could be disclosed to them exempt information as defined in paragraph(s) 3 of Part 1 of Schedule 12A of the Act (as amended).		
3.	<u>MINUTES:</u> To confirm the Open and Exempt Minutes of the Meeting held on 9 July 2024.	1 - 14
4.	<u>ACTIONS:</u> No outstanding actions for this Meeting.	
KEY DECISIONS		
5.	<u>EAST LINDSEY INVESTMENT FUND:</u> To consider approval of the East Lindsey Investment Fund Plan.	15 - 38
NON KEY DECISIONS		
6.	<u>QUARTER 1- 24/25 PERFORMANCE AND RISK REPORT:</u> To consider information relating to the Council's Performance and Governance Framework at the end of Quarter 1 2024/25.	39 - 88
7.	<u>ACCOUNTABLE BODY FOR ALIGNMENT OF CASE MANAGEMENT SYSTEMS ACROSS THE SOUTH & EAST LINCOLNSHIRE COUNCILS PARTNERSHIP:</u> To consider agreeing to be the financially accountable body for the implementation of a common Case Management System across the Partnership to realise efficiency savings	89 - 94

through the alignment of teams and technology.

8. WORKING IN PARTNERSHIP WITH THE VOLUNTARY AND COMMUNITY SECTOR: 95 - 106

To consider approval to delivering more sustainable and enhanced local services through the Voluntary and Community Sector that are operating within South and East Lincolnshire.

9. LOCAL COUNCIL TAX SUPPORT (CONSULTATION) 2025-26: 107 - 116

To agree consultation proposals for the local Council Tax Support scheme 2025/2026.

NON KEY DECISION - ITEMS TO BE RECOMMENDED TO COUNCIL

10. 2024/25 QUARTER ONE FINANCE UPDATE: 117 - 136

To report on the Council's Finances as at the end of Quarter 1 - 2024/25.

11. DATE OF NEXT MEETING:

The programmed date for the next Meeting of this Board will be Wednesday 6 November 2024.

EXEMPT INFORMATION

To consider excluding the public and press for the following items and if appropriate the Chairman to move:-

That under Section 100(a)(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item on the grounds that, if they were present, there could be disclosed to them exempt information as defined in paragraph(s) 3 of Part 1 of Schedule 12A of the Act (as amended).

KEY DECISIONS - ITEMS TO BE RECOMMENDED TO THE COUNCIL

12. DELIVERY OF THE ELDC TEMPORARY ACCOMMODATION PROGRAMME: 137 - 154

To consider a report that presents a headline business case for the purchase of properties on the open market suitable for temporary and re-settlement accommodation, utilising approved council funds and funds recently offered to the authority by government.

N.B. Appendix A is Exempt.

NON KEY DECISIONS

13. UPDATE ON INVEST EAST LINDSEY LIMITED:

155 - 232

To consider an Exempt report.

Minutes of a Meeting of the Executive Board held in The Hub, Mareham Road, Horncastle, Lincolnshire LN9 6PH on Tuesday, 9th July, 2024 at 6.00 pm.

PRESENT

Councillor Craig Leyland (Chairman)

Councillors Graham Marsh (Deputy Leader), Tom Ashton, Sarah Devereux, William Gray, Thomas Kemp and Steve Kirk.

Councillor Rosalind Jackson attended the Meeting remotely as an Observer.

OFFICERS IN ATTENDANCE:

Robert Barlow	- Joint Chief Executive
Christine Marshall	- Deputy Chief Executive (Corporate Development) and S151 Officer (Remote)
John Leach	- Deputy Chief Executive, Communities
James Gilbert	- Assistant Director - Corporate
Mark Humphreys	- Head of Special Projects (Leisure)
Matthew Hogan	- Assistant Director, Strategic Growth and Development
Ann Good	- Democratic Services Manager
Elaine Speed	- Senior Democratic Services Officer and Civic Officer

1. APOLOGIES FOR ABSENCE:

Apologies for absence were received from Councillors Martin Foster and Adam Grist.

2. DISCLOSURE OF INTERESTS (IF ANY):

No disclosures of interest were received.

3. MINUTES:

The Open and Exempt Minutes of the Meeting held on 8th May 2024 were confirmed as a correct record.

4. ACTION SHEETS:

There were no Actions from the meeting held on 8th May 2024.

5. PERFORMANCE AND GOVERNANCE FRAMEWORK - QUARTER 4 MONITORING REPORT 2023/24:

A report was presented to bring together information relating to the Council's Performance and Governance Framework at the end of Quarter 4 2023/24 (as at March 2024).

During his introduction of the report the Leader of the Council highlighted that in total there were currently 77 KPIs for East Lindsey District Council, 35 of which were trend only indicators. 29 KPIs were meeting or exceeding their target, 5 KPIs were within tolerance, and 6 were below target. 2 indicators were not currently available.

The Leader acknowledged that Portfolio Holders would be aware of particular issues that affected their own portfolio holder area and asked them to make sure that any issues they had were addressed.

RESOLVED

That the performance and risk information contained within the report and appendices be noted.

Reasons

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

Other Options

Alternative reporting arrangements.

6. POOL CAR RENEWAL:

A report was presented to approve a request for Capital Funds to replace a number of Pool Cars.

The report enabled consideration of the details below in relation to the request for funds.

ELDC owned and operated a total of 17 'pool cars' for use by staff to undertake ordinary business duties. The current fleet consisted of 12 small petrol hatchback vehicles purchased throughout 2017-2021, along with 5 small Diesel vans purchased throughout 2017-2018.

Some of the older petrol vehicles had now passed beyond their economical useful life and were in need of renewal. As part of the Council's ambition to reduce its environmental impact the report proposed trialling electric pool cars.

This report, therefore, requested capital funds to enable the disposal of 3 Citroen C1 hatchback vehicles and replace them with 3 full EV Nissan Leaf as an initial trial for use of EV vehicles for pool car use.

During discussion, Members fully supported the recommendations.

RESOLVED

- That the addition of £49,240 to the Capital Programme to enable the purchase of pool car vehicles as set out in this report be approved.
- That Capital funding via way of MRP (Minimum revenue provision) with the financing spread over a 7-year term, equivalent to the anticipated life of the asset be approved.

Reasons:

The vehicles are no longer considered fit for purpose. Replacement vehicles are necessary to ensure staff can continue to undertake site visits, inspections and attend meetings.

Other Options

Option 1 – ‘Replace with like for like petrol vehicles’ - Not recommended due to decarbonisation plans and needs to trial suitability of EV Vehicles.

Option 2 – ‘Do nothing’ – Not recommended – the 3 Citroen C1 vehicles identified for disposal are now in excess of 7 years old. The vehicles are now incurring increased maintenance costs and the fleet manager is recommending them for disposal.

Option 3 – ‘Reduce fleet size, dispose of 3 x Citroen C1 and not replace’ – Not recommended due to the need to provide sufficient pool fleet vehicles for staff to undertake ordinary business duties. Reducing fleet size would severely impact ordinary business operations.

7. INVEST EAST LINDSEY LIMITED - SHAREHOLDER SUPERVISORY BOARD APPOINTMENTS:

A report was presented to seek appointment of members to the Shareholder Supervisory Board for Invest East Lindsey Limited.

The Shareholder Supervisory Board's Terms of Reference set out the membership of the Board. Appointments were for a four-year term and were due for renewal.

Nominations were sought for three Executive Board appointments, in addition to the Chairman of Overview Committee, the Chief Executive, the Section 151 Officer and the Deputy Chief Executive (Programme Delivery) as set out in the Terms of Reference.

It was Proposed and Seconded that Councillors Tom Kemp, Craig Leyland and Martin Foster be appointed to the Invest East Lindsey Limited - Shareholder Supervisory Board and that Councillor Tom Kemp be appointed as Chairman of the Board.

RESOLVED

1. That 3 Executive Board Members (Councillors Tom Kemp, Craig Leyland and Martin Foster), the Chairman of the Overview Committee (Cllr Fiona Martin), the Chief Executive (Rob Barlow), the Section 151 Officer (Christine Marshall) and the Deputy Chief Executive – Programme Delivery (Adrian Sibley) be appointed to the Invest East Lindsey Shareholder Supervisory Board for a term of four years.
2. That Councillor Tom Kemp be appointed as Chairman for the Shareholder Supervisory Board.

Reasons

To ensure the Council has suitable representatives in place to monitor the work of Invest East Lindsey Limited.

Other options

Do not make appointments – not recommended.

8. ENVIRONMENT POLICY:

A report was presented to seek approval for a new South & East Lincolnshire Councils Partnership (SELCP) Environment Policy to underpin the Sub-Regional Strategy.

During his introduction of the report, the Portfolio Holder for Community Safety, Leisure and Culture and Carbon Reduction advised Members that the Council's existing Environment Policy was developed in 2020 to underpin the Corporate Strategy 2020-2030 and the strategic aim to adapt to meet the challenge of a changing natural environment. This document had been replaced by the new Sub-regional Strategy for the South and East Lincolnshire Councils Partnership which provided an opportunity to align the Environment Policy across the three Councils and underpinning the new Environment priority in the Sub Regional Strategy.

The new SELCP Environmental Policy detailed at Appendix A set out the key themes and priorities that underpinned the strategic aim of the region. A sub regional strategy monitoring the environmental policy would be driven by the performance management framework and annual delivery plan as outlined in the sub regional strategy.

The Portfolio Holder for Planning stated that he fully endorsed the policy and drew attention to Theme Three 'Enhancing our built environment', page 72 of

the Agenda refers and was more optimistic following conversations with the Central Lincs Local Plan that subject to any changes in planning policy coming forward by the new government that ELDC may be able to follow cover of the government's ambition on energy efficiency for new housing development schemes.

The Leader of the Council welcomed the paper and responded that it was good for the sub-region and for ELDC's residents.

During discussion, Members fully supported the recommendation.

RESOLVED

That the Environment Policy be approved for adoption.

Reasons

To ensure the Environment Policy is in line with the new Environment priority contained within the Sub-Regional Strategy.

Other Options

Not to update the Environment Policy.

9. APPOINTMENTS TO OUTSIDE BODIES AND WHITE RIBBON AMBASSADOR & CHAMPION ROLES:

A report was presented to enable consideration of the appointments to Outside Bodies and White Ribbon Ambassador and Champion roles.

The report considered appointments to the various outside bodies which were within the remit of the Executive Board, as required by the Council's Constitution as set out at Appendix A. Full Council appointments to outside bodies were agreed for 2024/25 at the Council's Annual Meeting on 22nd May 2024.

The report also recommended that Councillors be appointed to the White Ribbon ambassador (male) and champion (female) roles as supported in the Motion to Council on ending violence against women and girls, Minute No. 95 from the Council Meeting held on 28 February 2024 refers.

It was Proposed and Seconded that Councillor William Gray be appointed as Male Ambassador and Councillor Claire Arnold be appointed as Female Champion.

During discussion, Members fully supported the recommendations.

RESOLVED

- 1) That the Leader of the Council be delegated to appoint representatives to the various outside bodies detailed at Appendix A to the report presented;
- 2) That Councillors William Gray and Claire Arnold be appointed to the male/female roles as a White Ribbon ambassador and champion as detailed at Appendix A to the report presented.

Reasons

To support the work of outside bodies. To support the Council's commitment to ending violence against women and girls.

Other Options

Do not make the appointments or make alternative appointments.

10. CAPITAL FUNDING RECEIPT FOR ALFORD WINDMILL:

Members noted that this Item had been deferred to a future meeting.

11. DATE OF NEXT MEETING:

The next meeting of Executive Board was noted as Wednesday 18th September 2024.

12. EXCLUSION OF PUBLIC AND PRESS:

RESOLVED

That under Section 100(a)(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following item on the grounds that, if they were present, there could be disclosed to them exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act (as amended).

13. LAND FOR FUTURE REGENERATION IN MABLETHORPE:

An Exempt Report was presented for consideration.

RESOLVED

That the recommendations contained within the exempt report be approved.

Reason:

As contained within the Exempt Report.

Other options:

As contained within the Exempt Report.

14. CULTURAL DEVELOPMENT FUND:

An Exempt Report was presented for consideration.

RESOLVED

That the recommendations contained within the exempt report be approved.

Reason:

As contained within the Exempt Report.

Other options:

As contained within the Exempt Report.

15. PARTIAL TERMINATION OF FUNDING AND MANAGEMENT AGREEMENT WITH MAGNA VITAE:

An Exempt Report was presented for consideration.

RESOLVED

That the recommendations contained within the exempt report be approved.

Reason:

As contained within the Exempt Report.

Other options:

As contained within the Exempt Report.

The meeting closed at 6.30 pm.

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Report To:	Executive Board
Date:	18 September 2024
Subject:	East Lindsey Investment Fund
Purpose:	To approve the East Lindsey Investment Fund Plan
Key Decision:	Yes
Portfolio Holder:	Cllr Craig Leyland, Leader
Report Of:	Pranali Parikh, Director, Economic Development
Report Author:	Lydia Rusling, Assistant Director, Economic Growth
Ward(s) Affected:	All
Exempt Report:	No

Summary

This report presents the East Lindsey Investment Fund Plan for approval. As set out in this report, the Plan provides the principles for investment and the themes for the allocation of funding. The programme will focus on delivery, build capacity and commits to an inclusive and collaborative approach that will benefit the whole District and work in partnership with communities, town and parish councils and local businesses.

The East Lindsey Investment Fund Plan has been developed to support the delivery of the South and East Lincolnshire Councils Partnership Growth and Prosperity Plan, and in accordance with the Corporate Priorities Reserve areas of focus.

Recommendations

The Executive Board approves:

1. The principles in the East Lindsey Investment Fund Plan, as detailed in this report to guide the allocation of funding and resources.
2. The allocation of the East Lindsey Investment Fund for each theme – Pride in Place; Tourism and Events; Community Development; Business Growth and Development.

3. Delegated authority to the Assistant Director theme lead in consultation with the relevant Portfolio Holder to utilise the Investment Fund to support enabling activity, including the procurement and appointment of consultants/contractors, provide staffing resource and delivery of pilot projects to support the development of action plans relevant to each theme.
4. An allocation of up to 5% of the Investment Fund to support the enabling activity.
5. Delegated authority to the Director for Economic Development in consultation with the Portfolio Holder for Market Towns and the Rural Economy to support the establishment, administration and Terms of Reference for a Market and Inland Towns Group – the Connected Wolds – to support engagement with businesses, local communities and town/parish councils.
6. An allocation of up to 2% of the Investment Fund to resource and support the Groups (Connected Wolds and Connected Coast), which will include, but not be limited to, enabling engagement with businesses, local communities and town/parish councils, and supporting the establishment of a new Market and Inland Towns Group.

Reasons for Recommendations

1. **Guidance for Resource Allocation:** *Establishing clear principles in the East Lindsey Investment Fund Plan is essential to ensure that funding is allocated efficiently and in alignment with strategic priorities, such as enhancing pride in place, tourism, community, and business development.*
2. **Themed Funding Allocation:** *Allocating funds across key themes like "Pride in Place," "Tourism and Events," "Community Development," and "Business Growth" ensures that resources are strategically distributed to address the most important areas for local growth and improvement.*
3. **Delegated Authority for Action:** *Granting delegated authority to the Assistant Director, in consultation with portfolio holders, facilitates effective decision-making and flexibility in hiring consultants, procuring services, and implementing pilot projects to quickly develop action plans for each theme.*
4. **Support for Enabling Activities:** *Allocating up to 5% of the fund for enabling activities provides a dedicated budget for essential preparatory work such as staffing, consultation, and early-stage projects, ensuring proper planning and development.*
5. **Engagement with Local Communities:** *Creating a "Market and Inland Towns Group" (Connected Wolds) allows for effective engagement with businesses, local communities, and town/parish councils, fostering collaboration and alignment of local priorities with the Growth and Prosperity Plan and the Corporate Priorities Reserve areas of focus.*
6. **Resourcing the Groups:** *Allocating up to 2% of the fund to support the establishment and operation of the Connected Wolds group ensures that there are adequate resources for business and community engagement, helping the group to effectively promote and support local market towns and rural areas.*

Other Options Considered

- Option 1: Proceed as per the recommendations of this Report, which will focus on delivery, build capacity and commit to an inclusive and collaborative approach that will benefit the whole District.
- Option 2: Do nothing, which would result in the recommendations not being taken forward, with the opportunity to deliver a programme of investment not actioned and the wider benefits of the report detailed below will also not be realised.

1. Background

- 1.1 The Sub-Regional Strategy for the South and East Lincolnshire Councils Partnership has been adopted by East Lindsey District Council. The Strategy set strategic priorities of Growth and Prosperity, Healthy Lives, Safe and Resilient and Environment.
- 1.2 Following the adoption of the Sub-Regional Strategy, the South and East Lincolnshire Councils Partnership supported a new Growth and Prosperity Plan, which identified the following priorities:
- Vibrant Town Centres and Regeneration
 - Supporting Priority Sectors and Businesses
 - Supporting Skills, Learning and Employment Opportunities
 - Enabling Growth and Housing
 - Attracting Investment
- 1.3 The Growth and Prosperity Plan is a unifying document for the Partnership, but it does not propose a 'one size fits all approach'; instead, it has an evidence-led foundation and is place-based – directly responding to the issues and challenges in each locality.
- 1.4 This place-based approach has led to an East Lindsey focused programme of work that will support the Growth and Prosperity Plan, including an investment programme into towns, villages and parishes across the district – named the East Lindsey Investment Fund.
- 1.5 The meeting of Council on Wednesday 28 February approved the Executive Board to be delegated authority to authorise use of the Corporate Priorities Reserve in-line with the priorities approved as part of the Budget Setting process and to amend the Revenue and Capital Programmes in accordance with these approvals. The new Corporate Priorities Reserve has been established to facilitate the delivery of areas of focus – Market Towns and Rural Areas; Driving and supporting Economic Growth; Supporting the Delivery of Affordable Housing; Supporting the Vulnerable; Supporting Healthy Living; Decarbonisation and continued investment in green initiatives; and Invest to Save.
- 1.6 This report provides the principles and themes for investment and a plan to facilitate the delivery of the areas of focus for the Corporate Priorities Reserve, to support a bold and ambitious new programme for the allocation of £10m of funding.

2. Report

- 2.1 East Lindsey District Council has adopted the South and East Lincolnshire Councils Partnership Growth and Prosperity Plan. This Plan committed to a place-based approach to enable and deliver growth, focusing on positive society-wide benefits of economic growth to improve the quality of life for our communities.
- 2.2 Following the adoption of the Growth and Prosperity Plan, East Lindsey's Executive Board supported the development of a place-based investment programme into East Lindsey market towns, parishes and villages.
- 2.3 Consultation has taken place with the Portfolio Holders for Coastal Economy, Market Towns and Rural Economy, and the Leader, which has supported the allocation of £10 million for an East Lindsey Investment Fund. This report sets the principles for allocating the funding, the governance arrangements and details the engagement with officers to put forward a range of initiatives and projects that will enable an inclusive approach for the whole of the District.
- 2.4 The East Lindsey Investment Fund is underpinned by previous work across all directorates and the deep understanding of our places, which has been informed through research, activity and funding. Building on the knowledge, evidence, and work programmes is fundamental to the allocation of funding. The aim of the Investment Fund is to be both bold and ambitious, whilst ensuring the funding is addressing the area's issues and challenges and ensuring future sustainability – balancing strategic priorities with delivery.
- 2.5 The East Lindsey Investment Fund programme will focus on delivery, build capacity and reflect the principles and priorities of the Growth and Prosperity Plan.
- 2.6 The Council is committed to meaningful engagement and partnership working based on the experience of successful funding applications and will ensure communities, businesses, and partners are contributing to projects and the investment is promoted.
- 2.7 The £10 million funding from the new Corporate Priorities Reserve aligns with the agreed areas of focus, including Market Towns and Rural Areas; Driving and supporting Economic Growth; Supporting the Delivery of Affordable Housing; Supporting the Vulnerable; Supporting Healthy Living; Decarbonisation and continued investment in green initiatives; and Invest to Save. The East Lindsey Investment Fund Plan will be delivered through the following four themes:

MAKING OUR PLACES WELCOMING for residents, businesses and visitors will include improved shop fronts and public realm, upgrades to community assets like parks, gardens and town centre public spaces (incorporating a programme of maintenance and cleanliness), investment into accessible play equipment.

SUPPORTING EVENTS AND MARKETS THAT PEOPLE ENJOY and activity that brings people into town centres – engaging with businesses and involving the local community;
ATTRACTING VISITORS (all-year round and staying overnight) and ensuring our ***TOURISM*** offer is sustainable, promoted and responsive.

COMMUNITY DEVELOPMENT to encompass flexible Grants, ensuring our current scheme can continue and extend to support 'Green' initiatives, engaging and supporting volunteers and development that is focused on addressing East Lindsey challenges – affordable housing, supporting the vulnerable and healthy living.

SUPPORTING BUSINESS GROWTH AND DEVELOPMENT to support project development and addressing stalled development sites, enabling business creation, diversification and growth, business park expansion, and the continuation and development of the Grants 4 Growth scheme to incorporate skills and learning opportunities.

- 2.8 Each theme will have both a Portfolio Holder and Assistant Director lead, which will work collaboratively with the existing Connected Coast Board and a new Market/Inland towns group, to support engagement and promotion with businesses, communities and local town and parish councils. This approach will also ensure connectivity with existing investment and funding programmes to support the ongoing maintenance, development and sustainability of projects.
- 2.9 The establishment of a new market and inland towns group will complement the existing Connected Coast Board and will specifically focus on greater connectivity to local communities, volunteer groups, businesses and town and parish councils. The Terms of Reference will be established in consultation with the Portfolio Holder for Market Towns and the Rural Economy. The Investment Fund will support the set up and establishment of the market and inland towns group. The group is proposed to be named the 'Connected Wolds' – reflecting the already established and successful Connected Coast Board.
- 2.10 It is important to note that although there will be two groups supporting consultation for the East Lindsey Investment Fund, there will need to be a joined-up approach to promotion of the programme and connectivity where applicable, particularly where value and collaboration can be achieved by working across East Lindsey.
- 2.11 An allocation of funding of up to 2% of the Investment Fund, will be delegated to the Director of Economic Development in consultation with the Portfolio Holder, to support these two groups with their connectivity and engagement with local communities, volunteer groups, businesses and town and parish councils.
- 2.12 The East Lindsey Investment Fund has been developed to reflect the Local Government Association principles for Revitalising Town Centres: a mixture of the right baseline surveys to understand the issues; engagement with business, community groups and other local stakeholders; agreement on and resourcing of a collective action plan to tackle issues; development of a suitable partnership to energise, communicate and coordinate delivery; and the routine monitoring of impacts to measure success.
- 2.13 To ensure delivery and resourcing of each theme action plan an initial allocation of the East Lindsey Investment Fund with delegated authority to the Assistant Director theme lead in consultation with the relevant portfolio holder will support enabling activity, including the procurement and appointment of consultants/contractors, provide staffing resource and deliver pilot projects – enabling the development of action plans/business cases for each theme.

3. Conclusion

- 3.1. In summary, the East Lindsey Investment Fund is aligned to the principles and priorities of the Growth and Prosperity Plan and the agreed areas of focus for the new Corporate Priorities Reserve.
- 3.2. The commitment to promotion and engagement, along with the establishment of a new market/inland towns group, will ensure an inclusive approach across East Lindsey with a focus on delivery.
- 3.3. The East Lindsey Investment Plan sets the principles for funding allocations and themes for investment. It is bold and ambitious, yet mindful of addressing issues and ensuring future sustainability.
- 3.4. An allocation of the Investment Fund will be utilised for capacity building, resourcing and support (dependent on each theme and its relevant lead, taking into consideration the role of town councils and working with or commissioning external partners).
- 3.5. Governance and monitoring will reflect the existing arrangements for reporting of Major Projects in East Lindsey.

Implications

South and East Lincolnshire Councils Partnership

The East Lindsey Investment Fund supports the delivery of the South and East Lincolnshire Councils Partnership Growth and Prosperity Plan.

Corporate Priorities

The East Lindsey Investment Fund has been developed to reflect the strategic priorities of the Sub-Regional Strategy – Growth and Prosperity, Healthy Lives, Safe and Resilient and Environment.

Staffing

An allocation is recommended from the East Lindsey Investment Fund to support staffing, if required for enabling activity, as detailed in the recommendations and report. The recommendations include granting delegated authority to each theme lead – the Assistant Director and theme lead, in consultation with the portfolio holder.

Workforce Capacity Implications

Additional resources will be required to ensure the Investment Programme is supported, promoted and managed effectively, and each of the four Investment Themes are delivered.

This report seeks delegated authority to the Assistant Director theme lead in consultation with the relevant Portfolio Holder and an allocation of up to 5% of the fund for enabling activities for essential preparatory work such as staffing, consultation, and early-stage projects, ensuring proper planning and development.

Constitutional and Legal Implications

None arising from this report.

Data Protection

None arising from this report.

Financial

The meeting of Council on Wednesday 28 February approved the Executive Board to be delegated authority to authorise use of the Corporate Priorities Reserve in-line with the priorities approved as part of the Budget Setting process and to amend the Revenue and Capital Programmes in accordance with these approvals. The new Corporate Priorities Reserve has been established to facilitate the delivery of areas of focus – Market Towns and Rural Areas; Driving and supporting Economic Growth; Supporting the Delivery of Affordable Housing; Supporting the Vulnerable; Supporting Healthy Living; Decarbonisation and continued investment in green initiatives; and Invest to Save.

This report includes recommendations for an allocation of the Corporate Priorities Reserve, which reflect the areas of focus and support the themes and principles of the East Lindsey Investment Fund (as detailed in this report). This includes an allocation of up to 5% of the Investment Fund to support the enabling activity and a further allocation up to 2% to resource and support the engagement with businesses, local communities and town/parish councils.

Risk Management

The East Lindsey Investment Fund Plan will be monitored by the Major Projects Board, with regular reporting and risk management.

Stakeholder / Consultation / Timescales

The East Lindsey Investment Fund Plan has been developed to support the delivery of the South and East Lincolnshire Councils Partnership Growth and Prosperity Plan, which had wide engagement with members.

Further consultation has taken place with the Portfolio Holders for Coastal Economy, Market Towns and Rural Economy, and the Leader. In addition, a workshop was held on 25 July with relevant teams across all directorates to support project ideas and themes for investment.

The presentation at Appendix A was presented to Overview Committee on 3 September. Feedback was positive with the following recommendations for inclusion – resourcing for maintenance and reviewing the assets condition survey to progress schedule of work; resource and development of East Lindsey markets; improving street furniture; flexibility for grant awards to support organisations and businesses in accessing funding; supporting volunteers in local communities; ensuring coordination between towns through the establishment of a market/inland towns group needs a joined up approach to working with the Connected Coast Board and coastal towns; partnership working with Lincolnshire County Council to support town centre improvements.

Reputation

The East Lindsey Investment Plan is a bold and ambitious programme that will deliver £10m of funding to towns, parishes and villages across the district. The programme will be promoted and form part of the risk, financial and reporting structure for major projects in East Lindsey.

Contracts

None arising from this report.

Crime and Disorder

None arising from this report.

Equality and Diversity / Human Rights / Safeguarding

None arising from this report.

Health and Wellbeing

The East Lindsey Investment Plan has been developed to reflect the strategic priorities of the Sub-Regional Strategy and in consultation with the Assistant Director for Wellbeing and Community Leadership.

Climate Change and Environmental Implications

The East Lindsey Investment Plan has been developed to reflect the strategic priorities of the Sub-Regional Strategy and in consultation with the Climate Change and Environment Group Manager.

Acronyms

None.

Appendices

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

Appendix 1 East Lindsey Investment Fund Presentation

Background Papers

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

Document title:

Executive Board, Growth and Prosperity Plan

Where the document can be viewed:

[Growth and Prosperity Plan Report for ELDC May 2024 FINAL.pdf \(e-lindsey.gov.uk\)](#)

Chronological History of this Report

Name of Body

Overview Committee

Date

3 September 2024

Report Approval

Report author:

Lydia Rusling, Assistant Director Economic Growth
Lydia.Rusling@e-lindsey.gov.uk

Signed off by:

Pranali Parikh, Director Economic Development

Approved for publication:

Cllr Craig Leyland

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South & East Lincolnshire Councils Partnership

Growth and Prosperity Plan

Sub-regional strategy for the South and East Lincolnshire Councils Partnership

Followed by the **Growth and Prosperity Plan**, which identified the following strategic priorities:

- **Vibrant Town Centres and Regeneration**
- **Supporting Priority Sectors and Businesses**
- **Supporting Skills, Learning and Employment Opportunities**
- **Enabling Growth and Housing**
- **Attracting Investment**

The Plan is a unifying document for the Partnership, but it does not propose a ‘one size fits all approach’; instead, it has an evidence-led foundation and is place-based – directly responding to the issues and challenges in each locality.

This place-based approach has led to an **East Lindsey** focused programme of work that will support the Growth and Prosperity Plan, including an **investment programme into towns, villages and parishes.**

Growth and Prosperity Plan



served by One Team

South & East Lincolnshire Councils Partnership

Executive Board Report 8th May 2024 included the recommendation to **support** the development of a Locality Plan and an investment programme into Market Towns, Parishes and Villages.

Further consultation has taken place with the Portfolio Holders for Coastal Economy, Market Towns and Rural Economy, and the Leader. This has supported the development of the **EAST LINDSEY INVESTMENT FUND**, principles for allocating the funding, governance arrangements and further consultation with staff to enable an **inclusive** approach for the whole of the District.

The investment will build on previous work across all directorates, including the Vital and Viable Programme.

Adoption of the 'My Town' approach with a framework for **engagement** based on the experience of successful funding applications, the Vital and Viable programme and the Connected Coast model – ensuring communities, businesses, partners are contributing to projects and the investment is promoted.

The development of the EAST LINDSEY INVESTMENT FUND programme will focus on **delivery**, build **capacity** and reflect the principles and priorities of the Growth and Prosperity Plan.

Growth and Prosperity Principles

Reflected throughout the East Lindsey Investment Fund Programme

Collaboration:

Collaborative approach across the SELCP; with a proactive, supportive, and 'can do' approach.

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Enabling others:

An enabling approach, which is recognised, valued, and supported by other aspects of the organisation, to enable growth and prosperity.

Delivery focused:

Delivering what we are currently doing, and doing it well. Where new projects will make a difference, we will ensure they are appropriately resourced.

Partnership focus:

Collaboration inspired by the Vital & Viable programme and Town Deal Boards, bringing people together. Willingness to work with partners to enable delivery.

Place focused:

Place-based approach, recognition and expertise of local knowledge.

Sustainable:

Strengthening capacity by investing in a sustainable approach; recognising the need for resilience and succession planning over a longer-period.

Coordinated:

Coordinated approach and resourcing of a centralised information resource to support decision making and development of new projects and timely delivery.

Evidence-led:

Evidence and data led – including monitoring vacancy rates, footfall, visitor data, business rates, car parking.

East Lindsey Investment Fund Programme

CONSULTATION

- Feedback from Councillors; staff workshop and SLT engagement (internal communications)
- Overview Committee (3 September) and offer of member briefings
- Executive Board (18 September) and Council (9 October)

EXPERIENCE AND ENGAGEMENT

- Building on the knowledge, evidence, and work programmes (e.g. Towns Fund, V&V)
- Resourcing, support requirements and partnership working
- Decision-making reflecting investment themes (role of portfolio holders working with theme leads/AD), Connected Coast and Market/inland towns group, promotion and engagement
- Bold and ambitious, addressing issues and future sustainability – balancing strategic priorities with delivery

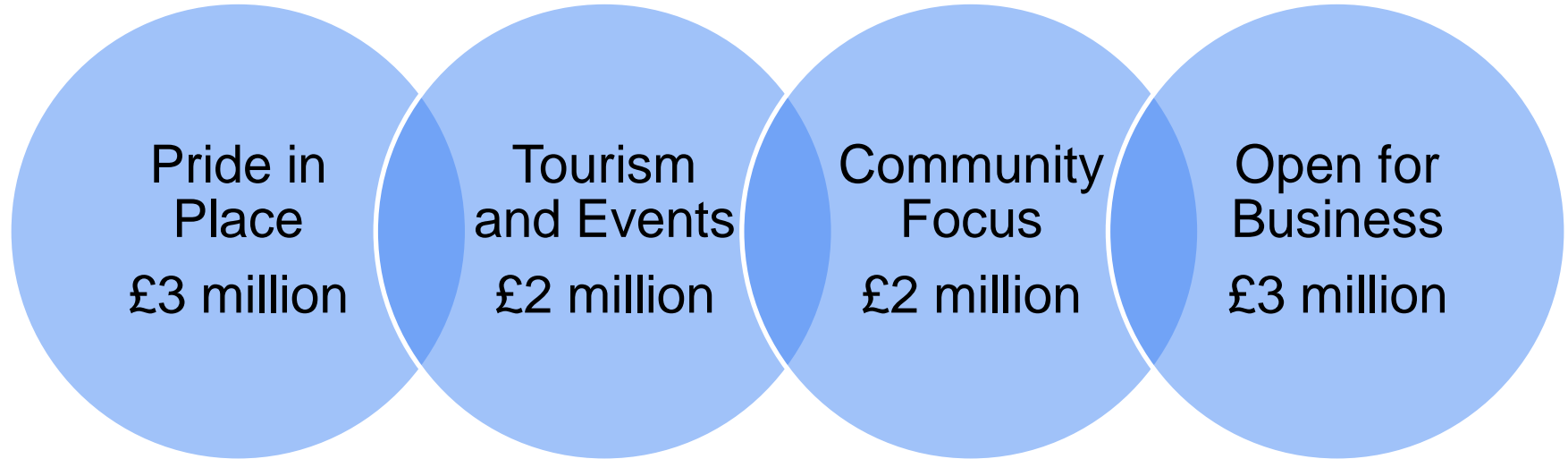
East Lindsey Investment Fund Programme: THEMES

Priority areas that have come to the fore include:

- **MAKING OUR PLACES WELCOMING** (cleanliness, shop fronts, public realm and improvements to community assets like parks, gardens and town centre public spaces). Investment into accessible play equipment and making our places welcoming;
- **PUTTING ON EVENTS THAT PEOPLE ENJOY** and activity that brings people into town centres – engaging with businesses and involving the local community; **ATTRACTING VISITORS** (all-year round and staying overnight) and ensuring our **TOURISM** offer is sustainable, promoted and responsive;
- **COMMUNITY DEVELOPMENT** and Grants (ensuring current scheme can continue and extend to support ‘Green’ initiatives, engaging and supporting volunteers and addressing East Lindsey challenges – housing, digital skills, health);
- **SUPPORTING BUSINESS GROWTH AND DEVELOPMENT** (project development and addressing stalled development sites, supporting business creation, diversification and growth, business park expansion, continuation of G4G scheme and supporting skills and learning opportunities).

East Lindsey £10m Investment Fund Programme: PRINCIPLES

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GOVERNANCE



RESOURCING



PROMOTION

East Lindsey Investment Fund: Framework

Theme One: PRIDE IN PLACE

Lead: Assistant Director, Vic Burgess

- Public realm improvements
- Cleanliness and additional equipment and resource for the Pride team
- Parks and gardens
- Accessible play areas
- Assets survey and future maintenance consideration
- *Shop Front improvements*
- *Town Council Investment Plan – capacity*

East Lindsey Investment Fund Framework

Theme Two: TOURISM AND EVENTS

Lead: Assistant Director, Lydia Rusling

- Tourism campaigns (reflecting culture and heritage)
- Events and activities (enabling and supporting)
- Vibrant markets that attract local residents and visitors
- Place Officers and Academy Apprenticeship Scheme
- Business engagement focused on tourism, leisure, hospitality and events and culture
- Car Park upgrades, signage and wayfinding

East Lindsey Investment Fund Framework

Theme Two: COMMUNITY DEVELOPMENT

Lead: Assistant Director, Emily Spicer

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- GRASSroots scheme
- Green initiatives
- Community building grants
- Addressing homelessness
- Flood risk management
- Supporting volunteering

East Lindsey Investment Fund Framework

Theme Four: SUPPORTING BUSINESS GROWTH

Lead: Assistant Director, Matthew Hogan

- Grants 4 Growth – Grants and Business Support (including Green initiatives and supporting diversification)
- Business Park Expansion (example of Horncastle)
- Project and Sector Development (reflecting strategic priorities)
- Delivering employment sites
- Support to progress the Local Plan
- Inward Investment
- Skills and Learning

LGA: Taking a joined-up approach

Local authorities can take a leading role or be important partners in sustaining communities through town centre revitalisation.

Councils' roles combine statutory functions with strategic coordination and innovative intervention and economic development with partners.

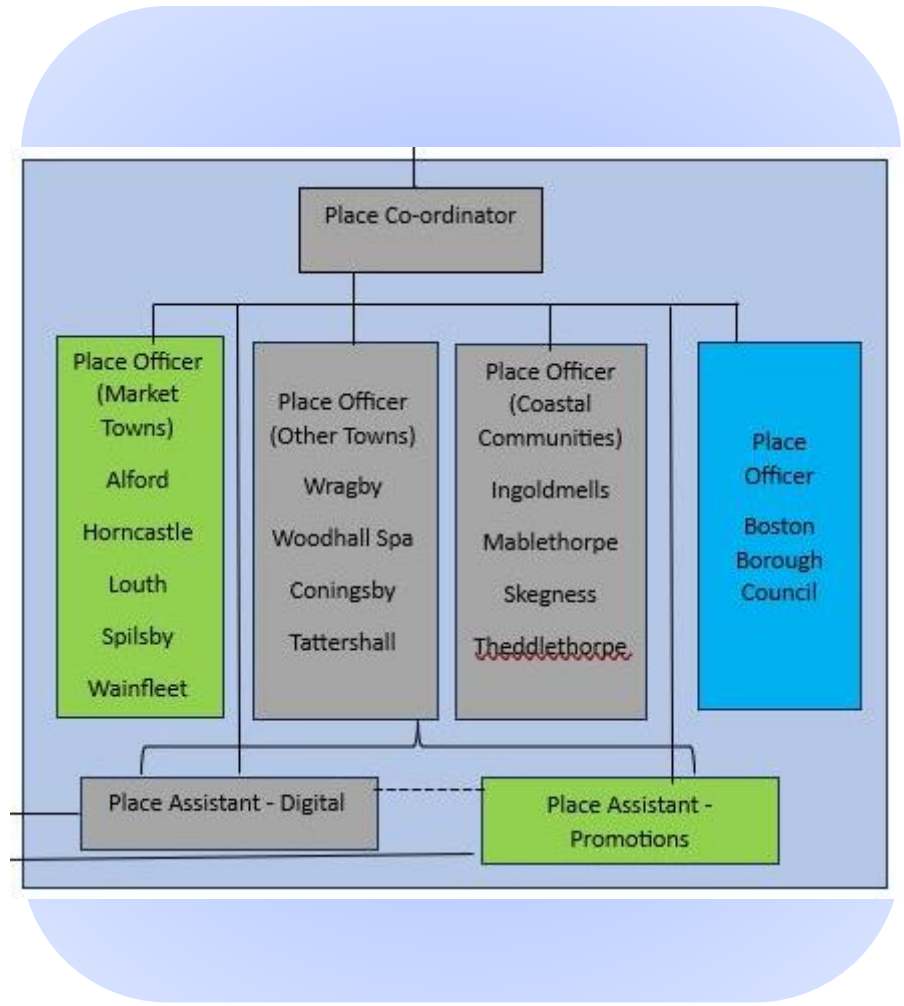
This will involve a mixture of the right baseline surveys to **understand** the issues; **engagement** with business, community groups and other local stakeholders; agreement on and **resourcing** of a collective **action plan** to tackle issues; development of a suitable partnership to energise, **communicate and coordinate delivery**; and the routine **monitoring** of impacts to measure success.



integration within the existing Place team to enable a geographic coordination of the Investment Programme and connectivity to existing work and partnerships.



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East Lindsey Investment Fund Framework

In Summary:

- Reflecting the Growth and Prosperity Plan
- Ensuring an **inclusive** approach across East Lindsey with a focus on **delivery**
- The East Lindsey Investment Plan will set the principles for funding allocations and themes for investment – bold and ambitious, addressing issues and ensuring future sustainability
- Allocation for capacity building, resourcing and support (dependent on directorate and place, e.g Town Council role)
- Governance and monitoring (**recommendations to EB and Council**); working with the Connected Coast and Market/Inland Towns Groups (establishment of ‘Connected Wolds’)
- Consultation with monitoring officer and finance (decision making process)
- **Promotion** and engagement (dedicated comms officer)

East Lindsey Investment Plan Framework

Next steps:

- Process for allocation of funding
- Reporting over 3-year programme
- Finance
- Governance
- Engagement commencement
- CMT Away Day for internal engagement
- Separate discussion with PSPS



Report To: Executive Board

Date: 18th September 2024

Subject: Quarter 1 24/25 Performance and Risk Report

Purpose: To provide an update on performance and risk as at the end of June 2024

Key Decision: No

Portfolio Holder: Councillor Craig Leyland, Leader of the Council and Portfolio Holder for Corporate Affairs (performance management)
Councillor Tom Kemp, Portfolio Holder for Finance (risk management and finance)

Report Of: James Gilbert, Assistant Director – Corporate

Report Author: Richard Baldwin, Strategic Performance Analyst

Ward(s) Affected: All

Exempt Report: No

Summary

This is the quarterly report covering performance and risk monitoring information for Quarter 1 of 2024/25 (as at the end of June 2024).

Recommendations

1. That Executive Board considers any further action in respect of the performance and risk information contained within the report and appendices.

Reasons for Recommendations

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

Other Options Considered

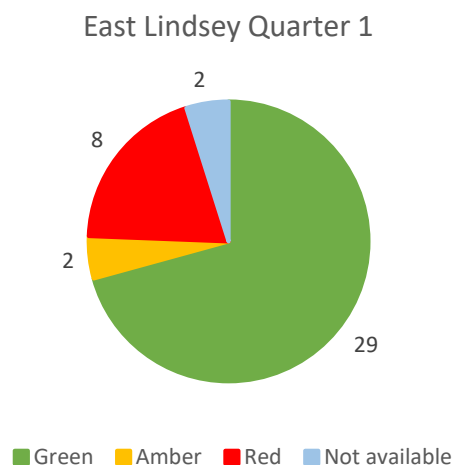
Alternative reporting arrangements.

1. Background

- 1.1 A joint performance management framework was agreed across the South & East Lincolnshire Councils Partnership for 2024/25 to support the delivery of services. Key Performance Indicators (KPIs) have been agreed to capture performance against the strategic priorities of the Partnership and the individual Councils.
- 1.2 This report presents the information for East Lindsey District Council for Quarter 1 of 2024/25 (as at the end of June 2024).

2. Performance (Appendices 1 and 2)

- 2.1 In total there are 114 KPIs for East Lindsey District Council. These are set out by priority in Appendices 1 and 2 following the adoption of the Sub-regional Strategy.
- 2.2 There are 41 targeted indicators where performance is within the direct control of the Council, with past data or comparisons available on which to base those targets. Indicators were developed to stretch performance in teams. Green indicators are on target, amber indicators are within tolerance and red indicators are off target. Commentary is provided in Appendix 1 for red indicators and for indicators which are not available.



- 2.3 Shading has been added to the past quarters' data where possible, to show whether it was on target previously, to help provide more visual context for direction of travel. The shading is deliberately more muted for past data to keep the focus on the current performance. Where targets have changed since the previous year, this has been noted in the commentary, otherwise targets are the same.
- 2.4 There are also 73 trend indicators, which show context for policy decisions and resource allocation, set out in Appendix 2. The trend indicators have been reviewed to consider if any can become targeted measures if past data is now available. No changes are proposed at this time.
- 2.5 Additional commentary has been added to the workforce measures as requested. Also, the staff turnover KPI now relates to voluntary turnover, with the traditional reported figure and explanation in the commentary. Both staff turnover and sickness

absence trend measures have changed to quarterly rather than year to date figures for improved clarity.

- 2.6 Graphs have been removed from Appendices 1 and 2 where there is no previous data to report or where all performance is zero, to avoid confusion. Some of the OFLOG measures are still to be confirmed so are not yet available for Q1.

3. Risk management (Appendix 3)

- 3.1 The strategic risk register has been reviewed for Q1, as at the end of June 2024.


- 3.2 A summary of the risks and scores are set out in the table below, with full details in Appendix 3.


East Lindsey Strategic Risks	Risk score	Direction of travel
ELDC01: Budget	High (12)	↔
Update in Q1: EL A&G suggest considering these elements: More visibility of potential of business rates rebate and property fund divestment, impending MRP; potential for significant loss of money; property bonds. Wording reviewed. Risk description and causes updated. New risk relating to business rates added at ELDC26.		
ELDC03: Local economy	Medium (9)	↔
Update in Q1: To be reviewed by new Director in Q2		
ELDC04: Lincshore flood defence	High (10)	↔
ELDC05: Business continuity	High (9)	↔
ELDC06: Health and Safety	Medium (6)	↔
ELDC07: Local Plan	Medium (9)	↔
ELDC08: Safeguarding	Medium (8)	↔
ELDC09: Information	Medium (8)	↔
ELDC10: Treasury and capital	Medium (8)	↔
ELDC11: Third Party Service delivery	Medium (9)	↔
Update in Q1: Treatment and score reviewed as requested. No changes at this time. An explanation about how we use the term 'tolerate' in risk control is set out in paragraph 3.3 for clarity.		
ELDC12: Technology Infrastructure failure	High (10)	↔
Update in Q1: Treatment and score reviewed as requested. No changes at this time. As part of business continuity planning, services are considering in detail how they would continue to operate should an ICT outage occur.		
ELDC13: Cyber Incident	High (15)	↔
Update in Q1: These mitigations afford ICT awareness of emerging threats. We are about to commission an external validation of our cyber response plan for ICT. Score remains the same.		
ELDC14: Capital Programme	Medium (6)	↔
ELDC15: General Fund Assets	Low (4)	↔
ELDC16: Economic Hardship	High (12)	↔
ELDC17: Implementation of the Environment Act 2021	High (16)	↔
ELDC18: Introduction of Extended Producer Responsibility	Medium (9)	↔
ELDC19: Identification and Suitability of future Depot Accommodation	High (15)	↔
Update in Q1: Treatment and score reviewed as requested. No changes at this time.		


East Lindsey Strategic Risks	Risk score	Direction of travel
ELDC20: Capacity	High (12)	↔
Update in Q1: Discussions remain ongoing with services in regard to capacity and how through the change of working practices it may be possible to increase capacity		
ELDC21: External Communication	Medium (6)	↔
ELDC22: Retention of staff	Medium (8)	↔
Update in Q1: We are on the verge of launching our own recruitment academy which seeks to recruit and develop apprentices specifically in those services where it is harder to recruit.		
ELDC23: Service Delivery	Medium (9)	↔
ELDC24: Internal Communications	High (12)	↔
Update in Q1: Treatment and score reviewed as requested. No changes at this time.		
ELDC25: Net Zero Target	Medium (8)	↔
ELDC26: National Review of Business Rates	High (10)	New risk in Q1
ELDC27: Domestic Retrofit programme	High (12)	New risk in Q1


Risk Scoring Matrix						
Impact	Critical		4; 12; 26	13		
	High	15	8; 9; 10; 22	1; 16; 24	17	
	Medium		6; 14; 21	3; 5; 7; 11; 18; 23	20; 27	19
	Low				25	
	Minimal					
		Rare	Unlikely	Possible	Likely	Almost certain
		Likelihood				

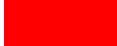
Risk Score Colour

Minimal Risk 

Low Risk 

Medium Risk 

High Risk 

Critical Risk 

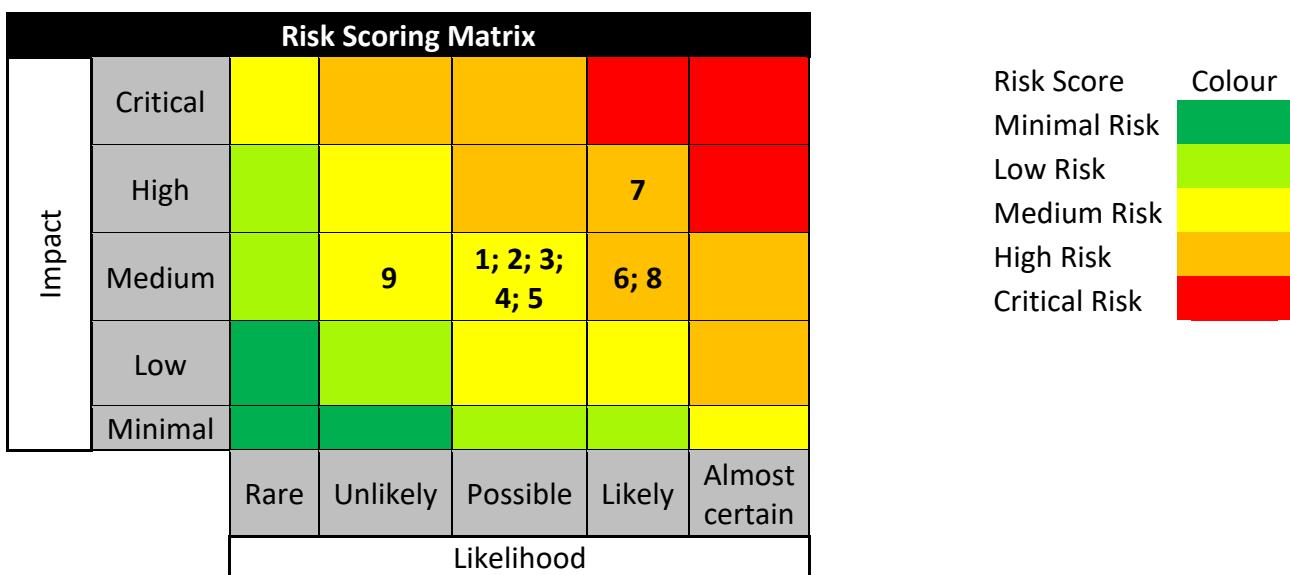
3.3 As set out in the risk policy, we use the 4Ts of risk control:

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

3.4 The strategic risks for the Partnership have also been reviewed for Q1, as at the end of June 2024.

3.5 A summary of the Partnership risks and scores are set out in the table below, with full details in Appendix 3.

SELCP Partnership Risks	Risk score	Changes in Q1	Direction of travel
SELCP-01: Vision	Medium (9)	No change to risk score	↔
SELCP-02: Trust	Medium (9)	No change to risk score	↔
SELCP-03: Sovereignty	Medium (9)	No change to risk score	↔
SELCP-04: Takeover	Medium (9)	No change to risk score	↔
SELCP-05: Culture	Medium (9)	No change to risk score	↔
SELCP-06: LGR	High (12)	No change to risk score	↔
SELCP-07: Funding	High (16)	No change to risk score	↔
SELCP-08: Staffing	High (12)	No change to risk score	↔
SELCP-09: PSPS	Medium (6)	EL Councillors requested consideration of PSPS as a specific risk to the Partnership – new risk added	New



3.6 The fraud risks have also been reviewed for Q1, as at the end of June 2024.

3.7 A summary of the fraud risks and scores are set out in the table below, with full details in Appendix 3. Further work is planned in relation to fraud risk in 2024/25.

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

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

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

4. Conclusion

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

Implications

South and East Lincolnshire Councils Partnership

A Partnership approach has been agreed for 2024/25.

Corporate Priorities

Whole report. Performance information is set out by priority.

Staffing

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

Workforce Capacity Implications

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

Constitutional and Legal Implications

No implications specific to this report

Data Protection

No implications specific to this report

Financial

No implications specific to this report

Risk Management

Section 3 of the report and Appendix 3.

Stakeholder / Consultation / Timescales

Consultation with SLT

Reputation

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

Contracts

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

Crime and Disorder

No implications specific to this report.

Equality and Diversity / Human Rights / Safeguarding

No implications specific to this report.

Health and Wellbeing

No implications specific to this report.

Climate Change and Environmental Implications

No implications specific to this report.

Acronyms

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

- R&B: Revenues & Benefits
- SLT: Senior Leadership Team
- YE: Year End (April to March)

Appendices

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

Appendix 1	Q1 performance targets
Appendix 2	Q1 performance trends
Appendix 3	Q1 risks

Background Papers

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

Chronological History of this Report

Name of Body	Date
Overview Committee	3 rd September 2024
Audit & Governance Committee	11 th September 2024

Report Approval

Report author:	Richard Baldwin, Strategic Performance Analyst, richard.baldwin@e-lindsey.gov.uk
Signed off by:	James Gilbert, Assistant Director – Corporate, james.gilbert@e-lindsey.gov.uk
Approved for publication:	Councillor Craig Leyland, Leader of the Council and Portfolio Holder for Corporate Affairs (performance management), craig.leyland@e-lindsey.gov.uk
	Councillor Tom Kemp, Portfolio Holder for Finance (risk management and finance), thomas.kemp@e-lindsey.gov.uk

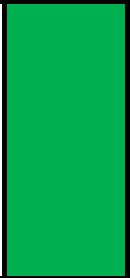
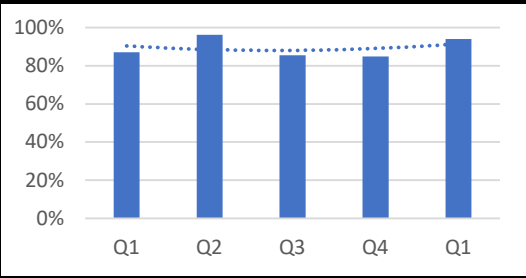
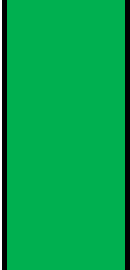
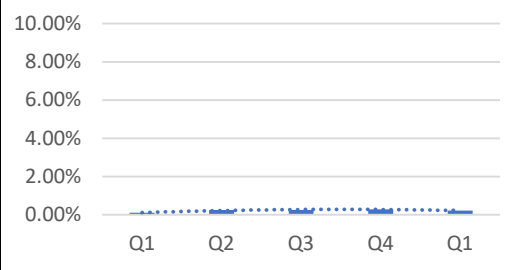


Performance Indicators with Targeted Performance Levels

(Performance within the direct control of the Council with past data or comparisons available on which to base those targets)

Growth and Prosperity

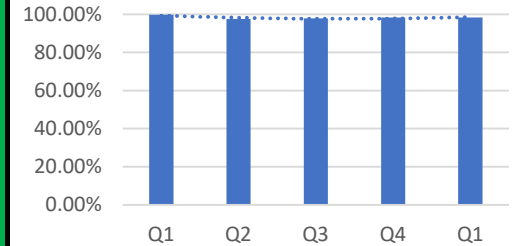
Key Performance indicators (KPIs)	AD						Target	Status	
		2023/24	2023/24	2023/24	2023/24	2024/25	2024/25	2024/25	
		Q1	Q2	Q3	Q4	Q1	Q1	Q1	
Percentage of major planning applications determined within 13/16 weeks (or agreed extended period) – (In Quarter from 2024/25)	Phil Norman	76%	88.46%	66.10%	67.96%	94.00%	65%		
Commentary: Good current performance for Major applications following focussed response to MHCLG 'Assessment Period' figures. Live tables for most recent data available by MHCLG for their current 'Assessment Period' is 61.48% (includes 2 poor performing quarters when high application numbers/resource issues).									
Percentage of minor planning applications determined within 8 weeks (or agreed extended period) – (In Quarter from 2024/25)	Phil Norman	74%	91.11%	77.35%	76.92%	83.00%	75%		
Commentary: Good performance. Above target for minor applications. Live tables for most recent data available by MHCLG for their current 'Assessment Period' is 79.33% for non-major developments.									

Percentage of other planning applications determined within 8 weeks (or agreed extended period) – (In Quarter from 2024/25)	Phil Norman	87%	96.15%	85.45%	84.83%	94.00%	75%		 <table border="1"> <caption>Other planning applications performance</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>85%</td> </tr> <tr> <td>Q2</td> <td>96%</td> </tr> <tr> <td>Q3</td> <td>85%</td> </tr> <tr> <td>Q4</td> <td>85%</td> </tr> <tr> <td>Q1</td> <td>94%</td> </tr> </tbody> </table>	Quarter	Percentage	Q1	85%	Q2	96%	Q3	85%	Q4	85%	Q1	94%
Quarter	Percentage																				
Q1	85%																				
Q2	96%																				
Q3	85%																				
Q4	85%																				
Q1	94%																				
Commentary: Good current performance - well above target. Live tables for most recent data available by MHCLG for their current 'Assessment Period' is 79.33% for non-major developments. As above, MHCLG overall figure impacted by high case loads and resource issues from previous quarters.																					
Land Charges - Average number of days taken to process Local Authority searches (working days)	Christian Allen	6.04	5.34	4.68	4.67	5.33	8		 <table border="1"> <caption>Land Charges performance</caption> <thead> <tr> <th>Quarter</th> <th>Average days</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>6.04</td> </tr> <tr> <td>Q2</td> <td>5.34</td> </tr> <tr> <td>Q3</td> <td>4.68</td> </tr> <tr> <td>Q4</td> <td>4.67</td> </tr> <tr> <td>Q1</td> <td>5.33</td> </tr> </tbody> </table>	Quarter	Average days	Q1	6.04	Q2	5.34	Q3	4.68	Q4	4.67	Q1	5.33
Quarter	Average days																				
Q1	6.04																				
Q2	5.34																				
Q3	4.68																				
Q4	4.67																				
Q1	5.33																				
Commentary: The target for Land Charges processing time increased from 6 days to 8 days between Q1 and Q2 2023/24																					
Percentage of major planning appeals allowed within the last 2 years (rolling period) against number of applications determined	Phil Norman	0.00%	0.00%	0.00%	0.04%	1.60%	10%		 <table border="1"> <caption>Major planning appeals performance</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>0.00%</td> </tr> <tr> <td>Q2</td> <td>0.00%</td> </tr> <tr> <td>Q3</td> <td>0.00%</td> </tr> <tr> <td>Q4</td> <td>0.04%</td> </tr> <tr> <td>Q1</td> <td>1.60%</td> </tr> </tbody> </table>	Quarter	Percentage	Q1	0.00%	Q2	0.00%	Q3	0.00%	Q4	0.04%	Q1	1.60%
Quarter	Percentage																				
Q1	0.00%																				
Q2	0.00%																				
Q3	0.00%																				
Q4	0.04%																				
Q1	1.60%																				
Percentage of minor & other planning appeals allowed within the last 2 years (rolling period) against number of applications determined	Phil Norman	0.10%	0.25%	0.24%	0.28%	0.22%	10%		 <table border="1"> <caption>Minor & other planning appeals performance</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>0.10%</td> </tr> <tr> <td>Q2</td> <td>0.25%</td> </tr> <tr> <td>Q3</td> <td>0.24%</td> </tr> <tr> <td>Q4</td> <td>0.28%</td> </tr> <tr> <td>Q1</td> <td>0.22%</td> </tr> </tbody> </table>	Quarter	Percentage	Q1	0.10%	Q2	0.25%	Q3	0.24%	Q4	0.28%	Q1	0.22%
Quarter	Percentage																				
Q1	0.10%																				
Q2	0.25%																				
Q3	0.24%																				
Q4	0.28%																				
Q1	0.22%																				

Occupancy Rate at end of Quarter: Industrial Units	Andy Fisher	97.00%	93.00%	100.00%	100.00%	100.00%	95.00%		<p>A bar chart titled 'Appendix 1: East Lindsey Q1 performance' showing occupancy rates for five quarters. The y-axis is labeled from 0.00% to 100.00% in 20.00% increments. The x-axis is labeled with Q1, Q2, Q3, Q4, and Q1. The bars are blue. The first Q1 bar is at 97.00%, Q2 is at 93.00%, Q3 is at 100.00%, Q4 is at 100.00%, and the final Q1 bar is at 95.00%. A horizontal dotted blue line is drawn at the 100.00% mark.</p>
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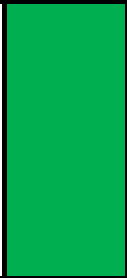
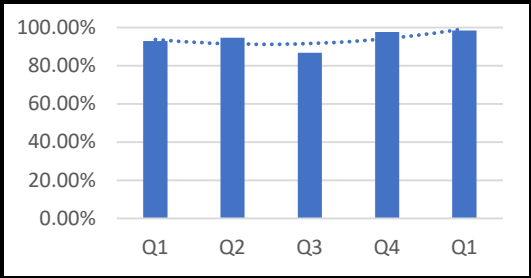
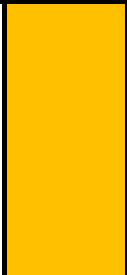
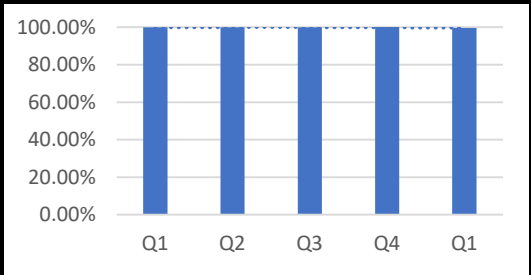
Safe and Resilient Communities

Key Performance indicators (KPIs)						Target	Status		
	AD	2023/24	2023/24	2023/24	2023/24	2024/25	2024/25		2024/25
		Q1	Q2	Q3	Q4	Q1	Q1		Q1
Food Safety – percentage of rateable food businesses with a rating of 3 (generally satisfactory) or above as a Percentage of the total number of rateable food businesses.	Christian Allen	99.71%	97.55%	97.88%	98.29%	98.34%	98%	100.00%	



Environment

Key Performance indicators (KPIs)						Target	Status														
	AD	2023/24	2023/24	2023/24	2023/24	2024/25	2024/25		2024/25												
		Q1	Q2	Q3	Q4	Q1	Q1		Q1												
Percentage of household waste collected for recycling and composting (OFLOG)	Victoria Burgess	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	Data not available	45.00%	Data not available													
Commentary: Data recorded by Lincolnshire County Council (LCC) by Waste Transfer Station rather than by Council. This has been raised at the Lincolnshire Waste Partnership.																					
Percentage of recycling collected that is unable to be recycled (contamination) (OFLOG)	Victoria Burgess	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	Data not available	14.00%	Data not available													
Commentary: Data recorded by Lincolnshire County Council (LCC) by Waste Transfer Station rather than by Council. This has been raised at the Lincolnshire Waste Partnership.																					
Percentage of fly-tips (hazardous and standard) collected within 10 working days of being reported	Victoria Burgess	89.76%	95.22%	96.69%	96.91%	99.21%	95%		<table border="1"> <caption>Percentage of fly-tips collected within 10 working days</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>89.76%</td> </tr> <tr> <td>Q2</td> <td>95.22%</td> </tr> <tr> <td>Q3</td> <td>96.69%</td> </tr> <tr> <td>Q4</td> <td>96.91%</td> </tr> <tr> <td>Q1</td> <td>99.21%</td> </tr> </tbody> </table>	Quarter	Percentage	Q1	89.76%	Q2	95.22%	Q3	96.69%	Q4	96.91%	Q1	99.21%
Quarter	Percentage																				
Q1	89.76%																				
Q2	95.22%																				
Q3	96.69%																				
Q4	96.91%																				
Q1	99.21%																				
Percentage of streets graded b and above - litter	Victoria Burgess	96.00%	100.00%	98.44%	97.56%	98.58%	95%		<table border="1"> <caption>Percentage of streets graded b and above - litter</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>96.00%</td> </tr> <tr> <td>Q2</td> <td>100.00%</td> </tr> <tr> <td>Q3</td> <td>98.44%</td> </tr> <tr> <td>Q4</td> <td>97.56%</td> </tr> <tr> <td>Q1</td> <td>98.58%</td> </tr> </tbody> </table>	Quarter	Percentage	Q1	96.00%	Q2	100.00%	Q3	98.44%	Q4	97.56%	Q1	98.58%
Quarter	Percentage																				
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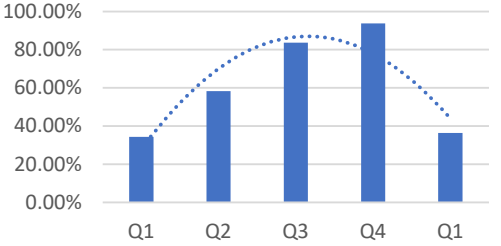
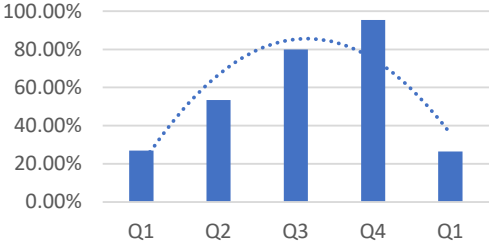
Percentage of streets grading b and above - detritus	Victoria Burgess	93.00%	94.64%	86.72%	97.62%	98.53%	90%		
Percentage of waste collections that were successful first time	Victoria Burgess	99.93%	99.93%	99.92%	99.99%	99.59%	99.80%		

Efficiency and Effectiveness

Key Performance indicators (KPIs)							Target	Status															
	AD	2023/24	2023/24	2023/24	2023/24	2024/25	2024/25	2024/25															
		Q1	Q2	Q3	Q4	Q1	Q1	Q1															
Percentage of corporate complaints responded to within corporately set timescales	John Medler	84.00%	88.24%	80.00%	94.44%	90.91%	95%		<table border="1"> <caption>Corporate Complaints Performance</caption> <thead> <tr><th>Period</th><th>Performance (%)</th></tr> </thead> <tbody> <tr><td>Q1</td><td>84.00%</td></tr> <tr><td>Q2</td><td>88.24%</td></tr> <tr><td>Q3</td><td>80.00%</td></tr> <tr><td>Q4</td><td>94.44%</td></tr> <tr><td>Q1</td><td>90.91%</td></tr> <tr><td>Target</td><td>95%</td></tr> </tbody> </table>	Period	Performance (%)	Q1	84.00%	Q2	88.24%	Q3	80.00%	Q4	94.44%	Q1	90.91%	Target	95%
Period	Performance (%)																						
Q1	84.00%																						
Q2	88.24%																						
Q3	80.00%																						
Q4	94.44%																						
Q1	90.91%																						
Target	95%																						
Commentary: There are 2 complaints outstanding, and 2 that were late due to the complex nature of the complaint.																							
Percentage of subject requests responded to within statutory timescales	John Medler	100.00%	100.00%	100.00%	100.00%	80.00%	100%		<table border="1"> <caption>Subject Requests Performance</caption> <thead> <tr><th>Period</th><th>Performance (%)</th></tr> </thead> <tbody> <tr><td>Q1</td><td>100.00%</td></tr> <tr><td>Q2</td><td>100.00%</td></tr> <tr><td>Q3</td><td>100.00%</td></tr> <tr><td>Q4</td><td>100.00%</td></tr> <tr><td>Q1</td><td>80.00%</td></tr> <tr><td>Target</td><td>100%</td></tr> </tbody> </table>	Period	Performance (%)	Q1	100.00%	Q2	100.00%	Q3	100.00%	Q4	100.00%	Q1	80.00%	Target	100%
Period	Performance (%)																						
Q1	100.00%																						
Q2	100.00%																						
Q3	100.00%																						
Q4	100.00%																						
Q1	80.00%																						
Target	100%																						
Commentary: The service has obtained agency staff to provide additional support until new employee is onboarded.																							
Percentage of information requests responded to within statutory timescales	John Medler	98.99%	98.81%	99.44%	98.44%	96.30%	95%		<table border="1"> <caption>Information Requests Performance</caption> <thead> <tr><th>Period</th><th>Performance (%)</th></tr> </thead> <tbody> <tr><td>Q1</td><td>98.99%</td></tr> <tr><td>Q2</td><td>98.81%</td></tr> <tr><td>Q3</td><td>99.44%</td></tr> <tr><td>Q4</td><td>98.44%</td></tr> <tr><td>Q1</td><td>96.30%</td></tr> <tr><td>Target</td><td>95%</td></tr> </tbody> </table>	Period	Performance (%)	Q1	98.99%	Q2	98.81%	Q3	99.44%	Q4	98.44%	Q1	96.30%	Target	95%
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Q3	99.44%																						
Q4	98.44%																						
Q1	96.30%																						
Target	95%																						

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Occupancy Rate at end of Quarter: Other investment property	Andy Fisher	100.00%	100.00%	100.00%	100.00%	100.00%	97.00%		<table border="1"> <caption>Occupancy Rate at end of Quarter: Other investment property</caption> <thead> <tr> <th>Quarter</th> <th>Occupancy Rate</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>100.00%</td> </tr> <tr> <td>Q2</td> <td>100.00%</td> </tr> <tr> <td>Q3</td> <td>100.00%</td> </tr> <tr> <td>Q4</td> <td>100.00%</td> </tr> <tr> <td>Q1</td> <td>97.00%</td> </tr> </tbody> </table>	Quarter	Occupancy Rate	Q1	100.00%	Q2	100.00%	Q3	100.00%	Q4	100.00%	Q1	97.00%
Quarter	Occupancy Rate																				
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Q3	100.00%																				
Q4	100.00%																				
Q1	97.00%																				
Percentage of car parking income received against agreed annual budget – cumulative figure to end of successive quarters.	Andy Fisher	88.00%	88.65%	83.00%	93.37%	89.30%	100.00%		<table border="1"> <caption>Percentage of car parking income received against agreed annual budget</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>88.00%</td> </tr> <tr> <td>Q2</td> <td>88.65%</td> </tr> <tr> <td>Q3</td> <td>83.00%</td> </tr> <tr> <td>Q4</td> <td>93.37%</td> </tr> <tr> <td>Q1</td> <td>89.30%</td> </tr> </tbody> </table>	Quarter	Percentage	Q1	88.00%	Q2	88.65%	Q3	83.00%	Q4	93.37%	Q1	89.30%
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Q1	89.30%																				
<p>Commentary: Car parking income in Q1 was down on forecast simply due to lower utilisation which officers primarily attribute to an early Easter and poor weather at key Q1 times. No abnormal staffing, machine or other technical issues occurred during the quarter.</p>																					
Percentage of commercial rent received against agreed annual budget – cumulative figure to end of successive quarters.	Andy Fisher	Data not provided	Data not provided	Data not provided	94.76%	26.27%	25.00%		<table border="1"> <caption>Percentage of commercial rent received against agreed annual budget</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>0.00%</td> </tr> <tr> <td>Q2</td> <td>0.00%</td> </tr> <tr> <td>Q3</td> <td>0.00%</td> </tr> <tr> <td>Q4</td> <td>94.76%</td> </tr> <tr> <td>Q1</td> <td>25.00%</td> </tr> </tbody> </table>	Quarter	Percentage	Q1	0.00%	Q2	0.00%	Q3	0.00%	Q4	94.76%	Q1	25.00%
Quarter	Percentage																				
Q1	0.00%																				
Q2	0.00%																				
Q3	0.00%																				
Q4	94.76%																				
Q1	25.00%																				
<p>Commentary: £442,718 received to date. This is a cumulative PI that reports rent collected in the quarter against the annual budget, in Q1 26.27% of the annual budget figure had been taken.</p>																					
LA Error rate (measured against estimated annual expenditure) (PSPS)	Finance	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	0.21%	0.42%														

Business Rate collection rate (Cumulative) (PSPS)	Finance	34.35%	58.23%	83.68%	93.78%	36.43%	36.30%		
Council Tax collection rate (Cumulative) (PSPS)	Finance	26.89%	53.51%	79.90%	95.37%	26.44%	96.30%		
Housing Benefit New Claims speed of processing (Year to Date) (PSPS)	Finance	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	36	25		
<p>Commentary: Whilst cumulative Q1 speed of processing was outside target, it is pleasing to report that speed of processing for the month of June was within target, at 21 days, demonstrating improvement. With continued focus on new HB claims we expect to report performance within target in the quarters ahead. As relatively low numbers of HB new claims are received, delays by customers providing necessary evidence has an adverse impact on performance.</p>									
Housing Benefit Changes speed of processing (Year to Date) (PSPS)	Finance	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	13	12		
<p>Commentary: Whilst cumulative performance is marginally outside of target for the first quarter, with continued focus on HB, we expect to report performance within target in the quarters ahead.</p>									

Housing Benefit Overpayment Recovery rate (PSPS)	Emily Spicer	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	106.30%	85.00%														
<p>Commentary: HBOP KPI is the amount of overpayments recovered during this year, but for any year, as a proportion of the overpayments generated this year. It has been over 100% for a while as we are collecting more than we generate at the moment. There are a number of factors which have caused it to be over 100% for quite some time. Firstly there has been a concerted effort to collect more of the arrears over the last few years, and the level of outstanding balances has fallen. We are in effect collecting more than we are generating. Secondly the effect of Welfare Reform and the migration to Universal Credit, means that our HB caseload has declined meaning there are fewer cases to potentially overpay. The migration will accelerate this year, and recovery will be more difficult for us after this year as a consequence.</p>																					
Percentage of contacts resolved at first contact – targeted. (PSPS)	Emily Spicer	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	82.62%	80%														
Average answer rate – Customer Contact (PSPS)	Emily Spicer	84.47%	89.75%	91.77%	92.58%	87.88%	80%		<table border="1"> <caption>Average answer rate – Customer Contact (PSPS)</caption> <thead> <tr> <th>Quarter</th> <th>Answer Rate (%)</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>84.47%</td> </tr> <tr> <td>Q2</td> <td>89.75%</td> </tr> <tr> <td>Q3</td> <td>91.77%</td> </tr> <tr> <td>Q4</td> <td>92.58%</td> </tr> <tr> <td>Q1</td> <td>87.88%</td> </tr> </tbody> </table>	Quarter	Answer Rate (%)	Q1	84.47%	Q2	89.75%	Q3	91.77%	Q4	92.58%	Q1	87.88%
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Average answer rate – Revenues & Benefits (PSPS)	Emily Spicer	90.74%	93.77%	94.21%	94.85%	80.25%	80%		<table border="1"> <caption>Average answer rate – Revenues & Benefits (PSPS)</caption> <thead> <tr> <th>Quarter</th> <th>Answer Rate (%)</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>90.74%</td> </tr> <tr> <td>Q2</td> <td>93.77%</td> </tr> <tr> <td>Q3</td> <td>94.21%</td> </tr> <tr> <td>Q4</td> <td>94.85%</td> </tr> <tr> <td>Q1</td> <td>80.25%</td> </tr> </tbody> </table>	Quarter	Answer Rate (%)	Q1	90.74%	Q2	93.77%	Q3	94.21%	Q4	94.85%	Q1	80.25%
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Percentage of planned procurement work completed according to agreed response times and agreed timescales (By the PSPS procurement team)	Finance	100.00%	100.00%	100.00%	100.00%	100.00%	100%		<table border="1"> <caption>Percentage of planned procurement work completed according to agreed response times and agreed timescales (By the PSPS procurement team)</caption> <thead> <tr> <th>Quarter</th> <th>Completion Rate (%)</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>100.00%</td> </tr> <tr> <td>Q2</td> <td>100.00%</td> </tr> <tr> <td>Q3</td> <td>100.00%</td> </tr> <tr> <td>Q4</td> <td>100.00%</td> </tr> <tr> <td>Q1</td> <td>100.00%</td> </tr> </tbody> </table>	Quarter	Completion Rate (%)	Q1	100.00%	Q2	100.00%	Q3	100.00%	Q4	100.00%	Q1	100.00%
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Local to East Lindsey

Key Performance indicators (KPIs)							Target	Status	
	AD	2023/24	2023/24	2023/24	2023/24	2024/25	2024/25	2024/25	
		Q1	Q2	Q3	Q4	Q1	Q1	Q1	
Business Centre Occupation, Louth - Percentage of total gross internal area occupied	Andy Fisher	97.00%	94.00%	97.00%	98.95%	100.00%	95.00%		
Business Centre Occupation, Mablethorpe - Percentage of total gross internal area occupied	Andy Fisher	78.00%	81.00%	78.00%	91.76%	70.37%	85.00%		
Commentary: One business vacated during the quarter reducing occupancy to 70%. Three enquiries were received in the quarter with none converting into a tenancy in the period. The centre continues to be promoted but securing further tenants remains challenging.									
Percentage of Kingfisher Caravan Park income received against agreed budget	Andy Fisher	83.61%	83.61%	83.61%	Data not provided	94.44%	100.00%		
Commentary: £40k under with ground rents as early payment discount and leavers after being invoiced not taken into account. No service charge revenue as of yet as not invoiced for 2024 electricity and rates until Jan 2025 so not due to be accounted for until Q4.									

Percentage of available pitches occupied on Kingfisher Caravan Park – cumulative figure to end of successive quarters	Andy Fisher	51.65%	51.93%	52.75%	52.20%	52.07%	55.00%		
Commentary: Whilst Q1 saw Invest East Lindsey achieve four new caravan sales and 25 bring ons, not all bring ons had arrived on site during the quarter. The net increase has however been offset by the removal of 20 Hire Fleet caravans that IEL have transferred to sales stock to be sold and licenses on the Park going forward.									
Invest East Lindsey: Number of Caravan Sales completed	Andy Fisher	3	8	1	1	4	5		
Commentary: Although sales remain slow across the local market generally, Invest East Lindsey have secured 25 new customer bring ons onto the Park in Q1 which will generate 25 new annual licence fees for the Council.									
Invest East Lindsey: Percentage of available holiday lettings taken against occupancy target	Andy Fisher	25.13%	32.34%	31.79%	Data not provided	55.71%	55.00%		
Wellbeing Lincs contractual - Service users supported to achieve an overall improvement in self-reported outcomes	Emily Spicer	99.36%	99.01%	98.80%	99.13%	98.77%	98%		

Wellbeing Lincs contractual- Overall improvement in all outcome scores across all service users leaving the service	Emily Spicer	342.29%	344.50%	381.59%	330.93%	345.50%	200%		<table border="1"> <caption>Quarterly Performance Data</caption> <thead> <tr> <th>Quarter</th> <th>Performance (%)</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>342.29%</td> </tr> <tr> <td>Q2</td> <td>344.50%</td> </tr> <tr> <td>Q3</td> <td>381.59%</td> </tr> <tr> <td>Q4</td> <td>330.93%</td> </tr> <tr> <td>Q1</td> <td>345.50%</td> </tr> </tbody> </table>	Quarter	Performance (%)	Q1	342.29%	Q2	344.50%	Q3	381.59%	Q4	330.93%	Q1	345.50%
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Performance Indicators with Trend Only Data

(Trend data shows context for policy decisions and resource allocation)

Growth and Prosperity

Key Performance indicators (KPIs)	AD	2022/23	2023/24	2023/24	2023/24	2023/24	
		Q1	Q2	Q3	Q4	Q1	
Percentage of decisions (major / minor / others) taken under delegation within period	Phil Norman	97%	97.19%	96.90%	97.24%	98.13%	
Commentary: There were 263 decisions taken under delegation out of a total of 268 decisions.							
Births of new enterprises (OFLOG)	Lydia Rusling	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	Data not available	
Commentary: Measure not yet confirmed by OFLOG. Update in Q2. For context, new business rates listing for April 2024 was 12 and for July 2024 was 14.							
Deaths of new enterprises (OFLOG)	Lydia Rusling	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	Data not available	
Commentary: Measure not yet confirmed by OFLOG. Update in Q2.							
Number of high growth enterprises (OFLOG)	Lydia Rusling	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	Data not available	
Commentary: Measure not yet confirmed by OFLOG. Update in Q2. For context, the figure for large business count in 2023 was 10.							

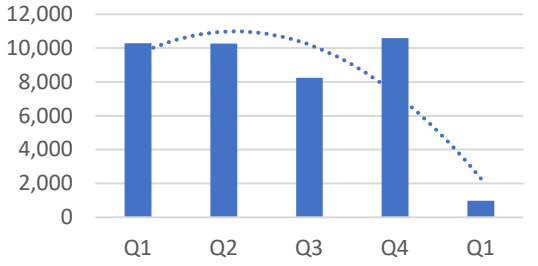
Gross Value added (GVA) per hour worked (OFLOG)	Lydia Rusling	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	Data not available	
Commentary: Measure not yet confirmed by OFLOG. Update in Q2.							
Gross Median Weekly pay (£) (OFLOG)	Lydia Rusling	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	Data not available	
Commentary: Measure not yet confirmed by OFLOG. Update in Q2. For context, the figure for 2023 was £574.90							
Employment rate for 16–64-year-olds (OFLOG)	Lydia Rusling	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	Data not available	
Commentary: Measure not yet confirmed by OFLOG. Update in Q2. For context, the figure for 2023/24 was 76%.							
External funding bids submitted by the growth directorate	Lydia Rusling	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	Data not provided	
Average monthly high street footfall count per key town	Lydia Rusling	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	2,642,934	
Commentary: Total footfall for 2023 Q1 for all areas was 6,923,293. Total footfall for 2024 Q1 for all areas was 7,928,803. Ingoldmells and Skegness consistently have the highest footfall, with Spilsby and Alford the lowest. The areas monitored are: Alford, Horncastle, Ingoldmells, Louth, Mablethorpe, Skegness and Spilsby. NOTE: The figures are compiled using mobile phone data, counting those who are not regularly in the area, enabling those living in the tightly defined areas to be excluded. This does also mean that there are some quirks where major roads/junctions are included in the area which could then increase figures by including those people passing through.							
Level of Private Sector Investment achieved	Lydia Rusling	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	£77,175.00	
Value of Grants awarded via Grants4growth	Lydia Rusling	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	£140,292	

Number of Grants awarded via Grants4growth	Lydia Rusling	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	17													
Number of Businesses assisted via Grants4growth	Lydia Rusling	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	114													
Number of Business registered via Grants4growth	Lydia Rusling	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	135													
Council run stall occupancy level (Markets)	Phil Perry	Data not provided	58%	60%	54%	49.90%	<table border="1"> <caption>Council run stall occupancy level (Markets)</caption> <thead> <tr> <th>Quarter</th> <th>Occupancy Level</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>0%</td> </tr> <tr> <td>Q2</td> <td>58%</td> </tr> <tr> <td>Q3</td> <td>60%</td> </tr> <tr> <td>Q4</td> <td>54%</td> </tr> <tr> <td>Q1</td> <td>49.90%</td> </tr> </tbody> </table>	Quarter	Occupancy Level	Q1	0%	Q2	58%	Q3	60%	Q4	54%	Q1	49.90%
Quarter	Occupancy Level																		
Q1	0%																		
Q2	58%																		
Q3	60%																		
Q4	54%																		
Q1	49.90%																		

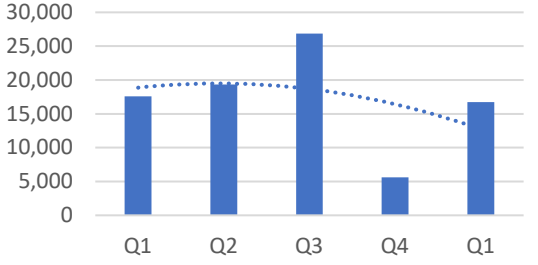
Healthy Lives

Key Performance indicators (KPIs)																									
	AD	2023/24	2023/24	2023/24	2023/24		2024/25																		
		Q1	Q2	Q3	Q4		Q1																		
Visitor numbers / number of tickets sold, for leisure venues	Phil Perry	151,855	163,842	136,876	148,699	162,672	<table border="1"> <caption>Visitor numbers / number of tickets sold, for leisure venues</caption> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> <th>Q1</th> </tr> </thead> <tbody> <tr> <td>2023</td> <td>151,855</td> <td>163,842</td> <td>136,876</td> <td>148,699</td> <td>-</td> </tr> <tr> <td>2024</td> <td>162,672</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	Q1	2023	151,855	163,842	136,876	148,699	-	2024	162,672	-	-	-	-
Year	Q1	Q2	Q3	Q4	Q1																				
2023	151,855	163,842	136,876	148,699	-																				
2024	162,672	-	-	-	-																				
Number of swims	Phil Perry	45,789	60,426	34,901	45,099	49,648	<table border="1"> <caption>Number of swims</caption> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> <th>Q1</th> </tr> </thead> <tbody> <tr> <td>2023</td> <td>45,789</td> <td>60,426</td> <td>34,901</td> <td>45,099</td> <td>-</td> </tr> <tr> <td>2024</td> <td>49,648</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	Q1	2023	45,789	60,426	34,901	45,099	-	2024	49,648	-	-	-	-
Year	Q1	Q2	Q3	Q4	Q1																				
2023	45,789	60,426	34,901	45,099	-																				
2024	49,648	-	-	-	-																				
Number of swimming lessons	Phil Perry	32,226	27,678	26,800	27,308	27,345	<table border="1"> <caption>Number of swimming lessons</caption> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> <th>Q1</th> </tr> </thead> <tbody> <tr> <td>2023</td> <td>32,226</td> <td>27,678</td> <td>26,800</td> <td>27,308</td> <td>-</td> </tr> <tr> <td>2024</td> <td>27,345</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	Q1	2023	32,226	27,678	26,800	27,308	-	2024	27,345	-	-	-	-
Year	Q1	Q2	Q3	Q4	Q1																				
2023	32,226	27,678	26,800	27,308	-																				
2024	27,345	-	-	-	-																				

Number of gym members	Phil Perry	3,940	4,097	4,043	4,546	4,433	
Visitor numbers / number of tickets sold, by venue (Meridian Leisure Centre)	Phil Perry	96,320	101,049	89,349	91,365	96,965	
Visitor numbers / number of tickets sold, by venue (Horncastle Leisure Centre)	Phil Perry	20,439	19,361	20,604	22,186	20,956	
Visitor numbers / number of tickets sold, by venue (Embassy Pool)	Phil Perry	24,798	33,160	18,671	24,555	26,940	

Visitor numbers / number of tickets sold, by venue (Station Sports Centre)	Phil Perry	10,298	10,272	8,252	10,593	975	
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Commentary: Site was closed from Thursday 11th April to allow for the demolition of the existing Station Sports Centre building. The new facility officially opened on the 18th July.

Visitor numbers / number of tickets sold, by venue (Embassy Theatre)	Phil Perry	17,565	19,357	26,856	5,634	16,747	
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Visitor numbers / number of tickets sold, by venue (Altitude 44)	Phil Perry	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	89	
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Commentary: This is a new indicator for 2024/25, therefore previous quarterly data is not available. However, for reference the total number of visitors for 2023/24 stood at 954.

Number of long-term empty properties brought back into use through council support and intervention	Emily Spicer	0	0	0	0	0													
Commentary: Work will progress on this later on in the year once the housing standards strategy and subsequent empty homes policy have been adopted.																			
Number of verified rough sleepers	Emily Spicer	33	29	16	21	31	<table border="1"> <caption>Number of verified rough sleepers</caption> <thead> <tr> <th>Quarter</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>33</td> </tr> <tr> <td>Q2</td> <td>29</td> </tr> <tr> <td>Q3</td> <td>16</td> </tr> <tr> <td>Q4</td> <td>21</td> </tr> <tr> <td>Q1</td> <td>31</td> </tr> </tbody> </table>	Quarter	Count	Q1	33	Q2	29	Q3	16	Q4	21	Q1	31
Quarter	Count																		
Q1	33																		
Q2	29																		
Q3	16																		
Q4	21																		
Q1	31																		
Number of new volunteers trained and supported	Emily Spicer	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	0													
Commentary: Volunteer coordinator in post 5th June, making various connections for roles to advertise in coming weeks.																			
Number of properties improved through Council intervention	Emily Spicer	34	20	20	12	16	<table border="1"> <caption>Number of properties improved through Council intervention</caption> <thead> <tr> <th>Quarter</th> <th>Count</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>34</td> </tr> <tr> <td>Q2</td> <td>20</td> </tr> <tr> <td>Q3</td> <td>20</td> </tr> <tr> <td>Q4</td> <td>12</td> </tr> <tr> <td>Q1</td> <td>16</td> </tr> </tbody> </table>	Quarter	Count	Q1	34	Q2	20	Q3	20	Q4	12	Q1	16
Quarter	Count																		
Q1	34																		
Q2	20																		
Q3	20																		
Q4	12																		
Q1	16																		

Safe and Resilient Communities

Key Performance indicators (KPIs)							
	AD	2023/24	2023/24	2023/24	2023/24	2024/25	
		Q1	Q2	Q3	Q4	Q1	
No of Council Anti-Social Behaviour cases opened	Emily Spicer	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	173	
No of Council Anti-Social Behaviour cases closed	Emily Spicer	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	41	
No of Community Triggers	Emily Spicer	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	1	
Number of Acceptable Behaviour Agreements (Community Safety)	Emily Spicer	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	3	
Community Protection Notice Warnings (Community Safety)	Emily Spicer	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	0	
Community Protection Notices (Community Safety)	Emily Spicer	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	0	
Number of injunctive actions / enforcement orders Number of civil injunctions / criminal behaviour orders (Community Safety)	Emily Spicer	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	0	
Commentary: This is a trend indicator and needs to be examined as to what needs to be included to make these figures meaningful in terms of what is recorded as a "warning".							

Number of licensing hearings (Licensing)	Christian Allen	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	7	
Number of formal notices (Licensing)	Christian Allen	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	4	

Environment

Key Performance indicators (KPIs)	AD	2023/24	2023/24	2023/24	2023/24	2024/25													
		Q1	Q2	Q3	Q4	Q1													
Kingdom Contract: Number of Fixed Penalty Notices (FPNs) Issued - Litter (In quarter)	Christian Allen	134	274	557	588	225	<table border="1"> <caption>Litter FPNs Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2023</td> <td>134</td> </tr> <tr> <td>Q2 2023</td> <td>274</td> </tr> <tr> <td>Q3 2023</td> <td>557</td> </tr> <tr> <td>Q4 2023</td> <td>588</td> </tr> <tr> <td>Q1 2024</td> <td>225</td> </tr> </tbody> </table>	Quarter	Value	Q1 2023	134	Q2 2023	274	Q3 2023	557	Q4 2023	588	Q1 2024	225
Quarter	Value																		
Q1 2023	134																		
Q2 2023	274																		
Q3 2023	557																		
Q4 2023	588																		
Q1 2024	225																		
Kingdom Contract: Number of FPNs Issued - Fly Tipping (In quarter)	Christian Allen	0	1	7	1	2	<table border="1"> <caption>Fly Tipping FPNs Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2023</td> <td>0</td> </tr> <tr> <td>Q2 2023</td> <td>1</td> </tr> <tr> <td>Q3 2023</td> <td>7</td> </tr> <tr> <td>Q4 2023</td> <td>1</td> </tr> </tbody> </table>	Quarter	Value	Q1 2023	0	Q2 2023	1	Q3 2023	7	Q4 2023	1		
Quarter	Value																		
Q1 2023	0																		
Q2 2023	1																		
Q3 2023	7																		
Q4 2023	1																		
Kingdom Contract: Number of FPNs Issued - other (e.g. PSPO etc.) (In quarter)	Christian Allen	12	66	18	23	32	<table border="1"> <caption>Other FPNs Data</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr> <td>Q1 2023</td> <td>12</td> </tr> <tr> <td>Q2 2023</td> <td>66</td> </tr> <tr> <td>Q3 2023</td> <td>18</td> </tr> <tr> <td>Q4 2023</td> <td>23</td> </tr> <tr> <td>Q1 2024</td> <td>32</td> </tr> </tbody> </table>	Quarter	Value	Q1 2023	12	Q2 2023	66	Q3 2023	18	Q4 2023	23	Q1 2024	32
Quarter	Value																		
Q1 2023	12																		
Q2 2023	66																		
Q3 2023	18																		
Q4 2023	23																		
Q1 2024	32																		

Kingdom Contract: Number FPNs paid (In quarter)	Christian Allen	85	228	310	342	172	<table border="1"> <caption>Number of FPNs Paid</caption> <thead> <tr> <th>Quarter</th> <th>Number of FPNs Paid</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>85</td> </tr> <tr> <td>Q2</td> <td>228</td> </tr> <tr> <td>Q3</td> <td>310</td> </tr> <tr> <td>Q4</td> <td>342</td> </tr> <tr> <td>Q1</td> <td>172</td> </tr> </tbody> </table>	Quarter	Number of FPNs Paid	Q1	85	Q2	228	Q3	310	Q4	342	Q1	172
Quarter	Number of FPNs Paid																		
Q1	85																		
Q2	228																		
Q3	310																		
Q4	342																		
Q1	172																		
Kingdom Contract: Number FPNs Outstanding payment (In quarter)	Christian Allen	52	65	259	250	51	<table border="1"> <caption>Number of FPNs Outstanding Payment</caption> <thead> <tr> <th>Quarter</th> <th>Number of FPNs Outstanding Payment</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>52</td> </tr> <tr> <td>Q2</td> <td>65</td> </tr> <tr> <td>Q3</td> <td>259</td> </tr> <tr> <td>Q4</td> <td>250</td> </tr> <tr> <td>Q1</td> <td>51</td> </tr> </tbody> </table>	Quarter	Number of FPNs Outstanding Payment	Q1	52	Q2	65	Q3	259	Q4	250	Q1	51
Quarter	Number of FPNs Outstanding Payment																		
Q1	52																		
Q2	65																		
Q3	259																		
Q4	250																		
Q1	51																		
Kingdom Contract: Percentage payment rate (In quarter)	Christian Allen	59%	69%	54%	57%	65%	<table border="1"> <caption>Percentage Payment Rate</caption> <thead> <tr> <th>Quarter</th> <th>Percentage Payment Rate</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>59%</td> </tr> <tr> <td>Q2</td> <td>69%</td> </tr> <tr> <td>Q3</td> <td>54%</td> </tr> <tr> <td>Q4</td> <td>57%</td> </tr> <tr> <td>Q1</td> <td>65%</td> </tr> </tbody> </table>	Quarter	Percentage Payment Rate	Q1	59%	Q2	69%	Q3	54%	Q4	57%	Q1	65%
Quarter	Percentage Payment Rate																		
Q1	59%																		
Q2	69%																		
Q3	54%																		
Q4	57%																		
Q1	65%																		
Kingdom Contract: Number of prosecutions completed to sentencing. (In quarter)	Christian Allen	0	14	22	24	24	<table border="1"> <caption>Number of Prosecutions Completed to Sentencing</caption> <thead> <tr> <th>Quarter</th> <th>Number of Prosecutions Completed to Sentencing</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>0</td> </tr> <tr> <td>Q2</td> <td>14</td> </tr> <tr> <td>Q3</td> <td>22</td> </tr> <tr> <td>Q4</td> <td>24</td> </tr> <tr> <td>Q1</td> <td>24</td> </tr> </tbody> </table>	Quarter	Number of Prosecutions Completed to Sentencing	Q1	0	Q2	14	Q3	22	Q4	24	Q1	24
Quarter	Number of Prosecutions Completed to Sentencing																		
Q1	0																		
Q2	14																		
Q3	22																		
Q4	24																		
Q1	24																		

Efficiency and Effectiveness

Key Performance indicators (KPIs)	AD	2023/24					2024/25												
		2023/24	2023/24	2023/24	2023/24	2023/24	2024/25												
		Q1	Q2	Q3	Q4	Q1													
Voluntary Staff Turnover (Quarterly)	James Gilbert	1.92%	2.88%	2.85%	1.41%	3.00%	<table border="1"> <caption>Voluntary Staff Turnover (Quarterly) Data</caption> <thead> <tr> <th>Quarter</th> <th>Turnover (%)</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>1.92%</td> </tr> <tr> <td>Q2</td> <td>2.88%</td> </tr> <tr> <td>Q3</td> <td>2.85%</td> </tr> <tr> <td>Q4</td> <td>1.41%</td> </tr> <tr> <td>Q1</td> <td>3.00%</td> </tr> </tbody> </table>	Quarter	Turnover (%)	Q1	1.92%	Q2	2.88%	Q3	2.85%	Q4	1.41%	Q1	3.00%
Quarter	Turnover (%)																		
Q1	1.92%																		
Q2	2.88%																		
Q3	2.85%																		
Q4	1.41%																		
Q1	3.00%																		
<p>Commentary: Full employee turnover is at 3.7%. As of Q1 this indicator will measure voluntary turnover (voluntary turnover does not include dismissals, ending of FTC). Leavers include 3 retirements, and 4 resignations looking for a career change/development. HR continue to analyse trends and data from leavers through the leaver questionnaires and exit interviews. Past data shows voluntary turnover.</p>																			
Number of working days lost to sickness per FTE (Quarterly)	James Gilbert	2.2	2.95	2.86	2.64	2.53	<table border="1"> <caption>Number of working days lost to sickness per FTE (Quarterly) Data</caption> <thead> <tr> <th>Quarter</th> <th>Days Lost</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>2.2</td> </tr> <tr> <td>Q2</td> <td>2.95</td> </tr> <tr> <td>Q3</td> <td>2.86</td> </tr> <tr> <td>Q4</td> <td>2.64</td> </tr> <tr> <td>Q1</td> <td>2.53</td> </tr> </tbody> </table>	Quarter	Days Lost	Q1	2.2	Q2	2.95	Q3	2.86	Q4	2.64	Q1	2.53
Quarter	Days Lost																		
Q1	2.2																		
Q2	2.95																		
Q3	2.86																		
Q4	2.64																		
Q1	2.53																		

Commentary: Lowest number of days lost per FTE since Q1 2023/24, we have seen a steady gradual reduction since Q2. The HR team continue to support managers and employees through the absence management process.

The top 3 reasons for sickness absence at the council is Mental health – non work related (30.8%), coughs colds and influenza (11.4%) and Post Operative (13%).

The council have multiple initiatives to help support employees with their mental health including the provision of an EAP service available to all employees, the provision of the Maximus service, a government funded service that provides free support to those who are struggling with their mental health specifically with a view to help them stay in work. PSPS also provide early mental health intervention where HR will contact a manager on the first day of their employee’s mental health absence and provide the manager with assistance advice and resources to ensure they are able to effectively support and manage the employee through their absence.

Coughs and colds tend to be seasonal and it would be expected that the number of coughs and colds would reduce into Q2 with the warmer weather.

The absence management policy stipulates regular contact with all individuals who are on long term absence. Those who are recovering from an operation are regularly contacted and monitored and occupational health interventions are used where appropriate to assess if any adjustments can be made to enable individuals to return to work sooner after their operation.

External funding secured by the Council	James Gilbert	£22,043,080	£1,042,516	£177,969	£1,105,071	£2,872,658	
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Commentary: This funding relates to Homelessness Prevention (£648,048) and Disabled Facility Grants (£2,224,610).

Percentage of Ombudsman complaints upheld (OFLOG)	John Medler	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	0.00%	
Number of upheld Ombudsman complaints per 100,000 population (OFLOG)	John Medler	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	0	

Number of instances where service areas have failed to notify the Data Protection Officer (DPO) promptly of any identified data breaches	John Medler	2	1	0	0	0	<table border="1"> <caption>Data for DPO Notification Failures</caption> <thead> <tr> <th>Quarter</th> <th>Instances</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>2</td> </tr> <tr> <td>Q2</td> <td>1</td> </tr> <tr> <td>Q3</td> <td>0</td> </tr> <tr> <td>Q4</td> <td>0</td> </tr> <tr> <td>Q1</td> <td>0</td> </tr> </tbody> </table>	Quarter	Instances	Q1	2	Q2	1	Q3	0	Q4	0	Q1	0
Quarter	Instances																		
Q1	2																		
Q2	1																		
Q3	0																		
Q4	0																		
Q1	0																		
Number of late reports not made available to the Democratic Services teams at agenda publication	John Medler	8	5	3	6	7	<table border="1"> <caption>Data for Late Reports</caption> <thead> <tr> <th>Quarter</th> <th>Number of Reports</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>8</td> </tr> <tr> <td>Q2</td> <td>5</td> </tr> <tr> <td>Q3</td> <td>3</td> </tr> <tr> <td>Q4</td> <td>6</td> </tr> <tr> <td>Q1</td> <td>7</td> </tr> </tbody> </table>	Quarter	Number of Reports	Q1	8	Q2	5	Q3	3	Q4	6	Q1	7
Quarter	Number of Reports																		
Q1	8																		
Q2	5																		
Q3	3																		
Q4	6																		
Q1	7																		
Repairs & Maintenance: Percentage committed spend against budget	Andy Fisher	17.31%	43.24%	70.48%	98.02%	18.63%	<table border="1"> <caption>Data for Repairs & Maintenance Spend</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>17.31%</td> </tr> <tr> <td>Q2</td> <td>43.24%</td> </tr> <tr> <td>Q3</td> <td>70.48%</td> </tr> <tr> <td>Q4</td> <td>98.02%</td> </tr> <tr> <td>Q1</td> <td>18.63%</td> </tr> </tbody> </table>	Quarter	Percentage	Q1	17.31%	Q2	43.24%	Q3	70.48%	Q4	98.02%	Q1	18.63%
Quarter	Percentage																		
Q1	17.31%																		
Q2	43.24%																		
Q3	70.48%																		
Q4	98.02%																		
Q1	18.63%																		
Commentary: £281,060 was spent on repairs and maintenance against a budget position of £1,509,000.																			
Call volumes (PSPS)	Emily Spicer	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	34,986													
Digital services take up (services accessed online) (PSPS)	Emily Spicer	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	6,055													
Website visitors (accessing website information) (PSPS)	Emily Spicer	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	198,809													

Number of customers using webchat (PSPS)	Emily Spicer	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	282	
Customer Contact Centre visits (PSPS)	Emily Spicer	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	1,486	
Enquiries via email and social media (PSPS)	Emily Spicer	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	4,356	
Housing Benefit Caseload (PSPS)	Finance	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	5,049	
Council Tax Support Caseload (PSPS)	Finance	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	7,361	
Business Rates RV (PSPS)	Finance	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	116,898,185	
Business Rates Hereditaments (PSPS)	Finance	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	7,280	
Council Tax Banded Dwellings (PSPS)	Finance	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	72,417	
Digital Services Take-Up (PSPS)	Finance	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	1,078	
Direct Debit Payments (PSPS)	Finance	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	136,034	

CTS New Claims – Number of Decisions Made (PSPS)	Finance	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	794													
CTS Changes – Number of Decisions Made (PSPS)	Finance	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	5,215													
Discretionary Housing Payments (DHP) number of applications (PSPS)	Finance	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	191													
Discretionary Housing Payments (DHP) number of awards (PSPS)	Finance	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	121													
Discretionary Housing Payments (DHP) spend against Budget (PSPS)	Finance	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	0													
Procurement savings / benefits achieved (By the PSPS procurement team) In quarter	Finance	£63,307	£89,666	£109,500	£1,514	£28,056	<table border="1"> <caption>Procurement savings / benefits achieved (By the PSPS procurement team) In quarter</caption> <thead> <tr> <th>Quarter</th> <th>Value (£)</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>£63,307</td> </tr> <tr> <td>Q2</td> <td>£89,666</td> </tr> <tr> <td>Q3</td> <td>£109,500</td> </tr> <tr> <td>Q4</td> <td>£1,514</td> </tr> <tr> <td>Q1</td> <td>£28,056</td> </tr> </tbody> </table>	Quarter	Value (£)	Q1	£63,307	Q2	£89,666	Q3	£109,500	Q4	£1,514	Q1	£28,056
Quarter	Value (£)																		
Q1	£63,307																		
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Q1	£28,056																		
Commentary: £11525 from Long Term Plans For Towns' - Consultancy Support £16531.2 from Gas Servicing contract.																			
Building Control market share	Christian Allen	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	66.00%													

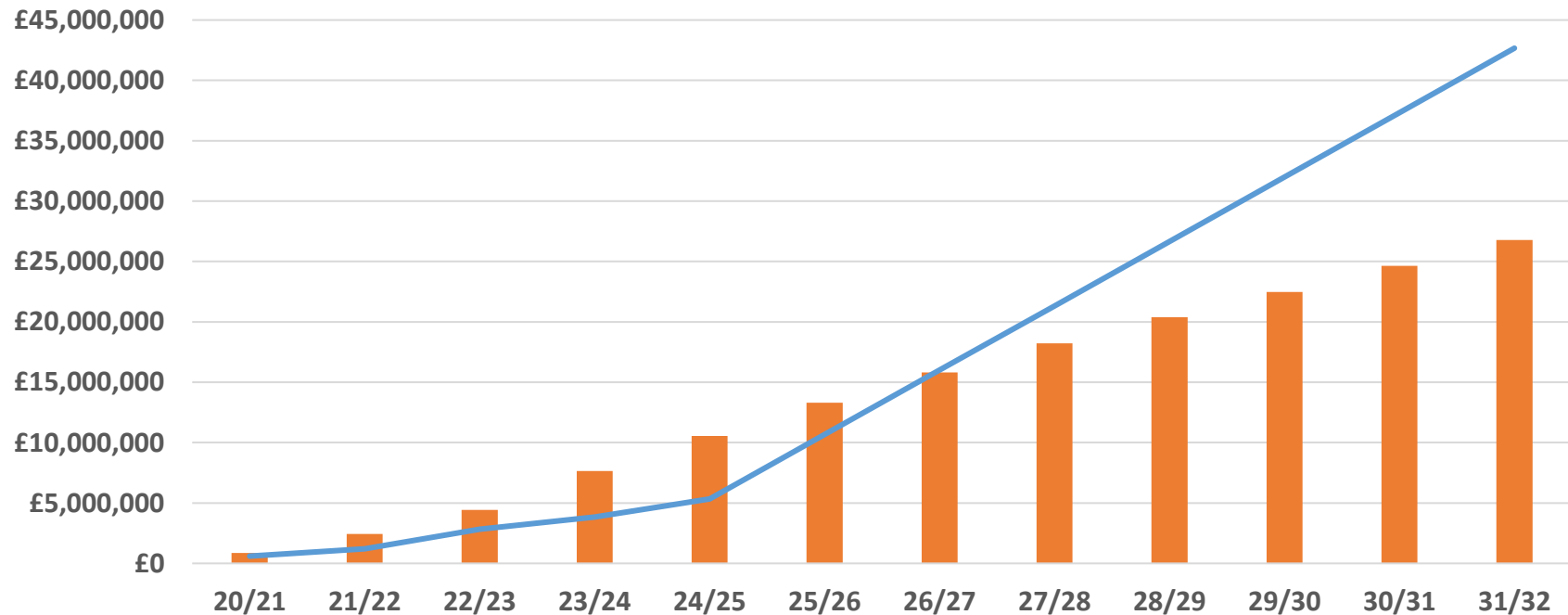
Partnership Funding and Savings Tracker for Q1**External funding**

Funding secured since August 2020	BBC	ELDC	SHDC	COMBINED
2020/21	£22,200,000	£48,718,578	£8,300,000	£79,218,578
2021/22	£3,395,318	£5,068,169	£2,397,892	£10,861,379
2022/23	£17,653,782	£13,766,960	£22,234,304	£53,655,046
2023/24	£7,386,953	£24,368,636	£13,455,393	£45,210,982
2024/25	£7,960,404	£2,872,658	£1,121,638	£11,954,700
TOTAL	£58,596,456	£94,795,001	£47,509,228	£200,900,685

Partnership savings and efficiencies

SAVINGS PROFILE - CASHABLE AND NON-CASHABLE												
ALLIANCE	SOUTH & EAST LINCOLNSHIRE COUNCILS PARTNERSHIP											
	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32
Target	£600,000	£1,200,000	£2,838,000	£3,833,000	£5,334,000	£10,668,000	£16,002,000	£21,335,000	£26,669,000	£32,003,000	£37,337,000	£42,671,000
Total	£872,415	£2,440,787	£4,420,112	£7,659,198	£10,547,928	£13,305,461	£15,805,640	£18,231,310	£20,394,230	£22,488,897	£24,638,724	£26,788,551

SELCP £42m Savings Tracker - cashable and non-cashable



Ref number	Risk name	Risk description	Lead risk owner	Cause/s	Potential impact/consequences	Existing control measures in place	Current risk likelihood	Current risk impact	Current risk score	Treatment (4Ts)	Planned action / future mitigation	Target risk likelihood	Target risk impact	Target risk score	Comments from SLT/Overview/A&G	Changes since last update	Commentary
ELDC01	Budget	Risk around the long term balancing of the budget as a result of changing accounting practices, income and investment volatility and other constraints	DCX Corporate Development and S151	Reduction of government funding; Reduction in income; Capital expenditure; Impact of Internal Drainage Board (IDB) Levy; Inflation; Fuel shortages; International Conflict, Accounting Changes, Volatility of Income Streams, Business Rate Finance System Reviews.	Lack of money and lack of certainty going forward; Failure to balance budget in future years	Medium Term Financial Strategy; Budgetary process; Sound level of reserves; Continued close monitoring; Where there is likely to be a high degree of variability, sensitivity analysis will be used in Committee and Cabinet reports, and also as part of our financial analysis process. Continued lobbying regarding the IDB pressure. Savings and Efficiency Plan developed to support the MTFS	3	4	High (12)	Tolerate	Continued controls, monitoring and reporting	3	4	High (12)	EL A&G suggest considering these elements: More visibility of potential of business rates rebate and property fund divestment, impending MRP; potential for significant loss of money; property bonds	Wording reviewed. Risk description and causes updated. New risk relating to business rates added at ELDC26	
ELDC03	Local economy	Risk to local businesses, lack of growth, lack of inward investment and tourism; opportunity to encourage growth and stimulate the local economy	AD: Economic Growth	Continuing impact of Covid-19 on businesses and the local economy; Increasing costs, including fuel costs; Lack of buses, particularly in rural areas, and increasing costs of travel	Struggling/failing local businesses; Stagnating local economy; Lack of inward investment; Low skills and aspirations; Low visitor numbers; Future sustainability of the Town Centre - retail, evening economy, housing, heritage, culture, leisure, events, car parking; Community perceptions. Threat to infrastructure, local services and housing	Town Deal and Levelling Up projects; Emergency Planning Team represented on County Wide LRF Group looking at issues of winter pressures / cost of living and industrial action.	3	3	Medium (9)	Treat	Strategic Economic Plan for the Sub-region	3	3	Medium (9)	Member request for new Director to review		To be reviewed by the new Director in Q2
ELDC04	Lincshire flood defence	Risk due to the uncertainty of the future Lincshire flood defence scheme	AD: Planning and Strategic Infrastructure	The potential for coastal flooding (sea inundation) remains a real threat along the coast, limiting development (growth) opportunities. Recent changes in government policy in regard to partnership funding for flood defence schemes has left future prospects for the Lincshire flood defence scheme uncertain.	Without an agreed long term solution there is a concern that there may be a more significant flood incident in the future that would impact on the Council's ability to respond, and the level of risk may impact on the long term economic health of the district and the safety of communities.	The Council is an active member of the Lincolnshire Resilience Forum and Lincolnshire Flood and Drainage Management Strategy Board. The Council will continue to work with partners, local MPs and the government to identify a solution to the future funding needs of the Lincshire scheme. The Council is also undertaking a number of activities including its Strategic Flood Risk Assessment to support and inform the Local Plan moving forward. Equally, the Council is part of a number of groups, including a collaborative approach with the Environment Agency, to seek to identify the challenges and opportunities for the coast in the future.	2	5	High (10)	Tolerate	Continued partnership working	2	5	High (10)			
ELDC05	Business continuity	Risk around business continuity and recovery in the event of a major incident or event	AD: Regulatory	The Council has a central role to play in the response to a major incident or event in the community and the subsequent recovery phase. The risk of flooding, both coastal and inland is increasingly recognised as one of the most significant and 'likely' events that the Council will need to help with recovery. There are also internal incident and events which could impact on the Council's operations directly (e.g. cyber-attack, IT infrastructure failure, building fire).	In the immediate response phase to an emergency in the District, the "Blue Light" services will take the lead with the Council taking the lead role in the subsequent recovery phase. There could be significant impact on service delivery and potentially Council finances.	The establishment of the S&ELCP has increased the resilience and capability of the 3 partner councils. Resources can be more easily shared across the sub-regions and procedures and policies are being joined up to make our response to and recovery from an incident more efficient and effective. A strategic group meets regularly, including representation from PSPS, with minutes and actions reported to LT Governance for awareness. Staff across the S&ELCP are regularly trained at both Silver and Gold command in order to take a full part in a Lincolnshire-wide emergency response and support our partners in the sub region. All three councils are members of the Lincolnshire Resilience Forum, enabling access to expertise held by LCC whilst retaining staff, resources and expertise in each sovereign council within an EP&BC structure across the Partnership. Senior staff within the Councils are involved in training exercises delivered by the LRF. Regular 'live' training exercises are coordinated at County level to maximise preparedness in each council and across the sub region. Each authority has an Emergency Plan & Business Continuity Plan in place in order that service delivery can be prioritised and maintained at such times. A joint emergency and business continuity plan was approved in 2021 for ELDC and BBC to improve resilience and capability with plans for a more joined up approach across the sub region with the advent of the S&ELCP. Public Sector Partnership Services (PSPS) and Magna Vitae have Business Continuity Plans in place. Work is underway in 2023 to update and align all BC plans across the Partnership. It is anticipated that this work should be completed by the end of Quarter 4 2023/24.	3	3	Medium (9)	Tolerate	Continued partnership working with the Lincolnshire Resilience Forum (LRF)	3	3	Medium (9)			
ELDC06	Health and Safety	Risk of failure to comply with Health and Safety requirements	AD: Regulatory	The Council has a clear responsibility to both staff and recipients of services under Health and Safety legislation and needs to effectively manage its responsibilities.	There can be consequences to the organisation's finances and reputation relating to non-compliance of health and safety requirements. There is also the risk of harm to individuals.	The establishment of the S&ELCP has increased the resilience and capability of the 3 partner councils. Resources can be more easily shared across the sub-region and procedures and policies are being joined up to provide a more efficient and effective approach towards H&S compliance. The partner Councils receive specialist Health and Safety advice from Public Sector Partnership Services who support the Partnership Health and Safety Governance Group (chaired by the Assistant Director – Regulatory) and the Staff Health and Safety Forum. Both operate under agreed terms of reference and feed into the LT – Governance. LT Governance receive minutes and recommendations for approval from the Governance Group and the staff Forum. Policies and procedures are agreed at the Governance Group and referred to LT Governance for information. Health and Safety is included within Internal Audit's annual audit plan. The audit undertaken in 2021 demonstrated a substantial level of assurance.	2	3	Medium (6)	Tolerate	Continued monitoring and reporting	2	3	Medium (6)			
ELDC07	Local Plan	Risk of the Local Plan not delivering economic growth & prosperity	AD: Planning and Strategic Infrastructure	The Local Plan sets the framework for economic growth in the district 2011-2036. The strategy restricts growth on the coast around towns such as Skegness and Mablethorpe and makes limited allocations of employment land across East Lindsey. This gives rise to a real risk that economic growth and prosperity will be contained if existing commitments are not delivered in the right place, in the right quantum at the right time.	Local people will not have access to the home and jobs they need. Prosperity will be reduced.	The Local Plan is monitored regularly with an Annual Report produced, in addition, measures such as the 5-Year Housing Land Supply and Housing Delivery Test are good indicators as to the delivery of the Local Plan. Decisions are taken against the plan, however, they do not preclude other developments from coming forward as appropriate for consideration. Appeal decisions also inform our understanding of Plan performance. There is a statutory requirement for a 5-year review of the Local Plan (after 2024). There is presently no indication that the plan is not performing as required (even when giving regard to Covid and Brexit effects), and it is considered that the plan is sufficient to support the growth and prosperity of the district.	3	3	Medium (9)	Tolerate	Continued monitoring and reporting	3	3	Medium (9)			
ELDC08	Safeguarding	Risk of failure to deliver safeguarding children, young people and vulnerable adults responsibilities	AD: Wellbeing & Community Leadership	The Council has statutory duties in relation to safeguarding. Section 11 of the Children Act requires a regular audit to assess our capacity to respond appropriately and identify improvements needed. The Council also has statutory duties to safeguard individuals and communities in relation to the Care Act 2014, the Mental Capacity Act 2005, Modern Slavery Act 2015 and in relation to Prevent.	In relation to non-compliance there are potentially significant reputational risks to the Council	Lead Officer and Deputies identified, with the Portfolio Holder for Communities overseeing this area. The Safeguarding Policy and Procedures have been reviewed. The lead officer liaises regularly with other District Councils and external agencies. Team leaders identify relevant actions and staff training in their service plans. Human Resources supports safer recruitment (including DBS checks) and training for officers, volunteers and councillors. An incident reporting mechanism is in place to monitor the Council's responses. Wellbeing Lincs Service has provided a countywide response and support service for vulnerable and clinically vulnerable residents. Safeguarding was a key focus of a report to LCC during the Covid response. The District Councils and County Council continue to meet to collaborate and discuss matters around safeguarding policy and procedures.	2	4	Medium (8)	Tolerate	Continued monitoring, reporting and training	2	4	Medium (8)			
ELDC09	Information	Risk of failure to comply with Information Governance and Management requirements	AD: Governance and Monitoring Officer	Increased understanding of the public's right to information means that we have to be fully aware of our legal duties. The increase in data also means we have to be able to manage information more effectively, including reducing the amount of unnecessary data held.	Data protection breaches which can result in significant fines from the Information Commissioner's Office.	All employees receive annual online training in data protection. Arrangements are in place to ensure that the organisation is compliant with the new General Data Protection Regulation (GDPR) requirement, including lead staff attending training. PSPS also have a lead officer overseeing compliance. An experienced Data Protection Officer is in place who monitors training, compliance and development of policy; also, full assessment of any breaches, providing recommendations for continual improvement. There is now additional resilience with two qualified DPOs in place across the Partnership which allows for cover.	2	4	Medium (8)	Tolerate	Continued monitoring, reporting and training	2	4	Medium (8)			

Ref number	Risk name	Risk description	Lead risk owner	Cause/s	Potential impact/consequences	Existing control measures in place	Current risk likelihood	Current risk impact	Current risk score	Treatment (4Ts)	Planned action / future mitigation	Target risk likelihood	Target risk impact	Target risk score	Comments from SLT/Overview/A&G	Changes since last update	Commentary
ELDC10	Treasury and capital	Risk around attainment of revenue through Treasury Management policies and commercially driven capital expenditure	DCX Corporate Development and S151	At any time the Council has significant sums of money lodged with financial institutions to cover both day to day costs and long term investments. It is important that policies are clear and unambiguous in relation to the placing and management of such investments to safeguard public money. Uncertain national and international economic conditions may affect the rating of financial institutions and hence their perceived integrity as a safe haven for public money can be affected. Commercial property performance may vary through differing market conditions and valuations changes are likely.	Investment presents both positive (opportunity) and negative risks the latter of which is a loss of finance to support Council services and loss of finance which is being held on behalf of other organisations.	A long term strategy is in place, supported by strong internal awareness and governance and external professional advice. The Council's Investment Policy and Strategy are kept under constant review with regular updates to Management Team, Portfolio Holder and Executive Board. Audit and Governance Committee receives regular updates and the annual report is presented to Full Council. Members are encouraged to be fully appreciative of changes and risks through training and seminars.	2	4	Medium (8)	Tolerate	Continued monitoring and reporting	2	4	Medium (8)			
ELDC11	Third Party Service Delivery	Risk around resilience and quality of service delivery arrangements with third parties	AD: Corporate	This risk relates to the potential for the failure of a major supplier of Council services or partners with whom the Council co-delivers/enables provision of services and operations	In the event of a failure, either in resilience or quality, there are likely to be a mix of financial, service delivery and reputational impacts to the Council.	Assessment of business plans for key partnerships. Regular performance reports and monitoring meetings with third parties. Some key partnerships based on open book approach to financial monitoring. Regular contract meetings in place to manage risk. SELCP approach to some contracts provides resilience.	3	3	Medium (9)	Tolerate	Continued monitoring and reporting	3	3	Medium (9)	Member request to review 'tolerate' and risk scores	Reviewed and no changes at this time; additional explanation re 'tolerate' added to covering report	
ELDC12	Technology Infrastructure failure	The loss of ICT impacting upon the organisation to operate effectively and deliver services to residents.	AD: Corporate	Human error, Power failure, Security, Hardware, Link failure	The Council relies heavily on the ICT infrastructure for normal business operation. Whilst resilience is built into the environment, the loss of a service is always possible. Depending on the service lost, the impact could be severe	The Council has a series of resilience arrangements in place through its service provider, PSPS. Work is continuous to ensure these are fit for purpose across a range of areas. As part of business continuity planning, services are considering in detail how they would continue to operate should an ICT outage occur	2	5	High (10)	Tolerate	Regular review of resilience arrangements	2	5	High (10)	Member request to review 'tolerate' and risk scores	Reviewed and no changes at this time; additional explanation re 'tolerate' added to covering report	As part of business continuity planning, services are considering in detail how they would continue to operate should an ICT outage occur
ELDC13	Cyber Incident	The risk of the council's ICT infrastructure being severely impact as the result of a cyber incident, both in terms of downtime of systems and loss of data/information.	AD: Corporate	The threat landscape across the UK is continuously increasing and appears on the national risk assessment. The Council need to constantly adapt in its security mitigation and training to ensure they are both prepared from a technical and from a people aspect	Theft of corporate information theft of financial information (eg bank details or payment card details) theft of money disruption to service provision loss of business or contract loss of trust in customers/residents and partners	Defence in depth in the form of firewalls, Mimecast and antivirus is deployed both at the perimeter and the internal Local Area Network. The ICT team play an active part in the East Midlands WARP (Warning, Advice and Reporting Point) which allow us to have early sight of issues being experienced across neighbouring Authorities and Agencies. ICT is also a member of the CISP formed by the National Cyber Security Centre, this allows us early awareness from the central agency responsible for cyber threats across the UK as well as allowing them to monitor our environment to a degree. These mitigations afford ICT awareness of emerging threats. These mitigations afford ICT awareness of emerging threats. We are about to commission an external validation of our cyber response plan for ICT. We have also recently enabled and implemented further cyber security controls within Mimecast which will ensure further mitigation in this area is in place.	3	5	High (15)	Tolerate	Continued robust cyber security and training	3	5	High (15)			These mitigations afford ICT awareness of emerging threats. We are about to commission an external validation of our cyber response plan for ICT. Score remains the same
ELDC14	Capital Programme	Failure to deliver Major capital schemes within the capital programme	DCX Programme Delivery	Escalating costs Onsite Issues Grant funding withdrawal Non-compliance of grant funding obligations Insufficient Pre-project planning and specs (Brief-Creep) Partners withdrawal	Reputational Damage Financial impact Failure to deliver council objectives Reduced ability to secure future funding	Robust programme and project management Regular and structured reporting mechanisms Robust and effective governance (financial and project) Effective working with partners and 3rd Party delivery Risk transference and mitigation Requesting extra funding prior to project commencement where required	2	3	Medium (6)	Tolerate	Continued robust project management	2	3	Medium (6)			
Page 80	General Fund Assets	This risk identifies the need for the council to adhere to all prevailing statutory codes as they relate to council assets and functions	AD: Assets	Escalating costs Onsite Issues Grant funding withdrawal Non-compliance of grant funding obligations	Failure to meet statutory requirements in regard to general fund assets	The asset team have compiled a working list of assets that either have compliance contracts in place or we have local contractors with the jobs in hand. A spreadsheet has been created and a considerable amount of time has been spent updating it ready so we can add to the new database of Technology Forge. The restructure has taken place so we now have the SOPM (Strategic & Operational Property Manager) for budget management, meetings job criteria and Strategic Property acquisitions and sales. This role encompasses the day to day running of the asset team. The Estates Officer for lease arrangements, new tenants, site management and all tenant referrals including day to day issues. Repairs officer - For day to day repairs and allocation of work required in conjunction with liaison via the Estates Officer and SOPM. The Project Manager role is also now defined and runs all medium and major projects for the team. The BSO (Business Support Officer) is a new temporary role which monitors jobs coming in and is also a hands-on role that ultimately saves the Council budget money by undertaking jobs ourselves. The SOPM would be the Senior Responsible Person for the Assets and Compliance routines. Training takes place on a required basis. Asbestos training being the last training of significance that was undertaken by the team	1	4	Low (4)	Tolerate	Conduct regular asset reviews Follow up on recommendations from the asset management strategy Set up the strategic asset group Undertake a strategic assessment of each general fund asset held by the council Have a single property management system common to each SELCP council Implement a single asset team structure	1	4	Low (4)			
ELDC16	Economic hardship	The risk of economic hardship to local people	AD: Wellbeing & Community Leadership	Increase in wholesale energy costs; Supply chain issues; Continuing impact of Covid-19; High rents and low wages; Housing supply, affordable housing and standards issues; Inflation; Fuel shortages; Ukraine conflict	Economic hardship; Fuel poverty; Poor housing; Homelessness; Isolation and lack of opportunities.	Taking action to improve housing standards; Working with local landlords; Support to local people on budgeting, training and jobs; Political pressure on the government to address fuel bills nationally; Homes for Ukraine Host Property Inspections to ensure decent standard and properties not overcrowded.	3	4	High (12)	Treat	Grants and Funding Opportunities; Cost of Living Support	3	4	High (12)			
ELDC17	Implementation of the Environment Act 2021	This new legislation will have an impact on the way that waste services are delivered, and will require operational changes. Changing service delivery will require financial support, and at this stage it is unclear whether additional budget will be made available centrally.	AD: Neighbourhoods	The Environment Act allows the UK to enshrine better environmental protection into law. It provides the Government with powers to set new binding targets, including for air quality, water, biodiversity, and waste reduction. This will change and impact the way environmental services are currently delivered	Failure to comply with legislation Negative effect on climate both locally and globally	The Lincolnshire authorities comprising the Lincolnshire Waste Partnership are working together to identify the impact of the Environment Act across the county. When the statutory guidance is provided by Defra, clear proposals will be drawn up for this authority.	4	4	High (16)	Treat	Pending Government guidance	3	3	Medium (9)			
ELDC18	Introduction of Extended Producer Responsibility	The UK is undergoing a major overhaul of packaging producer responsibility legislation, which will transform the way local authorities receive funding for household waste collections. This risk covers the changes this legislation will bring which will be positive but also important to ensure we as an organisation are prepared for these changes.	AD: Neighbourhoods	Reforms seek to introduce principles of extended producer responsibility (EPR) to the UK's packaging waste management sector and will, primarily, see the cost burden of collecting householders' packaging waste shift from local taxpayers to the producers of packaged products	Funding Gaps Negative Press Budget implications	Officers closely follows all policy and practice changes being implemented by the Government and has responded to relevant consultations. This is also being monitored through the countywide Strategic Officer Working Group. Officers are meeting Defra on a regular basis, and taking part in research where relevant.	3	3	Medium (9)	Treat	Pending Government guidance	2	2	Low (4)			
ELDC19	Identification and Suitability of future Depot Accommodation	This risk identifies the need for additional depot capacity to be identified and secured	AD: Neighbourhoods	Additional housing developments which means more waste and therefore more resources and vehicles required.	Failure to complete rounds Budget implications Failure to increase garden waste and commercial services	Report in development for mitigating options	5	3	High (15)	Treat	Report in development for mitigating options	3	3	Medium (9)	Member request to review controls and target score	Reviewed and no changes at this time; additional explanation re 'tolerate' added to covering report	
ELDC20	Capacity	Capacity to deliver the work programme for the Partnership/Councils	AD: Corporate	The workload increasing to a point where it becomes unmanageable within existing staff resources.	Delivery of work programme slipping. Staff wellbeing concerns. Disruption to services. Reputation reduced with partners.	Alignment and Annual Delivery Plan in place to help manage the work programme. Services when bringing forward new initiatives to consider the capacity required and the need to bid for capacity if it can't be accommodated within existing resources. Discussions remain ongoing with services in regard to capacity and how through the change of working practices it may be possible to increase capacity.	4	3	High (12)	Treat	Encourage Services to consider the transformation/capacity reserve for short term support where existing service capacity isn't sufficient.	3	3	Medium (9)			Discussions remain ongoing with services in regard to capacity and how through the change of working practices it may be possible to increase capacity.
ELDC21	External Communication	Poor quality external communication with stakeholders, residents and the wider public impacts upon the council's reputation and its ability to effectively deliver services	AD: Corporate	Low frequency of communications No communication from senior leadership team Failure to understand residents needs	Lack of awareness of partnership and councils delivery and plans Failure to gauge residents needs and interests	External communications are quality checked by the Communications Team to ensure that the messaging is effective and relevant to its audience. The team also gather statistics across a range of areas to understand how much interaction is being achieved through social media channels, for example, and adapt messages and channel shift to ensure messages are being heard and well received.	2	3	Medium (6)	Treat		1	3	Low (3)			

Ref number	Risk name	Risk description	Lead risk owner	Cause/s	Potential impact/consequences	Existing control measures in place	Current risk likelihood	Current risk impact	Current risk score	Treatment (4Ts)	Planned action / future mitigation	Target risk likelihood	Target risk impact	Target risk score	Comments from SLT/Overview/A&G	Changes since last update	Commentary
ELDC22	Retention of staff	The recruitment of new and retention of existing staff within the organisation affecting the ability for the organisation to deliver and meet its objectives	AD: Corporate	Recruitment challenges across region Specialist role recruitment can be difficult Competitive salaries offered at other organisations Uncertain financial climate	Failure to recruit Lack of resources Additional pressure on existing staff	The workforce strategy is aligned across the 3 Councils. A development programme is in place to assist with both personal and professional development and to further develop the talents of individual employees. This programme sits alongside a package of personal support for staff. Managers are encouraged to have regular 'one to ones' with staff to ensure that they are fully supported in their roles. Appraisal process in place. We are on the verge of launching our own recruitment academy which seeks to recruit and develop apprentices specifically in those services where it is harder to recruit.	2	4	Medium (8)	Tolerate		2	4	Low (4)			We are on the verge of launching our own recruitment academy which seeks to recruit and develop apprentices specifically in those services where it is harder to recruit.
ELDC23	Service Delivery	The risk to service delivery, impacting residents and partners we work with.	AD: Corporate	Lack of training Lack of leadership No resources/budget Communication failure Poor performance Ineffective governance Lack of learning/feedback	Failure to meet needs of residents and partners Negative feedback and press coverage Reputational damage	Staff resources maximised under the Partnership. Working with external partners to deliver shared priorities. HR support on recruitment and retention. Training plans. Values & behaviours work; Annual Delivery Plan, Workforce Development, policies, and procedures.	3	3	Medium (9)	Treat		2	3	Medium (6)			
ELDC24	Internal Communications	The risk is that internal colleagues do not fully understand the aims and ambitions of the partnership and the role they play in the partnership's success.	AD: Corporate	Low frequency of communications No communication from senior leadership team Lack of engagement from partners/PSPS Failure to understand staff needs/feedback	Staff do not feel informed Reduction in morale/engagement High turnover Lack of service delivery	Internal communications approach has been reviewed. There isn't a one size fits all approach for the Council/Partnership given the breadth of services provided and this is reflected in the internal communications model. Staff informed levels are monitored through the performance framework on a quarterly basis with the results being considered by scrutiny and Cabinet. Regular all staff bulletins with key information are issued. Regular videos from Senior leadership team to the workforce. Briefings on key corporate topics take place. Regular team meetings between service managers and their officers to cascade information. Monthly service manager meetings. Single Partnership Intranet in place	3	4	High (12)	Treat		3	3	Medium (9)	Member request to review controls and target score	Reviewed and no changes at this time; additional explanation re 'tolerate' added to covering report	
ELDC25	Net Zero target	Risk of failure to meet agreed corporate ambition of Net Zero by 2040 with a 45% reduction by 2027	AD: Regulatory	Impact on Net Zero target (i.e. carbon emissions) not fully evaluated at outset of all projects and developments and through service delivery objectives. Financial resourcing required to decarbonise some areas may not be available.	Decisions taken which increase carbon emissions leading to failure to meet Net Zero ambition. Potential reputational risk to authority	Carbon Reduction Action Plan approved. Environment Policy approved. Climate Change Strategy approved. Green Home Grants are in delivery. Mobile home energy advice project due to commence.	4	2	Medium (8)	Treat		2	2	Low (4)			
ELDC26	National Review of Business Rates	Government reviews the method by which business rates can be utilised by the billing authority	DCX Corporate Development and S151			Lobbying of government and responding to consultations	2	5	High (10)	Tolerate						New risk	
ELDC27	Domestic Retrofit programme	Risk around current and future funding for domestic retrofit schemes	AD: Regulatory	Government policy not being determined early enough to allow us to sufficiently plan for current/future delivery i.e. still no signature on Year 2 of HUG2 programme (24/25) and future Local Authority Retrofit Scheme.	Potential loss of staff and expertise as fixed term looms in March 2025 with no grant awards to allow extensions at present. Delivery failure or underperformance of current schemes due to delay in signing award letters.	Lobbying of DESNZ, DCN and other relevant groups to highlight the issues and raise awareness, engagement with HR to look at managing staffing implications, engagement with members through Programme Monitoring Board, engagement with S151, withholding works starting on site until Year 2 funding is confirmed in writing.	4	3	High (12)	Tolerate	Continued monitoring and reporting					New risk	

Ref number	Risk name	Risk description	AD	Lead risk owner	Existing control measures in place	Current risk likelihood	Current risk impact	Current risk score	Treatment (4Ts)	Planned action / future mitigation	Target risk likelihood	Target risk impact	Target risk score	Comments for SLT consideration	Changes since last update	Commentary
SELCP-01	Vision	A lack of clear and shared vision; the reasons for shared management and sharing of joint services	AD: Corporate	James Gilbert	The partnership exploration phase developed this understanding. Engagement with members to ensure the objectives of the business case were clearly understood, through the proposal recommendations, scrutiny process and final Council decisions. Adoption of a Sub-regional Strategy across the Partnership to embed shared vision, objectives and priorities. Quarterly stakeholder board meetings are underway which focus on ensuring the vision of the partnership is clear and aligned.	3	3	Medium (9)	Treat		2	3	Medium (6)	Member request to review wording and risk scores; are the planned benefits of the partnership being realised? Planned action?		
SELCP-02	Trust	A poor relationship or lack of trust between members, leaders or senior staff	CX	Rob Barlow	Openness, transparency and accessibility for all groups. Building on the existing positive relationships between Members and Officers	3	3	Medium (9)	Tolerate		3	3	Medium (9)	Member request to review wording, gaps and risk scores		
SELCP-03	Sovereignty	Concerns around the loss of sovereignty of a council	AD: Governance	John Medler	Each Council continues to be governed by its own Constitution which is a key principle of the Memorandum of Agreement between the three Councils.	3	3	Medium (9)	Tolerate		3	3	Medium (9)	Member request to review wording, gaps and risk scores		
SELCP-04	Takeover	Fears of a 'takeover' by one council	CX	Rob Barlow	Shared management structure. Each Council retains its own ability to deliver services in the way it considers best for its communities through local decisions taken by its Members.	3	3	Medium (9)	Tolerate		3	3	Medium (9)	Member request to review wording, gaps and risk scores		
SELCP-05	Culture	A fundamental difference in the organisational culture of the councils	AD: Corporate	James Gilbert	Expectation, set out in the business case, that many things will be similar. A commitment to use the best elements of each partner's cultural difference, for example in the Partnership Workforce Development Strategy. Culture is a key consideration as part of the development of shared teams.	3	3	Medium (9)	Tolerate	Future work taking place around workforce terms and conditions and shared officer pay.	3	3	Medium (9)	Member request to review wording, gaps and risk scores	Updated planned action / future mitigation	
SELCP-06	LGR	Local Government Reorganisation (LGR)	CX	Rob Barlow	The South East Lincolnshire Councils Partnership is designed to have a positive influence should Local Government Reorganisation be required of Lincolnshire. The partnership strengthens the case for 'locally-led deals' which benefit South East Lincolnshire	4	3	High (12)						Member request to review wording, gaps and risk scores		
SELCP-07	Funding	Local Government Funding	DCX Corporate Development and S151	Christine Marshall	Local Government funding challenges are inevitable and evidenced by each partner's funding gaps. The business case assumes a shared opportunity for efficient services and shared commercial opportunities and provides a significant opportunity to respond to this on-going challenge.	4	4	High (16)	Treat	Delivering on the opportunities identified in the Partnership business case and realising the planned savings; savings tracker reported regularly	3	3	Medium (9)	Member request to review wording, gaps and risk scores		
SELCP-08	Staffing	Staff retention and resilience	AD: Corporate	James Gilbert	Adoption of a Partnership Workforce Strategy and an ambitious programme of work that makes the South East Lincolnshire Councils Partnership a place of choice to work for staff. We are on the verge of launching our own recruitment academy which seeks to recruit and develop apprentices specifically in those services where it is harder to recruit.	4	3	High (12)	Treat	Review of Workforce Strategy	3	3	Medium (9)	Member request to review wording, gaps and risk scores	Updated planned action / future mitigation	

Ref number	Risk name	Risk description	AD	Lead risk owner	Existing control measures in place	Current risk likelihood	Current risk impact	Current risk score	Treatment (4Ts)	Planned action / future mitigation	Target risk likelihood	Target risk impact	Target risk score	Comments for SLT consideration	Changes since last update	Commentary
SELCP-09	PSPS	Relationship with PSPS	AD: Corporate	James Gilbert	The Partnership's relationship with PSPS could become strained due to demands being placed on the company to support organisational change. This is mitigated via SLAs being in place setting out the work programme, regular client liaison meetings, PSPS Stakeholder Board being in place to direct the company strategically and a process for Additional Work Requests that manages additional work required by the company. I think its medium but reduced to a low due to the mitigation	2	3	Medium (6)	Treat	Continued monitoring and liaison	2	2	Low (4)	Member request to consider this as a risk to be included	New risk	

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

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

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

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

Final Risk scoring

Colour

Minimal Risk



Low Risk



Medium Risk



High Risk



Critical Risk



Likelihood score	1	2	3	4	5
Definition	Rare	Unlikely	Possible	Likely	Almost certain
Description	The likelihood of the risk has been minimised to a negligible possibility	The risk is technically possible but an occurrence is not foreseeable in the medium-long term	The risk is a real possibility but the likelihood of an occurrence in the short-medium term is small	The risk is probably going to occur at some point in the medium term-- , possibly sooner	The risk is probably going to occur imminently
Timeframe	Will occur at some point in next 50 years	Will occur at some point in the next 25 years	Will occur at some point in the next 10 years	Will occur at some point in the next 5 years	Will occur at some point in the next year
Probability	10% or less	Between 10-30%	Between 30-50%	Between 50-85%	85% or more

Impact score	1	2	3	4	5
Title	Minimal	Low	Medium	High	Critical
Political risk	Residents unaware of authority's actions	Residents' access to oppose actions limited	Residents' access to oppose actions process blocked	Authority fails to effectively scrutinise its actions	No scrutiny of actions takes place
Reputation risk	Increased complaints for less than one week	Increased complaints for more than one week	Negative local press coverage for one day, increased complaints for more than one week	Negative national press coverage for one day, ongoing negative local coverage	Negative national press coverage over several days. Public criticism from MP, LGA, County Council or national service body
Financial risk	Up to 1% of project budget	Up to 5% of project budget	Up to 10% of project budget	Up to 15% of project budget	Over 15% of project budget
Legal risk	Delays due to legal clarifications being sought (<1 month)	Delays due to legal clarifications being sought (1-6 months)	Delays due to legal clarifications being sought (>6 months)	Project operations potentially subject to legal challenge, project on hold until resolved	Project operations potentially in breach of legislation, project terminated
Disruption risk	Individual members of staff having work disrupted	Multiple members of staff unable to work	Total service outage for one day or less	Total service outage for several days	Total service outage for more than a week
Environmental risk	Immediately remedied damage in an isolated area	Easily remedied damage in an isolated area	Short term damage in an isolated area requiring partners assistance	Damage requiring special budget provision to rectify	Major or widespread damage requiring central government assistance
Contractual risk	Negative impact on key partner relationship	Minor contract renegotiation required	Major contract renegotiation required	Project aims or goal significantly altered or sanction clauses invoked	Project failure and/or termination of contract
Asset & Infrastructure risk	Individual pieces of equipment damaged or needing replacement	Isolated network issues, multiple pieces of equipment needing replacement	Widespread network issues, vehicle damaged	Council properties inaccessible, vehicle need replacing	Council properties damaged, multiple vehicles need replacing, key infrastructure outage
Health and Safety risk	People engaging in hazardous activities without awareness	Individual receives minor injuries	Multiple people receive minor injuries	Individual serious injury	Multiple people seriously injured, individual loss of life

Treatment (4Ts)

Terminate – rarely, we may be able to stop doing the activity altogether and thereby remove the risk altogether

Tolerate – accept the risk and live with it because it is within our risk appetite and the cost of mitigating action would outweigh the benefits

Transfer – move all or part of the risk to a third party or through insurance; however, sometimes accountability still remains, particularly with a Council, so caution is advised

Treat - take action to control the likelihood and/or impact and set a target to move the risk to within the risk appetite once the action has been implemented



Report To:	Executive Board
Date:	18 September 2024
Subject:	Accountable body for alignment of Case Management Systems across the South & East Lincolnshire Councils Partnership
Purpose:	To agree to be the financially accountable body for the implementation of a common Case Management System across the Partnership to realise efficiency savings through the alignment of teams and technology.
Key Decision:	No
Portfolio Holder:	Councillor Graham Marsh, Deputy Leader of the Council
Report Of:	James Gilbert, Assistant Director – Corporate Christian Allen, Assistant Director – Regulatory Phil Norman, Assistant Director - Planning
Report Author:	James Gilbert, Assistant Director – Corporate
Ward(s) Affected:	N/a

Summary

This report seeks to move forward the alignment of multiple Case Management Systems across the South & East Lincolnshire Councils Partnership to the Uniform system currently being deployed at East Lindsey District Council. This will release efficiency savings to the Partnership by reducing systems and facilitating the alignment of teams.

As the alignment would be under East Lindsey District Council's existing contract, this report seeks approval for East Lindsey District Council to be the financially accountable body for the implementation of the system, with the funding being provided by both Boston Borough Council and South Holland District Council (subject to decisions at both Councils).

Recommendations

That Executive Board approve:

- The Council becoming the financially accountable body for the implementation of the Uniform system into the partner Councils subject to the necessary funding approvals at both Boston Borough Council and South Holland District Council and makes the provision of £325,000 in its Capital Programme for this purpose.

Reasons for Recommendations

- To allow the existing East Lindsey District Council contract to be used for the purposes of alignment.
- To deliver efficiency savings against current system costs.
- To facilitate the alignment of Planning and Regulatory Service Directorates to enable the services to achieve greater savings in their operating costs by working as 'one' across the Partnership.

Other Options Considered

- Do nothing - this wouldn't enable savings to be realised or enable teams to be aligned.
- For the Partner Councils to procure their own standalone systems - this wouldn't enable savings to be realised.

1. Background

- 1.1 When the South & East Lincolnshire Council formed in October 2021, the Business Case approved by Council set out the ambition to achieve £42m in efficiency savings over a ten-year period. The efficiencies were to be realised through a series of actions, which included the alignment of teams and technology.
- 1.2 As service reviews start to come forward to deliver on those savings they can only go so far without the alignment of service IT systems across the Partnership.
- 1.3 In recent years, East Lindsey District Council has been on a journey to deploy Uniform - a system provided by Idox – into the Council.
- 1.4 This report seeks approval for East Lindsey District Council to become the financially accountable body – subject to both Boston Borough Council and South Holland District Council agreeing the necessary funding – for the implementation of Uniform into the partner Councils. This would mean one core Case Management System (Uniform) would replace multiple Case Management Systems across the Partnership for Planning and Regulatory Services.
- 1.5 Through the alignment a revenue saving will be achieved for this Council as Boston Borough Council and South Holland District Council will pick up a proportion of the £48.3k annual system costs on the following proportions respectively, 23% and 31%.
- 1.6 Both Boston and South Holland Councils are in a position where they have several systems either end of life or end of contract, so now is the opportune time for alignment.

2. Report

Service Reviews and the Digital Strategy

- 2.1 To effectively implement a service review and realise the full potential of the efficiencies possible, system and process alignment is critical. Without the underpinning technology being common in the three Councils, effective cross-Partnership working isn't achievable.
- 2.2 The Digital Strategy that has already been approved by each Council recognises the importance of technological alignment and much progress has been made for the Partnership by Public Sector Partnership Services – our ICT provider – in the systems they maintain. The systems that remain outstanding are those within the Councils' direct control.
- 2.3 Early work by the planning and regulatory services Directorates, as part of the development of their service reviews, identifies that with the system alignment this paper brings forward, their services can deliver more than £340,000 of efficiencies above what is possible without system alignment.

Current systems

- 2.4 At present Boston and South Holland Councils operate a total of 5 Case Management systems that would be replaced by Uniform.

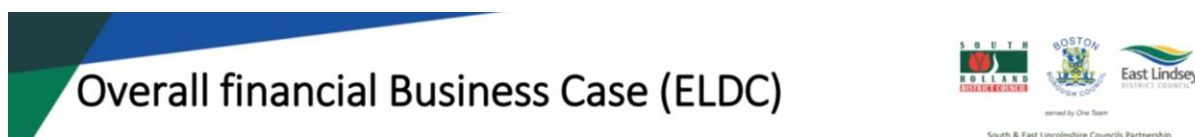
All systems are either on rolling contracts or on contracts due to expire within the next two years.

- 2.5 The Uniform system, being deployed by East Lindsey District Council, is contracted until 2030. Idox has previously confirmed to East Lindsey District Council it has no plans to remove support for the

Uniform system at 2030, due to it being a widely used product within the sector.

Financial business case

- 2.6 The project would be an 'Invest to save', with an initial capital outlay by Boston Borough Council and South Holland District Council to realise savings in system costs and through it creating the ability for the alignment of service provision across the Partnership to achieve further revenue savings.
- 2.7 The financial business case is in the process of being presented to Boston Borough Council and South Holland District Council for decision making.
- 2.8 The Business Case for East Lindsey District Council and the savings the Council will achieve are below:



Council	Item	Year 1 (25/26)	Year 2	Year 3	Year 4	Year 5
INVESTMENT						
ELDC	Initial investment	£0	£0	£0	£0	£0
REVENUE						
ELDC	System revenue costs	£0	(£24,718)	(£24,718)	(£24,718)	(£24,718)
UNLOCKED ADDITIONAL SERVICE REVIEW SAVINGS IF ICT ALLIGNED						
ELDC	Service Reviews (46% of saving)	£0	£0	(£156,400)	(£161,874)	(£167,540)
Efficiencies through the project		£0	(£24,718)	(£181,118)	(£186,592)	(£192,258)

- 2.9 This project gives the Partnership the potential for net financial savings of circa £515,000 from a combination of revenue savings through aligned technology and the unlocked service review efficiencies.
- 2.10 Whilst still subject to approval at those two Councils, if it were to be approved, and if it is approved for East Lindsey District Council to be the financially accountable body, the exposure to this Council would be £325,000 for the project – however, no contract will be made with Idox until both partner Councils have agreed the necessary funding, meaning the risk is minimal to this Council.
- 2.11 East Lindsey District Council would also be the accountable body for both the implementation and ongoing relationship with Idox.
- 2.12 At the end of October, Idox, the owner of Uniform, will reach the end of their exiting agreement with Oracle – a company that provides the database that underpins Uniform - for Value Based Pricing licences. As such, the Councils need to have contracted and have purchased the licences via Idox by that date. Not doing so is likely to result in significant additional costs to the project.

System set up and implementation

- 2.13 In setting up the system to be used between multiple Councils, this would be done in such a way that data can still be interrogated at a Council level. We have reached out to several Councils working in Partnership who are also using the Uniform system in a shared way and Officers are in touch with one of those Councils to share their learning.

- 2.14 Implementation of Uniform for Boston and South Holland Councils will be undertaken as additional phases to the deployment of the system into East Lindsey, with completion likely to take two years from the signing of contracts.
- 2.15 The process to bring Boston and South Holland Councils into Uniform can be simplified through extracting data from existing systems and migrating that data into Uniform. Thereafter, services may, as part of the service review process, chose to amend/improve processes within the system to meet their future operating requirements.

Contractual arrangements

- 2.16 The partner Councils would be accessing the Idox Uniform system via a compliant contract modification to the existing East Lindsey District Council contract that runs to 2030. The implementation / data migration / one-off costs shall be procured via the G-Cloud, a central government framework that the Council are able to compliantly utilise. These contracts will also be directly with East Lindsey District Council.

3. Conclusion

Given that both Boston and South Holland Councils have systems that are either end of contract or reaching the end of their contract, now is an opportune time to take this project forward and realise the benefits – both financial and operational to services.

Expected Benefits to the Partnership

The alignment of technology will facilitate teams operating as 'one' in line with the approved Partnership Business Case, releasing efficiency savings towards the Partnership's 10-year £42m savings target.

Implications

South and East Lincolnshire Councils Partnership

As at 'Expected Benefits to the Partnership'.

Corporate Priorities

This delivers on the Corporate priority, which is to be 'Efficient and Effective'

Staffing

None directly resulting from this report.

Workforce Capacity Implications

There will be some capacity implications whilst the project is being delivered. This is a large transformation for the Councils. Additional capacity has been built into the financial business case presented to Boston Borough Council and South Holland District Council.

Constitutional and Legal Implications

This is a decision for Council due to the financial thresholds.

Boston and South Holland District Councils will use the Uniform system under the East Lindsey District Council contract. The Procurement Team are supporting this work to ensure that this is done appropriately and legal advice will be sought where required.

Data Protection

The project will require the migration of personal data from existing systems to Uniform.

There is a formal agreement in place between the Councils in regard to Data Sharing and this will be complied with. The re-use of Data within and between the Councils is facilitated by this project, and this programme is a key driver to help embed the principles of Data Protection in relevant service processes.

Financial

The financial implications are set out within the report.

Risk Management

Resourcing / capacity – this has been addressed through the capacity section of this report and factored into the financial business case.

Budget – the budget is based on the requirements specified by the Councils to the system provider. A 10% contingency has been built into the project should unknown costs arise.

Delivery timescales – the most complex work has already been completed by East Lindsey during system set up as part of their deployment. The project has taken longer than anticipated at East Lindsey due to Covid and technical issues but the latter has now been largely overcome. East Lindsey District Council received a positive assurance rating from Internal Audit for its Project Management of Uniform and the same project team will work with colleagues at Boston and South Holland to support delivery, alongside the additional project resources referenced in the body of the report.

Stakeholder / Consultation / Timescales

Portfolio Holders for ICT and the specific services have been consulted. Leadership Team has been consulted.

Reputation

None.

Contracts

As identified in the body of the report.

Crime and Disorder

None.

Equality and Diversity / Human Rights / Safeguarding

None.

Health and Wellbeing

None.

Climate Change and Environmental Implications

None.

Acronyms

None.

Appendices

None.

Background Papers

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

Report Approval

Report author:

James Gilbert, Assistant Director - Corporate

Signed off by:

Christine Marshall, Deputy Chief Executive – Corporate Development
and Section 151 Officer

Approved for publication:

Councillor Graham Marsh, Deputy Leader of the Council



REPORT TO:	Executive Board, East Lindsey District Council
DATE:	Wednesday 18 th September 2024
SUBJECT:	Working in partnership with the Voluntary and Community Sector
PURPOSE:	<p>To provide an overview of Voluntary and Community Sector work/activity that is being supported and further developed by the South and East Lincolnshire Councils Partnership.</p> <p>To seek approval to deliver more sustainable and enhanced local services through the Voluntary and Community Sector that are operating within South and East Lincolnshire.</p>
KEY DECISION:	No
PORTFOLIO HOLDER:	Councillor Sarah Devereux, Portfolio Holder for Partnerships
REPORT OF:	John Leach, Deputy Chief Executive - Communities
REPORT AUTHOR:	Emily Spicer, Assistant Director – Wellbeing and Community Leadership
WARD(S) AFFECTED:	All
EXEMPT REPORT?	No

SUMMARY

As sovereign councils and as the ‘South and East Lincolnshire Councils Partnership’ we recognise the important work of the Voluntary and Community Sector (VCS). This includes supporting the communities in South and East Lincolnshire to lead longer, safer, and healthier lives.

What makes South and East Lincolnshire great, is its people and its communities. Notably, our communities play a significant part in respect to playing an active volunteering role in their localities. This may be for community or personal advantage, with volunteering showing positive physical and mental health benefits to participatory individuals.

This report provides an overview of activity that has taken place in the last year with the Voluntary and Community Sector. This includes a summary of the South and East Lincolnshire Councils Partnership ‘Trusted Volunteer Scheme’ funded through UK Shared Prosperity Funding, forming part of the Partnership’s strategic approach to working with the VCS within the Sub-Region.

In addition, the report seeks member approval to consolidate our position with the Voluntary and Community Sector through appropriate commissioning to third sector organisations to deliver community wellbeing related services.

RECOMMENDATIONS

1. That the important role that the Voluntary and Community Sector (VCS) plays in supporting local communities/residents in enjoying healthy fulfilling lives within South and East Lincolnshire is noted.
2. That current progress made between the SELCP and VCS is noted. This includes the SELCP Trusted Volunteers Scheme.
3. That Members agree to the proposed South and East Lincolnshire Councils Partnership 'Volunteer Charter'.
4. That Members approve a transition from grant giving to VCS organisations and move to a commissioned services model (where appropriate) that meet the aims and objectives of the South and East Lincolnshire Councils Partnership.

REASONS FOR RECOMMENDATIONS

VCS organisations offer huge amounts to local areas, through the services they provide, the wealth they generate, and the people they connect, engage, and empower. At a time of rising pressure on services and tough financial constraints, it is more important than ever that councils can harness their local strengths and build successful partnerships with their local VCS.

OTHER OPTIONS CONSIDERED

Do nothing – this option will not support additional benefits that working with our VCS provides.

1.0 BACKGROUND

- 1.1 Strong relationships between councils and the local Voluntary and Community Sector (VCS) are the bedrock of successful places (LGA 2023). VCS organisations offer huge amounts to local areas, through the services they provide, the wealth they generate, and the people they connect, engage, and empower. At a time of rising pressure on services and tough financial constraints, it is more important than ever that councils can harness their local strengths and build successful partnerships with their local VCS to meet the needs of local people and communities. South and East Lincolnshire has a large and varied VCS, much of it thriving without any assistance from the councils. The region is justifiably proud of its VCS, which plays a major part in our communities' civic lives.
- 1.2 In addition, the communities themselves have a lot to offer in respect to playing an active volunteering role in their localities. This may be for community or personal advantage, with volunteering showing positive physical and mental health benefits to participatory individuals.

2. VOLUNTARY AND COMMUNITY SECTOR COMMISSIONED AND GRANT SUPPORTED SERVICES

2.1 Commissioning opportunities to the local VCS often produces quality and focused services that deliver tailored and flexible support to residents based on deep-rooted connections and local knowledge. The following section highlights a number of examples where the SELCP has worked alongside VCS organisations, either through grant-giving or commissioning throughout 2023/24: -

a) Lincolnshire Community Foundation

2.2 Lincolnshire Community Foundation is a VCS organisation (founded in 2002), providing grant distribution, grant creation, opportunities for social investment, advice, and practical support for communities. Through the direct experience of administering the previous three phases of the 'Household Support Fund' (HSF) and the recognition that additional capacity and pace was required on a short-term basis, Lincolnshire Community Foundation were commissioned in September 2023 to deliver circa 40% (£230,000) of the total SELCP allocation of Household Support Fund phase 4, to administer an application-based scheme for households in need.

This included: -

- Based on successful pilot in previous round of HSF, applications were assessed on need and reached different households, including those that were not usually eligible for other government support (for example, homeowners and those in employment)
- Grant management costs of 15% were taken from allocation equating to £34,500. For this LCF have managed and promoted the scheme, met reporting requirements, and managed all enquiries.
- LCF provide additional 'added value' for their fee; as members of Lincolnshire Financial Inclusion Partnership, they have offered additional signposting, onward referrals and advice to households on other emergency grant schemes.
- Applications could be made via web-form and telephone; all applications were anonymised and assessed by independent approver before awarded.
- Grants of up to £300 were awarded as vouchers for food, utility support or other household essentials.
- Whilst monitoring is ongoing, performance and client feedback has remained consistently high throughout the programme.
- Between August – December 2023 LCF supported 635 low-income households with energy grants via HSF.

Following the strong performance of the Household Support Fund grant administration, Lincolnshire Community Foundation were further commissioned to distribute funding following Storm Babet in October 2023. Recognising an immediate need for response, Lincolnshire Community Foundation distributed £29,085 to assist 140 households severely affected across the East Lindsey area.

It is important to note, that whilst commissioning these services through LCF delivered tailored support to residents at pace, the council remained an active commissioner to maintain awareness of fluctuations in demand and capacity that may have affected performance.

b) Advice and support services

2.4 Across South and East Lincolnshire, three independent Lincolnshire based Citizen Advice charities deliver free, independent, and impartial advice service; to give people knowledge and confidence to find a way forward whatever the problem. Locally, these services have received core funding contribution from all three SELCP Councils and Lincolnshire County Council Public Health. In addition, bespoke projects that meet local need and reduce demand on Council services are commissioned by the Councils (for example Financial First Aid in East Lindsey and Housing Support in South Holland).

Citizens Advice are a reputable charity with proven track record in the advice and consumer sector; all branches hold the Advice Quality Standard, meeting the requirements of the Advice Service Alliance Standard for advice and are accredited by the Money and Pension Service and authorised and regulated by the Financial Conduct Authority.

As local charities they have the flexibility of resources and skills to deliver a comprehensive service to the diverse and changing communities of South and East Lincolnshire. Through established partnership with the Councils, they support residents and services to address national agendas and legislative or policy changes that may impact on residents.

The core offer of Lincolnshire Citizens Advice charities is advice on benefits, work, money, housing, family law, immigration, and consumer as well as local delivery of national contracts for DWP (Help to Claim), Trading Standards (National Consumer helpline) and Money Advice and Pensions Service (Debt Advice).

The SELCP receives quarterly reports and case studies from each Citizens Advice organisation, which offers value insight into needs and provide evidence to inform strategy. Based on Q3 reports (April 2023 – December 2023) collectively Citizens Advice has supported **9,161 residents** in South and East Lincolnshire totalling **39,583 issues**.

In addition, the charities estimate that they have helped residents address over **£2 million** in unmanageable debt and secured **circa £4 million** in additional household income.

The top issues South and East Lincolnshire residents contact Citizens Advice regarding were: (September – December 2023):

Top issues Q3	CA Lindsey	CA Mid Lincs	CA South Lincs
1	Benefits & Tax Credit	Benefits & Tax Credit	Benefits & Tax Credits
2	Universal Credit	Debt & Financial Capability	Universal Credit
3	Debt	Universal Credit	Charitable Support & Food Banks
4	Housing	Housing	Debt
5	Financial Capability	Utilities	Housing

Work is underway to align reporting, expectations, and requirements of the Citizens Advice funding for financial year 2024/25 to ensure the provision both reduces demands on council services and efficient use of public funding.

c) Lincolnshire Community Voluntary Services (LCVS)

2.5 LCVS has provided support to individuals and organisations through several health and wellbeing focused projects over the past 25 years. Offering guidance, training, and DBS checks one of the core missions for LCVS is promoting volunteering as a force for positive change. As the sole accredited Volunteer Centre in South and East Lincolnshire, the organisation provides a brokerage service to connect potential volunteers with organisations seeking volunteers.

2.6 Through an annual core grant of £93k (£31k per council), LCVS provide a:

- Volunteer Programme that is bespoke for South and East Lincolnshire and the needs of its communities. Including training, health and safety advice, allocation and identification of roles, qualifications if appropriate. Outcomes are focused on building community cohesion, civic pride and improving personal mental health.
- Linked to the above, support for a 'Food Network', that focuses on food supply to food banks, supporting community gardens and allotments, healthy cooking advice and training, food waste reduction/elimination.
- Investment in young people and to increase the opportunities for young people to volunteer within their communities.

2.7 Monitoring of LCVS grant supported services is undertaken by monthly meetings. Performance metrics in the coming year's agreement will include: the number of volunteers supported or mentored, number of volunteers identified, number of volunteers placed, and funding opportunities accessed via groups, all data received to be broken down into sovereign council area.

d) Further commissioning opportunities

2.8 It is noted that there may be some reservations not to commission services from third sector organisations where it is felt to be the role of local government. In seeking to continue to promote VCS commissioned services this will of course be done with Members full engagement so that all considerations in this regard can be accommodated as appropriate. It is proposed to transition in coming years from grant giving to VCS organisations, to procured commissioned contracts as appropriate, that all third sector organisations can tender for.

3.0 SELCP TRUSTED VOLUNTEERS SCHEME

3.1 Becoming a volunteer can be very rewarding for those participating alongside their communities. People can gain valuable skills and experience that could help you in your work and home life. Equally, volunteers make a huge difference to organisations and local communities, providing the opportunity to reach and help more people whilst strengthening the organisation's ties to its community.

3.2 For the SELCP, there are many opportunities for volunteers to become involved in the important work that is provided to our communities. Through UK Shared Prosperity Funding (£53k), the SELCP has been successful in funding a Volunteer Co-ordinator that will support volunteers within the organisation.

3.3 Whilst not an exhaustive list, volunteering opportunities will include: -

- Litter picking, planting, cleaning, tidying, providing support within parks including the formation of community kitchen gardens.
- CCTV monitoring
- Heritage Support within the Guildhall, Ayscoughfee Hall Museum and Gardens, cemeteries
- Culture and theatre within South Holland Centre, the Embassy Theatre in Skegness
- Event champions – providing support, carrying out satisfaction surveys, taking photographs, staffing information points, handing out programmes and flyers, keeping the event clear of litter.

3.4 It is estimated that there could be 300+ volunteering opportunities across the SELCP each year, providing additional capacity whilst building on the connection to our communities.

- 3.5 There are many ways of recruiting volunteers. It is intended to use a variety of methods including social media promotion, word of mouth, dedicated pages on the SELCP websites, umbrella organisations, adverts in local places, recruitment open days.
- 3.6 Whilst volunteers are not part of any workplace legislation, through good practice the Volunteer Co-ordinator will informally meet with individuals/groups. Alongside the service that the volunteers are supporting, the necessary safeguarding, health and safety and equality and diversity support will be provided.
- 3.7 Managing and supporting volunteers will be important post induction. Training and knowledge-sharing as appropriate will be offered and managers will be encouraged to get to know their volunteers and continue to motivate and provide an appealing environment to continue their efforts.
- 3.8 It is proposed that the Volunteer-Coordinator will drive the recruitment of volunteers, hold (with the appropriate data protection safeguards in place) a register (through a dedicated database) of volunteer details and volunteering interests for Council related activities and act as a conduit to other volunteering opportunities with LCVS, who will also refer back to the Council where opportunities come to their attention that are of relevance to SELCP Trusted Volunteer Scheme.
- 3.9 People who are recruited to the SELCP Trusted Volunteer Scheme will be aligned to relevant service areas (e.g the Council's CCTV Unit, Environmental Services etc) for relevant training.
- 3.10 Monitoring of the scheme will take place through quarterly meetings between the Community Leadership Manager and Service Leads within each Directorate.

4.0 Volunteer Charter

- 4.1 The Volunteer Charter (appendix A) sets out the nine key principles which help to underpin good relations within a volunteering environment. The charter supports the foundations for a good volunteer experience and gives individuals that volunteer for the SELCP the opportunity to express their support for the spirit of volunteering while upholding the principles of good volunteer practice.

5.0 Supporting the Voluntary and Community Sector

- 5.1 Through a variety of ways the Community Leadership Team continue to support local VCS groups. Key examples of this include: -
- South and East Lincolnshire Crowd
 - South and East Lincolnshire Community Lottery
 - Warm Spaces/Community Hub Support
 - Empowering Community Groups for example, 'The Bread-and-Butter Thing' – Old Leake, Sutton on Sea Playing field.
 - Use of external funding to support projects, for example Household Support Funding made available for SELCP Food Banks & Community Larders (circa £175,00 in 2023/24)
- 5.2 Working with partners Spacehive, the partnership currently provides a Crowdfunding platform for VCS to raise funds for local community-based initiatives. The crowdfunding platform allows local groups to develop a community project via an online public platform, then seek additional financial support through online pledges. Each pitch is then also eligible for up to £8000 from the South and East Lincolnshire Crowd. The scheme can support local projects and VCS to make communities stronger, more connected and empowered by supporting projects that matter to the community.
- 5.3 The South and East Lincolnshire Community Lottery supports local good causes, community groups and clubs to raise fund through the sale of lottery tickets.

- 60% goes to local good causes.
- 20% for the prize money and
- 20% to the External Management Lottery (ELM) Company for running costs; including relevant insurance to cover the prize fund and VAT.

- 5.4 There are currently 88 caused registered with the South and East Lincolnshire Community lottery. For 2023, the annual funding for good causes is £34,756.80.
- 5.5 During 2022, 50 warm hubs throughout the SELCP were able to benefit from over £30,000 warm spaces funding, received via National Grid Funding and districted via the Community Leadership Team. Support for warm hubs has continued via a Lincolnshire wide approach for 2023. Face to face support continues via Community Leadership Officer, with regular visits and signposting for groups.
- 5.6 Working with 'The Bread-and-Butter Thing' (TBBT) in January 2022, the Community Leadership Team were able to identify local need and work with a local community group to establish a hub in Old Leake, Boston. TBBT works in partnership with supermarkets, factories, and farms to redistribute surplus food that often ends up going to waste. The hubs then offer weekly groceries at a fraction of high street prices, for approximately £8.50 residents can get roughly £35 worth of food each week. Each TBBT hub relies on volunteers to pack and distribute food weekly to residents. In year one of Old Leake hub, 585 residents have shopped at TBBT. Distributing 3382 sets of shopping bags and offering 561 volunteering opportunities.
- 5.7 The Community Leadership team along with Programme Delivery Team have begun to support on Sutton on Sea Playing field with the development of the new community sports asset, the Community Leadership Team are supporting the local community to ensure ownership and long-term delivery of the new asset.

6. CONCLUSION

- 6.1 The Voluntary and Community Sector in South and East Lincolnshire offers considerable opportunity to improve the overall quality of life within the sub-region. It is proposed therefore that Members support a strategic approach to VCS engagement that:
- Commissions more services from the VCS** where that adds value through enhanced reach and support to local communities at greater value than can be offered by the three South and East Lincolnshire Councils.
 - Delivers for SELCP a Trusted Volunteer Scheme** and follows an agreed **Volunteer Charter** to support the foundations of a good volunteer experience. as described within this report.
 - Supports Capacity Building** for VCS Organisations to flourish in South and East Lincolnshire.
 - Promotes volunteering and partnership work with VCS organisations.**

a. EXPECTED BENEFITS TO THE PARTNERSHIP

VCS organisations offer huge amounts to local areas, through the services they provide, the wealth they generate, and the people they connect, engage, and empower. At a time of rising pressure on services and tough financial constraints, it is more important than ever that councils can harness their local strengths and build successful partnerships with their local VCS.

IMPLICATIONS

SOUTH AND EAST LINCOLNSHIRE COUNCILS PARTNERSHIP

Collaboratively working with the VCS across South and East Lincolnshire ensures resources are aligned for efficiencies across the partnership, that local knowledge identifies local opportunities within the Voluntary and Community Sector and that promotion of volunteering projects are maximised.

CORPORATE PRIORITIES

The following Sub-Regional Priorities are supported through working with the VCS:

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

The corporate priority of Efficiency and Effectiveness is also supported along with local priorities across the three councils that make up South and East Lincolnshire Councils Partnership.

STAFFING

Working with the VCS, identifying commissioning opportunities and connections is currently undertaken across the partnership within current staffing resources.

The mobilisation of a 'Trusted Volunteers Scheme' has been successfully funded by UKSPF which includes additional capacity through a Volunteer Co-Ordinator.

WORKFORCE CAPACITY IMPLICATIONS

Efficient and effective work alongside the VCS can strengthen community and workforce capacity and resilience.

CONSTITUTIONAL AND LEGAL IMPLICATIONS

All collaboration and commissioning with the VCS is undertaken following the appropriate constitution and legal processes.

DATA PROTECTION

There are no data protection issues related to this report.

FINANCIAL

The resource contribution and productivity that the Voluntary and Community Sector provides across South and East Lincolnshire is substantial; alongside benefits for both personal and professional skills development and utilisation, making new connections, increased confidence and wellbeing.

As detailed within the main body of this report, the council has provided £31k annually to LCVS in the form of a grant. In addition, £53k has been awarded to SELCP from UKSPF to undertake a Trusted Volunteers Scheme.

RISK MANAGEMENT

All risks associated with collaborating and commissioning services with the VCS will be appropriately managed.

STAKEHOLDER / CONSULTATION / TIMESCALES

The activities within this report have been developed alongside the Portfolio Holders, Lead Officers and key Partners.

REPUTATION

Working with the VCS can enhance the opportunities for communities and provide positive experiences, enhancing reputation.

CONTRACTS

All collaboration and commissioning opportunities would follow the necessary procurement approval processes.

CRIME AND DISORDER

Building resilience, inclusive and active communities through enhanced working with the VCS can provide the community the opportunities to prevent, reduce and detect crime.

EQUALITY AND DIVERSITY/ HUMAN RIGHTS/ SAFEGUARDING

An equality impact assessment will be undertaken as part of the work with the VCS and specifically through the Trusted Volunteers Scheme.

HEALTH AND WELL BEING

Volunteering activities provide opportunities for individuals to be involved in several activities within their community. Supporting both physical and positive mental health.

CLIMATE CHANGE AND ENVIRONMENTAL IMPLICATIONS

Volunteering activities provide opportunities to support local environments and improve pride of places.

LINKS TO 12 MISSIONS IN THE LEVELLING UP WHITE PAPER

MISSIONS	
This paper contributes to the following Missions outlined in the Government's Levelling Up White paper.	
Research and Development	By 2030, domestic public investment in Research & Development outside the Greater South East will increase by at least 40% and at least one third over the Spending Review period, with that additional government funding seeking to leverage at least twice as much private sector investment over the long term to stimulate innovation and productivity growth.
Transport Infrastructure	By 2030, local public transport connectivity across the country will be significantly closer to the standards of London, with improved services, simpler fares and integrated ticketing.
Digital Connectivity	By 2030, the UK will have nationwide gigabit-capable broadband and 4G coverage, with 5G coverage for the majority of the population.
Education	By 2030, the number of primary school children achieving the expected standard in reading, writing and maths will have significantly increased. In England, this will mean 90% of children will achieve the expected standard,

	and the percentage of children meeting the expected standard in the worst performing areas will have increased by over a third.
Skills	By 2030, the number of people successfully completing high-quality skills training will have significantly increased in every area of the UK. In England, this will lead to 200,000 more people successfully completing high-quality skills training annually, driven by 80,000 more people completing courses in the lowest skilled areas.
Health	By 2030, the gap in Healthy Life Expectancy (HLE) between local areas where it is highest and lowest will have narrowed, and by 2035 HLE will rise by 5 years.
Wellbeing	By 2030, well-being will have improved in every area of the UK, with the gap between top performing and other areas closing.
Pride in Place	By 2030, pride in place, such as people’s satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between the top performing and other areas closing.
Crime	By 2030, homicide, serious violence, and neighbourhood crime will have fallen, focused on the worst-affected areas.
Local Leadership	By 2030, every part of England that wants one will have a devolution deal with powers at or approaching the highest level of devolution and a simplified, long-term funding settlement.

ACRONYMS

VCS – Voluntary and Community Sector

UKSPF – UK Shared Prosperity Fund

SELCP – South & East Lincolnshire Councils Partnership

APPENDICES

Appendix A – SELCP Volunteer Charter

REPORT APPROVAL

Report author:	Emily Spicer, Assistant Director Well-Being and Community Leadership
Signed off by:	John Leach, Deputy Chief Executive (Communities)
Approved for publication:	Councillor Devereux

Volunteer Charter



The Volunteer Charter sets out the key principles for the South and East Lincolnshire Councils Partnership – Trusted Volunteer Scheme. Our Charter supports the foundations for a good volunteer experience for all.

1. Volunteering is open and inclusive to all, with all activities being equally important.
2. Volunteers will have a clear understanding of their tasks and responsibilities.
3. Whilst volunteers will not receive financial rewards for their time, out of pocket expenses will be covered that are due to their volunteering activity.
4. Volunteers will have support from a named supervisor throughout their journey.
5. Volunteers will have access to initial and ongoing training and development opportunities.
6. Volunteers are provided with ongoing support as wanted and needed.
7. Clear structures will be in place to support, train and develop our volunteers that will be constantly reviewed with volunteers to ensure they continually meet any needs.
8. Volunteers should be able to carry out their duties in safe, secure, and healthy environments, whilst recognising their own responsibilities for keeping themselves and others safe and well.
9. Volunteers will supplement activity within the organisation and complement core work undertaken.

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Report To:	Executive Board
Date:	18 September 2024
Subject:	Local Council Tax Support Scheme (Consultation) 2025/26
Purpose:	To agree consultation options for the local Council Tax Support scheme, 2025/26
Key Decision:	No
Portfolio Holder:	Councillor Thomas Kemp, Portfolio Holder for Finance
Report Of:	Christine Marshall, Deputy Chief Executive, Corporate Development and S151
Report Author:	Sharon Hammond, Head of Revenues and Benefits
Ward(s) Affected:	All
Exempt Report:	No

Summary

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

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

This report provides an update on the current scheme and presents scheme modification options for the East Lindsey District Council working age Council Tax Support scheme to take forward to consultation with major preceptors and the public, with a view to helping the council decide its local scheme for 2025/26.

Recommendations

That Executive Board

- i. Considers the modification options presented in sections 5 of this report, and
- ii. Confirms the option(s) it wishes to consult on, and

- iii. Approves consultation, and delegates oversight of the consultation approach to the Section 151 Officer in conjunction with the Portfolio Holder for Finance.

Reasons for Recommendations

This will enable a period of consultation with major preceptors and the general public on Executive Board's preferred scheme option(s) for its 2025/26 Council Tax Support Scheme.

Following a consultation period, a report, including the consultation feedback, will come back to Executive Board to make its final recommendation to Full Council in respect of the scheme for 2025/26.

Other Options Considered

Do nothing – This option is discounted as Executive Board has previously indicated its intention to carry out a more fundamental review of its scheme for 2025/26.

Replace the default, means tested scheme with an income banded scheme – this alternative approach has been discounted as part of the fundamental review process.

1. Background

- 1.1 This report updates Executive Board on the performance of the current Council Tax Support (CTS) scheme and provides details of the fundamental review in respect of 2025/26.
- 1.2 East Lindsey's scheme currently provides for a maximum 75% support. Some scheme changes were made in 2016/17, including restriction to Band D Council Tax liability. In 2019/20 a new class for Care Leavers was introduced, and in 2020/21 an earnings tolerance of £15 per week (£65 per month) was introduced for Universal Credit claimants. Since 2022/23 the scheme continues to provide for local discretion to disregard national schemes introduced during a financial year in the calculation of support.
- 1.3 Executive Board previously recognised the need for fundamental review of the scheme, with the current scheme now dated, being relatively unchanged since its introduction in 2013, and, having regard to the rollout of Universal Credit which replaces legacy benefits (including Housing Benefit).
- 1.4 This report provides information on the scheme review, and the options for 2025/26.
- 1.5 Regulations continue to prescribe the rules for calculating entitlement for pension age Council Tax Support schemes.

2. 2024/25 Current Scheme Expenditure and Caseload

2.1 The total caseload and expenditure, at July 2024, is:

2024/25	Number of live claims	Amount of CTS
Working Age	6,381	£5,117,843.89
Pensioner	5,561	£6,308,869.05
Total	11,942	£11,426,712.94

2.2 A caseload comparison of data from 2023 shows a small overall reduction of 91 live claims, being a reduction of 123 in pensioner group and an increase of 32 Working Age group.

2.3 The cost of Council Tax Support is shared across major preceptors as part of the collection fund accounting process:

Current Council Tax Support 2024/25	ELDC	LCC	PCC
£11,426,712.94	£928,809.31	£8,801,860.69	£1,696,042.94
	8.13%	77.03%	14.84%

2.4 Whilst this report focuses on the scheme for working age claimants, it is also timely to update Executive Board on the Ministry for Housing, Communities and Local Government (MHCLG) intentions for a national Pension Credit promotion campaign and awareness raising. MHCLG report that nationally 880,000 households are missing out on financial support worth on average £3,900 per year, and that entitlement to Pension Credit will lead to other additional benefits, including winter fuel payments, reductions in electricity bills, free TV licence for over 75, help with housing costs through Housing Benefit, and eligibility for Council Tax Support. MHCLG has indicated it considers local authorities are best placed to support the preparatory work and more details will be forthcoming.

It would be reasonable to assume an increase in CTS pension caseload and expenditure as a result of increased Pension Credit take-up.

3. Fundamental Review

3.1 Following Executive Board's decision for a fundamental review of the scheme to be carried out in 2024, Visionary Network Ltd (and its partners Inbest Ltd and Ascendant Solutions Ltd) were appointed in March 2024 to support S&ELCP with a CTS scheme review for each council, to carry out option modelling and provide evaluation of the financial impact of potential changes to each council's scheme.

3.2 The fundamental review is timely recognising that the current scheme is now dated, being relatively unchanged since its introduction in 2013. Over time, its original alignment with Housing Benefit has moved further away as a result of welfare reform and the roll out of Universal Credit, and, having regard to the Department for Work and Pensions (DWP) latest 'Move to Universal Credit' program currently underway, we are likely to see more residents drawn into CTS. The objectives of the review

included scheme modernisation and simplification for the customer and for operational administration.

- 3.3 The review considered the different scheme types and their prevalence in local authorities, demonstrating that whilst almost a third are now income banded schemes, two-thirds presently remain as default (means-tested) schemes, like ELDC's current scheme. The review did not identify compelling reason to move to an income banded scheme at this time, and therefore modelling of modification options for the 2025/26 scheme are based on the default scheme approach.
- 3.4 The data analysis and scheme option modelling carried out by Visionary Network and its partners is based on a snapshot of caseload data from May 2024. It should be recognised that caseload will fluctuate continuously as new claims and changes are constantly being processed. Any inconsistencies arising through the data analysis are being explored and the figures provided should be recognised as indicative.
- 3.5 The data analysis and modelling is based on assessing the impact of changes on current caseload. Whilst it can't predict future entitlements, it provides insight to the potential effect on existing recipients. The scheme modelling does not include any provisions for 2025/26 increases in Council Tax or for DWP up-ratings, or for any increase in CTS that may arise through additional take-up or increased entitlement, generated by the economy or by the governments Move to Universal Credit and Pension Credit take-up programmes.
- 3.6 The need for administrative efficiency and increased automation has been a further consideration for the future scheme, in particular recognising the significant increase in the volumes of Universal Credit related records. Schemes must be compatible with current software, as any significant modifications may require additional software features outside of current agreements, incurring additional costs.
- 3.7 Council Tax Support schemes must be affordable, and in reaching decisions there must be consideration to how the scheme will be funded. CTS schemes cannot be changed mid-year.
- 3.8 The final scheme will benefit from simplified rules, developed by Visionary Network Ltd, in plain English. In turn this will made schemes easier to understand, both for customers to access and understand the scheme, and for staff who administer it.

4. Caseload Analysis

- 4.1 A high volume of complex data has been analysed by Inbest Ltd (partner of Visionary Network Ltd). For the purpose of analysis all records have been anonymised to prevent identification.
- 4.2 Table 1, shows the make-up and distribution of CTS across Working Age household types, using data from May 2024. The data shows over 80% of the WA caseload receive the current scheme maximum, 75%, support.

Table 1

Household Type	Working Age Caseload	Of which on Max 75% CTS	Current Expenditure
Single	2958	2531	£2,370,526
Single with Child(ren)	1674	1226	£1,261,306
Couple	925	766	£978,988
Couple with Child(ren)	769	556	£758,555
	6326	5079	£5,369,375
		80.29%	

- 4.3 An analysis of the correlation between households currently receiving Council Tax Support and the level of Council Tax arrears in financial 2023/24 is shown in Table 2.

Table 2

Household Type	Working Age Caseload	With 2023/24 arrears	Amount of 2023/24 arrears
Single	2958	701	£218,471
Single with Child(ren)	1674	601	£205,802
Couple	925	126	£41,880
Couple with Child(ren)	769	240	£94,961
	6326	1668	£561,114
		26.37%	

- 4.4 Table 2 does not include households currently on CTS with arrears in earlier years, nor does it include arrears for households that received CTS at some point previously but are not currently in receipt of CTS. The actual overall position of arrears in relation to CTS households will therefore be greater than indicated.
- 4.5 The data shows that almost 54% of the amount of arrears in CTS recipient households is in households with children.

5. Establishing a Council Tax Support scheme for 2024/25

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

6. 2025/26 Scheme Modification Option Proposals for Consultation

- 6.1 The following modification options have been developed for Executive Board consideration in line with the preferences expressed by Members through review

meetings. This will retain the default (means tested) scheme approach, which uses premiums and allowances (as uprated by DWP) as a measure of claimant financial need based on household composition, age and if anyone in the household has a disability.

6.2 All options will continue to protect War Pensioners and Care Leavers.

6.3 The options will provide for an incremental approach to modifying the current scheme, allowing for review after the first full year of scheme performance (i.e. 2025/26 scheme performance reviewed in 2026/27) and to consider if any further modifications are needed.

A. Increase the maximum CTS for households with children from 75% to 85%.

According to recently published DWP estimates, 30% of children in East Lindsey live in relative low-income households. This change would increase level of support for households with children, demonstrating the council’s commitment to respond positively to the concerns over child poverty.

There are currently 2,443 households with children in receipt of CTS, of which 1,782 receive the current maximum 75% CTS award.

B. Remove the earnings disregard for Universal Credit claims.

The current scheme requires a manual process to apply a disregard to CTS calculations, based on the level of earnings.

The DWP will have had regard to earnings and disregards in its calculation of the claimants UC award and therefore this change will see the full amount of the UC award included in the CTS calculation.

This will make the scheme fairer and will improve administrative efficiency in the processing of high volumes of Universal Credit records each month.

Impact

The indicative net impact on the cost of the scheme for modification options:

A. increase in CTS to 85% for households with children, and

B. removal of the earnings disregards,

is an increase of £196,544.

The cost of this increase would be shared between the major precepting authorities in the following proportions (based on 2024/25 % split): -

Increase	ELDC	LCC	PCC
£196,543.88	£15,979.02	£151,397.75	£29,167.11
	8.13%	77.03%	14.84%

C. Introduce a standard £10 rate for non-dependant deductions.

Deductions in the current scheme are based on a DWP scale of deductions (currently ranging from £4.10 to £15.10) dependent upon the non-dependants' earnings and circumstances.

This change would remove the scale of deductions and apply a standard £10 weekly deduction for each non-dependent.

Exceptions would continue to apply for households meeting certain criteria, including where claimant or partner is receiving Personal Independence Payment, Disability Living Allowance or Attendance Allowance, or where the non-dependent is over 18 on certain benefits.

This change will remove the need to obtain evidence from non-dependants, in turn simplifying the claim process for the customer, and allowing improved administration efficiency.

Impact

The data analysis indicates that changes exceeding £1 per week, would negatively impact 166 claimants, and positively impact 29.

The indicative cumulative net impact on the cost of the scheme for modification options:

- A. increase in CTS to 85% for households with children, and
 - B. removal of the earnings disregards, and
 - C. introduction of a standard £10 rate of non-dependant deduction
- is an increase of £67,062.

Through the combination of these 3 modifications, 72 claimants would lose entitlement.

The cost of this cumulative net increase would be shared between the major precepting authorities in the following proportions (based on 2024/25 % split): -

Increase	ELDC	LCC	PCC
£67,062.32	£5,452.17	£51,658.11	£9,952.05
	8.13%	77.03%	14.84%

D. Introduce a minimum weekly award of £1.00 per week.

Under the current scheme CTS will be awarded and Council Tax bills updated and issued even where the CTS amount is a few pence per week.

The introduction of a minimum award of £1 per week would reduce the number of bills arising from small changes.

Cumulative data modelling on the first 3 modification options, A-C, above, indicates 29 people will be affected by this change, losing a total of £832 CTS support (average loss £28.69 per year per household).

E. Increase the threshold for earnings changes for Universal Credit cases, from £15 per week (£65 per month) to £30 per week (£130 per month), with discretion.

The original thresholds have been in place since April 2020. At that time the national living wage was £8.72 per hour; it is now £11.44 per hour, a 31% increase. The Real Living Wage is now £12 per hour. This means that presently if someone works just over 1 hour extra a week they could lose some of their CTS.

This change will result in losers as well as gainers, as households who earn less would no longer automatically get more CTS. This issue would be dealt with through the provision for discretion, enabling CTS claims to be updated on a case-by-case basis, through customer request or as part of operational controls.

This change would reduce the number of changes applied to CTS, and in turn reduce the frequency of rebilling and re-profiling of instalments providing households with more certainty for budgeting, and reducing the costs associated with the re-issue of additional bills.

As this change would apply to future decisions it cannot be costed other than to recognise the current level of support will remain unchanged in more cases.

F. Introduce a Discretionary Exceptional Hardship Payment fund

Recognising that within any scheme there may be hardship, the council may wish to put aside a specific budget for payments, with focus on those hard cases that need additional help. This approach would include signposting to other sources of help and to support customers with income maximisation opportunity.

As a discretionary scheme, the full cost of such payments will fall on East Lindsey District Council.

G. Update the 2025/26 scheme in line with DWP uprating.

This would be consistent with previous years, aligning the scheme with the DWP's annual update of allowances and premiums for 2025/26.

- 6.3 Executive Board are asked to consider which of the option(s) A – G above they wish to consult on. The results from consultation will be reported back to Executive Board later in the year for its final scheme recommendation to Full Council, with the final decision for 2025/26 decided by 11th March 2025.

7. Conclusion

- 7.1. The fundamental review has provided East Lindsey with the opportunity to look at its current scheme and consider how it wishes to support residents in the future, having regard to affordability. Engagement through the review has provided Members with information on scheme approaches and modifications, and the options proposed from the steer provided will enable consultation on proposals that provide a balance of recognising the need for increasing support for families, and the need for administrative simplification.

7.2. The options decided by Executive Board will require consultation with major preceptors, the general public and other interested stakeholders, with results helping to inform the council on its final scheme decision for 2025/26.

Implications

South and East Lincolnshire Councils Partnership

None

Corporate Priorities

None

Staffing

None

Workforce Capacity Implications

None

Constitutional and Legal Implications

None

Data Protection

None

Financial

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

Risk Management

None

Stakeholder / Consultation / Timescales

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

Reputation

None

Contracts

None

Crime and Disorder

None

Equality and Diversity / Human Rights / Safeguarding

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

Health and Wellbeing

None

Climate Change and Environmental Implications

None

Acronyms

CTS – Council Tax Support

DWP – Department for Work and Pensions

MHCLG – Ministry for Housing, Communities and Local Government

Appendices

None

Background Papers

None

Chronological History of this Report

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

Report Approval

Report author: Sharon Hammond, Head of Revenues and Benefits
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Signed off by: Christine Marshall, Deputy Chief Executive, Corporate Development and S151

Approved for publication: Councillor Tom Kemp, Portfolio Holder for Finance



REPORT TO:	Executive Board
DATE:	18 th September 2024
SUBJECT:	2024/25 Quarter One Finance Update
PURPOSE:	To report on the Councils Finances as at the 30 th June 2024
KEY DECISION:	No
PORTFOLIO HOLDER:	Councillor Kemp – Portfolio Holder for Finance
REPORT OF:	Christine Marshall – Deputy Chief Executive Corporate s151
REPORT AUTHOR:	Carl Holland (Head of Finance (PSPS)) Stuart Leafe (Strategic Finance Manager (PSPS))
WARD(S) AFFECTED:	N/A
EXEMPT REPORT	<i>No</i>

SUMMARY

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

RECOMMENDATIONS

It is recommended:

- 1) That Executive Board notes the general fund forecast outturn position for 2024/25 being an underspend of £660k as detailed in Table 1 of Appendix A.
- 2) That Executive Board recommends to Full Council to amend the Capital Programme for 2024/25 as shown in Appendix A - Table 4 to take into account the changes proposed.

REASONS FOR RECOMMENDATIONS

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

OTHER OPTIONS CONSIDERED

To not approve the financial movements outlined.

1. BACKGROUND

1.1 Appendix A provides information on the full year forecasted financial performance at 30 June 2024 for the following areas:

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

General Fund Revenue Provisional Outturn

1.2 Quarter 1 data provides a view on which to base a revised full year forecast. The full year outturn based on current projections and assumptions is a forecast net surplus of £660k.

1.3 The major variances relate to continued staffing pressures within services, alongside reductions in planning, building control and land charges income, offset by increased investment income. The forecast position by Assistant Director and Corporate Areas is detailed at **Table 1** together with an analysis of variations.

Savings Target

1.4 An efficiency target of £1.496m is included in the 2024/25 budget. Saving opportunities are being monitored throughout the year, this information is detailed in Appendix A – Table 1b of the report. The forecast outturn position is now £1.496m being 100% of the efficiency target for 24/25. This position reflects the recent IDB funding support announcement and savings/income identified as part of the Q1 process.

IDB's

1.5 The financial pressure generated by the Internal Drainage Boards has now been supported by Government for 2024/25 to the sum of £834,000 as very recently announced. This is a really positive sign that the Government has taken note of the financial impact being felt by this Council. and is responding to the representations by the Special Interest Group. A further meeting is scheduled with the Local Government Minister on the 21st October affords an opportunity to press for a longer term funding solution and for further financial support as this only partially reflects the pressure that the Council has seen over the past few years.

Capital – General Fund

1.6 The total General Fund Capital Programme for 2024/25 was £55.110m, with the amendment proposed to Full Council to include the 2023/24 slippage, the revised capital programme for 2024/25 will be £76.882m, as detailed in Appendix A Table 4 & 4b. Actual capital expenditure for Q1 2024/25 is £7.966m.

2. TREASURY MANAGEMENT

2.1 Section 2.4 of Appendix A provides details of the Council's Treasury Investments as at 30 June 2024. The Council's 2024/25 budget for investment income is £2.745m, the forecast outturn position for investment income at Q1 is £3.758m.

2.2 The higher levels of investment income compared to the original budget is due to increased balances available for investment resulting from an increased cashflow surplus and increased interest rates.

CONCLUSION

To ensure that the Quarter One position is scrutinised, and the forecast outturn is reviewed.

IMPLICATIONS:

None

SOUTH AND EAST LINCOLNSHIRE COUNCIL'S PARTNERSHIP

None

CORPORATE PRIORITIES

None

STAFFING

None

CONSTITUTIONAL AND LEGAL IMPLICATIONS

None

DATA PROTECTION

None

FINANCIAL

As contained in this report and Appendix.

STAKEHOLDER / CONSULTATION / TIMESCALES

None

REPUTATION

None

CONTRACTS

None

CRIME AND DISORDER

None

EQUALITY AND DIVERSITY/ HUMAN RIGHTS/ SAFEGUARDING

None

HEALTH AND WELL BEING

None

CLIMATE CHANGE AND ENVIRONMENTAL IMPLICATIONS

None

APPENDICES	
Appendices are listed below and attached to the back of the report: -	
Appendix A	Q1 Finance Report 2024/25

BACKGROUND PAPERS

None

REPORT APPROVAL	
Report author:	Carl Holland, Head of Finance, PSPS Stuart Leafe, Strategic Finance Manager, PSPS
Signed off by:	Christine Marshall, Deputy Chief Executive (Corporate Development) and S151
Approved for publication:	Councillor Thomas Kemp, Portfolio Holder for Finance

East Lindsey District Council – Q1 Finance Report 2024/25

Section 1 - Finance Summary

- The revenue forecast shows an underspend position of £660k as of 30th June 2024.
- Capital spend at the end of Quarter 1 was £7.966m against a full year budget of £33.279m.
- The Council holds investments (including property funds and instant access accounts) of £85.180m as of 30th June 2024.

Section 2 – Finance

Section 2.1	Key Financial Issues in Quarter 1 of 2024/25
Section 2.2	Revenue Budget
Section 2.3	Reserves and Capital Budget
Section 2.4	Treasury Update
Section 2.5	Debt Collection
Section 2.6	Business Rates and Council Tax Collection

Section 2.1 – Key Financial Issues in Quarter 1 of 2024/25

- Income pressures within Planning (£84k), Building Control (£32k) and Land Charges (£30k) in Q1 is forecast as a combined pressure of £146k influenced primarily by the housing market.
- Neighbourhoods is forecast to overspend by £140k for the year due to staffing pressures within the Recycling and Refuse services.
- Wellbeing & Community Leadership is forecast to overspend by £229k for the year due to staffing pressures within the service primarily due to the Salary Efficiency Target of £157k.
- The Council's 2024/25 net budget for investment income is £2.745m. The forecasted outturn for investment income as at Q1 is £3.758m, contributing to an overachievement of £1.013m.
- The Government have announced it will provide £3m of further funding to support Councils significantly impacted by Internal Drainage Board levies, East Lindsey has been awarded £834k for 2024/25 which has been included within the Q1 forecast and efficiencies table.

Inflation Table

Inflation	April (%)	May (%)	June (%)
CPI	2.3	2.0	2.0
RPI	3.3	3.0	2.9

Section 2.2 – Revenue Budget

Table 1 details the forecast outturn by Assistant Director. This is based on the Quarter 1 forecast position as of 30 June 2024 and is based on officers' projections for the remainder of the financial year.

Table 1 – Net Spend by Assistant Director Area				
Assistant Director	Revised Budget 2024/25	Forecast Outturn 2024/25	Variance (under)/over	Comments on main variances
Corporate Services	1,586	1,587	1	
Economic Growth	729	683	(45)	Staffing savings.
Finance	15,408	15,505	97	Increase in pension costs resulting in a forecast pressure of £59k and debt write-off £32k.
General Fund Assets	(566)	(558)	8	Minor variances.
Governance	1,366	1,333	(33)	Staffing vacancies, offset by some additional legal costs.
Leisure & Culture	2,134	2,132	(2)	
Neighbourhoods	5,857	5,997	140	Additional staffing costs £20k in respect of weekend/bank holiday working and long-term sickness, there is a forecast assumption that the salary efficiency target attributed to Neighbourhoods (not including Waste Services) of £106k will not be met. Reduction in markets income due to poor weather in Q1 £15k.
Planning & Strategic Infrastructure	931	902	(29)	Staffing £130k favourable due to vacancies across the department predominantly in Development Control. Agency is being utilised where required notably within Planning Policy and Development Control. Planning Income is forecast to be £83k adverse to budget. Improvement in Caravan Licencing anticipated at £5k. Legal Fees are anticipated to impact on the service, which will be funded from Reserve.
Regulatory	1,567	1,547	(20)	Staffing savings in Building Control £116k and Land Charges £20k Licencing £58k due to vacancies and staffing changes, these savings offset the salary efficiency target within the service of £96k. Income pressures in Building Control £32k and Land Charges £30k following slowdown in the housing market. Increased Emergency Planning costs £11k in line with agreement with LCC.

Assistant Director	Revised Budget 2024/25	Forecast Outturn 2024/25	Variance (under)/over	Comments on main variances
Strategic Growth & Development	2	2	-	
Wellbeing & Community Leadership	1,298	1,527	229	CCTV £29k following increase in shared costs and increased costs within the Telecare Service £38.5k following change in agreement. Assumes salary efficiency target of £157k not met.
Sub Total – Assistant Directors Net Costs	30,310	30,657	347	
Internal Drainage Boards & Parish Precepts	9,051	9,051	-	
Investment Income	(2,745)	(3,758)	(1,013)	Increased Investment Income linked to increased interest rates and cashflow surplus.
10-year Discount Factor of Early Debt Repayment	(834)	(834)	-	
Cost of Borrowing	3	10	7	Base rate impact
Minimum Revenue Provision	41	41	-	
Impairment Allowance	50	50	-	
Capital Expenditure Charged In Year	8,293	8,293	-	
Transfers to/(from) Earmarked Reserves	7,859	7,859	-	
Efficiencies Requirement	(1,106)	(1,106)	-	Additional IDB support of £834k has been confirmed from Central Government 24/25. Increase of £125k linked to Members Allowances report submitted at same time as 24/25 Budget Setting paper.
Other Income and Expenditure	4,893	3,886	(1,007)	
General Fund Budget net costs	35,203	34,543	(660)	
Council Tax	(11,740)	(11,740)	-	
Government Grants	(12,681)	(12,681)	-	
Business Rates	(10,782)	(10,782)	-	
Total Budget - (Surplus)/Deficit	-	(660)	(660)	

Recommendation:

That Executive Board notes the forecast revenue position of a £660k underspend for 2024/25 as detailed in Table 1.

General Fund Revenue Budget Movement

Full Council approved the general fund revenue budget of £35.202m in February 2024. Table 1b summarises the in-year budget movements, total of £528k additional budgets in Q1. As the Council is required to set a balanced budget, each movement has corresponding approval to utilise grant allocations or reserve balances to ensure the net budget position is unchanged.

Table 1a - General Fund Revenue Budget Movement

Description	AD	Approval	Funding	£'000
Climate Change - Grantscape	Regulatory	Decision Notice	Grant / Reserves	26
Household Support Fund	Wellbeing & Community	Decision Notice	Grant	446
Leisure Contract	Leisure & Culture	Decision Notice	Reserves	80
Members Allowances	Governance	Full Council	Corporate Efficiency	126
London Road - LED Lighting	Leisure & Culture	S151 Proforma B	Reserves	18
London Road - Improvement Works	Leisure & Culture	S151 Proforma B	Reserves	24
LCVS Core Funding Grant	Wellbeing & Community	S151 Proforma B	Reserves	31
Communities Health and Wellbeing Contract	Wellbeing & Community	S151 Proforma B	Reserves	12
Social Isolation Grant	Wellbeing & Community	S151 Proforma B	Reserves	60
Planning Service Review – Consultancy Contract	Planning	S151 Proforma B	Reserves	16
Neighbourhoods Support	Neighbourhoods	S151 Proforma B	Reserves	27
Climate Change apportionment of funds Boston	Regulatory	S151 Proforma B	Reserves	55
Climate Change apportionment of funds SHDC	Regulatory	S151 Proforma B	Reserves	65
Live and Local Contribution	Economic Growth	S151 Proforma B	Reserves	10
Total movement as at 30 June 2024				996

The 2024/25 budget includes an efficiency target of £1.496m, efficiencies outturn so far are:

Table 1b – Efficiency	Amount £'000	Comments
Original Budget	(1,370)	
Members Allowances	(126)	Agreed at Full Council offset by efficiencies
Revised Budget	(1,496)	
Solar PV	171	Income budget created in 24/25 offset against efficiencies
HPG	219	Top up HPG released budgeted base costs in 24/25 offset to efficiencies
Subtotal after budget virements	(1,106)	
IT	158	Forecasted within service not vired to efficiency until year end
Additional IDB Support	834	Confirmed by Local Government Minister, Jim McMahon MP
24/25 Q1 Forecast Surplus	114	Table 1 £660k surplus adjusted to meet efficiency target
Efficiency Gap	-	

Income

The Council has several demand-led budget areas which are reliant on income for services provided. These are shown in **Table 2** below.

Table 2 – Trading Income Budgets				
Income Area	Revised Budget	Forecast Outturn 2024/25	Variance (above)/ below budget	Comments
	£'000	£'000	£'000	
Car Parking	(3,208)	(3,208)	0	Forecast to be in line with budget at Q1, impact of summer season will be key during Q2.
Kingfisher Caravan Park	(1,118)	(1,077)	42	Income raised in advance of summer season, forecasted pressure linked to empty plots and early payment discount impact of £15k
Planning	(1,374)	(1,290)	84	Reduction in activity linked to slow down in housing market.
Licensing	(315)	(315)	0	Income is broadly in line with expected levels for Q1
Markets	(100)	(85)	15	Impact by poor weather during Q1
Land Charges	(101)	(71)	30	Reduction in income during Q1 due to slow down in housing market
Building Control	(445)	(414)	32	Reduction in activity linked to slow down in housing market.
Commercial Rents	(2,321)	(2,318)	3	Anticipated to be in line with budget for 2024/25
Green Waste	(1,560)	(1,560)	0	Income received in Q1 in line with expectations.
TOTAL	(10,543)	(10,338)	205	

Section 2.3 – Q1 Capital budget report

This section covers:

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

Table 4 – 2024/25 Capital Programme and Outturn

Scheme	Approved Budget 2024/25	2023/24 Slippage/ (accelerated spend)	Changes to approved budget	Revised Budget 2024/25	Actual June 2024/25	Forecast Outturn 2024/25	Variance (under)/over
	£000	£000	£000	£000	£000	£000	£000
Capitalised Planned Enhancements	377	47	102	526	18	526	-
Car Park Resurfacing	250	(63)	-	187	-	187	-
Disabled Facilities Grants	2,734	(82)	-	2,652	557	2,652	-
Community Housing Fund	646	1	-	647	-	647	-
Kingfisher Enhancements	60	(18)	75	117	26	117	-
3G Football Pitch	121	39	-	160	-	160	-
Changing Places	75	(43)	-	32	-	32	-
IT Investment	270	(27)	27	270	26	270	-
Neighbourhoods Vehicles	720	431	-	1,151	406	1,151	-
Green Homes Grant	-	676	-	676	-	676	-
Sustainable Warmth	8,400	6,678	-	15,078	918	14,978	(100)
Decarbonisation of Assets	1,591	-	-	1,591	-	1,591	-
CDF – Phase 2	2,539	(2)	-	2,537	139	2,537	-
CDF – Pier Transformation	3,597	440	-	4,037	-	4,037	-
Horncastle Industrial Estate	400	-	-	400	-	400	-
Neighbourhoods Growth	100	-	-	100	-	100	-
Environmental Health	66	-	-	66	1	66	-
Sutton on Sea Paddling Pool	400	-	-	400	-	400	-
District EV Charging Point	-	71	-	71	-	71	-
Local Authority Housing Fund	-	1,832	-	1,832	742	1,832	-
PSPS Investment	-	181	-	181	-	181	-
Bin Lift Safety Upgrade	-	-	14	14	-	14	-
Pool Car Renewal	-	-	49	49	-	49	-
Regional Skills Pilot	-	-	44	44	-	44	-
Community Building Decarbonisation Pilot	-	-	125	125	-	125	-
Swimming Pool Support Fund	-	-	336	336	-	336	-
Total Projects (Excl Towns Funds, UKSPF & LW:C&HP)	22,346	10,161	772	33,279	2,833	33,179	(100)

Towns Fund - Mablethorpe Leisure and Learning Hub	895	2,455	304	3,654	1,808	3,654	-
Towns Fund - Sutton on Sea Colonnade	5,197	724	181	6,102	935	6,102	-
Towns Fund - Sutton on Sea Colonnade Further Works	600	-	-	600	-	600	-
Towns Fund - Skegness Foreshore	2,654	278	(600)	2,332	-	2,332	-
Towns Fund - Skegness Railway Station	2,624	(54)	(6)	2,564	136	2,564	-
Towns Fund - Skegness Town Centre Transformation	812	362	(6)	1,168	25	1,168	-
Towns Fund - Skegness Learning Campus	7,600	811	713	9,124	1,327	9,124	-
Towns Fund - Mablethorpe Campus for Future Living	2,124	357	39	2,520	539	2,520	-
Towns Fund - Mablethorpe Mobi hub	798	24	1,029	1,851	-	1,851	-
Towns Fund - Mablethorpe High Street	346	5	(246)	105	11	105	-
Towns Fund - Mablethorpe Sandilands	-	1,921	(6)	1,915	-	1,915	-
Towns Fund – Skegness Multi-User Trail	-	223	(6)	217	2	217	-
Towns Fund – Skegness Cultural	-	1,453	(6)	1,447	103	1,447	-
Total Towns Funds	23,650	8,559	1,390	33,599	4,886	33,599	-
UKSPF	941	210	(400)	751	63	751	-
UKSP – Rural	996	354	-	1,350	43	1,350	-
Total UKSPF	1,937	564	(400)	2,101	106	2,101	-
Spilsby Sessions House	4,599	272	-	4,871	83	1,500	(3,371)
Alford Manor House	1,736	226	-	1,962	40	600	(1,362)
Alford Windmill	842	228	-	1,070	18	600	(470)
Total Lincolnshire Wolds: Culture & Heritage Programme	7,177	726	-	7,903	141	2,700	(5,203)
Grand Total – All Projects	55,110	20,010	1,762	76,882	7,966	71,579	(5,303)

The revised capital budget as at Q1 is £76.882m, with an outturn at £71.579m.

Grant Funded projects represent most of the total revised capital budget for 2024-25 at £59.849m (78%). The other projects make up £17.033m (22%) of total revised capital budget.

The overall expenditure as at Q1 is showing spend of £7.966m, this will continue to be closely monitored as the year progresses.

Changes to approved capital budget – Table 4b

The changes to the approved budget total £1.762m as detailed below:

Project Description	Amount £'000	Approval
Capitalised Planned Enhancements	102	Accelerated expenditure at Embassy Theatre to coincide with Culture House works, item previously included within the Capital Programme approved at Council 28 February 2024 within 2028/29.
Kingfisher Enhancements	75	Proforma approved by S151 for continued enhancement works at Kingfisher Caravan Park.
IT Investment	27	Proforma approved by S151 for Income Management Single Solution.
Bin Lift Safety Upgrade	14	Proforma approved by S151 for Bin Lift Safety Upgrade.
Pool Car Renewal	49	Approved by Executive Board 9 July 2024.
Regional Skills Plan Pilot	44	Approved by Decision Notice 24 July 2024.
Community Building Decarbonisation Pilot	125	Approved by Executive Board 20 March 2024.
Swimming Pool Support Fund	336	Approved by Executive Board 20 March 2024.
Towns Fund - Mablethorpe Leisure and Learning Hub	304	Adjustment to budget to reflect timing issues and grant figures.
Towns Fund - Sutton on Sea Colonnade	181	Adjustment to budget to reflect timing issues and grant figures.
Towns Fund - Skegness Foreshore	(600)	Transfer of grant to CDF - Pier Transformation. Approved by Executive 9 July 2024.
Towns Fund - Skegness Railway Station	(6)	Adjustment to budget to reflect timing issues and grant figures.
Towns Fund - Skegness Town Centre Transformation	(6)	Adjustment to budget to reflect timing issues and grant figures.
Towns Fund - Skegness Learning Campus	713	Adjustment to budget to reflect timing issues and grant figures.
Towns Fund - Mablethorpe Campus for Future Living	39	Adjustment to budget to reflect timing issues and grant figures.
Towns Fund - Mablethorpe Mobi hub	1,029	£800k increase to Mobihub project approved by Council 17 July 2024. Adjustment to budget to reflect timing issues and grant figures.
Towns Fund - Mablethorpe High Street	(246)	Adjustment to budget to reflect timing issues and grant figures.
Towns Fund - Mablethorpe Sandilands	(6)	Adjustment to budget to reflect timing issues and grant figures.
Towns Fund – Skegness Multi-User Trail	(6)	Adjustment to budget to reflect timing issues and grant figures.
Towns Fund – Skegness Cultural	(6)	Adjustment to budget to reflect timing issues and grant figures.
UKSPF	(400)	Grant to CDF - Pier Transformation. Approved by Executive 9 July 2024.
Total	1,762	

Progress against approved budgets

- **Spilsby Sessions House** – Now on site, team working towards project delivery. Complex site, forecast on the pessimistic side, may see acceleration within quarters 2 and 3.
- **Alford Manor House** – Forecast to start on site in January 2025, team working hard around procurement to accelerate delivery of the project.
- **Alford Windmill** – Forecast to start on site in January 2025, team working hard around procurement to accelerate delivery of the project.

2024/25 Funding

All Projects	Approved Budget 2024/25	Revised Budget 2024/25	Forecast Outturn 2024/25	Variance
	£000	£000	£000	£000
Capital Reserve	(3,688)	(4,012)	(4,012)	-
Other Reserve - Economic Growth	(2,200)	(8,384)	(8,384)	-
Other Reserve - Housing	(646)	(647)	(647)	-
Other Reserve - Repair & Replacement	(287)	(757)	(757)	-
Other Reserve - Technology	(72)	(72)	(72)	-
Other Reserve – Carbon Reduction	(1,000)	(1,000)	(1,000)	-
Other Reserve – Corporate Priorities	(400)	(400)	(400)	-
External Grants	(45,372)	(59,849)	(54,546)	5,303
Internal Borrowing	(1,445)	(1,541)	(1,541)	-
Totals	(55,110)	(76,882)	(71,573)	5,303

Capital Resources

The current Capital Programme is financed from reserves and external grants in line with the Capital Strategy.

Table 5 indicates the forecast capital resources available to the Council at the end of 2024/25. The estimated position for the following year is also provided.

Please note that table 5 is based on a forecast outturn position for 2024/25.

Table 5 – Capital Resources			
	2023/24	2024/25	2025/26
	£'000	£'000	£'000
Capital Resources available at start of each year	11,767	11,678	8,157
Capital Investment (estimate in future years)	(27,207)	(76,882)	(7,545)
Additional Sources of Finance			
- New Capital Receipts (estimate in future years)	-	100	100
- Funding from other reserves	4,488	11,480	175
- External Grants	21,926	59,849	6,723
- Revenue Contributions	-	-	-
- Internal borrowing	283	1,541	647
- Budgeted contributions to capital reserve	378	434	434
- Transfer from Capital Reserve to support ongoing projects	-	-	-
Estimated Capital Resources at end of each year	11,678	8,157	8,691

Recommendation:

That Executive Board approves the amendments to the Capital Programme at Appendix A – Table 4 to take into account the changes set out in this report.

Section 2.4 – Treasury Update

Investments on 30 June 2024

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

Table 6 details the cash investments held by the Council on 30 June 2024 excluding accrued interest. The peaks and troughs in cash flow are managed daily. The Council collects money on behalf of other organisations which are paid out at future dates (e.g. Council Tax and Business Rates). The value of investments held at any point includes money held on behalf of these other organisations and does not represent the value of ELDC's own resources alone.

Table 6 - Cash Investments on 30 June 2024

Financial Institution	Country	Amount (£)	Start Date	Maturity Date	Fixed / Variable	Yield
Barclays Current Account	UK	489,081	N/A	Instant Access	N/A	0.00%
Barclays Bank	UK	800,000	N/A	Instant Access	Variable	4.45%
Handelsbanken Plc	Sweden	6,692	N/A	Instant Access	Variable	4.45%
CCLA Money Market Fund	Various	5,890,000	N/A	Instant Access	Variable	5.21%
UBS	Switzerland	5,000,000	13/07/23	12/07/24	Fixed	6.69%
DNB Bank ASA	Norway	5,000,000	31/08/23	30/08/24	Fixed	6.18%
Uttlesford District Council	UK	3,000,000	07/05/24	07/11/24	Fixed	5.35%
North Ayrshire Council	UK	3,000,000	10/05/24	11/11/24	Fixed	5.30%
Goldman Sachs Bank	UK	3,000,000	17/05/24	18/11/24	Fixed	5.275%
Aberdeen City Council	UK	3,000,000	05/02/24	05/12/24	Fixed	5.55%
London Borough of Barking & Dagenham	UK	3,000,000	19/06/24	19/12/24	Fixed	5.25%
City of Stoke-on-Trent Council	UK	3,000,000	21/12/23	20/12/24	Fixed	5.60%
Great Yarmouth Council	UK	2,500,000	16/02/24	14/02/25	Fixed	6.00%
ANZ Bank	Australia	3,000,000	03/06/24	03/03/25	Fixed	5.38%
PCC for Merseyside	UK	3,000,000	03/05/24	02/05/25	Fixed	5.30%
Rushmoor Borough Council	UK	3,000,000	14/05/24	14/05/25	Fixed	5.30%
South Cambridgeshire District Council	UK	3,000,000	20/05/24	19/05/25	Fixed	5.25%
Canterbury City Council	UK	3,000,000	21/05/24	21/05/25	Fixed	5.25%
CIC Bank	France	5,000,000	03/06/24	02/06/25	Fixed	5.36%
TOTAL		57,685,773				

Invest EL Loans

In addition to the above loans the Council has issued loans to Invest EL as follows:

Loan	Amount	Start Date	Maturity Date	Yield
Caravan Sales Loan	272,600	01/07/20	In Perpetuity	4.00%
Caravan Hire Fleet Loan	268,952	01/07/20	01/07/30	4.00%
Caravan Hire Fleet Expansion Loan	720,000	15/02/21	14/02/41	4.00%
	<u>380,000</u> 1,100,000	07/02/22	07/02/42	4.00%
Housing Development Loan	500,000	30/06/21	31/03/25	4.00%
	<u>500,000</u> 1,000,000	16/11/21	31/03/25	4.00%
Cash Flow Loans	500,000	20/01/22	31/03/25	4.00%
	200,000	19/05/22	31/03/25	4.00%
	300,000	12/07/22	31/03/25	4.00%
	<u>250,000</u> 1,250,000	20/09/22	31/03/25	4.00%
TOTAL	3,891,552			

Interest earned on these loans in the first quarter of 2024/25 is £38,809.

Property Fund Investments

The Council has purchased property fund units. **Table 7a** and **7b** below provides a breakdown in relation to the purchase of these units.

Table 7a - Pooled Investment Fund (Revenue Expenditure)

Fund	Date of Purchase	Net Asset Value at Date of Purchase £	Premium/ (Discount) on Purchase £	Premium/ (Discount) on Purchase %	Total Cost £
Hermes Property Unit Trust	24/06/16	1,621,443	48,643	3.00	1,670,086
	30/09/16	234,555	5,435	2.32	239,990
	26/01/17	556,376	33,547	6.03	589,923
	02/10/17	344,460	9,087	2.64	353,547
	28/11/17	248,899	5,686	2.28	254,585
	26/12/17	192,410	3,517	1.83	195,927
	26/04/19	694,860	1,033	0.15	695,893
Total		3,893,003	106,948	2.75	3,999,951

Table 7b - Property Funds (Capital Expenditure)

Fund	Date of Purchase	Net Asset Value at Date of Purchase £	Premium/ (Discount) on Purchase £	Premium/ (Discount) on Purchase %	Total Cost £
Schroder UK Real Estate Fund	07/07/16	2,021,637	(25,629)	(1.27)	1,996,008
	07/10/16	505,375	(6,373)	(1.26)	499,002
	01/12/17	1,478,726	18,280	1.24	1,497,006
	07/09/18	813,680	(5,659)	(0.70)	808,021
Sub Total		4,819,418	(19,381)	(0.40)	4,800,037
Threadneedle Property Unit Trust	31/08/18	2,902,441	86,572	2.98	2,989,013
	28/09/18	483,966	16,116	3.33	500,082
	31/10/18	1,267,037	42,855	3.38	1,309,892
Sub Total		4,653,444	145,543	3.13	4,798,987
BlackRock UK Property Fund	28/09/18	4,734,550	65,482	1.38	4,800,032
M&G Investments UK Property Fund (after repayments)	14/09/18	297,824	105,707	2.25	403,531
AEW UK Core Property Fund	31/10/18	4,505,538	294,462	6.54	4,800,000
TOTAL		19,010,774	591,813		19,602,587

Table 8a and 8b below provides the fair value and performance information of the property fund investments on 30 June 2024 and projected outturns.

Table 8a - Pooled Investment Fund (Revenue Expenditure)

Financial Institution	Purchase Cost (£)	Q1 Budgeted Net Revenue 2024/25 (£ / %)	Q1 Estimated Net Revenue (£ / %)	2024/25 Budgeted Net Revenue 2024/25 (£ / %)	2024/25 Estimated Outturn Net Revenue (£ / %)	Net Asset Value (£)	Total Gain/(Loss) Since Purchase (£ / %)	Capital Gain/(Loss) Since 31/03/24 (£ / %)	2024/25 Combined Annual Return (%)
Federated Hermes Property Unit Trust	3,999,951	39,890 4.00%	48,323 4.85%	159,998 4.00%	168,431 4.21%	3,770,431	(229,521) (5.74%)	5,642 0.15%	5.00%

Table 8b - Property Funds (Capital Expenditure)

Financial Institution	Purchase Cost (£)	Q1 Budgeted Net Revenue 2024/25 (£ / %)	Q1 Estimated Net Revenue (£ / %)	2024/25 Budgeted Net Revenue 2024/25 (£ / %)	2024/25 Estimated Outturn Net Revenue (£ / %)	Net Asset Value (£)	Total Gain/(Loss) Since Purchase (£ / %)	Capital Gain/(Loss) Since 31/03/24 (£ / %)	2024/25 Combined Annual Return (%)
Schroder UK Real Estate Fund	4,800,037	47,869 4.00%	45,770 3.82%	192,002 4.00%	189,902 3.96%	4,277,758	(522,279) (10.88%)	(37,179) (0.86%)	3.10%
Threadneedle Property Unit Trust	4,798,987	47,858 4.00%	37,118 3.10%	191,960 4.00%	181,219 3.78%	4,012,599	(786,388) (16.39%)	55,995 1.42%	5.20%
BlackRock UK Property Fund	4,800,032	47,869 4.00%	41,765 3.49%	192,001 4.00%	185,898 3.87%	4,192,149	(607,883) (12.66%)	14,919 0.36%	3.85%
M&G Investments UK Property Fund (after distribution payments)	403,531	4,024 4.00%	4,024 4.00%	16,141 4.00%	16,141 4.00%	564,117	160,586 N/A	(14,854) N/A	N/A
AEW UK Core Property Fund	4,800,000	47,869 4.00%	47,868 4.00%	192,000 4.00%	192,000 4.00%	4,176,654	(623,346) (12.99%)	57,938 1.41%	5.41%
TOTAL	19,602,587	195,489	176,545	784,104	765,160	17,223,277	(2,379,310)	76,819	
Adjustment for 2023/24 Accrual			(24,412)		(24,412)				
GRAND TOTAL	19,602,587	195,489	152,133	784,104	740,748	17,223,277	(2,379,310)	76,819	

At the year end the movement in fair value of the Revenue Fund gets charged to the revenue account. There is currently a statutory override which has been extended to 31 March 2025 which allows for these movements in fair value on pooled investments funds to be reversed out through the MIRS so there is no bottom-line impact. The movement in fair value of the Capital Funds gets charged to the revenue account and reversed out through the MIRS to the capital adjustment account each year end so there is no bottom-line impact.

Property Fund Dividends

An analysis of revenue distributions received since the purchase of the property funds to 30 June 2024 can be found in **Table 9** below.

Table 9 – Property Fund Dividend Information

Financial Institution	Actual Net Dividend Distributions Received Pre 2024/25	Net Dividend Distributions Received 2024/25	Adjustment For 2023/24 Accrual	Total Net Distributions Received Since Purchase
Federated Hermes Property Unit Trust	1,003,936	48,323	2,165	1,054,424
Schroder UK Real Estate Fund	1,175,284	45,770	(1,406)	1,219,648
Threadneedle Property Unit Trust	1,121,628	37,118	(3,650)	1,155,096
BlackRock UK Property Fund	818,458	41,765	714	860,937
M&G Investments UK Property Fund (excluding liquidation distributions)	679,584	4,024	0	683,608
AEW UK Core Property Fund	1,062,580	47,868	(22,235)	1,088,213
Total Revenue	5,861,470	224,868	(24,412)	6,061,926

The M&G UK Property fund is liquidating its assets and therefore their fund valuation is reducing as repayments are made. Of the £4.8m originally invested, M&G have now paid East Lindsey DC distribution payments totalling £4,396,469 as of 30 June 2024, from the asset sale proceeds leaving a book value of £403,531 outstanding.

Maturity Structure of Investments

An analysis of the maturity structure of investments on 30 June 2024 can be found in **Table 10**.

Table 10 - Maturity Structure of Investments on 30 June 2024.

Period to Maturity	Amount (£)	% of Portfolio
Instant Access	7,185,773	8%
Less than one month	5,000,000	6%
One to three months	5,000,000	6%
Three to six months	18,000,000	21%
Six to nine months	5,500,000	6%
Nine months to a year	17,000,000	20%
InvestEL	3,891,552	5%
>12 Months	23,602,538	28%
TOTAL	85,179,863	100%

Summary of Investment Income Received Against Budget and Forecast Outturn

Table 11 below provides a comparison of investment income received against budget at Quarter 1 and a forecast outturn position for the year.

Table 11 - Investment Income Received Against Budget and Outturn

Investment Type	2024/25 Budget	2024/25 Actual	2024/25 Variance	2024/25	2024/25	2024/25
	Quarter 1	Quarter 1	Quarter 1	Annual Budget	Forecast Outturn	Forecast Variance
Treasury Investments						
Gross Interest	(448,642)	(895,516)	(446,874)	(1,799,498)	(2,847,662)	(1,048,164)
Brokers Fees	4,986	4,147	(839)	20,000	20,000	0
Net Position	(443,656) (4.898%)	(891,369) (5.539%)	(447,713) (0.641%)	(1,779,498)	(2,827,662)	(1,048,164)
Property Funds						
Gross Distributions	(285,242)	(242,921)	42,321	(1,144,102)	(1,101,781)	42,321
Less Management Fees	49,863	42,465	(7,398)	200,000	192,602	(7,398)
Net Distributions	(235,379) (4.000%)	(200,456) (3.867%)	34,923 0.133%	(944,102)	(909,179)	34,923
M&G Property Fund Liquidation Distributions <i>(to be used for Minimum Revenue Provision Contributions as the original capital purchase was unfinanced capital expenditure)</i>	0	0	0	0	0	0
Total Net Income	(679,035) (4.547%)	(1,091,825) (5.030%)	(412,790) (0.483%)	(2,723,600)	(3,736,841)	(1,013,241)

Treasury investments achieved an average rate of 5.539% compared to the benchmark average 3-month Sterling Overnight Index Average (SONIA) rate of 5.167%, InvestEL loans 4% and property fund investments an average rate of 3.867%. The combined rate achieved on all investments was 5.030%.

The higher levels of investment income compared to the original budget is due to increased balances available for investment resulting from capital expenditure slippage and higher interest rates on investments. These rates are likely to fall below the average budget rate later in the financial year.

External Borrowing

The Council has no external borrowing.

Summary of the Net Position Against Budget and Forecast Outturn

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

Table 12 - Net Position Against Budget and Forecast Outturn

	2024/25 Budget Quarter 1	2024/25 Actual Quarter 1	2024/25 Variance Quarter 1	2024/25 Annual Budget	2024/25 Forecast Outturn	2024/25 Forecast Variance
Net Investment Income (Table 11)	(679,035)	(1,091,825)	(412,790)	(2,723,600)	(3,736,841)	(1,013,241)
Premature Repayment of Borrowing Discount Allocated to Revenue	(208,035)	(208,035)	0	(834,425)	(834,425)	0
Overall Net Position	(887,070)	(1,299,860)	(412,790)	(3,558,025)	(4,571,266)	(1,013,241)

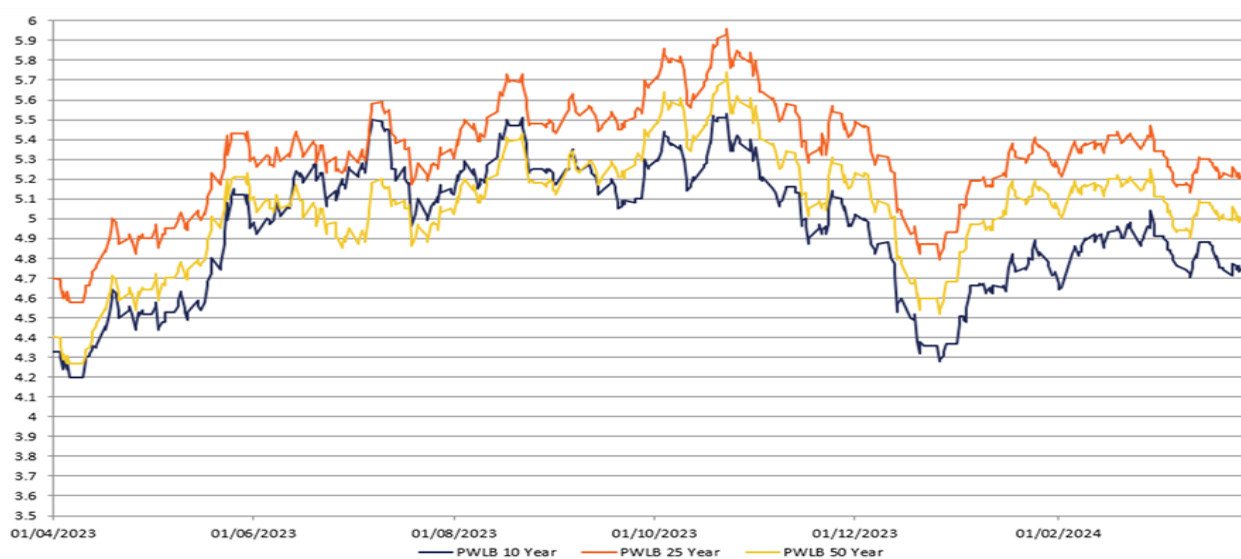
On 30 June 2024 it can be seen from the table that the overall net position is £1,013,241 above budget.

Public Works Loan Board (PWLB) Borrowing Rates

The 50-year PWLB certainty rate was 5.18% on 30 June 2024.

The following graph shows the PWLB rates over the last 12 months.

Graph 1 – PWLB Borrowing Rates



Section 2.5 – Debt Collection

A review of debts is undertaken every month, and monitoring is reported against targets. In line with the new financial procedure limits there are no debts in excess of £75,000 requiring Executive Board approval for write off. Debts below this level have been submitted to the s151 Officer and Portfolio Holder for write off.

An analysis of the sundry debts the Council held as at 30th June 2024 is shown in Table 8 below:

Table 8 – Sundry Debt Analysis							
0-30 days £	31-60 days £	61-90 days £	91-120 days £	121-183 days £	184-365 days £	Over 365 days £	Total £
1,835,887	37,443	1,033,309	19,345	300,604	13,151	448,011	3,687,747

Note: This does not include details of invoice amounts £205,406 (that are not yet due).

2.6 Business Rates and Council Tax

There remains uncertainty over the longer-term effect on collection and recovery as a result of the ongoing impact of the pandemic, and the cost-of-living challenges. In recognition, we continue to remain prudent in setting the bad debt provision in this area.

A programme of statutory recovery activity is in place throughout the year.

Council Tax Support Scheme (CTS)

Following the annual review during 2023/24, the 2024/25 scheme has remained unchanged from the previous year, allowing for national up-ratings. A more fundamental review of the scheme is underway in 2024/25.

Council Tax – 2024/25 Quarter 1 In-Year Collection

The collectable debit for the year at 30 June 2024 was £102.4m with a net collection rate of 26.44% achieved (26.89% at 30 June 2023).

Business Rates – 2024/25 Quarter 1 In-Year Collection

The collectable debit for the year at 30 June 2024 was £39.3m with a net collection rate of 36.43% achieved (36.54% at 30 June 2023).



Report To:	Executive Board
Date:	18 th September 2024
Subject:	Delivery of the ELDC Temporary Accommodation Programme Utilising the £1million funding allocated through the Council's Capital Programme and the award of DLUHC LAHF 3 funding for Temporary and Resettlement homes.
Purpose:	To present a headline business case for the purchase of properties on the open market suitable for temporary and re-settlement accommodation, utilising approved council funds and funds recently offered to the authority by government.
Key Decision:	Yes
Portfolio Holder:	Cllr William Gray – Executive Portfolio Holder for Communities and Better Ageing.
Report Of:	Matthew Hogan, Assistant Director Strategic Growth and Development.
Report Author:	Helen Forman, Housing Strategy and Enabling Officer and Andrew Sweeney, Housing Development Manager.
Ward(s) Affected:	Louth, Skegness and Horncastle area Wards.
Exempt Report	No Appendix A to this report is exempt by virtue of paragraph 3 of Schedule 12A of the Local Government Act 1972 because it contains commercially sensitive information.

Summary

In September 2023, Executive Board agreed to provide £1m to increase the Council's temporary accommodation (TA) stock. Subsequent to this decision, Full Council approved the amendment to the 2023/24 Capital Programme budget to include this provision.

More recently, the Council has been notified by DLUHC of the award of £1.067m grant in response to its Local Authority Housing Fund Round 3 expression of interest for the delivery of further re-settlement homes and temporary accommodation units.

This report seeks approval to take part in the LAHF Round 3 programme, accept the associated funds, agree a strategy for their spend, amend the council's capital

programme, and seek delegation to officers to agree the terms of the Memorandum of Understanding between the authority and MHCLG in relation to the LAHF funding.

Recommendations

That Executive Board;

- i) Agrees to take part on the Local Authority Housing Fund Round 3 programme, with a view to bringing 12 properties into the council's ownership to meet short, medium and long-term housing needs within the district.
- ii) The approach to spend of the funds, including type, priority location and delivery approach, as articulated within this report, is approved.
- iii) Authority is delegated to the Assistant Director of Strategic Growth & Development, in conjunction with the Portfolio Holder for Communities and Better Ageing, to finalise and agree the terms of the Memorandum of Understanding (MOU) for the LAHF Round 3 programme with DLUHC and:
- iv) That it is recommended to Council that the 2024/25 capital programme, as set out in Appendix 2, is amended to reflect the LAHF 3 funds.

That Council approves;

- i) The Council's 2024/25 capital programme is amended to include the £1.067m in Local Authority Housing Fund Round 3 funds, taking the council's total capital budget for temporary accommodation investment to £2.067m

Reasons for Recommendations

1. To deliver the programme to increase the supply of Council owned general fund temporary accommodation and re-settlement homes following the allocation of £1m Council funding and a further £1.067m grant towards the LAHF programme.
2. To meet short term needs of homeless households within East Lindsey district.
3. To increase the number of homes owned by the authority and enable the authority to directly deliver housing solutions to issues within the district.
4. To enable the authority to act swiftly to secure the acquisition of suitable properties identified to meet the needs of residents of the district.
5. Reduce the need to use costly bed and breakfast accommodation as temporary accommodation.

Other Options Considered

Do nothing - In this event the authority would not proceed with the purchase of properties. As a consequence, the expected benefits set out in the Reasons for Recommendations section of this report would not be realised with no increase in housing supply in the district achieved to address need.

Alternative properties – Officers considered a range of options on the types of property that could be acquired to deliver temporary and resettlement homes. Following

evaluation of these and taking account of cost, size, location, flexibility, management implications and general suitability, the preferred options set out in the report have been arrived at. The option to acquire new build homes for further Re-settlement homes and suitable second-hand properties on the market for conversion to 1-bed homes are considered the most appropriate way to deliver the programme.

1. Background

- 1.1 In October 2023 the Council approved funding of £3.07m to support the delivery of temporary accommodation to meet the needs of residents in East Lindsey. This funding was set aside to support in two main areas;
- £2,070,000 to support the delivery of 9 homes under Round 2 of the Local Authority Housing Fund programme. This was subsequently extended to 11 properties due to financial savings within the LAHF programme, providing 8 properties for households displaced through conflict in Afghanistan, coupled with 3 properties for use as general temporary accommodation by families.
 - £1,000,000 to support future, further investment in temporary accommodation, through a strategy to be developed.
- 1.2 The delivery of the LAHF 2 programme was successfully achieved in April with the delivery the nine homes included in the original bid plus a further two homes delivered utilising an underspend on the grant and Council's match funding. All properties delivered are now occupied or matched with potential tenants, and the three family homes secured as temporary accommodation for use by the council's homelessness service are supporting the authority in minimising use of bed and breakfast accommodation.
- 1.3 In respect of the further £1m set aside alongside the LAHF 2 programme, work has since progressed on the review of evidence for where this funding might be best utilised. This evidence review has identified a need to bring about an increase in the supply of one bed self-contained temporary accommodation properties.
- 1.4 In parallel to work commencing on the evidence review to support decisions around the investment of the £1m, the government launched the Local Authority Housing Fund Round 3. Like Round 2 which has already funded investment in accommodation in East Lindsey, this fund has two core aims;
- To support in providing more suitable accommodation and affordable accommodation for Afghan families, who arrived in the UK legally, until their visas expire in c 3-5 years' time.
 - To support local authorities in meeting their duties to accommodate such families if they present as homeless, therefore relieving pressure on wider local housing challenges and constraints.
- 1.5 Local authorities were invited to submit expressions of interest for LAHF Round 3. However, unlike LAHF Round 2 (which was heavily weighted towards accommodation for Afghan families), LAHF Round 3 allows local authorities to weight their EOIs towards funding support for general temporary accommodation as opposed to further

Afghan resettlement homes. However, local authorities are still expected to support households from both cohorts in order to access funding.

- 1.6 Accordingly, given the developing strategy to direct the existing £1m towards one bed temporary accommodation to meet general needs within the homelessness service, an EOI was submitted for LAHF3 funds based on the following split;

Property type	Year 1 delivery target (2024-25)	Year 2 delivery target (2025-26)	Total delivery target
TA element 1 bed homes	3	4	7
TA element 2-4+ bed homes	1	0	1
Resettlement element 1 bed homes	0	0	0
Resettlement element 2-3 bed homes	3	0	3
Large Resettlement 4+ bed homes	0	0	0
All property types	7	4	11

- 1.7 Subsequently, in late July, the authority received an offer of £1.067m under the Round 3.

- 1.8 It is estimated that the £1.0m Council funding will deliver six 1-bed self-contained homes. This is based on current comparable cost data for acquisition, works and fees. In accepting the offer of the LAHF funding of £1.067m it will enable the Council to deliver eight 1-bed homes and a further four family homes in the district. (12 No in total). Therefore, in accepting the LAHF funding, there is a view that the authority will be able to maximise the delivery of one bed properties, alongside securing a further four to meet housing needs in the short, medium and long term. The anticipated delivery utilising the funds would be as follows;

- 9 properties for general temporary accommodation
- 3 properties for resettlement accommodation, to be utilised in the short term (3-5 years) by families displaced from conflict in Afghanistan, and by the council more generally as temporary accommodation into the longer term when those properties are no longer needed by the Afghan cohort. This follows the approach taken under LAHF Round 2.

Property type	Year 1 delivery target (2024-25)	Year 2 delivery target (2025-26)	Total delivery target
TA element 1 bed homes	4	4	8
TA element 2-4+ bed homes	1	0	1
Resettlement element 1 bed homes	0	0	0

Resettlement element 2-3 bed homes	3	0	3
Large Resettlement 4+ bed homes	0	0	0
All property types	7	4	12

1.10 As set out earlier in this report, following council agreement to set aside £1m for general temporary accommodation investment, a detailed analysis of the temporary accommodation needs of residents has been carried out to ascertain the level of demand and most suitable and deliverable form of temporary accommodation provision to meet the needs of residents. This analysis has considered trends and data from the homelessness service in terms of locations of service demand, evidence of acute pressures, types of need and demand (including the complexity of needs of service users) and considerations relating to management and operational delivery.

1.11 This analysis has defined the following as a preferred strategy for priority investment in further temporary accommodation;

- In the context of recent investment in family accommodation, a need to bring about an increase in the supply of one bed self-contained temporary accommodation properties. This would be aimed predominantly at contributing to meeting the needs of single households but also assist in accommodating the needs of couples with no children in areas with access to facilities, employment opportunities and transport networks.
- Small clusters of self-contained accommodation (i.e. 2-4 units), as opposed to consolidating all accommodation into a single 'hostel-style' property.
- A preferred delivery strategy around conversion of larger properties into self-contained accommodation which will allow flexibility in the event of future potential disposal, as opposed to new build or bespoke 'hostel style' development.
- In terms of location, a priority geographic hierarchy as follows; Louth and Skegness as a joint first priority, with Horncastle as a secondary priority area.
- For support to household to be provided through a 'floating support' model

1.12 On the basis of the information detailed above, Louth and Skegness areas have been identified as the two priority areas for an increase in temporary accommodation provision. However, it is considered that the Horncastle area should also be considered given the level of need. The Council does not currently have access to any single person accommodation in Horncastle meaning local people have to move elsewhere in the district if they become homeless.

Temporary accommodation delivery options

1.13 As set out above, a number of options have been explored for delivery of one bed TA homes. These are detailed below:

- a) **New Build Properties.** The option of new build was explored, including use of modern methods of construction, also known as 'modular' or 'pods'. However, currently, most sites on the market present challenges in terms of delivery and viability. Other challenges exist in some areas for new build, including the inability

to provide ground floor sleeping accommodation in flood risk zones and a lack of new build one-bed units being developed and readily available.

- b) Purchasing Existing Satisfactory Properties.** There are very few homes suitable for use as one bed units available for sale on the second-hand property market. Of those one-bed units on the market, all explored were for leasehold rather than freehold sale.
- c) Conversion of B&B's or Guest houses.** There are currently a significant number of bed & breakfast and guest houses for sale in Skegness. Viewings have been carried out on some of these properties. However, these have been discounted on the following grounds:
- Most are too large to convert to a manageable number of units in housing management terms. i.e. they would provide a concentration of homeless residents in one area rather than the preferred dispersed homes.
 - Most are priced high – so the acquisition and conversion cost would be prohibitive.
 - Many are in poor condition – Repair costs would further impact on the viability of acquiring and converting the property.
- d) Conversion of Existing Properties.** A number of properties are currently on the market (including ex-council properties). Some are large and built to reasonably high space standards, each with similar internal layouts. These units would lend themselves to conversion to provide two one bed flats, each with their own individual access and self-contained accommodation with no element of sharing. Delivery timescales quicker than new build.

1.14 After exploring the options available and carrying out a full assessment of the properties on the market, the purchase of existing properties of sufficient size for conversion (under option d) is considered the most appropriate solution to meet the identified needs.

1.15 It is however recognised that in Skegness, planning policy on flood risk may require a variation to the approach set out at item 1.14 above, where ground floor sleeping accommodation is not permitted. The acquisition of smaller 2-bed properties with first floor sleeping accommodation, acquired and refurbished within a similar cost envelope to conversions will be considered as an alternative in such cases. Examples of these properties currently exist on the market.

LAHF 3 Re-settlement Homes

1.16 It is proposed that for the delivery of the family homes under the resettlement element of the LAHF programme, local developers be approached to acquire new build homes. This proved successful across the SELCP in the previous LAHF 1 and 2 programmes in terms of delivery. Some developers previously involved have expressed a willingness to provide further homes for this purpose.

Criteria for Properties for Conversion to TA Homes

1.17 Examples of types of properties currently available on the market that are suitable for conversion are ex-Council properties presently on the market in the Louth, Skegness and Horncastle areas. These could convert into 2No 1-bed flats. They

also have good space standards and are usually of sound construction. The highest demand on the housing register is for one bed accommodation, therefore if these properties were no longer required as temporary accommodation, they could easily be used for general needs use. The properties are therefore considered sustainable.

- 1.18 Typical houses currently on the second-hand property market considered suitable for conversion and assumptions on conversion costs are as set out in Table 1 of the exempt information included at Appendix A.
- 1.19 These acquisition and cost assumptions along with those for the new build acquisitions have been assessed using the Councils financial model and incorporated in the overall programme appraisal included at Appendix A, table 2. Further financial appraisals will be completed as part of the business case submissions for delegated decisions on a case-by-case basis for both new build and conversion options.
- 1.20 The tenants of these homes will be issued a non-secure licence agreement, granted to homeless households as part of any function under Part 7 of the Housing Act 1996 and as the homes are not let on Secure Tenancies residents will not have a Right to Buy their home.
- 1.21 Current rents chargeable on 1-bed TA homes are £111.98 per week affordable rents. This to ensure that the homes are affordable to occupiers supported by welfare benefits. Rental income assumptions are shown at the financial appraisal at Appendix A, together with assumptions on voids losses, bad debt, management and maintenance costs.

Due Diligence

- 1.22 Prior to finalising the purchase of properties, a robust due diligence exercise will be undertaken to ensure the properties provide good title and are suitable for conversion. External legal services will be employed to advise on and agree the sale contracts. Resource will also be allocated to ensure the properties meet the required design and construction standards and all documentation is provided.

Statutory Approvals

- 1.23 Initial consultation with the Council's Development Control and Building Control teams has taken place on the feasibility of converting houses to flats and in principle support obtained. This is however subject to the submission of more detailed information for approval where required under the Town and Country Planning Act and Building Regulations.

Management Arrangements and Strategy – ELDC General Fund Housing

- 1.24 With the acquisition of the LAHF Round 2 homes there has been a gradual increase in the Council's housing stock. It is considered that to a degree the current portfolio can be managed by existing resources. It is however recognised that as the housing portfolio expands it will be necessary to have in place a more structured and adequately resourced approach to managing the stock with regards to housing management and landlord's duties.

- 1.25 A review of the current management arrangements is underway with an external consultant supporting the review to provide an objective viewpoint and recommendations to contribute to the development of an appropriate management strategy. As part of the exercise options on how services can be delivered will be considered, including the potential to utilise SELCP wide resources if appropriate. The findings of this review will be available by late October 2024.

2. Conclusion

2.1 This report sets out proposals as follows;

- A proposal that the council agrees to take part in the Local Authority Housing Fund Round 3 programme, with a view to bringing 12 properties into the council's ownership to meet short, medium and long-term housing needs within the district.
- That the approach of acquiring properties in the district suitable for use as re-settlement and TA units through the acquisition of new build homes and properties on the second-hand property market suitable for conversion, as set out in the business case in the report, is approved.
- That authority is delegated to the Assistant Director of Strategic Growth & Development, in conjunction with the Portfolio Holder for Communities and Better Ageing, to finalise and agree the terms of the Memorandum of Understanding (MOU) for the LAHF Round 3 programme with DLUHC and:
- That it is recommended to Council that the 2023/24 capital programme, as set out in Appendix B, is amended to reflect the LAHF 3 funds.

2.2 If the recommendations set out in this report are agreed, the next steps are as follows:

- Agreement of the MOU for the LAHF Round 3 programme
- The identification of suitable properties in the key areas where need exists.
- Submission of business cases for Executive Member approval under delegation from the Leader (mirroring the approval route for individual purchases under the LAHF R2 programme)
- Submission of offers to purchase.
- Submission for statutory approvals, Planning, Building Regulations, etc. for the conversion element of the programme.
- Procurement and delivery of the conversion works and accommodation.
- Matching and allocation of properties delivered in 2024-25 and 25-26.

Expected Benefits to the Partnership

The report recommendations are anticipated to deliver the following benefits.

- To meet short, medium and long-term housing needs within East Lindsey district, through the provision of council-owned accommodation
- The delivery of homes that will address both an immediate term need for temporary and re-settlement accommodation and a longer-term need for affordable homes in East Lindsey.
- An increase in the provision of temporary accommodation housing in the district.

- Create a positive financial contribution to the Council over the short, medium and long-term, through both the generation of revenue streams (through rental income) and to effect savings through a reduction in the use of more costly bed and breakfast and similar accommodation.

Implications

South and East Lincolnshire Council's Partnership.

The report recommendations support the delivery of the Partnership's Sub-Regional Strategy in respect of improving housing standards, delivering affordable housing based on housing needs and reduce homelessness and rough sleeping.

Corporate Priorities

Included in the Partnership's Sub-Regional Strategy are the aims to improve housing standards, deliver affordable housing based on housing needs and reduce homelessness and rough sleeping. The delivery of these homes will contribute towards addressing these issues and is consistent with these aims.

The project also aligns with the SELCP Annual Delivery Plan, which includes the acquisition of homes to meet housing need.

Staffing

Staffing resources to secure the acquisition of the properties are being provided by officers at ELDC, working with housing and communities staff from across the SELCP. A cost for staff time is recharged against the project. The costs for these services are included within the project management fees shown in Appendix A and are a capitalised cost. The methodology for ELDC reflects the same methodology used by South Holland and applies to the capitalisation of staffing costs within its own development programme.

There will be the need to procure the services of external consultants experienced in the delivery of small-scale housing conversion works to provide design and cost consultancy services. The appointment of a suitable building contractor will also be required to carry out conversion and upgrading work. These appointments will be made through an appropriate procurement framework or competitive tender exercise.

Workforce Capacity Implications

None – the management of the programme can be delivered through existing shared resources across the Partnership, supported through the capitalised staff budget included within the project finances.

As part of the project an external consultant has been procured to carry out a review of the current and future management resource options to identify and implement a robust management strategy for these homes and those previously acquired and held as general needs housing stock. Work has commenced on this and is expected to complete by mid-October.

It is acknowledged that as the housing stock portfolio increases there will be a need to adopt a structured and adequately resourced approach to the management and maintenance of the homes. Work is in progress on a review of the current arrangements and development of an appropriate management strategy for implementation.

Constitutional and Legal Implications

ELDC has already made the decision to invest £1m to increase the provision of Council owned temporary accommodation. This report sets out details of the proposal to deliver this commitment coupled with the recent award of further LAHF grant towards TA and resettlement homes. The decision relating to the acquisition of individual properties and spend of the funds will be performed through an Executive Member decision, under delegated authority from the Leader of the Council. This mirrors the decision-making route for individual acquisitions under the LAHF Round 2 programme.

Future decisions in respect of the acquisition of these individual properties will be treated as an exempt decision under the grounds of commercial confidentiality. This reflects common practice across the SELCP in respect of property acquisitions that are subject to contractual negotiation and finalisation.

An external legal representative will be appointed to oversee the contract for the acquisition of these homes and will provide a Report on Title to ensure the homes benefit from a clean and marketable title. The legal costs associated with this are taken account of in the business case.

Officers will undertake thorough due diligence before acquiring the homes. The Executive Board has on previous occasions delegated authority to the Assistant Director Strategic Growth and Development to review the due diligence, valuation and contract terms, and to sign the contract and transfer documents. This will also be a requirement for these properties. This may include approving minor variations to the scheme approved in this business case, in consultation with the Portfolio Holder for Communities and Better Ageing.

The Council has a legal duty to provide suitable temporary accommodation of which B&B is often considered to be unsuitable leaving the Council open to a legal challenge. The provision of additional temporary accommodation will reduce the risk of challenge. On occasions the Council has had to provide B&B type accommodation out of the district because of limited option within East Lindsey. Legislation also requires the Council to make every effort to provide accommodation within its district.

Data Protection

None

Financial

Costs associated with delivering the programme will be funded from the Council's capital budget agreed at the October 2023 meeting of the full Council and, if approved the LAHF grant.

Appendix A provides a detailed financial evaluation of this programme. In advance of agreeing a management strategy, the financial evaluation includes assumptions on management costs, void costs, bad debt, repairs, maintenance and insurance. The return shown is Net of these operating costs. The assumptions on management costs, void costs and bad debt are based on a percent of the rental income due. The assumptions around repairs, maintenance and insurance are based on an annual cost and are as those used elsewhere within the SELCP for housing investment projects.

A deposit payment of 10% of the purchase price will be due on exchange of contracts. This deposit will be retained by solicitors until completion.

A RICS Valuation will be sought to corroborate the agreed purchase price for both new build and second-hand homes acquired. The valuation findings will be included within the

due diligence information to be reviewed and approved by the Assistant Director of Strategic Growth & Development.

The acquisition of the homes will utilise the forecasted budget of £1.000m agreed by Council and £1,067 awarded through the LAHF programme, taking the total project budget to £2.067m

Risk Management

Acquisition and development activity have inherent risks. A risk register will be compiled and reviewed throughout the lifecycle of the project by the project team and risks mitigated where possible. Officers will seek to ensure that the property acquisitions and conversion works are executed in the best interests of the authority.

As set out in 2.17 a longer-term management strategy is required and currently being prepared. The financial evaluation provided at Appendix A includes indicative management cost assumptions based on information from South Holland District Council (SHDC) adjusted to reflect higher management costs often associated with temporary accommodation. These cost assumptions are considered robust in terms of the management and repairs and are based on services delivered through South Holland's well established housing investment portfolio.

Stakeholder/Consultation/Timescales

The timescales for delivery of the LAHF funded programme are set out in the MOU at Appendix A. It is anticipated that both the TA and Resettlement homes will be completed by the funding deadline of April 2026. Every effort will be made to deliver before this deadline in order to enable need to be addressed as soon as possible.

Reputation

Risks around reputation will be mitigated through a robust project management structure. The Delivery Team will work closely with colleagues in Communications to ensure that an appropriate communications plan is in place to address any potential PR concerns. Provision of suitable accommodation will enhance the Councils reputation compared to using B&Bs which are considered by the Government to be unsuitable.

Contracts

In signing the MOU with DULHC, the Council will undertake to deliver the programme for eleven homes and meet the funding conditions including those relating to programme monitoring, due diligence, etc. Officers will monitor the project for compliance during the delivery of the programme.

The conversion of these units will include alteration and upgrading works requiring the appointment of a project team to design and deliver the project and obtain the necessary approvals for Planning and Building Regulations. Once appointed the contractor will be appointed under an appropriate building contract. Purchase contracts will be dealt with by appointed external solicitors to act on behalf of the Council.

The tenancy agreement which will be offered to the residents is a ‘Non-Secure-Tenancy and they would receive the same level of service as a secure tenant however Non-secure tenants only have basic protection under the Protection from Eviction Act 1977 therefore the Council would not require a court order should an eviction be required. The right to buy, right to exchange, right to succession, the right to take in lodgers and the right to sublet do not apply to non-secure tenancies. This means that the occupants have the right to live safely in their home and the landlord must fulfil all landlord obligations relating to compliance.

Crime and Disorder

Some homeless people have criminal convictions which can be better managed in self-contained accommodation and reduces the risk to other persons such as in shared accommodation including B&B’s.

Equality and Diversity / Human Rights / Safeguarding

Having a range of accommodation dispersed across the district will assist the Council to be compliant with the Equality Act as well as safeguarding people through the provision of accommodation which meets their needs.

Health and Wellbeing

The delivery of these properties will contribute towards improving health and wellbeing in the district by the provision of temporary accommodation to address an identified housing need.

Climate Change and Environmental Implications

These homes will be converted in accordance with the appropriate building regulations relating to sustainable construction. This will include upgrading work to achieve thermal, fire and sound performance standards for existing dwellings required under the regulations. At handover, each property will have an energy performance certificate illustrating the energy efficiency of the property and the efficiency rating.

Links to 12 Missions

MISSIONS	
This paper contributes to the following Missions outlined in the Government’s Levelling Up White paper.	
Housing	By 2030, renters will have a secure path to ownership with the number of first-time buyers increasing in all areas; and the government’s ambition is for the number of non-decent rented homes to have fallen by 50%, with the biggest improvements in the lowest performing areas.

ACRONYMS

- DLUHC Department of Levelling Up Housing and Communities.
- LAHF Local Authority Housing Fund.
- TA Temporary Accommodation.
- B&B Bed and Breakfast

APPENDICES

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

APPENDIX A – EXEMPT PAPER	Cost Assumptions and Financial Evaluation
APPENDIX B	Capital and Revenue Summary

BACKGROUND PAPERS

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

Document title	Where the document can be viewed
Executive Board Report	Agenda for Executive Board meeting on September 20 th 2023 (Public Pack)Agenda Document for Executive Board, 20/09/2023 18:00 (e-lindsey.gov.uk)
Report to Full Council	Agenda for Full Council meeting on October 11 th 2023 (Public Pack)Agenda Document for Council, 11/10/2023 18:30 (e-lindsey.gov.uk)

CHRONOLOGICAL HISTORY OF THIS REPORT

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

REPORT APPROVAL

Report author:	Helen Forman, Housing Strategy and Enabling Officer and Andrew Sweeney, Housing Development Manager.
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Approved for publication:	Councillor William Gray, Portfolio Holder for Communities and Better Ageing

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Appendix B – Capital and Revenue Funding Summary

LAHF Round 3 – General Fund

The table below shows the addition of the LAHF Round 3 funding to the General Fund Capital programme. The LAHF 3 scheme will be funded by LAHF grant and the previously allocated £1.0m of Council funding for the provision of temporary accommodation.

Additional revenue income will be generated from the rental income from the properties when completed and let. Estimated net rental income

<u>Addition to the Capital Programme</u>					
	2023/24	2024/25	2025/26	2026/27	2027/28
	Budget	Revised	Budget	Budget	Budget
	£k	Budget	£k	£k	£k
		£k			
Properties for temporary accommodation stock	-	1,000			
Budget carried over from 2023/24			-	-	-
9 properties for LAHF round 3	-	1,067			
Total	-	2,067	-	-	-
Funded by:					
Council reserves allocated 2023/24	-	(1,000)	-	-	-
LAHF Round 3 grant	-	(1,067)	-	-	-
		(2,067)			

<u>Additional Net Rental Income</u>					
	2023/24	2024/25	2025/26	2026/27	2027/28
	Budget	Revised	Budget	Budget	Budget
	£k	Budget	£k	£k	£k
		£k			
Additional net rental Income (excludes Inflation, minimum revenue provision and borrowing Interest deduction)	-	-	24	36	36
Total	-	-	24	36	36

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