

AGENDA



- Committee - **CABINET**
- Date & Time - Tuesday, 28 April 2026 at 6.30 pm
- Venue - Meeting Room 1, Council Offices, Priory Road, Spalding

Membership of the Cabinet:

Councillors: C N Worth (Leader), P A Redgate (Deputy Leader), J R Astill, H J W Bingham, T A Carter, A Casson, E J Sneath and G J Taylor

Junior Portfolio Holder:

Councillor G Scalese

No substitutions permitted. Quorum 3.

Note: Cabinet reports may be referred to Council or Scrutiny Panels. They should therefore be kept for future reference during the current committee cycle.

Persons attending the meeting are requested to turn mobile telephones to silent mode

Democratic Services
Council Offices, Priory Road
Spalding, Lincs PE11 2XE

Date: 20 April 2026

Please ask for Democratic Services: Telephone 07557 821124
e-mail: demservices@sholland.gov.uk

AGENDA

1. Apologies for absence.
2. Minutes - (Pages 5 - 20)
To sign as a correct record the minutes of the meeting of the Cabinet held on 17 February 2026 (enclosed).
3. Declarations of Interest. -
(Where a Councillor has a Disclosable Pecuniary Interest the Councillor must declare the interest to the meeting and leave the room without participating in any discussion or making a statement on the item, except where a Councillor is permitted to remain as a result of a grant of dispensation.)
4. Questions raised by the public under the Council's Constitution (Standing Orders).
5. To consider any matters which have been subject to call-in.
6. To consider matters arising from the Policy Development and Performance Monitoring Panels in accordance with the Overview and Scrutiny Procedure or the Budget and Policy Framework Procedure Rules.
7. Quarter 3 Performance and Risk Report 2025/26 - (Pages 21 - 70)
To provide an update on performance and risk as at the end of December 2025 (report of the Assistant Director – Corporate and the Assistant Director Governance enclosed).
8. 2025/26 Quarter Three Finance Update - (Pages 71 - 90)
To set out the current financial position for the Council at the end of the third quarter of 2025/26 (report of the Director of Finance (Section 151 Officer) enclosed).
9. South Holland District Council (SHDC) Markets Policy Review - (Pages 91 - 144)
To present for members consideration an update to the SHDC's existing Markets Policy and the introduction of a new SHDC Markets Severe Weather Policy (report of the Service Director – Leisure and Local Services enclosed).
10. Lincolnshire Good Home Alliance and Disabled Facilities Grant funding - (Pages 145 - 190)
To accept and approve the use of Better Care/Disabled Facilities Grant funding received from Lincolnshire County Council to contribute funding to an extension of the Lincolnshire Good Home Alliance Advice and Casework service (report of the Assistant Director Communities and Housing Services enclosed).
11. Extension of the Housing Landlord Strategy - (Pages 191 - 240)
To adopt the one-year extension to the Housing Landlord Strategy (2024-2027) (Appendix 2) aligning it with ongoing service transformation activity and enabling deeper tenant engagement in shaping the next

strategy (report of the Assistant Director – Housing enclosed).

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| 12. | Housing Landlord Service - Access to Service -
To note the analysis of the access to the Housing Landlord Service across key protected characteristics (report of the Assistant Director – Housing enclosed). | (Pages
241 -
258) |
| 13. | Housing Stock Condition Survey -
To present the findings from the HRA stock condition surveys (report of the Assistant Director – Housing enclosed). | (Pages
259 -
272) |
| 14. | Health and Safety Policy – General Statement of Intent and Arrangements -
To seek approval from Cabinet for amendments to the Health and Safety Policy (V5.0) (report of the Assistant Director – Regulatory enclosed). | (Pages
273 -
290) |
| 15. | Data Protection Policy and Records Management Policy -
To consider policies for approval (report of the Assistant Director – Governance (Monitoring Officer) enclosed). | (Pages
291 -
310) |
| 16. | Pride in Place Programme Delivery -
To accept the UK Government’s Memorandum of Understanding to enable delivery of the ten-year Pride in Place programme for Spalding to commence in 2026/27. Delegated authority arrangements are also requested to ensure effective and lawful use of public funds under the programme and that robust decision-making arrangements are in place throughout the subsequent investment periods (report of the Assistant Director – Culture and Regeneration enclosed). | (Pages
311 -
326) |
| 17. | Any other items which the Leader decides are urgent. - | |

- Note:
- (i) No other business is permitted unless by reason of special circumstances, which shall be specified in the Minutes, the Leader is of the opinion that the item(s) should be considered as a matter of urgency.
 - (ii) Any urgent item of business that is a key decision must be dealt with in accordance with the Constitution’s Access to Information Procedure Rules.

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Minutes of a meeting of the **CABINET** held in the Meeting Room 1, Council Offices, Priory Road, Spalding, on Tuesday, 17 February 2026 at 6.30 pm.

PRESENT

C N Worth (Leader)

P A Redgate (Deputy
Leader)
J R Astill
H J W Bingham

T A Carter
A Casson
E J Sneath

G J Taylor

The Chief Executive, the Director of Finance (S151), the Director of Communities, the Assistant Director – Housing, the Assistant Director – Communities and Housing Services, the Assistant Director – Neighbourhoods, the Interim Strategic Finance Manager, the Democratic Services Manager and the Democratic Services Team Leader.

In Attendance: Councillor B Alcock (Chairman, Performance Monitoring Panel), Councillor A C Beal (Chairman, Governance & Audit Committee), Councillor P Barnes and Councillor A R Woolf (Chairman, Policy Development Panel).

96. APOLOGIES FOR ABSENCE.

There were no apologies for absence.

97. MINUTES

The minutes of the Cabinet meeting held on 20 January 2026 were agreed and signed by the Leader.

As no discussion was required on the exempt set of minutes from the Cabinet meeting held on 20 January 2026, appended later on the agenda, these minutes were also agreed and signed by the Leader at this point.

98. DECLARATIONS OF INTEREST.

There were none.

99. QUESTIONS RAISED BY THE PUBLIC UNDER THE COUNCIL'S CONSTITUTION (STANDING ORDERS).

Action By

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There were none.

100. TO CONSIDER ANY MATTERS WHICH HAVE BEEN SUBJECT TO CALL-IN.

There were none.

101. TO CONSIDER MATTERS ARISING FROM THE POLICY DEVELOPMENT AND PERFORMANCE MONITORING PANELS

There were none.

102. ANNUAL BUDGET REPORT 2026/27, MEDIUM TERM FINANCIAL STRATEGY, CAPITAL PROGRAMME AND CAPITAL STRATEGY, TREASURY MANAGEMENT POLICY/STRATEGY AND ANNUAL DELIVERY PLAN

Consideration was given to the report of the Director of Finance (S151) which requested approval and referral to Council on 26 February 2026 for consideration and approval: The General Fund Budget for 2026/27, including the use of reserves, Medium Term Financial Strategy, Capital Programme and Strategy, Treasury Management Policy/Strategy and the Annual Delivery Plan including the approval of Council Tax levels.

The Portfolio Holder for Finance presented the report.

The creation of the budget had been challenging for South Holland. This was because of the uncertainty over the outcome of the Government's Fair Funding Review not becoming clear until mid-December.

To add to this, errors were flagged on the methodology used by the government to calculate the figures announced in December. This meant that further adjustments had to be made by the Government in the Final Local Government Settlement which was only released late last Wednesday.

The budget position continued to be refined from the information provided post Final Settlement. Whilst the position for 2026/27 remained unchanged, it was future years that were affected, with the gap being more than what had been budgeted for from the original figures provided in the Provisional Settlement.

General Fund budget:

While the move to multiyear settlements significantly improved medium term visibility, the immediate impact for South Holland

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District Council had been a rebalancing of funding sources exercise, rather than it being a net increase in resources.

In particular, the reset of Business Rates and the revaluation exercise being progressed had materially reduced locally retained income, thus placing greater reliance on Revenue Support Grant and transitional protections provided directly by the government.

This was at a time when the following was sought:

- Supporting those who were most vulnerable in our society
- Creating a vibrant District for our residents to live in, and also
- Creating an environment for businesses to grow.

The budget also included expenditure for the creation of the Food Waste collection service for which SHDC received no additional resource from the government and which the Authority had managed to budget for within existing resources.

Furthermore, the Internal Drainage Boards continued to be an ever-increasing pressure, with an increase in their levy for 2026/27 of 4.6%. This took the increase since 2021/22 to 49% with the total cost for 2006/27 being £3.723 million which now accounted for 55% of the Council Tax retained.

Against this backdrop, the proposed budget:

- Delivered a balanced and sustainable position for 2026/27
- Supported statutory service delivery
- Protected financial resilience, and
- Maintained capacity for transformation and investment

Additional efficiency measures, further partnership working across the South & East Lincolnshire Councils Partnership, and maximising income opportunities had been key to mitigating the financial challenges. Despite a complex and volatile environment, the proposed budget enabled the Council to maintain service delivery in line with its priorities.

Included in the budget pack was a suite of Treasury Management documents. These were very important for the Council as they outlined its Treasury Management strategy for the year which included the management of the Council's borrowing, investments and cash flows. Alongside ensuring robust arrangements were in place, these activities had delivered significantly increased returns in year and supported delivery of the balanced budget.

Also being proposed was a significantly large Capital Programme of £25.4m in 2026/27 which included major investments in Waste

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Transformation, the Health and Wellbeing Hub, and essential asset renewals.

Proposals included increasing Council Tax in line with government guidance equating to an increase of just over 12 pence a week for a Band D property. Members were asked to note that 74% of properties in South Holland were in a Council Tax band bracket of A to C, A (26%), B (21%) and C (27%), so would see increases lower than this.

Housing Revenue Account budget:

Significant investment and growth had been built into the HRA budget relating to service demand increases, inflation, service improvements and regulatory changes.

The HRA Capital programme would also continue to invest in Decent Homes & Major Adaptions and at the same time increase its focus on Green Homes Energy Efficiency

The HRA 30-year business plan was balanced and showed healthy balances to deal with unforeseen circumstances.

The HRA was ringfenced and could only operate from the rents it collected and therefore rent increases had been set within government guidelines.

Parks and Play areas within Spalding:

It was planned to utilise funding from Spalding Special Reserves to support Parks and Play area Maintenance including any Replacement works within Spalding.

A clear delivery plan and prioritisation of sites was being developed.

A detailed report would be brought forward in year once the scope of works and funding requirements had been fully assessed, enabling an informed decision on the appropriate use of the Reserve.

In Conclusion:

This budget responded to one of the most complex settlements that Local Government had faced.

It also reflected South Holland District Council's ability for strong planning, having strategic foresight, and commitment to local services.

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Investment was being undertaken where it mattered most, holding firm on financial discipline, and positioning the Council for a stable future.

Consideration was given to the report, and the following issues were raised:

- The Chairman of the Governance and Audit Committee commented on the governance assurance process underpinning the budget preparation, noting that external partners had provided minimal comment. The governance and assurance work had been fully undertaken, with assessments by PSPS and KPMG indicating that the process had run smoothly.
- Members sought clarification regarding a typographical error in the budget table at section 5.1 of the covering report relating to the heading in the fifth column – it stated ‘increase over 2026/27’ – should this be 2025/26?
 - The Portfolio Holder confirmed that this was an error and that the correction would be made.
- Members questioned the sustainability of significant one-off financial movements such as changes to pension contributions, noting that these could not be assumed to continue into future years.
 - The Director of Finance (S151) acknowledged the volatility and explained that forward projections would reflect realistic assumptions informed by past experience and actuarial advice.
- Members asked why land charges income continued to reduce.
 - The Director of Finance (S151) advised that this reflected competitive pressures within the sector and ongoing challenges in maintaining income levels.
- Members queried whether the Local Plan review scheduled for 2026/27 would take place given resource pressures.
 - The Leader confirmed that the Local Plan review was required and that preparatory work would commence.

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- Members raised concerns regarding the potential loss of the Council's VAT partial exemption status.
 - The Director of Finance (S151) confirmed that the position was monitored closely and that no breach was expected, though this remained a significant financial risk requiring ongoing oversight.
- In response, Members sought information on the implications should VAT partial exemption be lost.
 - The Director of Finance (S151) advised that detailed financial consequences would be provided separately.

- Members welcomed updates on progress with the leisure centre redevelopment and noted the successful attraction of funding towards the project and the Council's contribution to the project. It was confirmed that the project remained on schedule and was due to open the following year.

- Members noted a missing VAT-inclusive fee within Appendix 5 relating to market trader charges (Spalding Market (Tuesday and Saturday) Regular traders) for 2026/27.
 - The Portfolio Holder acknowledged the omission and confirmed it would be corrected.

- The Leader commented on the challenges arising from reductions in government funding, including the disparity between funding for urban and rural councils.

- The Leader confirmed that a significant error in the government's original financial settlement had resulted in a one-year transitional correction for 2026/27, with reductions expected again from 2027/28. Further clarification from central government was awaited.

- The Portfolio Holder raised concerns relating to Internal Drainage Board (IDB) levy increases and the wider financial impact, and that lobbying continued at a regional and national level. Members also noted that recent pumping hours indicated likely further increases.

- Members acknowledged the partnership's achievement in delivering savings ahead of target while maintaining services.

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Officers noted that the partnership's transformation and efficiency work had exceeded its original financial objectives.

DECISION:

It is recommended that Cabinet approve the Draft Budget 2026/27 including all appendices and it be forwarded to Council on 26th February 2026 for consideration and approval with the following specific recommendations:

- 1) The Medium-Term Financial Strategy (at Appendix 1) be approved.
- 2) That it be noted that the Council Tax Base for South Holland District Council of 31,567 and 9,746 for Spalding Special Expenses (Band D equivalent) has been set for 2026/27 and on the 23 December 2025 by the Director of Finance & Section 151 Officer under officer delegation in line with the Constitution.
- 3) That the Revenue Estimates for the General Fund, HRA and Spalding Special Expense for 2026/27 (Appendices 1, 1a, 1b and 1c) be approved.
- 4) The additions to and use of reserves (as detailed at Appendix 1) be approved.
- 5) The Capital Programmes and Capital Strategy (Appendices 2a, 2b and 3) be approved.
- 6) That the Treasury Management Policy Statement Treasury Management Strategy Statement MRP Policy and Annual Investment Strategy and Treasury Management Practices (Appendix 4a, 4b and 4c) be approved.
- 7) The Fees and Charges Schedule 2026/27 (Appendix 5) be approved.
- 8) That it be noted that on 28th January 2026 Council approved the housing rent increase for 2026/27.
- 9) That the report of the Section 151 Officer, under Section 25 of the Local Government Act 2003 on the robustness of the estimates made for the purposes of the budget calculations and adequacy of proposed financial reserves be noted (Paragraph 11).
- 10) That the Council Tax for a Band D property in 2026/27 be set at £214.92 (£6.39 per annum increase on 2025/26 levels) for

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South Holland District Council and £23.40 (£0.27 per annum increase on 2025/26 levels) for Spalding Special Expenses.

- 11) The Annual Delivery Plan for 2026/27 (Appendix 6) be approved.
- 12) Delegate the further amendment of this document (where needed to ensure financial integrity and reconciliation) in preparation for Council on 26 February to the Director of Finance & Section 151 Officer in consultation with the Portfolio Holder for Finance.

(Other options considered:

- *No other options were considered;*

Reasons for decision:

- *To comply with the budgetary and policy framework and legislative requirement).*

103. WASTE POLICIES

Consideration was given to the report of the Director of Communities which requested approval of waste policies required to implement the new waste collection delivery model.

The Portfolio Holder for Corporate and Environmental Services presented the report.

Cabinet made the decision in July 2025 to change the waste collection regime within the South Holland area and since that time, the team had been working towards implementing those changes.

A key item of those changes were the new waste policies which had been considered by two Special Policy Development Panel meetings on 17 December 2025 and 9 February 2026, prior to consideration at this meeting.

Members were reminded that these changes were driven by the Environment Act including the introduction of weekly food waste collections and the separation of paper and card from other recyclables.

The policies could be found in Supplement 1 of the agenda pack:

- Appendix A - Summary of Policies and Policy Development Panel discussions; and
- Appendix B - Full Policies document

Whilst there were a number of changes to the policies as a result of moving from bags to bins, the key change to identify was policy

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3.5 on Side Waste, which stated that nothing placed outside of the bin would be collected.

For properties that were identified as not being suitable for bins, the policy outlined the number of bags that would continue to be provided and how many could be presented per collection.

Although the changes may be unpopular, SHDC as a local authority was required to:

- Control the amount of waste being collected.
- Drive up the amount of waste being recycled.
- Drive down the amount of waste being incinerated.

All of these would lead to a more effective and efficient service.

For those with additional capacity needs, Policy 3.14 showed that households of 6 or more residents or those with health needs would be able to request additional capacity.

Consideration was given to the report and the following issues were raised:

- Members acknowledged the thorough work undertaken by the Policy Development Panel in scrutinising the policies.
- Members raised concerns regarding the proposed charging arrangements for places of worship, village halls and community centres, noting that these venues were often run by volunteers and not-for-profit groups. They also queried the original policy position relating to bin allocation and charging, particularly the shift from providing one free bin set to charging for all containers.
 - The Portfolio Holder responded that one free bin had been the original policy position, that the Policy Development Panel had recommended the revised approach of charging at a commercial rate due to the commercial nature of many activities undertaken within these buildings, such as private hire events, and that Cabinet retained the authority to amend the recommendations. It was confirmed that one free set of bins could be provided, with any additional requirement chargeable.
- Councillor Taylor proposed an amendment to Recommendation 1, clarifying that places of worship, village halls and community centres should not be charged at a commercial rate and instead be provided with a free set of

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bins, with additional requirement chargeable. Councillor Casson seconded this amendment, a vote was taken and the amendment to recommendation 1 was approved.

- Members asked for clarification on the financial implications of the new waste service and queried the overall cost.
 - The Portfolio Holder advised that a breakdown had been provided and agreed previously at Cabinet and Council in June/July 2025, and an updated position would be reflected in the Budget 26/27.
- Members raised concerns about the level of public education required to support the implementation of the new waste model, stressing the importance of clear, ongoing communication about what materials should be placed in each container and the reasons behind the changes.
 - The Portfolio Holder responded that an engagement team would be put in place and that extensive communication would accompany the roll-out, funded in part by additional monies secured to support the transition.
- Members asked for further information regarding the Government's expectations that household waste levels should reduce, querying how this would be achieved and what would happen if residents did not reduce the volume of waste they produced.
 - The Portfolio Holder reiterated that the national policy direction encouraged reduction and reuse and that ongoing resident engagement and education would support behavioural change.
- Members queried the policy commitment to collect missed bins within five working days, expressing concern about where bins would be kept in the interim.
 - The Portfolio Holder confirmed that the commitment had been strengthened following feedback from the Policy Development Panel and clarified that where authorised, recollection would take place within the specified timeframe.
- Members raised concerns about the potential for food waste

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caddies to blow away during high winds, particularly in exposed rural areas.

- The Leader advised that other authorities operating similar systems had not experienced significant issues and confirmed that the caddies met industry standards for stability and durability.
- Members sought assurance that Cabinet would undertake a review of the new waste arrangements no later than twelve months after implementation, noting the scale of change and the likelihood that adjustments would be required.
 - The Leader acknowledged the point and referred to previous discussions at the Policy Development Panel which had recognised the need for flexibility during the early stages of the service.

DECISION:

- 1) That following review, the waste policy revisions suggested from the Policy Development Panel meetings of 17 December 2025 and 9 February 2026, as set out in Appendix A, be noted and agreed, with the exception of the proposal at item 3.15(e) (Bins at Places of worship, village halls and community centres - charging a commercial rate for collections from village halls and community centres should be considered due to commercial use.) – it was agreed that these premises should not be charged at a commercial rate, and instead be provided with a free set of bins, with additional requirement chargeable;
- 2) That the waste policies as presented in Appendix B be approved;
- 3) That authority be delegated to the Assistant Director – Neighbourhoods, in consultation with the Portfolio Holder for Corporate and Environmental Services, to approve minor and operational changes to waste policies should there be future need.
- 4) That the Equality Impact Assessment of the policies presented in Appendix C be noted.

(Other options considered:

- *Not applicable;*

Reasons for decision:

- *To enable the Council to provide a clear set of policies for the new waste collection service delivery model to ensure legal*

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compliance, to provide an efficient and effective service, and to provide clear information to residents).

104. SOCIAL HOUSING REGULATION – Q3 2025/2026 UPDATE

Consideration was given to the report of the Assistant Director – Housing which provided Cabinet with an update on progress made towards meeting the outcomes of the Social Housing (Regulation) Act 2023, including revised consumer standards.

The Portfolio Holder for Strategic and Operational Housing presented the report.

The report provided an update on the Council's progress in meeting the outcomes of the RSH consumer standards.

The report outlined the steps taken to address identified weaknesses, including the progress against the Regulatory Improvement Plan and continued delivery of the Housing Transformation Programme.

Key improvements included:

- Stock condition surveys were now over 91.12% complete, giving accurate data on homes, with surveys continuing to take place.
- Tenant engagement had expanded, with the development of a Tenant Scrutiny Panel which was being recruited to this month (February).
- Review of key letters with tenants to ensure they were providing clear and understandable information.
- Several key tenant led policies had been developed and adopted, including the Reasonable Adjustments Policy and Aids and Adaptations Policy, ensuring services better reflected tenants' needs.
- Development of a Contractor Code of Conduct with Tenants.

The Council remained committed to transparency, accountability, and continuous improvement and the quarterly reports would provide progress on how the authority was working towards a C1 grading.

Consideration was given to the report, and the following issues were raised:

- Members congratulated officers on the progress achieved to date and stated that a high bar was being set. In addition, it

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was encouraging to see the new level of transparency around housing issues.

DECISION:

- 1) That Cabinet notes the progress made in addressing areas of weakness identified in the Regulator of Social Housing's C2 judgement of the Council against the consumer Standards as part of its proactive regulatory inspection regime;
- 2) That Cabinet notes the quarterly Tenant Engagement Impact Assessment Report (included as Appendix C).

(Other options considered:

- *Do nothing – to retain progress updates through operational arrangements with the Portfolio Holder for Strategic and Operational Housing. This option is not considered to be appropriate as the Regulator of Social Housing is clear that Councillors are responsible for ensuring that the Council, in its role as a registered provider, is meeting the regulatory standards set;*

Reasons for decision:

- *To provide oversight, awareness and assurance of the Council's compliance with regulatory requirements as a Social Landlord).*

105. SELCP SAFEGUARDING POLICY

Consideration was given to the report of the Assistant Director – Communities and Housing Services which requested adoption of a new Safeguarding Policy.

The Portfolio Holder for Health, Wellbeing, Conservation and Heritage presented the report.

Under the 'Children Act 1989 and the Care Act 2014' all local authorities were legally required to have safeguarding procedures in place. The policy under consideration laid out clear and consistent guidance to all officers and councillors across the South and East Lincolnshire Councils Partnership area, on how to deal with concerns they may have in respect to safeguarding vulnerable adults or children. This included where to seek advice and how to submit a case for further action.

The policy would be reviewed annually for minor changes such as practice updates from case reviews, which would be overseen by the Portfolio Holder for Health, Wellbeing, Conservation and

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Heritage. A full review would also take place every four years, with any proposed revisions presented to Cabinet for approval to maintain strategic oversight and governance.

Supporting the strategy development and its subsequent actions, the shared Safeguarding Officer would play a key role in the administration of our safeguarding responsibilities. This included ensuring appropriate training was in place and being undertaken for all officers and Councillors each year.

The Chief Executive commented that a lot of the good practice required in this area was already in place within the HRA.

DECISION:

- 1) That Cabinet adopts the joint SELCP Safeguarding Policy.
- 2) That Cabinet delegates authority to the Assistant Director – Communities and Housing Services in consultation with the Portfolio Holder to make minor amendments to the policy, ensuring it remains up to date with legislative changes and operational requirements.
- 3) That the Assistant Director – Communities and Housing Services undertakes a full review of the policy every four years, with any proposed revisions presented to Cabinet for approval to maintain strategic oversight and governance.

(Other options considered:

- *An updated single policy for each council was considered but discounted due to the possible confusion this may cause. Especially when considering the fundamental requirements of the Children Act 1989 and the Care Act 2014 are the same for all three councils;*

Reasons for decision:

- *Under the Children Act 1989 and the Care Act 2014, all local authorities are legally required to have safeguarding measures in place, helping to protect children and vulnerable adults from abuse, neglect and exploitation;*
- *Prior to the three councils moving to the South & East Lincolnshire Councils Partnership (SELCP), each council had their own safeguarding policy. Following the move to a single workforce, including having a single Strategic Safeguarding Officer for the Partnership, a single policy will ensure a standardised approach to safeguarding exists across the councils and its functions).*

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106. SOUTH & EAST LINCOLNSHIRE COMMUNITY SAFETY STRATEGY

Consideration was given to the report of the Assistant Director – Communities and Housing Services, which sought approval of the Community Safety Strategy and to recommend its adoption by Full Council.

The Portfolio Holder for Public Protection presented the report.

The South and East Lincolnshire Community Safety Strategy set out how the councils of South Holland, Boston, and East Lindsey worked with partners such as Lincolnshire Police, Fire and Rescue and the voluntary and community sector, to reduce crime, anti-social behaviour (ASB), and fear of crime across the sub-region. It fulfilled statutory duties under the Crime and Disorder Act 1998 and aligned with countywide activity through the Safer Lincolnshire Partnership.

A strategic review incorporating police data, local health information, the Lincolnshire Strategic Needs Assessment, and public feedback identified four areas of focus for the South and East Lincolnshire Community Safety Partnership:

1. Tackling ASB in our communities, with a particular focus on neighbour-related issues.
2. Develop understanding of fear and perceptions of crime, to identify underlying causes.
3. Work with the Safer Lincolnshire Partnership to support a place-based approach to project delivery.
4. Encouraging increased reporting to build a stronger intelligence picture.

The partnership approach ensured coordinated activity across the three districts, avoiding duplication and making best use of shared resources. Responsibilities such as public consultation, Domestic Abuse Related Death Reviews, and countywide public meetings were discharged jointly through the county level Safer Lincolnshire Partnership.

The Strategy aligned strongly with corporate priorities on safe and resilient communities and enhanced the partnership's reputation for responding to local safety concerns.

The strategy was supported by scrutiny as part of a wider update relating to crime and disorder duties at the end of 2025.

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The Portfolio Holder passed on his thanks to officers within the HRA who had provided support and feedback as part of the development of this strategy and associated action plan.

The Leader commented that the South and East Lincolnshire Community Safety Partnership was highly regarded across the County and its effectiveness had been noted by a number of consultees being spoken to as part of the LGR process.

DECISION:

- a) That Cabinet note the contents of the report and the work of partners in addressing crime and disorder in South and East Lincolnshire and Lincolnshire as a whole.
- b) That Cabinet recommends Full Council adopt the Community Safety Strategy which sets out the areas of focus identified by the South and East Lincolnshire Community Safety Partnership.
- c) That Cabinet requests that the Full Council authorises the executive of the authority to make any future amendments to the Strategy as required to meet emerging needs identified; and that subject to Full Council authorisation the Cabinet authorises the Assistant Director, Communities and Housing Services, in consultation with relevant Portfolio Holders to amend the Strategy.

(Other options considered:

- *Do nothing;*

Reasons for decision:

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

107. ANY OTHER ITEMS WHICH THE LEADER DECIDES ARE URGENT.

There were none.

(The meeting ended at 7.25 pm)

(End of minutes)

Any RECOMMENDATIONS TO COUNCIL detailed above will be submitted for consideration to the meeting of the full Council on 26 February 2026.



Report To:	Cabinet
Date:	28 April 2026
Subject:	Quarter 3 Performance and Risk Report 25/26
Purpose:	To provide an update on performance and risk as at the end of December 2025
Key Decision:	No
Portfolio Holder:	Councillor Jim Astill, Portfolio Holder for Corporate and Environmental Services
Report Of:	John Medler, Assistant Director – Governance, James Gilbert, Assistant Director – Corporate
Report Author:	Corey Gooch, Business Intelligence and Change Manager
Ward(s) Affected:	All
Exempt Report:	No

Summary

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

Recommendations

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

Reasons for Recommendations

Cabinet is responsible for overseeing the effectiveness of the Council's risk and performance management arrangements.

Other Options Considered

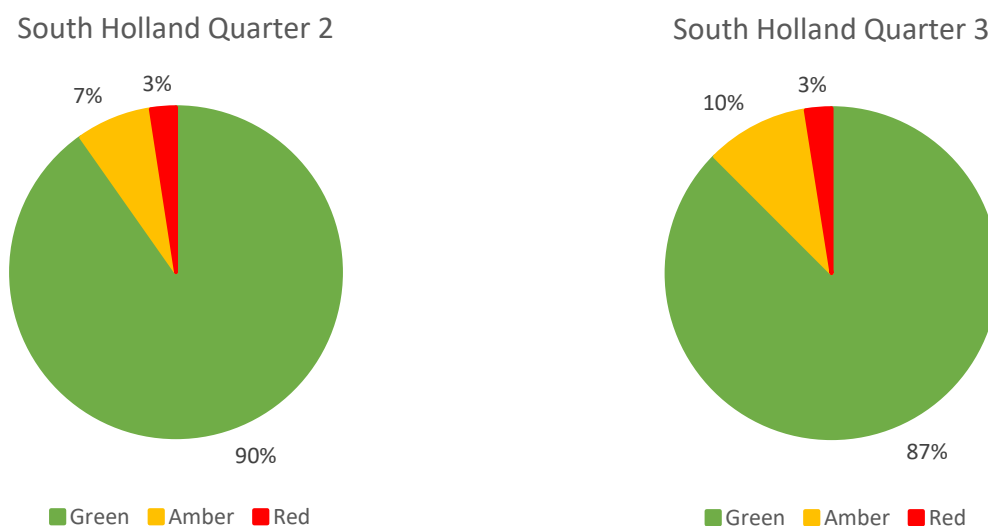
Alternative reporting arrangements.

1. Performance

1.1 The SHDC Q3 Performance Report details areas of under-performance. Key areas to note are:

- **Percentage of corporate complaints responded to within corporately set timescales:** Complaints responded to within set timescales has dropped slightly to 77.5% from (85.19% in Q2), against target of 95%. (Details for this indicator can be found within appendix A of this report)

1.2 The pie charts below show the Quarter 3 outturn compared to the previous Quarter; Further details of these areas can be found in Appendix A of this report which underscores the council's efforts to address key issues while also pointing out areas requiring more focused strategies to meet targets and improve service delivery.



- 1.3 87% of the Council's performance metrics present a positive position against targets.
- 10% are slightly below target.
 - 3% are significantly under target.

It should, however, be noted that targets are set to help drive performance improvements as opposed to being easy goals to achieve.

2. Risk management

2.1 A shared approach to risk management has been agreed across the Partnership with common formatting but not content. The revised Risk Management Framework has been agreed by all three Councils.

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

Target Status: Each strategic risk now includes an indication of whether it is currently being managed at its target level. This addition supports better prioritisation by highlighting risks that require further mitigation to reach their desired state.

Mitigation Action Tracking: The summary also incorporates the status of planned mitigation actions, using a RAG (Red, Amber, Green) rating. This provides assurance that actions are progressing as expected and helps identify where further attention may be needed.

2.3 Individual strategic and operational risk registers are in place for each of the Councils to reflect individual circumstances, locality and reporting. Strategic risks are high level, relating to corporate priorities. Operational risks are service specific. In addition, a risk register of strategic risks to the Partnership has been developed and is set out below.

2.2 A quarterly corporate governance clinic is held with Assistant Directors to review risks.

2.3 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





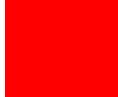
3. Strategic Risk Register

3.1 A summary of the risks and scores are set out in the table below, with full details in Appendix B.

South Holland Strategic Risks	Risk score	Direction of travel	Target Status
1.Failure to meet statutory requirements in regard to general fund assets	Low (4)	↔	At Target Set
3.Retention of staff.	Medium (8)	↔	At Target Set
4.Service Delivery	Medium (9)	↔	Not at Target
5.Technology infrastructure failure	High (10)	↔	At Target Set
7.Cyber Incident	High (15)	↔	At Target Set
8.Failure to deliver the capital programme	Medium (6)	N/A	At Target Set
9.Economic Growth	Medium (9)	↔	At Target Set
10.Introduction of Extended Producer Responsibility	Low (4)	↔	At Target Set
11.Implementation of the Environment Act 2021	High (16)	↔	Not at Target
12.Waste Collection Round Pressures	High (16)	↔	Not at Target
13.Local Plan being considered out of date	Medium (6)	↔	At Target Set
14.Budget	High (16)	↔	At Target Set

South Holland Strategic Risks	Risk score	Direction of travel	Target Status
15.Capacity	Medium (9)	↔	At Target Set
16.Third Party Service Delivery	Medium (9)	↔	At Target Set
17.Net Zero target	Low (4)	↔	At Target Set
18.Civil contingency risks	Medium (8)	↔	At Target Set
19.Information	Medium (8)	↔	At Target Set
20.Capital Programme	Medium (6)	↔	At Target Set
22.Local Government Reform (LGR) in Greater Lincolnshire	High (12)	↔	At Target Set
23.Health and Safety	Medium (9)	↔	Not at Target
24.AI Governance and Oversight	Medium (9)	N/A	At Target Set

Risk Scoring Matrix						
Impact	Critical		5	7		
	High		3;20;21		11;12;16	
	Medium		2;4;6; 22;23	9;17; 18;25	24	
	Low		1;10	8;13;19		
	Minimal					
		Rare	Unlikely	Possible	Likely	Almost certain
		Likelihood				

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

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

SELCP Partnership Risks	Risk score	Direction of travel	Target Status
SELCP-01: Vision	Medium (8)	↔	At Target Score
SELCP-02: Trust	Medium (9)	↓	At Target Score
Likelihood reduced from 4 to a 3.			
SELCP-03: Sovereignty	Medium (9)	↔	At Target Score
SELCP-05: Culture	Medium (6)	↔	At Target Score
SELCP-06: LGR	High (12)	↔	At Target Score
SELCP-07: Funding	High (16)	↔	Not on Target
SELCP-08: Staffing	High (12)	↔	Not on Target
SELCP-09: PSPS	Medium (6)	↔	At Target Score

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

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

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

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

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

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

3.4 A summary of the HRA risks and scores are set out in the table below, with full details in Appendix E.

South Holland HRA Risks	Risk score	Direction of travel	Target Status
1.Business continuity	Medium (9)	↔	At Target Score
2.Health and Safety	Medium (6)	↔	At Target Score
3.Risk oversight	Medium (6)	↓	At Target Score
Likelihood lowered from a 3 to 2.			
4.Management of health and safety	Medium (8)	↔	At Target Score
5.Management of health and safety of DLO	Medium (5)	↔	At Target Score
6.Data	Low (3)	↔	At Target Score
7.Listening to tenants	Low (4)	↔	At Target Score
8.Tenant engagement resource	Medium (9)	↔	Not at Target
9.Qualification requirements	Low (4)	↔	At Target Score
10.HRA business plan	Low (1)	↓	At Target Score
Score reduced from 2,3 to 1,1			
11.Failure to meet Regulatory Consumer Standards	Low (4)	↔	At Target Score
12.Failure to self-refer to the regulator	Low (3)	↔	At Target Score
13.Impact of Awaab's law	Medium (6)	↔	Not at Target
14. Minimum Energy Efficiency Standards	Medium (9)	↔	Not at Target
15. HRA business plan (Additional)	Medium (9)	↔	Not at Target
16. Emergency repairs service (staffing)	High (12)	↔	Not at Target

Risk Scoring Matrix					
Critical	5				
High		4			
Medium		2;6	1;3;8;10;11	12	
Low	12	7;9			
Minimal					
	Rare	Unlikely	Possible	Likely	Almost certain
	Likelihood				

Risk Score Colour

Minimal Risk

Low Risk

Medium Risk

High Risk

Critical Risk

4. Conclusion

4.1. The risk management arrangements are designed to provide the Council with a clearer and fuller understanding of the key risks facing the organisation and how these are being managed. Strategic and operational risks continue to be managed in accordance with the Risk Management Framework.

5. Feedback from Scrutiny

5.1. PMP

- Members sought clarification where performance indicators were unclear, missing, or potentially misleading. This included the meaning of first-time successful waste collection rates, housing benefit overpayment recovery exceeding 100%, missing data on contaminated recycling and total waste collected, the purpose of retaining indicators with no data, and explanations for increases in website traffic alongside declining digital service take-up.
- In regards to scrutiny of trends, volatility and follow-up action members questioned fluctuations and longer-term trends across several areas, including missed waste collections (particularly repeat issues in the same locations), corporate complaint response times, stall occupancy, homelessness indicators, discretionary housing payment applications, and digital uptake. Members also asked whether earlier declines in complaint handling performance had resulted in any consequences or corrective action.

5.2. Governance and Audit

- Members noted that the strategic risk profile remains largely stable, with most risks managed at or near their target levels. Officers confirmed a structured risk management framework is in place and provided assurance that areas currently above target (notably health and safety) are subject to active mitigation and expected to return to target by the end of Q4.
- Members questioned several individual risks, including the new AI governance risk (added as a medium risk), cyber security resilience, partnership funding risks, staffing pressures in repairs services, and risks arising from the Environment Act (notably food waste implementation, vehicle availability, route modelling and growth assumptions). Members sought assurance that controls were sufficiently robust, risks were accurately scored, and mitigation remained proportionate and credible.
- Members also questioned whether the frequency of risk reporting remained appropriate given emerging risks such as digital, waste reform and LGR uncertainty.

Implications

South and East Lincolnshire Councils Partnership

A Partnership approach has been agreed for 2025/26.

Corporate Priorities

All strategic risks are linked to delivery of corporate priorities

Staffing

No implications specific to this report. Risks relating to staffing are included in the report.

Workforce Capacity Implications

No implications specific to this report. 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

Whole report

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. 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

- AD: Assistant Director
- DCX: Deputy Chief Executive
- SLT: Senior Leadership Team

Appendices

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

<i>Appendix A</i>	<i>SHDC Performance Report</i>
<i>Appendix B</i>	<i>SHDC Strategic Risk Register</i>
<i>Appendix C</i>	<i>Partnership Risk Register</i>
<i>Appendix D</i>	<i>Fraud Risk Register</i>
<i>Appendix E</i>	<i>HRA Risk Register</i>

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

Performance Monitoring Panel	10th March 2026
Governance and Audit	19th March 2026

Report Approval

Report author:	Richard Baldwin, Strategic Performance Analyst
Signed off by:	John Medler, Assistant Director – Governance, James Gilbert, Assistant Director – Corporate

Approved for publication:	Councillor Jim Astill, Portfolio Holder for Corporate and Environmental Services
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Performance Indicators with Targeted Performance Levels
Growth and Prosperity

PI Name	AD	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Target	RAG	
Occupancy Rate at end of Quarter: Industrial Units	Andy Fisher	100.00%	100.00%	100.00%	98.08%	98.00%	98.21%	100.00%	97.00%	Green	
Commentary	Full occupation at the end of Q3.										
Percentage of major planning applications determined within 13/16 weeks (or agreed extended period)	Phil Norman	94.38%	94.34%	100.00%	100.00%	96.97%	97.56%	100.00%	65.00%	Green	
Commentary	Continued strong performance for Major decisions - officers and service leads continue to monitor and manage timely decision making.										
Percentage of non-major planning applications determined within 8 weeks (or agreed extended period)	Phil Norman	Not Previously Reported	Not Previously Reported	94.74%	94.64%	95.08%	96.00%	98.50%	75%	Green	
Commentary	Continued strong performance for Non-Major decisions - officers and service leads continue to monitor and manage timely decision making.										
Percentage of major planning appeals allowed within the last 2 years (rolling period) against number of applications determined	Phil Norman	1.01%	0.94%	3.19%	2.94%	2.91%	2.83%	3.06%	10%	Green	
Commentary	Appeals % remains comfortably below the MHCLG threshold. Officers continue to review/monitor live tables when data is released to ensure no concerns.										
Percentage of minor & other planning appeals allowed within the last 2 years (rolling period) against number of applications determined (OFLOG)	Phil Norman	0.83%	0.97%	0.72%	0.85%	0.97%	1.00%	0.84%	10%	Green	
Commentary	Appeals performance is very good - gives the service confidence in sound decision making.										

Safe and Resilient Communities

PI Name	AD	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Target	RAG																	
Percentage of cases opened at homelessness prevention stage (i.e. before they have become homeless)	Emily Spicer	46.15%	39.53%	34.62%	50.46%	49.21%	50.00%	51.96%	50.00%		<table border="1"> <caption>Percentage of cases opened at homelessness prevention stage</caption> <thead> <tr><th>Quarter</th><th>Percentage</th></tr> </thead> <tbody> <tr><td>Q1</td><td>46.15%</td></tr> <tr><td>Q2</td><td>39.53%</td></tr> <tr><td>Q3</td><td>34.62%</td></tr> <tr><td>Q4</td><td>50.46%</td></tr> <tr><td>Q1</td><td>49.21%</td></tr> <tr><td>Q2</td><td>50.00%</td></tr> <tr><td>Q3</td><td>51.96%</td></tr> </tbody> </table>	Quarter	Percentage	Q1	46.15%	Q2	39.53%	Q3	34.62%	Q4	50.46%	Q1	49.21%	Q2	50.00%	Q3	51.96%
Quarter	Percentage																										
Q1	46.15%																										
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Q3	34.62%																										
Q4	50.46%																										
Q1	49.21%																										
Q2	50.00%																										
Q3	51.96%																										
Commentary	The number of cases started before people became homeless remains on target. Process mapping work is to be completed to check whether there are any missed opportunities to assist people before they become homeless.																										
Percentage of homelessness cases that were opened at homelessness prevention stage that resulted in the customer not becoming homeless	Emily Spicer	108.33%	97.06%	75.00%	78.18%	56.45%	69.12%	64.44%	50.00%		<table border="1"> <caption>Percentage of homelessness cases that were opened at homelessness prevention stage that resulted in the customer not becoming homeless</caption> <thead> <tr><th>Quarter</th><th>Percentage</th></tr> </thead> <tbody> <tr><td>Q1</td><td>108.33%</td></tr> <tr><td>Q2</td><td>97.06%</td></tr> <tr><td>Q3</td><td>75.00%</td></tr> <tr><td>Q4</td><td>78.18%</td></tr> <tr><td>Q1</td><td>56.45%</td></tr> <tr><td>Q2</td><td>69.12%</td></tr> <tr><td>Q3</td><td>64.44%</td></tr> </tbody> </table>	Quarter	Percentage	Q1	108.33%	Q2	97.06%	Q3	75.00%	Q4	78.18%	Q1	56.45%	Q2	69.12%	Q3	64.44%
Quarter	Percentage																										
Q1	108.33%																										
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Q4	78.18%																										
Q1	56.45%																										
Q2	69.12%																										
Q3	64.44%																										
Commentary	The total number of households prevented from becoming homeless is above the target.																										
Number of families with children placed into Bed & Breakfast (B&B) for more than 6 weeks	Emily Spicer	0	0	0	0	0	0	0	0		<table border="1"> <caption>Number of families with children placed into Bed & Breakfast (B&B) for more than 6 weeks</caption> <thead> <tr><th>Quarter</th><th>Number</th></tr> </thead> <tbody> <tr><td>Q1</td><td>0</td></tr> <tr><td>Q2</td><td>0</td></tr> <tr><td>Q3</td><td>0</td></tr> <tr><td>Q4</td><td>0</td></tr> <tr><td>Q1</td><td>0</td></tr> <tr><td>Q2</td><td>0</td></tr> <tr><td>Q3</td><td>0</td></tr> </tbody> </table>	Quarter	Number	Q1	0	Q2	0	Q3	0	Q4	0	Q1	0	Q2	0	Q3	0
Quarter	Number																										
Q1	0																										
Q2	0																										
Q3	0																										
Q4	0																										
Q1	0																										
Q2	0																										
Q3	0																										
Commentary	No households with children were in B&B for more than 6 weeks remains at zero.																										
Percentage of decisions issued on an applicant's initial homelessness application within target timescale of 33 working days	Emily Spicer	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	90.43%	92.56%	83.51%	75.00%		<table border="1"> <caption>Percentage of decisions issued on an applicant's initial homelessness application within target timescale of 33 working days</caption> <thead> <tr><th>Quarter</th><th>Percentage</th></tr> </thead> <tbody> <tr><td>Q1</td><td>Not Previously Reported</td></tr> <tr><td>Q2</td><td>Not Previously Reported</td></tr> <tr><td>Q3</td><td>Not Previously Reported</td></tr> <tr><td>Q4</td><td>Not Previously Reported</td></tr> <tr><td>Q1</td><td>90.43%</td></tr> <tr><td>Q2</td><td>92.56%</td></tr> <tr><td>Q3</td><td>83.51%</td></tr> </tbody> </table>	Quarter	Percentage	Q1	Not Previously Reported	Q2	Not Previously Reported	Q3	Not Previously Reported	Q4	Not Previously Reported	Q1	90.43%	Q2	92.56%	Q3	83.51%
Quarter	Percentage																										
Q1	Not Previously Reported																										
Q2	Not Previously Reported																										
Q3	Not Previously Reported																										
Q4	Not Previously Reported																										
Q1	90.43%																										
Q2	92.56%																										
Q3	83.51%																										
Commentary	Performance has reduced this quarter but remains above target.																										

Environment

PI Name	AD	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Target	RAG																	
Percentage of recycling collected that is unable to be recycled (contamination)	Victoria Burgess	22.22%	18.21%	17.36%	No Data Provided	9.14%			14.00%		<table border="1"> <caption>Percentage of recycling collected that is unable to be recycled (contamination)</caption> <thead> <tr><th>Quarter</th><th>Percentage</th></tr> </thead> <tbody> <tr><td>Q1</td><td>22.22%</td></tr> <tr><td>Q2</td><td>18.21%</td></tr> <tr><td>Q3</td><td>17.36%</td></tr> <tr><td>Q4</td><td>No Data Provided</td></tr> <tr><td>Q1</td><td>9.14%</td></tr> <tr><td>Q2</td><td></td></tr> <tr><td>Q3</td><td></td></tr> </tbody> </table>	Quarter	Percentage	Q1	22.22%	Q2	18.21%	Q3	17.36%	Q4	No Data Provided	Q1	9.14%	Q2		Q3	
Quarter	Percentage																										
Q1	22.22%																										
Q2	18.21%																										
Q3	17.36%																										
Q4	No Data Provided																										
Q1	9.14%																										
Q2																											
Q3																											
Commentary		Q2 data is not available on WDF. Review required to determine the use of LCC data or WDF.																									
Percentage of waste collections that were successful first time	Victoria Burgess	99.89%	99.89%	99.96%	99.82%	99.91%	99.85%	99.91%	99.80%		<table border="1"> <caption>Percentage of waste collections that were successful first time</caption> <thead> <tr><th>Quarter</th><th>Percentage</th></tr> </thead> <tbody> <tr><td>Q1</td><td>99.89%</td></tr> <tr><td>Q2</td><td>99.89%</td></tr> <tr><td>Q3</td><td>99.96%</td></tr> <tr><td>Q4</td><td>99.82%</td></tr> <tr><td>Q1</td><td>99.91%</td></tr> <tr><td>Q2</td><td>99.85%</td></tr> <tr><td>Q3</td><td>99.91%</td></tr> </tbody> </table>	Quarter	Percentage	Q1	99.89%	Q2	99.89%	Q3	99.96%	Q4	99.82%	Q1	99.91%	Q2	99.85%	Q3	99.91%
Quarter	Percentage																										
Q1	99.89%																										
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Q3	99.96%																										
Q4	99.82%																										
Q1	99.91%																										
Q2	99.85%																										
Q3	99.91%																										
Percentage of fly-tips collected within 5 working days of being reported	Victoria Burgess	96.98%	97.02%	95.47%	97.79%	95.40%	94.59%	94.40%	95.00%		<table border="1"> <caption>Percentage of fly-tips collected within 5 working days of being reported</caption> <thead> <tr><th>Quarter</th><th>Percentage</th></tr> </thead> <tbody> <tr><td>Q1</td><td>96.98%</td></tr> <tr><td>Q2</td><td>97.02%</td></tr> <tr><td>Q3</td><td>95.47%</td></tr> <tr><td>Q4</td><td>97.79%</td></tr> <tr><td>Q1</td><td>95.40%</td></tr> <tr><td>Q2</td><td>94.59%</td></tr> <tr><td>Q3</td><td>94.40%</td></tr> </tbody> </table>	Quarter	Percentage	Q1	96.98%	Q2	97.02%	Q3	95.47%	Q4	97.79%	Q1	95.40%	Q2	94.59%	Q3	94.40%
Quarter	Percentage																										
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Q3	95.47%																										
Q4	97.79%																										
Q1	95.40%																										
Q2	94.59%																										
Q3	94.40%																										

Efficiencies and Efficacies

PI Name	AD	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Target	RAG	
Occupancy Rate at end of Quarter: Other investment property	Andy Fisher	91.66%	91.67%	100.00%	100.00%	100.00%	100.00%	100.00%	97.00%		
Commentary	Running at a full level with turnover of vacant units being quickly relet; the estate remained stable despite in Q3 challenging economic times with the economy.										
Percentage of car parking income received against agreed annual budget – cumulative figure to end of successive quarters.	Andy Fisher	106.00%	107.16%	103.97%	104.66%	105.68%	103.01%	102.98%	100.00%		
Commentary	The Q3 outturn remains slightly above target, however, the percentage above target has reduced slightly since Q1.										
LA Error rate (measured against estimated annual expenditure) (PSPS)	Russell Stone	0.02%	0.07%	0.08%	0.11%	0.16%	0.32%	0.40%	0.42%		
Business Rates in-year collection rate	Russell Stone	28.43%	55.61%	80.56%	97.30%	30.14%	55.28%	80.83%	80.50%		
Council Tax in-year collection rate	Russell Stone	28.63%	55.80%	82.56%	96.32%	28.65%	55.55%	82.19%	82.50%		
Commentary	Collection rate is slightly below target at the end of Q3, however there is a robust recovery program in place through Q4 and, at this time, it is expected that performance will be on target for the end of the year.										

Appendix A

Housing Benefit New Claims speed of processing (Year to Date) (PSPS)	Russell Stone	31.00	25.50	24.00	23.50	16.00	17.50	18.67	25		<table border="1"> <caption>Housing Benefit New Claims speed of processing (Year to Date) (PSPS)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>31.00</td></tr> <tr><td>Q2</td><td>25.50</td></tr> <tr><td>Q3</td><td>24.00</td></tr> </tbody> </table>	Quarter	Value	Q1	31.00	Q2	25.50	Q3	24.00
Quarter	Value																		
Q1	31.00																		
Q2	25.50																		
Q3	24.00																		
Housing Benefit Changes speed of processing (Year to Date) (PSPS)	Russell Stone	10.00	9.50	12.67	10.00	12.00	11.50	11.67	12		<table border="1"> <caption>Housing Benefit Changes speed of processing (Year to Date) (PSPS)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>10.00</td></tr> <tr><td>Q2</td><td>9.50</td></tr> <tr><td>Q3</td><td>12.67</td></tr> </tbody> </table>	Quarter	Value	Q1	10.00	Q2	9.50	Q3	12.67
Quarter	Value																		
Q1	10.00																		
Q2	9.50																		
Q3	12.67																		
Housing Benefit Overpayment Recovery rate (PSPS)	Russell Stone	87.87%	110.11%	104.59%	113.05%	111.56%	94.16%	84.97%	85.00%		<table border="1"> <caption>Housing Benefit Overpayment Recovery rate (PSPS)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>87.87%</td></tr> <tr><td>Q2</td><td>110.11%</td></tr> <tr><td>Q3</td><td>104.59%</td></tr> </tbody> </table>	Quarter	Value	Q1	87.87%	Q2	110.11%	Q3	104.59%
Quarter	Value																		
Q1	87.87%																		
Q2	110.11%																		
Q3	104.59%																		
Commentary	Recovery rate has dropped slightly under target due to several large Overpayment Invoices raised in November, however recovery action is in place.																		
Land Charges - Average number of days taken to process Local Authority searches (working days)	Christian Allen	3.61	3.16	3.19	3.32	4.20	3.41	3.67	8		<table border="1"> <caption>Land Charges - Average number of days taken to process Local Authority searches (working days)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>3.61</td></tr> <tr><td>Q2</td><td>3.16</td></tr> <tr><td>Q3</td><td>3.19</td></tr> </tbody> </table>	Quarter	Value	Q1	3.61	Q2	3.16	Q3	3.19
Quarter	Value																		
Q1	3.61																		
Q2	3.16																		
Q3	3.19																		
Percentage of corporate complaints responded to within corporately set timescales	John Medler	81.82%	92.31%	53.85%	58.82%	85.00%	85.19%	77.50%	95.00%		<table border="1"> <caption>Percentage of corporate complaints responded to within corporately set timescales</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>81.82%</td></tr> <tr><td>Q2</td><td>92.31%</td></tr> <tr><td>Q3</td><td>53.85%</td></tr> </tbody> </table>	Quarter	Value	Q1	81.82%	Q2	92.31%	Q3	53.85%
Quarter	Value																		
Q1	81.82%																		
Q2	92.31%																		
Q3	53.85%																		
Commentary	The number of complaints over the Christmas period has not increased as such but the focus and burden on neighbourhoods and housing is clear. Changes to the way complaints are handled will address and highlight potential delays going forward.																		
Percentage of subject requests responded to within statutory timescales	John Medler	80.00%	100.00%	100.00%	66.67%	66.67%	100.00%	100.00%	95.00%		<table border="1"> <caption>Percentage of subject requests responded to within statutory timescales</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>80.00%</td></tr> <tr><td>Q2</td><td>100.00%</td></tr> <tr><td>Q3</td><td>100.00%</td></tr> </tbody> </table>	Quarter	Value	Q1	80.00%	Q2	100.00%	Q3	100.00%
Quarter	Value																		
Q1	80.00%																		
Q2	100.00%																		
Q3	100.00%																		
Commentary	6 more are due but within statutory response period.																		


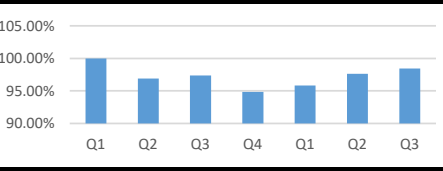

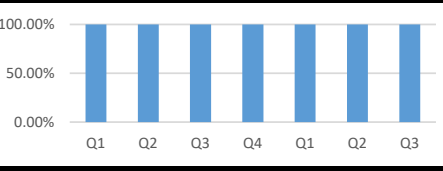

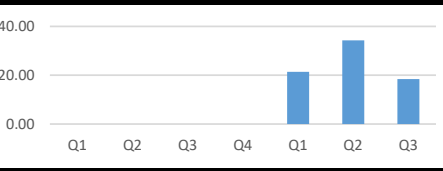
Percentage of information requests responded to within statutory timescales	John Medler	94.17%	100.00%	97.79%	96.97%	97.10%	95.00%	96.50%	95.00%		<table border="1"> <caption>Percentage of information requests responded to within statutory timescales</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>95.00%</td></tr> <tr><td>Q2</td><td>100.00%</td></tr> <tr><td>Q3</td><td>97.79%</td></tr> <tr><td>Q4</td><td>96.97%</td></tr> <tr><td>Q1</td><td>97.10%</td></tr> <tr><td>Q2</td><td>95.00%</td></tr> <tr><td>Q3</td><td>96.50%</td></tr> </tbody> </table>	Quarter	Percentage	Q1	95.00%	Q2	100.00%	Q3	97.79%	Q4	96.97%	Q1	97.10%	Q2	95.00%	Q3	96.50%		
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Commentary		FOI and EIR response where missing deadlines are primarily planning related where the request is particularly complex. Invariably these are only missed by a couple of days.																											
Percentage of contacts resolved at first contact – targeted. (PSPS)	Phil Perry	82.89%	85.11%	85.65%	86.27%	89.56%	89.57%	89.68%	80.00%		<table border="1"> <caption>Percentage of contacts resolved at first contact – targeted. (PSPS)</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>82.89%</td></tr> <tr><td>Q2</td><td>85.11%</td></tr> <tr><td>Q3</td><td>85.65%</td></tr> <tr><td>Q4</td><td>86.27%</td></tr> <tr><td>Q1</td><td>89.56%</td></tr> <tr><td>Q2</td><td>89.57%</td></tr> <tr><td>Q3</td><td>89.68%</td></tr> <tr><td>Q4</td><td>80.00%</td></tr> </tbody> </table>	Quarter	Percentage	Q1	82.89%	Q2	85.11%	Q3	85.65%	Q4	86.27%	Q1	89.56%	Q2	89.57%	Q3	89.68%	Q4	80.00%
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Commentary		Total contacts - 28,803 Cases logged - 17,952 Service Requests - 7,949 Transfer & Message - 2902 - Council Tax (36.96%), Housing (26.20%), Benefits (12.04%) Levels of chase enquiry 8.88%, with service answer rate 25.41%, driving up transfer and message enquiries.																											
Average answer rate – Customer Contact (PSPS)	Phil Perry	86.84%	84.00%	91.71%	87.32%	83.87%	86.58%	91.92%	80.00%		<table border="1"> <caption>Average answer rate – Customer Contact (PSPS)</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>86.84%</td></tr> <tr><td>Q2</td><td>84.00%</td></tr> <tr><td>Q3</td><td>91.71%</td></tr> <tr><td>Q4</td><td>87.32%</td></tr> <tr><td>Q1</td><td>83.87%</td></tr> <tr><td>Q2</td><td>86.58%</td></tr> <tr><td>Q3</td><td>91.92%</td></tr> <tr><td>Q4</td><td>80.00%</td></tr> </tbody> </table>	Quarter	Percentage	Q1	86.84%	Q2	84.00%	Q3	91.71%	Q4	87.32%	Q1	83.87%	Q2	86.58%	Q3	91.92%	Q4	80.00%
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HRA

PI Name	AD	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Target	RAG																	
Proportion of homes for which all required gas safety checks have been carried out	Vicky Cherry	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	Green	<table border="1"> <caption>Gas Safety Checks Completion</caption> <thead> <tr><th>Quarter</th><th>Completion %</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> <tr><td>Q2</td><td>100.00%</td></tr> <tr><td>Q3</td><td>100.00%</td></tr> </tbody> </table>	Quarter	Completion %	Q1	100.00%	Q2	100.00%	Q3	100.00%	Q4	100.00%	Q1	100.00%	Q2	100.00%	Q3	100.00%
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Q2	100.00%																										
Q3	100.00%																										
Commentary	No gas safety checks are outstanding.																										
Proportion of homes for which an Electrical Installation Condition Report (EICR) has been carried out	Vicky Cherry	99.30%	99.16%	99.07%	99.53%	99.78%	99.89%	99.92%	100.00%	Yellow	<table border="1"> <caption>EICR Completion Rates</caption> <thead> <tr><th>Quarter</th><th>Completion %</th></tr> </thead> <tbody> <tr><td>Q1</td><td>99.30%</td></tr> <tr><td>Q2</td><td>99.16%</td></tr> <tr><td>Q3</td><td>99.07%</td></tr> <tr><td>Q4</td><td>99.53%</td></tr> <tr><td>Q1</td><td>99.78%</td></tr> <tr><td>Q2</td><td>99.89%</td></tr> <tr><td>Q3</td><td>99.92%</td></tr> </tbody> </table>	Quarter	Completion %	Q1	99.30%	Q2	99.16%	Q3	99.07%	Q4	99.53%	Q1	99.78%	Q2	99.89%	Q3	99.92%
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Q3	99.92%																										
Commentary	There are now three properties with outstanding EICRs, all three are in the no access process, two of which at the time of reporting have confirmed appointments booked in Jan 2026.																										
Proportion of homes for which all required fire risk assessments have been carried out	Vicky Cherry	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	Green	<table border="1"> <caption>Fire Risk Assessments Completion</caption> <thead> <tr><th>Quarter</th><th>Completion %</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> <tr><td>Q2</td><td>100.00%</td></tr> <tr><td>Q3</td><td>100.00%</td></tr> </tbody> </table>	Quarter	Completion %	Q1	100.00%	Q2	100.00%	Q3	100.00%	Q4	100.00%	Q1	100.00%	Q2	100.00%	Q3	100.00%
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Q2	100.00%																										
Q3	100.00%																										
Commentary	No fire risk assessments are overdue.																										
Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out	Vicky Cherry	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	Green	<table border="1"> <caption>Asbestos Management Surveys Completion</caption> <thead> <tr><th>Quarter</th><th>Completion %</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> <tr><td>Q2</td><td>100.00%</td></tr> <tr><td>Q3</td><td>100.00%</td></tr> </tbody> </table>	Quarter	Completion %	Q1	100.00%	Q2	100.00%	Q3	100.00%	Q4	100.00%	Q1	100.00%	Q2	100.00%	Q3	100.00%
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Q2	100.00%																										
Q3	100.00%																										
Commentary	There are no asbestos management surveys outstanding at period end.																										
Proportion of homes for which all required legionella risk assessments have been carried out	Vicky Cherry	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	Green	<table border="1"> <caption>Legionella Risk Assessments Completion</caption> <thead> <tr><th>Quarter</th><th>Completion %</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> <tr><td>Q2</td><td>100.00%</td></tr> <tr><td>Q3</td><td>100.00%</td></tr> </tbody> </table>	Quarter	Completion %	Q1	100.00%	Q2	100.00%	Q3	100.00%	Q4	100.00%	Q1	100.00%	Q2	100.00%	Q3	100.00%
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Q2	100.00%																										
Q3	100.00%																										
Commentary	No legionella risk assessments are outstanding at period end.																										

Appendix A

Average time to re-let a property excluding major works (days) all letting types – Running total	Vicky Cherry	25.55	25.44	25.23	24.94	26.18	26.41	26.29	28		<table border="1"> <caption>Average time to re-let a property (days)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>25.55</td></tr> <tr><td>Q2</td><td>25.44</td></tr> <tr><td>Q3</td><td>25.23</td></tr> <tr><td>Q4</td><td>24.94</td></tr> <tr><td>Q1</td><td>26.18</td></tr> <tr><td>Q2</td><td>26.41</td></tr> <tr><td>Q3</td><td>26.29</td></tr> <tr><td>Q4</td><td>28</td></tr> </tbody> </table>	Quarter	Value	Q1	25.55	Q2	25.44	Q3	25.23	Q4	24.94	Q1	26.18	Q2	26.41	Q3	26.29	Q4	28
Quarter	Value																												
Q1	25.55																												
Q2	25.44																												
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Q4	24.94																												
Q1	26.18																												
Q2	26.41																												
Q3	26.29																												
Q4	28																												
Commentary		At the end of Q3 we have processed 197 voids, compared to 189 for the same period last year.																											
Gross rent arrears (including service charges) as a percentage of rent due for the reporting year. Note the following tenures are reported by exception on request: supported accommodation, garages, temporary	Vicky Cherry	2.25%	2.00%	2.81%	2.29%	2.14%	2.52%	2.87%	4%		<table border="1"> <caption>Gross rent arrears as a percentage of rent due</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>2.25%</td></tr> <tr><td>Q2</td><td>2.00%</td></tr> <tr><td>Q3</td><td>2.81%</td></tr> <tr><td>Q4</td><td>2.29%</td></tr> <tr><td>Q1</td><td>2.14%</td></tr> <tr><td>Q2</td><td>2.52%</td></tr> <tr><td>Q3</td><td>2.87%</td></tr> <tr><td>Q4</td><td>4%</td></tr> </tbody> </table>	Quarter	Value	Q1	2.25%	Q2	2.00%	Q3	2.81%	Q4	2.29%	Q1	2.14%	Q2	2.52%	Q3	2.87%	Q4	4%
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Q3	2.87%																												
Q4	4%																												
Commentary		Rent arrears has fluctuated between 2.78% in October; 2.67% in November to 2.87% at end of quarter in December. The arrears performance is still good compared to target rate of 4.00%.																											
Proportion of homes for which all required communal passenger lift safety checks have been carried out	Vicky Cherry	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%		<table border="1"> <caption>Proportion of homes for which all required communal passenger lift safety checks have been carried out</caption> <thead> <tr> <th>Quarter</th> <th>Value</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> <tr><td>Q2</td><td>100.00%</td></tr> <tr><td>Q3</td><td>100.00%</td></tr> </tbody> </table>	Quarter	Value	Q1	100.00%	Q2	100.00%	Q3	100.00%	Q4	100.00%	Q1	100.00%	Q2	100.00%	Q3	100.00%		
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Q2	100.00%																												
Q3	100.00%																												
Commentary		All checks completed.																											
Proportion of homes that do not meet the Decent Homes Standard	Vicky Cherry	2.23%	1.77%	1.77%	1.60%	1.74%	0.90%	0.63%	2.00%		<table border="1"> <caption>Proportion of homes that do not meet the Decent Homes Standard</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>2.23%</td></tr> <tr><td>Q2</td><td>1.77%</td></tr> <tr><td>Q3</td><td>1.77%</td></tr> <tr><td>Q4</td><td>1.60%</td></tr> <tr><td>Q1</td><td>1.74%</td></tr> <tr><td>Q2</td><td>0.90%</td></tr> <tr><td>Q3</td><td>0.63%</td></tr> <tr><td>Q4</td><td>2.00%</td></tr> </tbody> </table>	Quarter	Value	Q1	2.23%	Q2	1.77%	Q3	1.77%	Q4	1.60%	Q1	1.74%	Q2	0.90%	Q3	0.63%	Q4	2.00%
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Commentary		Currently have 23 properties classed as not meeting the decent homes standard. 10 properties will never be able to meet the standard due to kitchen capacity.																											
Proportion of non-emergency responsive repairs completed within the landlord's target timescale - 28 days	Vicky Cherry	90.20%	91.10%	91.40%	91.30%	90.69%	91.95%	93.28%	90.00%		<table border="1"> <caption>Proportion of non-emergency responsive repairs completed within the landlord's target timescale - 28 days</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>90.20%</td></tr> <tr><td>Q2</td><td>91.10%</td></tr> <tr><td>Q3</td><td>91.40%</td></tr> <tr><td>Q4</td><td>91.30%</td></tr> <tr><td>Q1</td><td>90.69%</td></tr> <tr><td>Q2</td><td>91.95%</td></tr> <tr><td>Q3</td><td>93.28%</td></tr> <tr><td>Q4</td><td>90.00%</td></tr> </tbody> </table>	Quarter	Value	Q1	90.20%	Q2	91.10%	Q3	91.40%	Q4	91.30%	Q1	90.69%	Q2	91.95%	Q3	93.28%	Q4	90.00%
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Commentary		Performance in this area remains on target, slight increase in overall volume but this is a seasonal trend.																											
Proportion of emergency responsive repairs completed within the landlord's target timescale	Vicky Cherry	100.00%	100.00%	100.00%	100.00%	99.28%	100.00%	100.00%	100.00%		<table border="1"> <caption>Proportion of emergency responsive repairs completed within the landlord's target timescale</caption> <thead> <tr> <th>Quarter</th> <th>Value</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>99.28%</td></tr> <tr><td>Q2</td><td>100.00%</td></tr> <tr><td>Q3</td><td>100.00%</td></tr> </tbody> </table>	Quarter	Value	Q1	100.00%	Q2	100.00%	Q3	100.00%	Q4	100.00%	Q1	99.28%	Q2	100.00%	Q3	100.00%		
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Q1	99.28%																												
Q2	100.00%																												
Q3	100.00%																												
Commentary		All emergency repairs carried out within timeframes.																											

Proportion of stage one complaints responded to within the Housing Ombudsman’s Complaint Handling Code timescales	Vicky Cherry	100.00%	96.92%	97.37%	94.84%	95.83%	97.62%	98.45%	95.00%		
Commentary		The 2 stage 1 complaints non compliant in Q1 remain the only ones non compliant to date (cumulative figures reported).									
Proportion of stage two complaints responded to within the Housing Ombudsman’s Complaint Handling Code timescales.	Vicky Cherry	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	95.00%		
Commentary		6 stage 2 complaints received in Q3, total of 10 year to date, but Dec Stage 2 complaints not due to be responded to until Jan 26, so 2 still open. So out of 8 responded to S2 complaints all responded to in timescales.									
Average number of days to fix damp and mould issues	Vicky Cherry	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	21.33	34.27	18.43	56		
Commentary		The vast majority of cases continue to be carried out by the internal team, plus the introduction of the DCM team having a significant impact on response times.									

Performance Indicators with Trend Only Performance Levels
Growth and Prosperity

PI Name	AD	Q1	Q2	Q3	Q4	Q1	Q2	Q3	
Building Control market share	Christian Allen	92.00%	82.00%	89.00%	88.00%	84.00%	87.00%	87.00%	
Value of Grants awarded via Grants4growth	Matthew Hogan	£176,339	£91,051	£64,427	No Data Provided	£41,034	£89,813	£108,784	
Number of Grants awarded via Grants4growth	Matthew Hogan	13	11	11	No Data Provided	4	12	14	
Number of Businesses assisted via Grants4growth	Matthew Hogan	19	17	7	No Data Provided	44	25	0	
Number of Business registered via Grants4growth	Matthew Hogan	19	No Data Provided	No Data Provided	No Data Provided	44	25	0	

Matched funding through Grants4Growth scheme	Matthew Hogan	No Data Provided	No Data Provided	No Data Provided	No Data Provided	£46,610	£136,353	£307,863	<table border="1"> <caption>Matched funding through Grants4Growth scheme</caption> <thead> <tr> <th>Period</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> </tr> </thead> <tbody> <tr> <td>Period 1</td> <td>~£10,000</td> <td>~£10,000</td> <td>~£10,000</td> </tr> <tr> <td>Period 2</td> <td>~£50,000</td> <td>~£100,000</td> <td>~£300,000</td> </tr> </tbody> </table>	Period	Q1	Q2	Q3	Period 1	~£10,000	~£10,000	~£10,000	Period 2	~£50,000	~£100,000	~£300,000				
Period	Q1	Q2	Q3																						
Period 1	~£10,000	~£10,000	~£10,000																						
Period 2	~£50,000	~£100,000	~£300,000																						
Percentage of decisions (major / minor / others) taken under delegation within period	Phil Norman	92.72%	89.29%	98.42%	94.53%	93.10%	96.15%	91.12%	<table border="1"> <caption>Percentage of decisions taken under delegation</caption> <thead> <tr> <th>Period</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> </tr> </thead> <tbody> <tr> <td>Period 1</td> <td>92.72%</td> <td>89.29%</td> <td>98.42%</td> </tr> <tr> <td>Period 2</td> <td>94.53%</td> <td>93.10%</td> <td>96.15%</td> </tr> <tr> <td>Period 3</td> <td>91.12%</td> <td></td> <td></td> </tr> </tbody> </table>	Period	Q1	Q2	Q3	Period 1	92.72%	89.29%	98.42%	Period 2	94.53%	93.10%	96.15%	Period 3	91.12%		
Period	Q1	Q2	Q3																						
Period 1	92.72%	89.29%	98.42%																						
Period 2	94.53%	93.10%	96.15%																						
Period 3	91.12%																								
Commentary	Continued trend of >90% application decisions through delegated process. Shows effective Scheme of Delegation and trust in officer recommendations.																								
Council run stall occupancy level (Markets)	Phil Perry	46.80%	41.00%	55.00%	50.00%	62.00%	60.00%	55.00%	<table border="1"> <caption>Council run stall occupancy level (Markets)</caption> <thead> <tr> <th>Period</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> </tr> </thead> <tbody> <tr> <td>Period 1</td> <td>46.80%</td> <td>41.00%</td> <td>55.00%</td> </tr> <tr> <td>Period 2</td> <td>50.00%</td> <td>62.00%</td> <td>60.00%</td> </tr> <tr> <td>Period 3</td> <td>55.00%</td> <td></td> <td></td> </tr> </tbody> </table>	Period	Q1	Q2	Q3	Period 1	46.80%	41.00%	55.00%	Period 2	50.00%	62.00%	60.00%	Period 3	55.00%		
Period	Q1	Q2	Q3																						
Period 1	46.80%	41.00%	55.00%																						
Period 2	50.00%	62.00%	60.00%																						
Period 3	55.00%																								
Commentary	728 pitches from 1326 available																								

Healthy Lives

PI Name	AD	Q1	Q2	Q3	Q4	Q1	Q2	Q3									
Number of days to complete a stage 2 DFG	Emily Spicer	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	128	167	116	<table border="1"> <tr><th>Quarter</th><th>Value</th></tr> <tr><td>Q1</td><td>128</td></tr> <tr><td>Q2</td><td>167</td></tr> <tr><td>Q3</td><td>116</td></tr> </table>	Quarter	Value	Q1	128	Q2	167	Q3	116
Quarter	Value																
Q1	128																
Q2	167																
Q3	116																
Number of days to complete a stage 3 DFG	Emily Spicer	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	5	2	4	<table border="1"> <tr><th>Quarter</th><th>Value</th></tr> <tr><td>Q1</td><td>5</td></tr> <tr><td>Q2</td><td>2</td></tr> <tr><td>Q3</td><td>4</td></tr> </table>	Quarter	Value	Q1	5	Q2	2	Q3	4
Quarter	Value																
Q1	5																
Q2	2																
Q3	4																
Number of days to complete a stage 4 DFG	Emily Spicer	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	45	48	82	<table border="1"> <tr><th>Quarter</th><th>Value</th></tr> <tr><td>Q1</td><td>45</td></tr> <tr><td>Q2</td><td>48</td></tr> <tr><td>Q3</td><td>82</td></tr> </table>	Quarter	Value	Q1	45	Q2	48	Q3	82
Quarter	Value																
Q1	45																
Q2	48																
Q3	82																
Number of DFG referrals received	Emily Spicer	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	20	31	16	<table border="1"> <tr><th>Quarter</th><th>Value</th></tr> <tr><td>Q1</td><td>20</td></tr> <tr><td>Q2</td><td>31</td></tr> <tr><td>Q3</td><td>16</td></tr> </table>	Quarter	Value	Q1	20	Q2	31	Q3	16
Quarter	Value																
Q1	20																
Q2	31																
Q3	16																
Number of DFG grants approved	Emily Spicer	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	16	10	7	<table border="1"> <tr><th>Quarter</th><th>Value</th></tr> <tr><td>Q1</td><td>16</td></tr> <tr><td>Q2</td><td>10</td></tr> <tr><td>Q3</td><td>7</td></tr> </table>	Quarter	Value	Q1	16	Q2	10	Q3	7
Quarter	Value																
Q1	16																
Q2	10																
Q3	7																

Number of DFG grants completed	Emily Spicer	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	8	13	6	<table border="1"> <caption>Number of DFG grants completed per quarter</caption> <thead> <tr> <th>Quarter</th> <th>Number of Grants</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>8</td> </tr> <tr> <td>Q2</td> <td>13</td> </tr> <tr> <td>Q3</td> <td>6</td> </tr> </tbody> </table>	Quarter	Number of Grants	Q1	8	Q2	13	Q3	6
Quarter	Number of Grants																
Q1	8																
Q2	13																
Q3	6																
For a successful prevention outcome at least 32% should be achieved through keeping the household in the home presented from	Emily Spicer	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	31.00%	19.10%	20.69%	<table border="1"> <caption>Percentage of successful prevention outcomes per quarter</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>31.00%</td> </tr> <tr> <td>Q2</td> <td>19.10%</td> </tr> <tr> <td>Q3</td> <td>20.69%</td> </tr> </tbody> </table>	Quarter	Percentage	Q1	31.00%	Q2	19.10%	Q3	20.69%
Quarter	Percentage																
Q1	31.00%																
Q2	19.10%																
Q3	20.69%																
Commentary	Performance has increased slightly. Further work is required to improve performance including contacting high performing Councils.																
Percentage of not in priority need decisions should reflect at least the regional average for the East Midlands (32%)	Emily Spicer	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	43.00%	60.00%	48.27%	<table border="1"> <caption>Percentage of not in priority need decisions per quarter</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>43.00%</td> </tr> <tr> <td>Q2</td> <td>60.00%</td> </tr> <tr> <td>Q3</td> <td>48.27%</td> </tr> </tbody> </table>	Quarter	Percentage	Q1	43.00%	Q2	60.00%	Q3	48.27%
Quarter	Percentage																
Q1	43.00%																
Q2	60.00%																
Q3	48.27%																
Commentary	This is still higher than the East Midlands average. Cases are being reviewed to check Officers are not setting the priority need threshold too high.																
Percentage of intentional homelessness (IH) decisions should reflect at least the regional average for the East Midlands (5%)	Emily Spicer	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	11.00%	4.00%	13.79%	<table border="1"> <caption>Percentage of intentional homelessness (IH) decisions per quarter</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>11.00%</td> </tr> <tr> <td>Q2</td> <td>4.00%</td> </tr> <tr> <td>Q3</td> <td>13.79%</td> </tr> </tbody> </table>	Quarter	Percentage	Q1	11.00%	Q2	4.00%	Q3	13.79%
Quarter	Percentage																
Q1	11.00%																
Q2	4.00%																
Q3	13.79%																
Commentary	This is higher than the East Midlands average. Case decisions are checked by a Senior Officer.																

Visitor numbers / number of tickets sold, for leisure venues	Phil Perry	96,186	92,281	90,588	91,001	84,226	78,384	69,651	
Gym related usage experienced significant declines across Q3, driven largely by the closure of the Albion Street Sports Centre and the move to the smaller temporary facility at the Red Lion Quarter. Gym capacity was halved from 70 to 35 stations, group exercise classes dropped from an average capacity of 30 to 15, and the loss of dedicated space combined with parking challenges and winter weather suppressed overall attendance. These factors, alongside competition from a new local gym, led to a reduced membership base and a noticeable drop in both gym and group exercise participation compared with the previous year.									
Number of gym members	Phil Perry	1,485	1,431	1,376	982	962	921	825	
Number of swims	Phil Perry	20,482	21,843	19,498	20,174	15,190	16,753	13,667	
Number of swimming lessons	Phil Perry	19,399	17,147	20,330	21,256	19,409	18,660	19,166	

Safe and Resilient Communities

PI Name	AD	Q1	Q2	Q3	Q4	Q1	Q2	Q3																	
Food Safety – percentage of rateable food businesses with a rating of 3 (generally satisfactory) or above as a Percentage of the total number of rateable food businesses.	Christian Allen	99.14%	99.14%	99.28%	98.99%	99.10%	98.40%	98.40%	<table border="1"> <caption>Food Safety Data</caption> <thead> <tr><th>Quarter</th><th>Percentage</th></tr> </thead> <tbody> <tr><td>Q1</td><td>99.14%</td></tr> <tr><td>Q2</td><td>99.14%</td></tr> <tr><td>Q3</td><td>99.28%</td></tr> <tr><td>Q4</td><td>98.99%</td></tr> <tr><td>Q1</td><td>99.10%</td></tr> <tr><td>Q2</td><td>98.40%</td></tr> <tr><td>Q3</td><td>98.40%</td></tr> </tbody> </table>	Quarter	Percentage	Q1	99.14%	Q2	99.14%	Q3	99.28%	Q4	98.99%	Q1	99.10%	Q2	98.40%	Q3	98.40%
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Q4	98.99%																								
Q1	99.10%																								
Q2	98.40%																								
Q3	98.40%																								
Number of organisations supported with accessing funding	Emily Spicer	0	2	8	0	0	4	3	<table border="1"> <caption>Organisations Supported Data</caption> <thead> <tr><th>Quarter</th><th>Count</th></tr> </thead> <tbody> <tr><td>Q1</td><td>0</td></tr> <tr><td>Q2</td><td>2</td></tr> <tr><td>Q3</td><td>8</td></tr> <tr><td>Q4</td><td>0</td></tr> <tr><td>Q1</td><td>0</td></tr> <tr><td>Q2</td><td>4</td></tr> <tr><td>Q3</td><td>3</td></tr> </tbody> </table>	Quarter	Count	Q1	0	Q2	2	Q3	8	Q4	0	Q1	0	Q2	4	Q3	3
Quarter	Count																								
Q1	0																								
Q2	2																								
Q3	8																								
Q4	0																								
Q1	0																								
Q2	4																								
Q3	3																								
Commentary	3 projects have been supported via Crowdfunding and a further project continues to crowdfund.																								
Number of verified rough sleepers during the month	Emily Spicer	16	17	24	11	11	19	14	<table border="1"> <caption>Rough Sleepers Data</caption> <thead> <tr><th>Quarter</th><th>Count</th></tr> </thead> <tbody> <tr><td>Q1</td><td>16</td></tr> <tr><td>Q2</td><td>17</td></tr> <tr><td>Q3</td><td>24</td></tr> <tr><td>Q4</td><td>11</td></tr> <tr><td>Q1</td><td>11</td></tr> <tr><td>Q2</td><td>19</td></tr> <tr><td>Q3</td><td>14</td></tr> </tbody> </table>	Quarter	Count	Q1	16	Q2	17	Q3	24	Q4	11	Q1	11	Q2	19	Q3	14
Quarter	Count																								
Q1	16																								
Q2	17																								
Q3	24																								
Q4	11																								
Q1	11																								
Q2	19																								
Q3	14																								
Commentary	The number of people sleeping rough during December is 10 lower than a year ago and 5 lower than the end of quarter 2. This could be as a result of increased capacity within the Rough Sleeper team.																								
Number of properties improved through Council intervention	Emily Spicer	10	3	10	1	2	3	8	<table border="1"> <caption>Properties Improved Data</caption> <thead> <tr><th>Quarter</th><th>Count</th></tr> </thead> <tbody> <tr><td>Q1</td><td>10</td></tr> <tr><td>Q2</td><td>3</td></tr> <tr><td>Q3</td><td>10</td></tr> <tr><td>Q4</td><td>1</td></tr> <tr><td>Q1</td><td>2</td></tr> <tr><td>Q2</td><td>3</td></tr> <tr><td>Q3</td><td>8</td></tr> </tbody> </table>	Quarter	Count	Q1	10	Q2	3	Q3	10	Q4	1	Q1	2	Q2	3	Q3	8
Quarter	Count																								
Q1	10																								
Q2	3																								
Q3	10																								
Q4	1																								
Q1	2																								
Q2	3																								
Q3	8																								
Commentary	The team continues to develop under the supervision of the senior officer. The team continues to work on a number of complex enforcement cases along side cases that are being resolved through landlord engagement.																								

The percentage of main duty decisions made within 5 working days of the end of the relief duty	Emily Spicer	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	70.97%	84.00%	72.41%	<table border="1"> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>70.97%</td> </tr> <tr> <td>Q2</td> <td>84.00%</td> </tr> <tr> <td>Q3</td> <td>72.41%</td> </tr> </tbody> </table>	Quarter	Percentage	Q1	70.97%	Q2	84.00%	Q3	72.41%
Quarter	Percentage																
Q1	70.97%																
Q2	84.00%																
Q3	72.41%																
Commentary	Performance has reduced this quarter but remains at an acceptable standard.																
Number of lets into the private rented sector	Emily Spicer	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	26	24	24	<table border="1"> <thead> <tr> <th>Quarter</th> <th>Number of Lets</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>26</td> </tr> <tr> <td>Q2</td> <td>24</td> </tr> <tr> <td>Q3</td> <td>24</td> </tr> </tbody> </table>	Quarter	Number of Lets	Q1	26	Q2	24	Q3	24
Quarter	Number of Lets																
Q1	26																
Q2	24																
Q3	24																
Commentary	Performance remains consistent. However this needs to increase to evidence the value of the Housing Access and Partnerships role.																

Environment

PI Name	AD	Q1	Q2	Q3	Q4	Q1	Q2	Q3									
Number of homes improved through green home/warm home grants	Christian Allen	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	0	0	10	<table border="1"> <thead> <tr> <th>Quarter</th> <th>Number of Homes</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>0</td> </tr> <tr> <td>Q2</td> <td>0</td> </tr> <tr> <td>Q3</td> <td>10</td> </tr> </tbody> </table>	Quarter	Number of Homes	Q1	0	Q2	0	Q3	10
Quarter	Number of Homes																
Q1	0																
Q2	0																
Q3	10																
Commentary	No data was reported in Q1 and Q2 due to the lag in the pipeline of properties coming through the programme. Due to technical issues related to solar PV panels and batteries, this is delaying completion numbers. This issue lies with the Department for Energy Security and Net Zero and is out of our control.																
Kingdom Contract: Number of Fixed Penalty Notices (FPNs) Issued - Litter (In quarter)	Christian Allen	154	124	371	435	183	114	279	<table border="1"> <thead> <tr> <th>Quarter</th> <th>Number of FPNs</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>154</td> </tr> <tr> <td>Q2</td> <td>124</td> </tr> <tr> <td>Q3</td> <td>371</td> </tr> </tbody> </table>	Quarter	Number of FPNs	Q1	154	Q2	124	Q3	371
Quarter	Number of FPNs																
Q1	154																
Q2	124																
Q3	371																

Page 46

Kingdom Contract: Number of FPNs Issued - Fly Tipping (In quarter)	Christian Allen	3	17	11	8	2	3	3	<table border="1"> <caption>Kingdom Contract: Number of FPNs Issued - Fly Tipping (In quarter)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>3</td></tr> <tr><td>Q2</td><td>17</td></tr> <tr><td>Q3</td><td>11</td></tr> <tr><td>Q4</td><td>8</td></tr> <tr><td>Q1</td><td>2</td></tr> <tr><td>Q2</td><td>3</td></tr> <tr><td>Q3</td><td>3</td></tr> </tbody> </table>	Quarter	Value	Q1	3	Q2	17	Q3	11	Q4	8	Q1	2	Q2	3	Q3	3
Quarter	Value																								
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Q1	2																								
Q2	3																								
Q3	3																								
Kingdom Contract: Number of FPNs Issued - other (e.g. PSPO etc.) (In quarter)	Christian Allen	6.0	3.0	0.0	14.0	30.0	9.0	19.0	<table border="1"> <caption>Kingdom Contract: Number of FPNs Issued - other (e.g. PSPO etc.) (In quarter)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>6.0</td></tr> <tr><td>Q2</td><td>3.0</td></tr> <tr><td>Q3</td><td>0.0</td></tr> <tr><td>Q4</td><td>14.0</td></tr> <tr><td>Q1</td><td>30.0</td></tr> <tr><td>Q2</td><td>9.0</td></tr> <tr><td>Q3</td><td>19.0</td></tr> </tbody> </table>	Quarter	Value	Q1	6.0	Q2	3.0	Q3	0.0	Q4	14.0	Q1	30.0	Q2	9.0	Q3	19.0
Quarter	Value																								
Q1	6.0																								
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Q4	14.0																								
Q1	30.0																								
Q2	9.0																								
Q3	19.0																								
Kingdom Contract: Number of prosecutions completed to sentencing. (In quarter)	Christian Allen	35	37	35	9	25	41	22	<table border="1"> <caption>Kingdom Contract: Number of prosecutions completed to sentencing. (In quarter)</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>35</td></tr> <tr><td>Q2</td><td>37</td></tr> <tr><td>Q3</td><td>35</td></tr> <tr><td>Q4</td><td>9</td></tr> <tr><td>Q1</td><td>25</td></tr> <tr><td>Q2</td><td>41</td></tr> <tr><td>Q3</td><td>22</td></tr> </tbody> </table>	Quarter	Value	Q1	35	Q2	37	Q3	35	Q4	9	Q1	25	Q2	41	Q3	22
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<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 47</p> <p>KG total waste collected per household</p>	Victoria Burgess	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	No Data Provided	No Data Provided	No Data Provided	<table border="1"> <caption>KG total waste collected per household</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>Not Previously Reported</td></tr> <tr><td>Q2</td><td>Not Previously Reported</td></tr> <tr><td>Q3</td><td>Not Previously Reported</td></tr> <tr><td>Q4</td><td>Not Previously Reported</td></tr> <tr><td>Q1</td><td>Not Previously Reported</td></tr> <tr><td>Q2</td><td>Not Previously Reported</td></tr> <tr><td>Q3</td><td>Not Previously Reported</td></tr> </tbody> </table>	Quarter	Value	Q1	Not Previously Reported	Q2	Not Previously Reported	Q3	Not Previously Reported	Q4	Not Previously Reported	Q1	Not Previously Reported	Q2	Not Previously Reported	Q3	Not Previously Reported
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Q3	Not Previously Reported																								

Efficiencies and Efficacies

PI Name	AD	Q1	Q2	Q3	Q4	Q1	Q2	Q3	
Repairs & Maintenance: Percentage committed spend against budget – cumulative	Andy Fisher	22.55%	47.91%	93.12%	108.04%	25.57%	46.78%	64.50%	
Commentary	Total R&M spend in Q3 = 20010 £128,343.96 – 20020 – £84,496.68 - £212,840.64 = 64.5% of the total £330,000 budget - PO commitments need to be added in but the report template had developed an error at 15 January 2026.								
Housing Benefit Caseload	Russell Stone	2,023	1,917	1,816	1,734	1,608	1,521	1,443	
Council Tax Support Caseload	Russell Stone	3,124	3,237	3,299	3,395	3,517	3,590	3,667	
Business Rates RV	Russell Stone	£65,834,876	£65,994,656	£66,449,454	£66,422,129	£66,898,329	£66,904,080	£67,062,107	
Business Rates Hereditaments	Russell Stone	2,954	2,953	2,971	2,979	2,978	2,994	3,000	

Council Tax Banded Dwellings	Russell Stone	44,401	44,522	44,743	44,791	44,859	45,070	45,425	<table border="1"> <caption>Council Tax Banded Dwellings</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>44,401</td></tr> <tr><td>Q2</td><td>44,522</td></tr> <tr><td>Q3</td><td>44,743</td></tr> <tr><td>Q4</td><td>44,791</td></tr> <tr><td>Q1</td><td>44,859</td></tr> <tr><td>Q2</td><td>45,070</td></tr> <tr><td>Q3</td><td>45,425</td></tr> </tbody> </table>	Quarter	Value	Q1	44,401	Q2	44,522	Q3	44,743	Q4	44,791	Q1	44,859	Q2	45,070	Q3	45,425
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Digital Services Take-Up	Russell Stone	763	707	746	1,248	1,583	1,339	1,211	<table border="1"> <caption>Digital Services Take-Up</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>763</td></tr> <tr><td>Q2</td><td>707</td></tr> <tr><td>Q3</td><td>746</td></tr> <tr><td>Q4</td><td>1,248</td></tr> <tr><td>Q1</td><td>1,583</td></tr> <tr><td>Q2</td><td>1,339</td></tr> <tr><td>Q3</td><td>1,211</td></tr> </tbody> </table>	Quarter	Value	Q1	763	Q2	707	Q3	746	Q4	1,248	Q1	1,583	Q2	1,339	Q3	1,211
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Q3	1,211																								
Commentary	Change of Address for Council Tax = 226. Create Profile = 604. Direct Debit sign up = 246. eBilling sign up for Council Tax = 42. PIN Requests = 77.																								
Direct Debit Payments	Russell Stone	96,499	97,044	96,985	51,213	97,427	97,950	98,267	<table border="1"> <caption>Direct Debit Payments</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>96,499</td></tr> <tr><td>Q2</td><td>97,044</td></tr> <tr><td>Q3</td><td>96,985</td></tr> <tr><td>Q4</td><td>51,213</td></tr> <tr><td>Q1</td><td>97,427</td></tr> <tr><td>Q2</td><td>97,950</td></tr> <tr><td>Q3</td><td>98,267</td></tr> </tbody> </table>	Quarter	Value	Q1	96,499	Q2	97,044	Q3	96,985	Q4	51,213	Q1	97,427	Q2	97,950	Q3	98,267
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CTS New Claims – Number of Decisions Made	Russell Stone	697	581	479	547	542	541	520	<table border="1"> <caption>CTS New Claims – Number of Decisions Made</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>697</td></tr> <tr><td>Q2</td><td>581</td></tr> <tr><td>Q3</td><td>479</td></tr> <tr><td>Q4</td><td>547</td></tr> <tr><td>Q1</td><td>542</td></tr> <tr><td>Q2</td><td>541</td></tr> <tr><td>Q3</td><td>520</td></tr> </tbody> </table>	Quarter	Value	Q1	697	Q2	581	Q3	479	Q4	547	Q1	542	Q2	541	Q3	520
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CTS Changes – Number of Decisions Made	Russell Stone	2,941	1,425	1,424	6,574	2,759	1,756	1,452	<table border="1"> <caption>CTS Changes – Number of Decisions Made</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>2,941</td></tr> <tr><td>Q2</td><td>1,425</td></tr> <tr><td>Q3</td><td>1,424</td></tr> <tr><td>Q4</td><td>6,574</td></tr> <tr><td>Q1</td><td>2,759</td></tr> <tr><td>Q2</td><td>1,756</td></tr> <tr><td>Q3</td><td>1,452</td></tr> </tbody> </table>	Quarter	Value	Q1	2,941	Q2	1,425	Q3	1,424	Q4	6,574	Q1	2,759	Q2	1,756	Q3	1,452
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Discretionary Housing Payments (DHP) number of applications	Russell Stone	87	64	89	87	64	75	45	<table border="1"> <caption>Discretionary Housing Payments (DHP) number of applications</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>87</td></tr> <tr><td>Q2</td><td>64</td></tr> <tr><td>Q3</td><td>89</td></tr> <tr><td>Q4</td><td>87</td></tr> <tr><td>Q1</td><td>64</td></tr> <tr><td>Q2</td><td>75</td></tr> <tr><td>Q3</td><td>45</td></tr> </tbody> </table>	Quarter	Value	Q1	87	Q2	64	Q3	89	Q4	87	Q1	64	Q2	75	Q3	45
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Appendix A

Discretionary Housing Payments (DHP) number of awards	Russell Stone	49	36	37	48	37	43	10	<table border="1"> <caption>Discretionary Housing Payments (DHP) number of awards</caption> <thead> <tr> <th>Quarter</th> <th>Awards</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>49</td> </tr> <tr> <td>Q2</td> <td>36</td> </tr> <tr> <td>Q3</td> <td>37</td> </tr> </tbody> </table>	Quarter	Awards	Q1	49	Q2	36	Q3	37
Quarter	Awards																
Q1	49																
Q2	36																
Q3	37																
Discretionary Housing Payments (DHP) spend against Budget	Russell Stone	33.98%	54.63%	79.48%	100.00%	29.46%	53.44%	79.08%	<table border="1"> <caption>Discretionary Housing Payments (DHP) spend against Budget</caption> <thead> <tr> <th>Quarter</th> <th>Spend (%)</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>33.98%</td> </tr> <tr> <td>Q2</td> <td>54.63%</td> </tr> <tr> <td>Q3</td> <td>79.48%</td> </tr> </tbody> </table>	Quarter	Spend (%)	Q1	33.98%	Q2	54.63%	Q3	79.48%
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Q3	79.48%																
Procurement savings / benefits achieved (By the PSPS procurement team) In quarter	Russell Stone	£13,925	£1,500	£8,300	£5,500	£0	£316,689	£6,914	<table border="1"> <caption>Procurement savings / benefits achieved</caption> <thead> <tr> <th>Quarter</th> <th>Value (£)</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>£13,925</td> </tr> <tr> <td>Q2</td> <td>£1,500</td> </tr> <tr> <td>Q3</td> <td>£8,300</td> </tr> </tbody> </table>	Quarter	Value (£)	Q1	£13,925	Q2	£1,500	Q3	£8,300
Quarter	Value (£)																
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Digital services take up (services accessed online) (PSPS)	Russell Stone	319	961	1,790	3,033	6,816	6,649	4,535	<table border="1"> <caption>Digital services take up</caption> <thead> <tr> <th>Quarter</th> <th>Take up</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>319</td> </tr> <tr> <td>Q2</td> <td>961</td> </tr> <tr> <td>Q3</td> <td>1,790</td> </tr> </tbody> </table>	Quarter	Take up	Q1	319	Q2	961	Q3	1,790
Quarter	Take up																
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Website visitors (accessing website information) (PSPS)	Russell Stone	152,970	160,707	85,037	193,000	155,991	149,751	437,802	<table border="1"> <caption>Website visitors</caption> <thead> <tr> <th>Quarter</th> <th>Visitors</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>152,970</td> </tr> <tr> <td>Q2</td> <td>160,707</td> </tr> <tr> <td>Q3</td> <td>85,037</td> </tr> </tbody> </table>	Quarter	Visitors	Q1	152,970	Q2	160,707	Q3	85,037
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Number of customers using webchat (PSPS)	Phil Perry	241	1,783	1,711	2,375	1,544	1,731	1,315	<table border="1"> <caption>Number of customers using webchat</caption> <thead> <tr> <th>Quarter</th> <th>Customers</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>241</td> </tr> <tr> <td>Q2</td> <td>1,783</td> </tr> <tr> <td>Q3</td> <td>1,711</td> </tr> </tbody> </table>	Quarter	Customers	Q1	241	Q2	1,783	Q3	1,711
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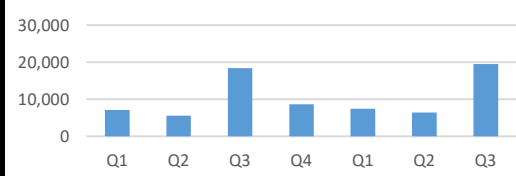
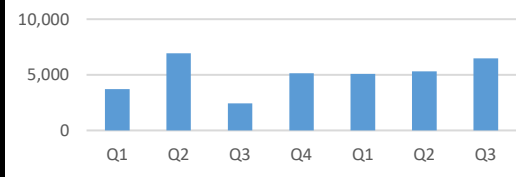
Appendix A

<p>Percentage of Partnership workforce (surveyed collectively) who said ‘Yes’ when asked if they felt valued at work</p>	<p>James Gilbert</p>	<p>Half Yearly</p>	<p>79.00%</p>	<p>Half Yearly</p>	<p>84.80%</p>	<p>Half Yearly</p>	<p>76.30%</p>	<p>Half Yearly</p>	
<p>Percentage of the Partnership workforce (surveyed collectively) who said ‘Yes’ they feel there are opportunities in the Partnership to learn and develop their skills and expertise</p>	<p>James Gilbert</p>	<p>Half Yearly</p>	<p>86.00%</p>	<p>Half Yearly</p>	<p>85.50%</p>	<p>Half Yearly</p>	<p>80.90%</p>	<p>Half Yearly</p>	
<p>Percentage of the Partnership workforce (surveyed collectively) who feel informed about the Partnership and what decisions it is making</p>	<p>James Gilbert</p>	<p>Half Yearly</p>	<p>60.00%</p>	<p>Half Yearly</p>	<p>64.70%</p>	<p>Half Yearly</p>	<p>62.20%</p>	<p>Half Yearly</p>	
<p>Percentage of the Partnership workforce (surveyed collectively) who said ‘Yes’ they feel the Partnership recognises and supports positive mental health in the workplace</p>	<p>James Gilbert</p>	<p>Half Yearly</p>	<p>87.00%</p>	<p>Half Yearly</p>	<p>86.30%</p>	<p>Half Yearly</p>	<p>86.60%</p>	<p>Half Yearly</p>	
<p>Staff Turnover Cumulative</p>	<p>James Gilbert</p>	<p>3.75%</p>	<p>8.60%</p>	<p>11.72%</p>	<p>17.05%</p>	<p>3.51%</p>	<p>7.61%</p>	<p>10.68%</p>	
<p>Commentary</p>	<p>A reduction of 1.09% compared to the previous quarter with a voluntary turnover of 2.03%.</p>								
<p>Voluntary Staff Turnover</p>	<p>James Gilbert</p>	<p>3.10%</p>	<p>3.30%</p>	<p>3.50%</p>	<p>3.90%</p>	<p>3.51%</p>	<p>3.43%</p>	<p>2.03%</p>	

Number of working days lost to sickness per Full Time Equivalent (FTE) (Cumulative)	James Gilbert	3.24	7.56	11.18	14.19	2.20	5	7	
Commentary		A reduction of 0.29 days lost per FTE compared to the previous quarter, the top sickness absence reasons were Mental health - Non Work Related, Accident at Work and Heart, Blood and Circulation issues.							
External funding – a calculation of external Partnership funding received as a trend – showing quarter by quarter and including a breakdown by Council	James Gilbert	£1,121,638	£335,000	£503,734	£73,235	£5,738,470	£392,959	£1,231,000	
Number of late reports not made available to the Democratic Services teams at agenda publication	John Medler	0	2	0	5	0	1	1	
Call volumes (PSPS)	Phil Perry	25,315	23,430	22,003	26,656	16,851	16,031	12,698	
Average Call Duration - Customer Contact (Seconds) (PSPS)	Phil Perry	312	323	293	294	349	387	352	
Average Speed of Answer - Customer Contact (Seconds) (PSPS)	Phil Perry	173	196	107	155	258	188	115	

Number of Callbacks (PSPS)	Phil Perry	1,789	1,984	1,726	2,955	1,577	1,253	706	<table border="1"> <caption>Number of Callbacks (PSPS) by Quarter</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>1,789</td></tr> <tr><td>Q2</td><td>1,984</td></tr> <tr><td>Q3</td><td>1,726</td></tr> <tr><td>Q4</td><td>2,955</td></tr> <tr><td>Q1</td><td>1,577</td></tr> <tr><td>Q2</td><td>1,253</td></tr> <tr><td>Q3</td><td>706</td></tr> </tbody> </table>	Quarter	Value	Q1	1,789	Q2	1,984	Q3	1,726	Q4	2,955	Q1	1,577	Q2	1,253	Q3	706
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Customer Contact Centre visits (PSPS)	Phil Perry	3,566	3,416	3,566	3,489	4,084	3,909	4,032	<table border="1"> <caption>Customer Contact Centre visits (PSPS) by Quarter</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>3,566</td></tr> <tr><td>Q2</td><td>3,416</td></tr> <tr><td>Q3</td><td>3,566</td></tr> <tr><td>Q4</td><td>3,489</td></tr> <tr><td>Q1</td><td>4,084</td></tr> <tr><td>Q2</td><td>3,909</td></tr> <tr><td>Q3</td><td>4,032</td></tr> </tbody> </table>	Quarter	Value	Q1	3,566	Q2	3,416	Q3	3,566	Q4	3,489	Q1	4,084	Q2	3,909	Q3	4,032
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Enquiries via email and social media (PSPS)	Phil Perry	2,960	2,679	2,470	2,480	2,931	2,675	2,250	<table border="1"> <caption>Enquiries via email and social media (PSPS) by Quarter</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1</td><td>2,960</td></tr> <tr><td>Q2</td><td>2,679</td></tr> <tr><td>Q3</td><td>2,470</td></tr> <tr><td>Q4</td><td>2,480</td></tr> <tr><td>Q1</td><td>2,931</td></tr> <tr><td>Q2</td><td>2,675</td></tr> <tr><td>Q3</td><td>2,250</td></tr> </tbody> </table>	Quarter	Value	Q1	2,960	Q2	2,679	Q3	2,470	Q4	2,480	Q1	2,931	Q2	2,675	Q3	2,250
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Local Only Indicators

PI Name	AD	Q1	Q2	Q3	Q4	Q1	Q2	Q3	
South Holland Centre Ticket sales	Emily Spicer	7,075	5,573	18,414	8,595	7,425	6,392	19,470	
Commentary	Good numbers mainly due to Dec panto figures.								
Visitors to Ayscoughfee Hall Museum	Emily Spicer	3,713	6,939	2,430	5,129	5,069	5,316	6,490	
Commentary	Increase in events and activities during this quarter, such as Pumpkin Festival and Remembrance brought increased footfall.								

HRA

PI Name	AD	Q1	Q2	Q3	Q4	Q1	Q2	Q3									
Number and percentage of damp inspections arranged within 14 working days	Vicky Cherry	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	25	91	185	<table border="1"> <caption>Damp Inspections (Count)</caption> <thead> <tr><th>Quarter</th><th>Count</th></tr> </thead> <tbody> <tr><td>Q1</td><td>25</td></tr> <tr><td>Q2</td><td>91</td></tr> <tr><td>Q3</td><td>185</td></tr> </tbody> </table>	Quarter	Count	Q1	25	Q2	91	Q3	185
Quarter	Count																
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Commentary	Service is now in house, so all inspections for Q3 were carried out in time, impacting positively on the overall figures for the year as reported.																
Number and percentage of damp inspections arranged within 14 working days	Vicky Cherry	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	30.49%	65.47%	79.40%	<table border="1"> <caption>Damp Inspections (Percentage)</caption> <thead> <tr><th>Quarter</th><th>Percentage</th></tr> </thead> <tbody> <tr><td>Q1</td><td>30.49%</td></tr> <tr><td>Q2</td><td>65.47%</td></tr> <tr><td>Q3</td><td>79.40%</td></tr> </tbody> </table>	Quarter	Percentage	Q1	30.49%	Q2	65.47%	Q3	79.40%
Quarter	Percentage																
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Commentary	Service is now in house, so all inspections for Q3 were carried out in time, impacting positively on the overall figures for the year as reported.																
Number of damp, condensation and mould cases reported in the last quarter	Vicky Cherry	Not Previously Reported	Not Previously Reported	Not Previously Reported	Not Previously Reported	82	57	94	<table border="1"> <caption>Damp, Condensation and Mould Cases</caption> <thead> <tr><th>Quarter</th><th>Count</th></tr> </thead> <tbody> <tr><td>Q1</td><td>82</td></tr> <tr><td>Q2</td><td>57</td></tr> <tr><td>Q3</td><td>94</td></tr> </tbody> </table>	Quarter	Count	Q1	82	Q2	57	Q3	94
Quarter	Count																
Q1	82																
Q2	57																
Q3	94																
Commentary	A further 94 cases reported in Q3.																
Number of households evicted in the last quarter	Vicky Cherry	3	0	1	0	1	1	1	<table border="1"> <caption>Households Evicted</caption> <thead> <tr><th>Quarter</th><th>Count</th></tr> </thead> <tbody> <tr><td>Q1</td><td>3</td></tr> <tr><td>Q2</td><td>0</td></tr> <tr><td>Q3</td><td>1</td></tr> </tbody> </table>	Quarter	Count	Q1	3	Q2	0	Q3	1
Quarter	Count																
Q1	3																
Q2	0																
Q3	1																
Commentary	1 eviction in Q3 due to rent arrears.																

Number of Right to Buy sales completed in the last quarter	Vicky Cherry	1	3	4	2	7	17	5	
Number of new properties completed in the last quarter	Vicky Cherry	5	9	8	6	1	0	0	
Number of stage one complaints received per 1,000 homes	Vicky Cherry	9.96	22.54	39.84	55.64	12.74	22.03	36.54	
Commentary	Monthly Totals for stage 1 complaints were 12, 18 & 19 for the months of October, November and December respectively. MP enquiries were 0, 2 and 4 respectively. Cumulatively there have been 139 stage one complaints (including MP enquiries) to date during 2025/26.								
Number of stage two complaints received per 1,000 homes	Vicky Cherry	1.57	2.88	4.72	7.58	0.53	1.05	2.63	
Commentary	There have been a further 6 Stage 2 complaints received between October and December, with 10 cumulatively for the year to date.								
Number of anti-social behaviour cases opened per 1,000 homes	Vicky Cherry	5.50	12.84	24.64	26.85	4.45	11.81	4.60	

Number of anti-social behaviour cases that involve hate incidents opened per 1,000 homes	Vicky Cherry	0.00	0.00	0.26	0.26	0.00	0.00	0.00	<table border="1"> <caption>Anti-social behaviour cases per 1,000 homes</caption> <thead> <tr> <th>Quarter</th> <th>Cases</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>0.26</td> </tr> <tr> <td>Q4</td> <td>0.26</td> </tr> </tbody> </table>	Quarter	Cases	Q1	0.00	Q2	0.00	Q3	0.26	Q4	0.26
Quarter	Cases																		
Q1	0.00																		
Q2	0.00																		
Q3	0.26																		
Q4	0.26																		
Number of live ASB cases (as a percentage of stock)	Vicky Cherry	0.00%	0.00%	0.00%	0.00%	0.21%	0.90%	0.46%	<table border="1"> <caption>Live ASB cases as a percentage of stock</caption> <thead> <tr> <th>Quarter</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>0.21%</td> </tr> <tr> <td>Q2</td> <td>0.90%</td> </tr> <tr> <td>Q3</td> <td>0.46%</td> </tr> </tbody> </table>	Quarter	Percentage	Q1	0.21%	Q2	0.90%	Q3	0.46%		
Quarter	Percentage																		
Q1	0.21%																		
Q2	0.90%																		
Q3	0.46%																		
Commentary	As of the 31st December there were 18 live cases open across the housing stock.																		

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Ref	Risk name	Risk description	Lead	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	Action RAG	Target risk likelihood	Target risk impact	Target risk score
SHDC01	Failure to meet statutory requirements in regard to general fund assets	This risk identifies the need for the council to adhere to all prevailing statutory codes as they relate to council assets and functions	AD-GFA	Poor risk management Poor financial planning/management Communication breakdown between council/suppliers/partners Failure to monitor and adhere to current legislation and guidelines Failure to consider health and safety requirements	Failure to deliver services to residents Lack of empowerment for communities and local businesses Economic downturn Reduction in co-location, partnership working and sharing of knowledge Failure to generate efficiency gains, capital receipts and income streams Reduction in quality of place/public spaces	All assets either have compliance contracts in place or local contractors with the jobs in hand. Database updated and restructure in place, with clear roles and responsibilities. Training takes place on a required basis.	1	4	Low (4)	Tolerate	Continued implementation of asset management strategy	N/A	1	4	Low (4)
SHDC03	Retention of staff	The recruitment of new and retention of existing staff within the organisation affecting the ability for the organisation to deliver and meet its objectives	AD-C	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 training programme is in place to assist with both personal and professional development and to further develop the talents of individual employees. This programme sits alongside a package of personal support for staff. Managers are encouraged to have regular 'one to ones' with staff to ensure that they are fully supported in their roles. Appraisal process in place. We have launched our own recruitment academy which seeks to recruit and develop apprentices specifically in those services where it is harder to recruit. The new managers development programme has launched, with the first cohort inducted. We also continue to have in place our Future Leaders' Programme to support colleagues in their career development. Corporate Management Team invest time in mentoring colleagues within the organisation through both of these development programmes.	2	4	Medium (8)	Tolerate	A refresh of the Workforce Development Strategy action plan will take place this year to help ensure colleagues have the skills and confidence required to continue to want to work in Local Government post re-organisation: by 31/3/26	N/A	2	4	Medium (8)
SHDC04	Service Delivery	The risk to service delivery, impacting residents and partners we work with.	AD-C	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.	2	3	Medium (9)	Tolerate		N/A	2	3	Medium (6)
SHDC05	Technology infrastructure failure	The loss of ICT impacting upon the organisation to operate effectively and deliver services to residents. 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	AD-C	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	N/A	2	5	High (10)
SHDC07	Cyber Incident	The risk of the council's ICT infrastructure being severely impacted as the result of a cyber incident, both in terms of downtime of systems and loss of data/information. 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	AD-C	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 have also recently enabled and implemented further cyber security controls within Mimecast which will ensure further mitigation in this area is in place.	3	5	High (15)	Tolerate	Continued robust cyber security and training	N/A	3	5	High (15)
SHDC08	Failure to deliver the capital programme	There are several million pounds worth of proposed capital projects that are ongoing over the next 3-5 years, these include new schemes and renovations and repairs to existing assets, key factors such as capacity to deliver both internally and externally need to be monitored and managed as well as financial constraints and pressures.	D-PD	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	3	2	Medium (6)	Tolerate		N/A	3	2	Medium (6)
SHDC09	Economic Growth	The risk of the economy of South Holland as a whole experiencing a downturn, resulting in both employment and business closures, and having a consequential impact on a range of resident wellbeing.	D-ED	Increasing costs Fuel costs Lack of transport Lack of jobs/growth Infrastructure/Access	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.	The council regularly monitors the impact of the local economy through regular engagement with businesses and partners. Engagement with business and the council remains high. A large proportion of the economy of South Holland is structured around the agriculture, food production and distribution, and horticultural sector which continues to be largely resilient to the effects of the pandemic on the wider economy from a demand-side perspective but continues to grapple with supply-side constraints relating to access to labour, logistics capacity, carbon reduction and supply-chain challenges that impede growth. The council's longer term economic strategy of supporting innovation and productivity in the core agri-food sector to overcome some of these challenges is intended to further support this resilience, therefore supporting the wider supply chain and business cluster within the district.	3	3	Medium (9)	Tolerate	Continue to implement the Growth and Prosperity Plan	N/A	3	3	Medium (9)

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SHDC10	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-N	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 follow all policy and practice changes being implemented by the Government and has responded to relevant consultations. This is also being monitored through the countywide Strategic Officer Working Group. Officers are attending Defra webinars on a regular basis, and taking part in research where relevant. The SLECP Waste Improvement Programme Board is made aware of any updates from Defra.	2	2	Low (4)	Tolerate	Pending Government guidance Risk has been reviewed and scored reduced in Q2. The government budget has provided a significant measure to reduce the risk around the introduction of the Extended Producer Responsibility (EPR) scheme by guaranteeing £1.1 billion in funding for local authorities. This assurance helps local councils plan their budgets effectively. SHDC has received notification of payment for 2025/26 - £1,231,000	N/A	2	2	Low (4)
SHDC11	Implementation of the Environment Act 2021	The legislation will have an impact on the way that waste services are delivered, and will require operational changes. Changing service delivery requires financial support, and although some New Burdens has been made available information is not provided on the ongoing New Burdens revenue funding to meet the additional cost of service delivery.	AD-N	The Environment Act 2021 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	A SELCP Waste Improvement Programme Board (WIPB) is established and comprises lead members from Neighbourhoods and PSPS services. The WIPB meets monthly for progress updates. A Waste Transformation Steering Group is established, chaired by the Portfolio Holder, and supported by a Waste Delivery Group. Both groups monitor financial impact. A Programme Manager has been recruited to support the WIPB. Additionally the authorities comprising the Lincolnshire Waste Partnership work together to identify the impact of the Environment Act across the county, and make preparations for changes to service delivery.	4	4	High (16)	Treat	Steering Group and WIPB reports to SLT and Cabinet. Project plan in place. Attending regular Defra Webinars. Review and update every quarter.	1/4/2026	3	3	Medium (9)
SHDC12	Waste Collection Round Pressures	Increased housing growth has led to an increase in the amount of waste presented for collection each week, putting pressure on the service and preventing the collections from being fully completed each week.	AD-N	Housing growth Unlimited waste presented for collection	Increase in missed collections Reputational Damage	Additional resources being used to meet the extra demand and capacity pressure placed on the collection rounds	4	4	High (16)	Treat	Decision made on the future delivery model for waste service. Policies focused on containing waste and waste minimisation, and round review will ensure collection rounds can accommodate waste presented.	1/5/2026	2	3	Medium (6)
SHDC13	Local Plan being considered out of date	The South East Lincolnshire Local Plan (2019) seeks to support proposals which assist in the delivery of economic prosperity and some 13,800 jobs in South Holland a Risk relates to failure to deliver an updated version of the local plan.	AD-PSI	Failure to adopt in time (stopping/pausing) Out of date evidence base Failure to understand housing need Issues with site selection processes Poor co-operation and engagement Misalignment with development management policies Local plan out of date	Lack of economic growth and inward investment Lack of new jobs and opportunity Failure to attract residents from outside of the district	Monitoring of the Plan policies. Taking of decision on planning applications. Review of the Local Plan where necessary.	3	2	Medium (6)	Tolerate	Continued monitoring and reporting	N/A	3	2	Medium (6)
SHDC14	Budget	Risk around the long term balancing of the budget with economic and funding uncertainty	D-F	Reduction of government funding; Reduction in income; Capital expenditure; Impact of Internal Drainage Board (IDB) levy; Inflation; Fuel shortages; Ukraine conflict	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; Continued lobbying regarding the IDB pressure. Savings and Efficiency Plan developed to support the MTFs	4	4	High (16)	Tolerate	Continued controls, monitoring and reporting	N/A	4	4	High (16)
SHDC15	Capacity	Capacity to deliver the work programme for the Partnership/Councils	AD-C	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 Delivery Plan in place to help manage the work programme. Services when bringing forward new initiatives to consider the capacity required and the need to bid for capacity if it can't be accommodated within existing resources. Council report templates have a specific section on capacity. Services have been informed they can bid into the transformation reserve for short term capacity if they have a suitable proposal. Resourcing is tracked via the Assistant Director quarterly survey so concerns regarding capacity can be escalated to Leadership Team. Recent audit which linked to Capacity, Aims and Priorities gave 'Adequate Assurance'.	3	3	Medium (9)	Tolerate	Encourage Services to consider the transformation/capacity reserve for short term support where existing service capacity isn't sufficient.	N/A	3	3	Medium (9)
SHDC16	Third Party Service Delivery	Risk around resilience and quality of service delivery arrangements with third parties	AD-C	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	N/A	3	3	Medium (9)

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SHDC17	Net Zero Target	Risk of failure to meet agreed corporate ambition of Net Zero by 2040	AD-R	Impact on Net Zero target (i.e. carbon emissions) not fully evaluated at outset of all projects, decisions 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. Failure to invest in a targeted and effective way.	Carbon Reduction Action Plan approved. Partnership Environment Policy approved Q3 25/26. Climate Change Strategy approved. Green Home Grants are in delivery. Energy Advice Demonstrator in delivery. Reporting and Monitoring of progress through Scrutiny Committee Monitoring delivery of projects through Sustainable Warmth Programme Monitoring Board.	2	2	Low (4)	Tolerate	Energy advice demonstrator funding ends in March 27, action in annual delivery plan to bid for additional funding. There is also planned actions (via ADP) to improve the governance arrangements around reporting progress towards Net Zero and refreshing our carbon footprint through scrutiny committee.	N/A	2	2	Low (4)
SHDC18	Civil contingency risks	Community risks shared across Lincolnshire, managed in partnership with the Lincolnshire Resilience Forum (LRF) and through S&ELCP	AD-R	Any incident/emergency that requires a response from the council as a category 1 responder under the civil contingencies act	Failure in service delivery; Impact on local people; Reputational damage; Detrimental economic impact on business; inability to support partners during an incident through LRF structures	Community Risk Register monitored by the Lincolnshire Resilience Forum (LRF); Work with partners to assess, monitor, train, plan and exercise to enable effective response to and recovery from an incident. Strategic and Tactical Out of Hours duty rota in place. S&ELCP providing resilience for response and recovery from emergencies/incidents affecting a single council. Strategic Management Group in place to monitor performance and report to LT Governance. Partnership Emergency Plan in place for the Sub-region. Business Continuity Plans in place for all critical services across the S&ELCP. Partnership resilience manager appointed and in place from 1st August Maintenance of service support, plans, procedures and policies across the S&ELCP to aid resilience and share learning. PSPS have also aligned BC Plans to S&ELCP	2	4	Medium (8)	Tolerate	BC Policy to be developed in 25/26 together with the establishment of a BC Steering Group with Terms of Reference to align with ISO22301 Business Continuity Mangement System	N/A	2	4	Medium (8)
SHDC19	Information	Risk of failure to comply with Information Governance and Management requirements	AD-G	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	N/A	2	4	Medium (8)
SHDC20	Capital Programme	Failure to deliver Major capital schemes within the capital programme	D-PD	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	N/A	2	3	Medium (6)
SHDC22	Local Government Reform (LGR) in Greater Lincolnshire	LGR would lead to the creation of new Councils to replace existing Councils	AD-C	English Devolution White Paper	If LGR proceeds, there will be a period of uncertainty for Members, Officers and the community.	Regular staff and member briefings are taking place to share the latest information. Councils will work together to ensure the community is well informed.	4	3	High (12)	Tolerate		N/A	4	3	High (12)
SHDC23	Health and Safety	Risk of failure to comply with Health and Safety requirements	AD-R	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 harmonised, with assistance from PSPS, to provide a more efficient and effective approach towards H&S compliance. The partner Councils receive specialist Health and Safety advice from Public Sector Partnership Services who support the Partnership Health and Safety Governance Group (chaired by the Assistant Director – Regulatory) and each sovereign council Staff Health and Safety Forum. Both operate under agreed terms of reference and feed into the LT – Governance. LT Governance receive minutes and recommendations for approval from the Governance Group and the staff Forums. Policies and procedures are revised by PSPS, consulted upon through Staff H&S forums before being received and approved by the Governance Group and referred to LT Governance for information. Health and Safety is included within Internal Audit's annual audit plan.	3	3	Medium (9)	Treat	Director of communities is hosting fortnightly health and safety clinics with managers of outstanding actions to accelerate closure and completion. Objective is to reduce overdue outstanding actions to zero. An audit has been undertaken by a 3rd party auditor of overdue outstanding actions processes which has delivered an adequate assurance level has led to a number of recommendations which will be implemented through Q3 25/26 and Q4 25/26. A review of the SLA with PSPS is underway to ensure the service provider delivers for the partnership, secures service improvements and delivers the recs of the internal audit.	31/12/25	2	3	Medium (6)
SHDC24	AI Governance and Oversight	The rapid adoption of AI across council services may outpace governance, leading to unmanaged risks in data privacy, compliance, service quality, and public trust.	AD-C			AI Working Group, risk register, legal review, staff training and comms, regular monitoring by IT and Information Governance teams.	3	3	Medium (9)	Treat	AI Audit due to take place in Q4, this will give a broader understanding of areas we may need to improve AI governance and controls at which point we can review risk.	31/3/2026	2	3	Medium (6)

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

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

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

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

Ref number	Risk name	Risk description	Current risk likelihood	Current risk impact	Current risk score	Treatment (4Ts)	Planned action / future mitigation	Target risk likelihood	Target risk impact	Target risk score
SHDCHRA01	Business continuity	Risk around business continuity and recovery in the event of a major incident or event	3	3	Medium (9)	Tolerate	Continued partnership working with the Lincolnshire Resilience Forum (LRF)	3	3	Medium (9)
Page 67 SHDCHRA02	Health and Safety	Risk of failure to comply with Health and Safety requirements	2	3	Medium (6)	Tolerate	Continued monitoring and reporting	2	3	Medium (6)
SHDCHRA03	Risk oversight	Risk oversight reduced as part of the South and East Lincolnshire Councils partnership. Overseeing the risks including a regular review of the profile and acceptance of the mitigations of the service may be reduced due to a shared SLT	2	3	Medium (9)	Tolerate	Continued monitoring and reporting	2	3	Medium (9)

SHDCHRA04	Management of health and safety	Insufficient arrangements in place to monitor and manage compliance.	2	4	(Medium) 8	Tolerate	Continued monitoring and reporting	2	4	(Medium) 8
SHDCHRA05	Management of health and safety of DLO	Inadequate arrangements in place to meet the HSE requirements as a DLO employer	1	5	Medium (5)	Tolerate	Continued monitoring and reporting	1	5	Medium (5)
SHDCHRA06	Data	Inaccurate or incomplete data	1	3	low (3)	Tolerate	Continued monitoring and reporting	1	3	low(3)
SHDCHRA07	Listening to tenants	Failure to listen and respond to the tenant voice	2	2	Low (4)	Tolerate	Tenant panel training and launch - Feb/March 26	2	2	Low (4)
SHDCHRA08	Tenant engagement resource	Lack of appropriate resources in place to facilitate tenant engagement	3	3	Medium (9)	Treat	Council to adopt additional posts in Feb 26	2	3	Medium (6)

SHDCHRA09	Qualification requirements	Management Team not qualified to the prescribed standards of the Regulator	2	2	Low (4)	Treat	Housing Services Manager and Teanant Engagement Lead to enroll for studies during 2026. (Deadline is 2029)	2	2	Low (4)
SHDCHRA10	HRA business plan	HRA not having an agreed strategy on how to implement all of the matters identified for improvement, growth, BAU and transformation	1	1	low (1)	Tolerate		1	1	Low(1)
SHDCHRA11	Failure to meet Regulatory Consumer Standards	Failure to adapt the service to meet the new regulatory standards	2	2	Low (4)	Tolerate	Working towards C1, anticipated summer 2026	2	2	Low (4)
SHDCHRA12	Failure to self-refer to the regulator	Failure to self-refer to the regulator when a breach has been identified	1	3	Low(3)	Tolerate		1	3	Low(3)
SHDCHRA13	Impact of Awaab's law	Unable to deliver strict operating procedures set within legislation.	3	2	Medium (6)	Tolerate	Ongoing review of phases as MHCLG announces detail	2	2	Low (4)
SHDCRA14	Minimum Energy Efficiency Standards	Unable to meet Minimum Energy Efficiency Standards set within MHCLG consultation/MHCLG target for fuel poverty	3	3	Medium (9)	Treat	Apply for all available government funding and monitor MHCLG announcements - ongoing	2	2	Low (4)

SHDCHRA15	HRA business plan2	Failure to maintain the golden thread between the understanding of stock condition and investment need and what can be financed within the HRA Business Plan.	3	3	Medium (9)	Treat		1	3	Low(1)
SHDCRA16	Emergency repairs service (staffing)	Insufficient numbers of repairs operatives on the out-of-hours emergency repairs rota result in emergency repairs not attended within set timescales outside of working hours. Resulting in a breach of Awaabs law. Unable to deliver critical service to tenants.	3	4	High 12	treat	Review of standby pay rates for operatives being presented to Council 26 Feb 26 with consultation on terms and conditions to follow. Contracts for new repairs operatives to be amended to make this a mandatory term of contract (2 vacant posts being advertised and will have this written into their contracts).	1	1	Low(1)



REPORT TO:	Cabinet
DATE:	28 th April 2026
SUBJECT:	2025/26 Quarter Three Finance Update
PURPOSE:	To set out the current financial position for the Council at the end of the third quarter of 2025/26.
KEY DECISION:	No
PORTFOLIO HOLDER:	Councillor Redgate – Portfolio Holder for Finance
REPORT OF:	Russell Stone – S151 Officer
REPORT AUTHOR:	Rashpal Sohal, Interim Strategic Finance Manager, PSPS
WARD(S) AFFECTED:	N/A
EXEMPT REPORT	No

SUMMARY

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

RECOMMENDATIONS

It is recommended that Cabinet notes:

- 1) The forecast revenue position of a projected £187,000 underspend for 2025/26 as detailed in Table 1 and the need for continued focus on the savings and efficiency programme.
- 2) The forecast revenue position of the HRA for 2025/26 (projected surplus of £890,000) as detailed in Table 3.
- 3) The HRA Capital Programme position as detailed in Table 4 of Appendix A and the changes set out in this report.
- 4) Note that the Council carried out debt restructuring on the HRA borrowing in March 2026 as outlined in Appendix A, Section 2.6.
- 5) The amendments to the Capital Programme at Appendix B – Table 1c.

REASONS FOR RECOMMENDATIONS

To ensure the Council's forecast financial position for 2025/26 is considered and related decisions approved. It is important that the Cabinet are aware of the financial position of the General Fund and Housing Revenue Account 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.

REPORT

1. BACKGROUND

1.1 Appendix A provides information on the full year forecasted financial performance at 31 December 2025 for the following areas:

- The General Fund Revenue,
- Reserves,
- The HRA Revenue Budget,
- The HRA Capital Programme for 2025/26, and
- The Treasury Management Performance for the year.

1.2 Appendix B provides information on the full year forecasted financial performance as at 31 December 2025 for the General Fund Capital Programme for 2025/26.

General Fund Forecast Outturn

1.3 Quarter 3 data provide 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 £187,000.

1.4 The forecast position by the Assistant Director and Corporate Areas is detailed in Appendix A - Table 1 together with an analysis of variations.

Savings Target – General Fund

1.5 An efficiency target of £1.196m is included within the 2025/26 General Fund budget. Savings opportunities have been monitored throughout the year and are detailed in Appendix A, Table 1b of the report. As at 31 December 2025, 54% of the efficiency target had been identified, reflecting IDB funding support and savings and income identified through the Q3 monitoring process. However, based on the forecast underspend reported, the overall savings target is expected to be exceeded.

Internal Drainage Board

1.6 The financial pressure generated by the Internal Drainage Boards has been supported by the Government for 2025/26 to the sum of £578,000. This is a 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.

Reserves

- 1.7 The forecast balance of General Fund Specific Reserves is £6.119m. The General Fund Reserve Balance remains at £2.078m.

Capital – General Fund

- 1.8 The total revised General Fund Capital Programme for 2025/26 was £14.630m. With the amendments proposed in this report, the forecast capital programme for 2025/26 will be £12.988m, as detailed in Appendix B – Table 1a and 1b. Actual capital expenditure for Q3 2025/26 is £5.686m. This will continue to be closely monitored.

2. Housing Revenue Account (HRA)

HRA Revenue Budget

- 2.1 The HRA revenue outturn position as at 31 December 2025 was a net surplus of £890,000 as detailed in Appendix A – Table 3.

HRA Capital Position

- 2.2 The total HRA Capital Programme for 2025/26 is budgeted at £20.356m and forecasted at £15.226m at 31 December 2025, as detailed in Appendix A – Table 4.

3. Treasury Management

- 3.1 Section 2.6 of Appendix A provides details of the Council's Treasury Investments as at 31 December 2025. The Council's 2025/26 budget for net investment income is £1.098m, the forecast outturn position for investment income at Q3 is £1.931m.
- 3.2 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 three position is scrutinised and the forecast outturn 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 A.

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

Q3 Finance Report 2025/26

Appendix B

SHDC Q3 GF Capital Finance Report 2025/26

BACKGROUND PAPERS

None

REPORT APPROVAL

Report author:

Rashpal Sohal, Interim Strategic Finance Manager, PSPS

Signed off by:

Russell Stone, Interim Director of Finance & S151 Officer

Approved for publication:

Councillor Paul Redgate Portfolio Holder for Finance

APPENDIX A - South Holland District Council – Q3 Finance Report 2025/26

Finance Summary

- The revenue outturn shows an underspend position of £0.187m as at 31 December 2025.
- The HRA Quarter 3 forecasted position is a surplus of £0.890m.
- HRA capital forecasted spend at the end of Quarter 3 was £15.226m against a full year budget of £20.356m.
- The Council held investments of £39.400m on 31 December 2025 (£45.000m on 30 September 2025).

Section 2 – Finance

Section 2.1	Key Financial Issues in Quarter 3 of 2025/26
Section 2.2	Revenue Budget
Section 2.3	Reserves
Section 2.4	Housing Revenue Account Budget
Section 2.5	HRA Capital Position
Section 2.6	Treasury Management
Section 2.7	Debt Collection
Section 2.8	Business Rates and Council Tax Collection

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

- Overspends are primarily driven by £35k of unbudgeted utility costs within General Funds Assets, £25k of legal charges within Regulatory, and unachieved salary efficiency targets totalling £450k across the services. These pressures have partially been offset by increased planning application income of £320k, £105k within General Fund Assets and an underspend of £150k in Disabled Facility Grant (DFG) funding.
- The 2025/26 budget included an efficiency target of £1.203m. As at 31 December, £0.644m (54%) of savings have been identified. The remaining balance has been incorporated into Table 1 and, given the forecast outturn position is a surplus, no further efficiencies are required to deliver these savings. However, management continues to actively review and identify opportunities on an ongoing basis.
- The Government announced it would provide £5m of further funding to support Councils significantly impacted by Internal Drainage Board levies. South Holland was awarded £0.578m for 2025/26, which is included within the figures in Table 1.
- The Council's 2025/26 budget for investment income is £1.098m. At Quarter 3, investment income is forecast to outturn at £1.931m, comprising £1.297m within the General Fund and £0.634m within the HRA.

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

Section 2.2 – Revenue Budget

Table 1 sets out the forecast outturn by Assistant Director, showing a net overspend of £0.307m. This is offset by additional investment income of £0.526m and a £30k pressure relating to impairment allowance, resulting in an overall surplus of £0.187m. The position is based on the Quarter 3 forecast as at 31 December 2025 and reflects officers' projections for the remainder of the financial year.

Table 1 – Projected Net Spend by Assistant Director Area

Assistant Director	Revised Budget 2025/26 at Q3 £'000	Outturn 2025/26 at Q3 £'000	Variance (underspend)/overspend at Q3 £'000	Comments on main variances
Corporate	1,179	1,115	(64)	The overall favourable position is mainly due to underspends in ICT and Employee Expenses. ICT savings stem from one-off and timing-related factors such as lower licensing and maintenance costs, delayed project spend, and reduced software charges.
Finance	5,596	5,556	(40)	A favourable Housing Benefit overpayments forecast is partially offset by an unachieved salary efficiency target.
Housing	(207)	(194)	13	Broadgate income not due to be achieved.
General Fund Assets	452	460	8	The Facilities service is reporting budget pressures arising from agency staffing costs, lower than anticipated rental income at Sutton Bridge Industrial Development, and reduced net rental income due to professional fees, contractor costs, and vacancy-related maintenance. Priory Road utility budgets have been exceeded although these pressures are partially offset by savings within Footway Lighting.
Governance	1,049	1,060	11	The forecast reflects pay pressures arising from interim cover arrangements, unbudgeted postage, non-routine legal costs and pay related adjustments linked to backpay, shared staffing arrangements and job evaluations. This is partially offset against a staffing vacancy.
Leisure & Culture	374	468	94	Under the current Leisure Contract, the Council is required to underwrite operational losses arising from the relocation of dry-side provision to the temporary facility. The initial loss provision incorporated into the budget has been superseded, with the latest forecast indicating a higher liability than estimated. This reflects the increased operational deficit now projected for the period of displacement and associated service interruption.
Neighbourhoods	4,460	4,516	56	Neighbourhood and street cleaning budgets show overspends due to unachieved salary efficiency targets, including prior year shared officer recharges. Additional unfunded costs have arisen from skip hire and HR costs, while Refuse and Recycling overspends have been mitigated through EPR grant funding.

Table 1 – Projected Net Spend by Assistant Director Area

Assistant Director	Revised Budget 2025/26 at Q3 £'000	Outturn 2025/26 at Q3 £'000	Variance (underspend)/overspend at Q3 £'000	Comments on main variances
Planning & Strategic Infrastructure	452	458	6	The service review remains ongoing, and a surplus has been generated from Planning Application Fees and Planning Performance Agreements.
Regulatory	883	823	(60)	Income has increased across animal related licensing due to the clearance of a historic backlog, but this uplift is non-recurring. Legal costs have been incurred for the Mill House Farm Noise Abatement Notice appeal. While the salary efficiency target remains unmet, some savings have been achieved across services, alongside favourable variances from higher building related fee income and reduced spend on furniture, equipment, and ICT.
Strategic Growth & Development	266	253	(13)	As a result of current staffing arrangements within Strategy and Enabling, temporary shared management cover has been required, giving rise to additional management costs.
Strategic Project	26	32	6	Unachieved salary efficiency target.
Wellbeing & Community Leadership	2,314	2,052	(262)	Savings arise from changes to employee staffing arrangements compared to the approved budget, a Disabled Facilities Grant repayment, unspent grant funding, above budget live performance income and vacancies across services. These are partially offset by operational pressures, reduced Section 113 income, unachieved salary efficiency targets, and increased temporary accommodation expenditure.
Spalding Special Expenses	227	227	-	Spalding Special Expenses are reported to the Spalding Town Forum. The variances do not impact the General Fund reserves.
Efficiencies Requirement	(1,196)	(644)	552	£644k efficiencies identified (see table 1b) reducing the requirement from original budget of £1.203m.
Sub Total – Assistant Directors – Net Costs	15,875	16,182	307	
Recharges to HRA	(3,560)	(3,558)	2	
Internal Drainage Boards and Parish Precepts	4,978	4,978	-	
Investment Income	(771)	(1,297)	(526)	Increased interest due to favourable market rates and includes £66k Welland Homes dividends.
Minimum Revenue Provision (MRP)	450	450	-	

Table 1 – Projected Net Spend by Assistant Director Area

Assistant Director	Revised Budget 2025/26 at Q3 £'000	Outturn 2025/26 at Q3 £'000	Variance (underspend)/overspend at Q3 £'000	Comments on main variances
Impairment Allowance – Bad debt provision	3	33	30	Reduced release of Housing Benefit Overpayment bad debts.
Capital Expenditure Charged in Year	375	375	-	Capital Programme
Transfers to/(from) Earmarked Reserves	(375)	(375)	-	Capital Programme
Other Income and Expenditure	1,100	606	(494)	
General Fund Budget net costs	16,975	16,788	(187)	
Council Tax	(8,110)	(8,110)	-	
Business Rates	(7,150)	(7,150)	-	
Government Grants	(1,715)	(1,715)	-	
Total Funding	(16,975)	(16,975)	-	
Total Budget - (Surplus)/Deficit	-	(187)	(187)	

Recommendation:

F1 That Cabinet notes the forecast revenue position of £187,000 underspend for 2025/26 as detailed in Table 1 and the need for continued focus on the savings and efficiency programme.

The table below gives an illustration of the achievement of the savings target balance of £1.196m noted in Table 1a above. Those items identified are monitored by the Transformation Board periodically throughout the Financial Year. The remaining balance has been incorporated into Table 1 and, given the forecast outturn position is a surplus, no further efficiencies are required to deliver these savings. However, management continues to actively review and identify opportunities on an ongoing basis.

Table 1b – Efficiency Description	Amount £'000	Comments
Original Budget	1,203	
IDB funding	(578)	Central Government funding in support of drainage board levy increases
Audit Build Back Grant	(37)	Grant received to support increasing audit costs. Budgets already included the increase therefore taken the grant against efficiencies.
Regulatory Service Review	(7)	Savings identified
Neighbourhoods Service Review	(22)	Savings identified
Identified Savings	(644)	
Investment Interest	-	Q3 Forecast suggests £0.526m over achievement of income
Planning Application Fee	-	Q3 Forecast suggests £0.320m over achievement of income, currently taken to Reserves to support further service review and restructure plans.
Regulatory F&C	-	Q3 Forecast suggests £0.110m over achievement of income
DFG Grant	-	£0.150m grant unutilised
Wellbeing & Communities Service Review	(7)	Savings identified
Remaining Balance	(552)	

Section 2.3 – Reserves

At 31 December 2025, the closing balance for the General Fund Reserves are £8.197m. HRA Reserve balances are £8.599m closing balance after net transfer out of (£6.124m).

Table 2 – Specific and General Reserves Balance				
Reserve	Balances at 1 April 2025 £'000	Forecast Contributions into Reserves £'000	Forecast Use of Reserves £'000	Balances at 31 March 2026 £'000
General Fund				
Parish Loans	100	-	-	100
Council Tax	1,638	3	-	1,641
Repayment Reserve	66	-	-	66
Investment and Growth	2,707	1,432	(1,839)	2,300
Transformation	297	-	(258)	39
Planning Reserve	837	130	-	967
Waste Transformation Reserve	-	1,231	(225)	1,006
Specific Reserves Total	5,645	2,796	(2,322)	6,119
General Fund	2,078	-	-	2,078
Total	7,723	2,796	(2,322)	8,197
Housing Revenue Account				
HRA General Reserve	12,496	890	(7,510)	5,876
Insurance	200	-	-	200
Major Repairs	2,501	3,937	(3,915)	2,523
Total	15,197	4,827	(11,425)	8,599

Section 2.4 – Housing Revenue Account Budget

Table 3 – Projected Net Spend by Service Area				
Service Area	Revised Budget 2025/26 £'000	Forecast Q3 2025/26 £'000	Variance (underspend) / overspend £'000	Comments on main variances
Rent Income – Dwellings	(18,926)	(18,926)	-	
Charges for Services and Facilities	(1,383)	(1,462)	(79)	The variance reflects a realignment of communal aerial income, where historic budgets were overstated and the forecast has been by £17k. Offset by underbudgeted sewage charge income £80k, and £16k additional room hire income contributing positively to the overall position.
Contributions to Expenditure	(5)	(5)	-	
Total Income	(20,314)	(20,393)	(79)	
Repairs and Maintenance	5,456	5,357	(99)	Favourable variance is mainly driven by staffing efficiencies including a new in-house post, a pension opt-out and later than budgeted recruitment, along with savings across roofing and materials costs, and under budgeted OFGEM income now aligned to actuals. Partially offset by increased vehicle related pressures due to fleet delays and reduced capitalised salary income from later Green Homes recruitment. £184k of the planned transfer from reserves to fund surveys removed, as funding is no longer required from reserves and can instead be covered by in year surplus.
Supervision and Management	4,871	4,783	(88)	Favourable variance is driven by 52.7k underspend in Housing Delivery due to vacant posts and reduced projects, £50k reduced compensation costs, unutilised transformation project expenditure, lower subscription and utility spend, increased RTB income alongside staffing underspends across service due to duplicated budgets, lower SCP starters, later recruitment, offsetting waking watch professional fees, tree maintenance costs, NEC IT pressures, and redundancy costs following communities restructure.
Rents, rates, taxes, and other charges	91	89	(2)	Council tax forecast brought up to actual expenditure.
Depreciation	4,197	3,937	(260)	25/26 Depreciation charges.
Movement in Allowance for bad debts	75	75	-	
Statutory recharge to the HRA for support services	3,547	3,549	2	
Total Expenditure	18,237	17,790	(477)	

Table 3 – Projected Net Spend by Service Area				
Service Area	Revised Budget 2025/26 £'000	Forecast Q3 2025/26 £'000	Variance (underspend) / overspend £'000	Comments on main variances
Contribution from Operations	(2,077)	(2,603)	(526)	
Investment Income	(327)	(634)	(307)	
Interest Payable	2,591	2,347	(244)	
Net Operating (Surplus)/Deficit	187	(890)	(1,077)	
HRA General Reserve (Use of Reserve) / Contribution	(187)	-	(187)	Budget assumed a transfer from General Reserve to cover the deficit; current forecast shows a surplus removing the requirement to fund the deficit.
Total Budget - (Surplus)/Deficit	-	(890)	(890)	

Recommendation:

F2 The forecast revenue position of the HRA for 2025/26 (projected surplus of £890,000) as detailed in Table 3.

Section 2.5 – Housing Revenue Account Capital Position

Table 4 - HRA Capital Position				
	Budget 2025/26 £'000	Actual 2025/26 £'000	Forecast 2025/26 £'000	Variance (underspend)/ overspend £'000
Central Heating	770	663	970	200
Kitchen/Bathroom	1,648	935	1,648	-
Renewable Energy	8,309	2,602	5,325	(2,984)
Smoke Alarms	279	246	299	20
Electrical Upgrades	5	67	75	70
Roofs and Gutters	970	65	70	(900)
Doors and Windows	1,603	134	625	(978)
Flat Entrance Doors Sheltered Schemes	90	178	250	160
Fire Remedial Works	201	84	100	(101)
Chimneys	8	130	200	192
Paths and Drives	38	-	88	50
Boundary Walls	3	-	3	-
Damp and Remedial Works	-	10	-	-
TV Aerials - Sheltered Schemes	106	50	106	-
Fees	432	-	505	73
Sewerage Treatment Plant	440	75	200	(240)
Car Parks	124	-	-	(124)
Community Centre Refurbishment	100	15	100	-
Structural Works	100	34	50	(50)
ICT Strategy / Infrastructure	49	-	4	(45)
Replacement Laptops	28	-	-	(28)
Major Adaptions	955	1,270	2,008	1,053
Sheltered Alarm Upgrade	329	317	329	-
Housing Repairs Vehicles	450	431	431	(19)
Northon's Lane Holbeach	714	467	714	-
Jubilee Way Gosberton	-	-	-	-
Pheasant Street Holbeach	15	-	15	-
Primus Close Moulton Chapel	8	2	8	-
Biehler Avenue Weston	23	(13)	23	-
Wignals Gate S106 Acquisition	-	1	1	1
Cobgate Whaplode	10	(5)	10	-
Coalbeach Lane Surfleet	18	(7)	18	-
LAHF2 Frogmore Lane Holbeach	10	-	10	-
LAHF2 Tulip Fields Holbeach	8	(8)	8	-
River Close Surfleet	13	(6)	13	-
Purchase of Homes South Holland	700	-	-	(700)
Purchase Homes - Holbeach	300	-	-	(300)
LAHF 3	1,500	4	1,020	(480)
Total	20,356	7,741	15,226	(5,130)

Table 4 - HRA Capital Position

	Budget 2025/26 £'000	Actual 2025/26 £'000	Forecast 2025/26 £'000	Variance (underspend)/ overspend £'000
Funded By				
Capital Receipts	(321)	(439)	(322)	(1)
Major Repairs Reserve	(8,113)	(5,110)	(3,915)	4,198
Grants and Contributions	(3,479)	(54)	(3,479)	-
Reserve Financing	-	-	-	-
External Borrowing	(6,602)	-	-	6,602
HRA General Reserve	(1,841)	(2,138)	(7,510)	(5,669)
Total	(20,356)	(7,741)	(15,226)	5,130

Progress against approved budgets

- **Central Heating:** Programme is progressing ahead of schedule. The uplift aligns the forecast with the accelerated delivery.
- **Kitchen & Bathrooms:** Delivery impacted positively following analysis of stock condition data. Properties removed from programme following survey identifying current condition of kitchen as good/fair and therefore extending the lifetime, budget to be utilised in full.
- **Renewable Energy:** Progress continues with installations underway. Completion of Green Homes Wave 2 expected by September, subject to access and utility delays by National Grid. Wave 3 works have commenced.
- **Roofs and gutters:** The underspend on roofs reflects rephasing of the programme following under-performance of the previous contractor. Delivery remains significantly behind profile, with works currently limited to reactive roof replacements only while a new contract is procured. As a result, an underspend is forecast for 2025/26, and no further planned roof works are anticipated this financial year.
- **Major Adaptations:** High demand and complexity of cases have placed pressure on budget. Programme adjustments are ongoing, increased demand is reflected in future years budgets.
- **Doors and Windows:** The programme has been integrated into Green Homes Wave 3, where retrofit assessments now determine the final scope of works. As the programme commenced later than planned, delivery schedules have been refined, ensuring that only confirmed and deliverable works are reflected in the updated forecast.
- **Sewage Treatment Plant:** The forecast has been reduced as only two schemes will complete this financial year. Current progress indicates spend of approximately £200k, with no further schemes expected to be invoiced before 31 March 2026.
- **Northon's Lane Holbeach** - The project is continuing into 2025/26 when the final homes will complete.
- Various Affordable housing project schemes continue into 2025/26 when the expenditure will be incurred at project completion.

Recommendation:

F3 That Cabinet notes the HRA Capital Programme position as detailed in Table 4 of Appendix A and the changes set out in this report.

Right To Buy Receipts

During Quarter 3 there were seven Right to Buy sales (nineteen in Q2, six in Q1). Receipts from Right to Buy (RTB) sales can be used for funding new house purchases within the HRA, but there is a time limit for these receipts to be used on new builds or acquisitions, or the money is payable to DLUHC.

This limit was increased from 3 to 5 years in March 2021 and is calculated on an annual basis. Three further changes were introduced on 31 July 2024. The maximum permitted contribution from RTB receipts to be used on affordable homes new builds or acquisitions for 2024/25 and 2025/26 has increased from 50% to 100%. Right to buy receipts are permitted to be used with section 106 contributions. The cap on the percentage of replacement affordable homes delivered as acquisitions each year (2024/25 50%) taken off. On 2 July 2025 through Parliamentary Statement announced further changes to take effect from 1 April 2026. RTB receipts flexibilities from July 2024 made permanent. RTB receipts may be combined with grant funding from 2026/27 onwards, where permitted under the relevant grant conditions and spend deadline for retained receipts increased to 10 years for receipts received from 2027/28 onwards (remains 5 for earlier).

There was no payback risk for SHDC as at 31st March 2025. The next review point will be 31st March 2026.

Section 2.6 – Treasury Management

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

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

Treasury Investments - Investments held by the Council on 31 December 2025 (excluding accrued interest) totalled £39.400m compared with £45.000m on 30 September 2025.

Welland Homes Loans - In addition to the treasury investments the Council has issued nine loans to Welland Homes totalling £6.546m. Interest of £211,382 has been received on these loans for the first three quarters of the financial year. In addition to the interest the Council also received its first dividend from Welland Homes of £65,953 in August 2025.

Income Received Against Budget and Forecast Outturn – The budget for net investment income for the first three quarters of the financial year was £827,383 and the actual was £1,487,897 (including the Welland Homes dividend) giving a surplus of £660,514. The annual budget for net investment income is £1,098,100 and the forecast outturn is £1,931,410 giving a forecast surplus of £833,310.

External Borrowing and Interest Rates – The Council has £67.456m of HRA long term external borrowing. The budget for interest payments for the first three quarters of the financial year was £1,909,024 and the actual was £1,768,641 giving a saving of £140,383. The annual budget for interest payments is £2,591,414 and the forecast outturn is £2,347,469, a projected saving of £243,945. The Council budgeted to borrow £10m for the HRA on 1 September 2025 but this borrowing is not likely to be taken in 2025/26 based on current cash balances.

The 50 year PWLB certainty rate was 5.71% on 31 December 2025 compared with 5.97% on 30 September 2025. During Quarter 3 the Bank of England Base Rate has been reduced from 4.00% to 3.75%.

Debt Restructuring - In March 2026 the Council repaid its £67.456m of PWLB HRA borrowing at 3.48% and received a discount of £18.372m. These loans were replaced with £50m of PWLB HRA borrowing at an average rate of 4.528%. These loans will mature between 2028 and 2030 when we anticipate interest rates to be lower. There will be a saving with the annual interest payments reducing by approximately £83k in 2026/27 and 2027/28. In addition to the savings on interest payable, the Council will be able to credit the revenue account with one tenth of the discount (£1.837m) each year for the next ten years commencing in 2025/26.

Q3 Treasury Report – Further details of the treasury position at 31 December 2025 can be found in the Q3 Treasury Report which was submitted to the Governance and Audit Committee on 19 March 2026.

Recommendation:

F4 Note that the Council carried out debt restructuring on the HRA borrowing in March 2026 as outlined in Appendix A, Section 2.6.

Section 2.7 – Debt Collection

A review of debts is undertaken every month, and monitoring is reported against targets. In line with the financial procedure limits debts below £1,050 require sign off by the Chief Finance Officer with all debts for this amount or over requiring Cabinet approval. Arrangements are in place for regular reporting and review of sundry debts and proactive management is taking place which is also resulting in debt levels and age of debt reducing.

An analysis of the sundry debts the Council held as at 31 December 2025 is shown in Table 5.

Table 5– 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 £
85,314	24,190	3,302	9,312	71,367	265,093	199,194	657,772

Note: This does not include invoices not yet due totalling £52,075.18.

Section 2.8 – Council Tax and Business Rates

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

The debt recovery programme continues through the remainder of the year.

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

The collectable debit for the year at 31 December 2025 was £69.300m with a net collection rate of 82.19% achieved (82.56 % at 31 December 2024).

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

The collectable debit for the year at 31 December 2025 was £27.900m with a net collection rate of 80.84% achieved (80.57% at 31 December 2024).

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APPENDIX B - South Holland District Council – Q3 GF Capital Finance Report 2025/26

Finance Summary

- At quarter 3, Capital spend was £5.686m against a full year budget of £14.630m.

Section 2 - Finance

- Section 2.1 Capital Programme in Year
- Section 2.2 Capital Programme – 5 year Programme

Section 2.1 – Capital Programme in Year

This section covers:

- Revisions to the Capital Programme
- Progress against the 2025/26 approved capital programme and the anticipated outturn
- Funding of the Capital Programme

General Fund (GF) Capital Programme

Table 1a – 2025/26 Capital Programme and Q3 Forecast Outturn

Scheme	Approved Budget 2025/26	Changes to approved budget	Revised 2025/26	Actual December 2025	Forecast Outturn 2025/26	Variance (under)/over
	£000	£000	£000	£000	£000	£000
Non UKSPF & LUF Projects						
Capital Enhancements	323	(15)	308	172	235	(73)
ICT	126	(74)	52	31	49	(3)
Footway Lighting	55	-	55	55	55	-
Neighbourhoods	1,686	38	1,724	238	324	(1,400)
Disabled Facilities Grants	958	-	958	436	800	(158)
Car Park Resurfacing	85	-	85	79	85	-
Lutyens Memorial	211	-	211	206	206	(5)
Uniform System	274	-	274	3	274	-
Unit 4 Migration	54	-	54	14	54	-
Spalding Gateway Public Realm Project	46	-	46	-	-	(46)
Local Authority Housing Fund	200	-	200	2	200	-
Total Non UKSPF & LUF Projects	4,018	(51)	3,967	1,236	2,282	(1,685)
UKSPF & LUF						
UKSPF	290	-	290	150	335	45
UKSPF – Rural	210	-	210	190	208	(2)
Total UKSPF	500	-	500	340	543	43
South Holland Health and Wellbeing Hub	10,163	-	10,163	4,110	10,163	-
Total LUF	10,163	-	10,163	4,110	10,163	-
Grand Total – All Projects	14,681	(51)	14,630	5,686	12,988	(1,642)

The revised capital budget as at Q3 will be £14.630m, derived from the combination of the 2025/26 approved budget of £14.681m, new in-year approved spend, slippage into future years and uncommitted spend. The overall expenditure as at Q3 is £5.686m.

2025/26 Funding

Table 1b Capital Programme Financing				
All Projects	Approved Budget 2025/26	Revised Budget 2025/26	Full year forecast 2025/26	Variance 2025/26
	£000	£000	£000	£000
Revenue	(43)	(43)	(43)	-
Investment and Growth Reserve	(211)	(211)	(206)	5
Grants	(11,668)	(11,668)	(11,507)	161
Prudential Borrowing	(2,759)	(2,708)	(1,232)	1,476
Totals	(14,681)	(14,630)	(12,988)	1,642

Progress against approved budgets

- **Capital Enhancements** – Various projects within the Capital Enhancements programme of works have come in under budget. The largest underspend being emergency security enhancements to West Marsh Road at £65k.
- **Disabled Facilities Grants** – Forecast currently £100k ahead than previous years outturn. Grant received greater than demand for DFGs due to HRA within South Holland.
- **UKSPF** – MHCLG rules in the management of UKSPF by Lead Local Authorities allow for the transfer of revenue funding to capital funding at will within each quarterly reporting period, though not vice versa and once a transfer has been undertaken and reported, the capital expenditure must remain categorised as such. North East Lincolnshire Council, acting on behalf of Greater Lincolnshire County Combined Authority (who have succeeded South Holland as Lead Local Authority for the management of UKSPF in line with the Greater Lincolnshire devolution deal), have confirmed that this flexibility is retained at District level. The projected outturn here will be covered by an underspend in revenue, already reported to GLCCA, and the budgets accordingly revised to balance in the next quarter.
- **South Holland Health & Wellbeing Hub** – Works commenced on site 22 August with Castle Sports closing on 9 September. Pre-commencement planning conditions all discharged accordingly. S73 application to vary planning to accommodate value engineered changes is with LPA for determination. Works have progressed in accordance with programme to date. Temporary alternative facilities fully operational for fitness and indoor bowls. Scheme progress on track.

Changes to approved capital budget

Detailed below are subsequent changes to the capital programme since the Q2 Finance Report and are reflected in the table above.

Table 1c Capital Programme Changes		
Project Description	Amount £'000	Approval
Capital Enhancements	(15)	Rephasing required into 2026/27 as focus to deliver on current schemes and revenue maintenance.
ICT	(74)	£144k to be decommitted as current available resources along with asset life extensions reduce requirements for investment.
Neighbourhoods	38	Proforma approved by S151 for investment into Garden Waste, budgets accelerated from future years.
Grand Total	(51)	

Recommendation:**F5** That Cabinet notes the amendments to the Capital Programme at Appendix B – Table 1c.

Table 2 – Capital Programme

Scheme	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	£000	£000	£000	£000	£000	£000
Non UKSPF & LUF Projects						
Capital Enhancements	308	90	15	15	15	-
ICT	52	232	424	-	-	-
Footway Lighting	55	55	55	55	55	55
Neighbourhoods	1,724	-	-	331	669	70
Waste Review	-	8,101	-	-	-	-
Disabled Facilities Grants	958	1,090	1,090	1,090	1,090	1,090
Car Park Resurfacing	85	-	-	-	-	-
Lutyens Memorial	211	-	-	-	-	-
Uniform System	274	-	-	-	-	-
Unit 4 Migration	54	19	-	-	-	-
Spalding Gateway Public Realm Project	46	-	-	-	-	-
Local Authority Housing Fund	200	-	-	-	-	-
Total Non UKSPF, Pride in Place & LUF Projects	3,967	9,587	1,584	1,491	1,829	1,215
UKSPF & LUF						
UKSPF	290	-	-	-	-	-
UKSPF – Rural	210	-	-	-	-	-
Total UKSPF	500	-	-	-	-	-
Town Centre Revitalisation – Shop Front	-	125	150	150	200	-
Town Centre Revitalisation – Diversification	-	125	150	150	200	-
Cultural/Heritage Provision	-	-	1,000	-	325	-
Total Pride in Place	-	250	1,300	300	725	-
South Holland Health and Wellbeing Hub	10,163	15,511	-	-	-	-
Total LUF	10,163	15,511	-	-	-	-
Grand Total – All Projects	14,630	25,348	2,884	1,791	2,554	1,215
Revenue	(43)	-	-	-	-	-
Investment and Growth Reserve	(211)	-	-	-	-	-
Grants	(11,668)	(11,557)	(2,390)	(1,390)	(1,815)	(1,090)
Prudential Borrowing	(2,708)	(13,271)	(494)	(401)	(739)	(125)
Capital Receipts	-	(520)	-	-	-	-
	(14,630)	(25,348)	(2,884)	(1,791)	(2,554)	(1,215)

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Report To:	Cabinet
Date:	28 April 2026
Subject:	South Holland District Council (SHDC) Markets Policy review
Purpose:	To present for members consideration an update to the SHDC's existing Markets Policy and the introduction of a new SHDC Markets Severe Weather Policy.
Key Decision:	No
Portfolio Holder:	Councillor Nick Worth – Leader of the Council
Report Of:	Phil Perry – Service Director, Leisure & Local Services
Report Author:	David Smith – Markets Manager
Ward(s) Affected:	Spalding, Holbeach, Long Sutton, Crowland
Exempt Report:	No

Summary

This is a review of the current SHDC Markets Policy (**Appendix 1**) to support the implementation of an updated online bookings and payments system (GOSS) and the introduction of a new Severe Weather Policy.

This review is required as the service evolves, to ensure the market is operated efficiently, consistently and safely. This report details the draft of the new policies for the service.

The purpose of the new Market Policy (**Appendix 2**) and Severe Weather Policy (**Appendix 3**) is to set out the matters the Council will take into account, when considering and undertaking its duty to provide and manage its markets. It details the responsibilities of the council in official guidance of the policy for the Council to act in a particular way and the expectation set of the traders.

The policies within this report were initially considered by the Policy Development Panel (PDP) at its 3rd February 2026 meeting. The report was well received, with a few formal recommendations arising from this meeting, which have now been added to the Markets Policy. These changes are as follows:

- To add more details on how non-attendance days, can be used by regular traders (Added to section 21.2 of Appendix 2).
- To add more details on what would happen to a trader's paid fee's if they fell ill on the market (Added to section 21.11 of Appendix 2).
- To add more details as to what notice will be given to traders if a market is restricted or cancelled (Added to section 32.2 of Appendix 2).

Recommendations

That Cabinet:

1. Review and approve the draft Market Policy (**Appendix 2**) and Severe Weather policy (**Appendix 3**) as provided in this report.
2. Agrees the delegation to the Assistant Director Leisure and Local Services, in consultation with the Portfolio Holder, to make future minor policy revisions as might be needed to ensure the continued good running of the markets.

Reasons for Recommendations

To enable members to review, comment and challenge the information presented, and consider the new measures being proposed.

Other Options Considered

To not progress the reviewed draft Markets Policies. This has been discounted to ensure through a review, the commitments made by Cabinet are delivered against, to ensure the market is operated efficiently, consistently, and safely.

1. Background

- 1.1 The Markets Service last saw a full review of its Markets Policy in June 2022 and has since seen small amendments to the policy. The bookings and payments system that has been used for most of this period now also requires improvement to bring in line with most systems used across the Country, including the partner authorities at East Lindsey District Council (ELDC) and Boston Borough Council (BBC). As a result, the Markets Service has worked closely with Public Sector Partnership Services Ltd (PSPS) ICT colleagues and GOSS Interactive to create a bespoke, modern, online service which will result in a better service for traders as well as markets staff.
- 1.2 With the new GOSS booking and payment system nearing its implementation, the Markets Policy needs to be brought up to date to ensure the Councils and the trader's responsibilities are clear.

1.3 The policies within this report were initially considered by PDP at its 3rd February 2026 meeting. The report was well received, with a few formal recommendations arising from this meeting, which have now been added into the Markets Policy. These changes are as follows:

- To add more details on how non-attendance days, can be used by regular traders (Added to section 21.2 of Appendix 2).
- To add more details on what would happen to a trader's paid fee's if they fell ill on the market (Added to section 21.11 of Appendix 2).
- To add more details as to what notice will be given to traders if a market is restricted or cancelled (Added to section 32.2 of Appendix 2).

2. Report

2.1 The purpose of the Market Policy is to set out the matters the Council will take into account, when considering and undertaking its duty to provide and manage its markets. It details the responsibilities of the council in official guidance of the policy for the Council to act in a particular way and the expectation set of the traders. The Markets Policy has been reviewed for the 2026/27 financial year and is attached as **Appendix 2**.

2.2 Market Policies should be reviewed annually to update any change of fees and charges and minor changes, but due to the implementation of the new and more advanced booking and payments system it was determined that a wider review of the policy was also needed.

2.3 The current 2025/25 fees and charges will remain in place until the new booking and payment system is implemented, estimated to be Mid-June 2026.

2.4 The review of the Markets Policies was undertaken with some extensive research of other local authority markets policies and draws on best practice from them all.

2.5 Within the draft Market Policy, some of the principal changes to consider have been noted below and aim to make the policy clearer and as accessible as possible:

- Traders will now be classified as regular or casual traders upon application.
- The ability to introduce promotional fees to promote existing and new special markets such as Makers Markets.
- There is a new requirement for traders to provide risk assessments if using their own stalls/equipment upon request.
- Instructions on how to make a trader application on the new GOSS system.
- Instructions made clear that payment to stand must be made prior to standing.
- Instructions on the new process for traders to apply to change their line of goods to sell via the new GOSS system.
- A new initiative where charity stalls are now allowed to stand free, once a quarter across all markets.
- Casual traders are now able to book 28 days in advance rather than the current 14 days.
- Market days and fees made clearer.

- New incentives added for traders. Any trader that would like to return to SHDC markets who hasn't traded with the Council for over 12 months, will be eligible to return and receive the current incentives, such as receiving a free trial day at each market.
- Changes have been made to the disciplinary procedures, with the trader conduct section updated to bring in line with modern issues such as conduct online that could damage the Councils reputation or market traders.
- Information on selling second-hand goods on the market has been added.
- Information on the provision of generators being used on the market has been added.
- Health and safety inspection details added to provide guidance to traders on what the Markets officer inspection will consist of.
- Each year, regular traders will receive 8 non-attendance days per market they stand on. If a regular trader operates at more than one market, their allocated non-attendance days will be combined into a single total.
- Relevant legislation in line with Trading Standards and relevant law has been added to the policy to ensure traders are aware and to assist with any breaches of policy for market staff.
- Food hygiene regulations and guidance have been added to the policy.
- Severe Weather Policy created, taking guidance from the MET Office, the National Association of British Markets and the Councils own Liability insurance.
- If a restricted market is declared due to severe weather, traders will not have to use one of their non-attendance days.

2.6 The Markets Service has also experienced changing weather patterns that have led to increasing numbers of storms adversely affecting the markets, with higher windspeeds more often, that can be dangerous due to the nature of gusts of wind being unpredictable. A new Severe Weather Policy has therefore been drafted in collaboration with the health and PSPS Safety Manager, to mitigate against the changing weather throughout the year.

2.7 The aim of the Severe Weather Policy is to determine when and how the decision to restrict or close a market is taken, as it can cause a lot of disruption with the potential for financial and logistical impacts for all concerned and therefore is never taken lightly. Its key priority is to protect the public, traders, and staff safety in the event of any severe weather which would affect any open-air market or event operated by South Holland District Council. The policy may apply in the following circumstances:

- A severe weather warning is in force and has been issued by the Met Office or,
- in the opinion of the Markets Team there is a risk to safety due to adverse weather conditions.

2.8 The Markets Team will offer help sessions for traders, to assist with the transition to the new GOSS system. Traders will be offered to attend in-person demonstrations, Microsoft Teams online sessions, assistance over the phone and also assistance in person on the market for those unable to attend any other sessions.

2.9 The new system will also provide notifications to traders to remind them of key factors such as their insurance expiring and their payments becoming due.

- 2.10 The new policies will see South Holland District Council have some of the most comprehensive and high-quality policies in the Country, showcasing the professional standards that the Council upholds.
- 2.10 With the introduction of a custom-built booking and payment system, an increasingly popular markets Facebook page, new market banners, and competitive fees, the Markets Team has established a strong foundation to sustain its impressive progress. These improvements make SHDC Markets significantly more appealing to both new traders and visitors.
- 2.11 The changes implemented this financial year have already delivered results: pitch occupancy has risen by 15% in Q1, 19% in Q2 and remained level in Q3 across the District—an achievement that defies the national trend in today’s challenging climate. Q3 saw just under half a million views on our Markets Facebook page, a significant reach with no paid advertisement.
- 2.12 **The objectives of the Severe Weather Policy are:**
- To comply with the Council’s duties and obligations to its staff, traders, and members of the public under the Health and Safety at Work Act 1974.
 - To comply with the Council’s common law duties under the Occupiers Liability Act 1984.
 - To comply with the Council’s insurers.
 - To ensure any decision to close or restrict a market is taken fairly, consistently, and transparently and is communicated to all parties as soon as a decision is made.

3. Conclusion

- 3.1. The South Holland Market Policies have been developed to support accountability within the service to deliver strategically and operationally what is required from this important District Council asset.
- 3.2. In conclusion the draft South Holland Market Policies have been reviewed and updated in line with the evolving markets service and best practice and are presented to Cabinet for its consideration.

Implications

South and East Lincolnshire Councils Partnership

The South Holland District Council Policies are an integral part of a Partnership approach to delivering a more sustainable markets service. The policies go towards recognising the contribution to the economy that each Market Town plays in the South and East Lincolnshire sub-region as a wider strategic economic hub and the South and East Lincolnshire Councils Partnership from a place making perspective.

Corporate Priorities

The proposed Plan aligns to the following Sub-Regional South and East Lincolnshire Council Partnership priorities:

- Priority 1: Growth and Prosperity

- Priority 2: Healthy Lives
- Corporate Priority: Efficiency and Effectiveness

Staffing

SHDC Markets has one full time Markets Officer.

Workforce Capacity Implications

None.

Constitutional and Legal Implications

The Council's Markets are required to conform to the requirements of each charter.

Data Protection

There are no specific data protection implications to report as a consequence of the development of the report.

Financial

There are no direct financial implications to note regarding this report.

Risk Management

The policies aim to mitigate against risks within the Markets Service.

Stakeholder / Consultation / Timescales

The policies have been developed following engagement work with the Portfolio Holder, Lead Officers and Partners where possible. The policy will be required to be implemented at the same time as the new booking and payment system goes live.

Reputation

The policies support work to uphold the reputation of the Council by promoting an efficient and effective service that safeguards the appropriate use of each Market Town for members of the public.

Contracts

None.

Crime and Disorder

There are no key implications relating to crime and disorder as a consequence of this report.

Equality and Diversity / Human Rights / Safeguarding

None.

Health and Wellbeing

The policy makes reference to several regulatory expectations placed on traders and the market operation to ensure the health and wellbeing of others. Examples include new Emergency procedures, a new Severe Weather Policy and expectation of compliance with relevant legislation in relation to food traders.

Climate Change and Environmental Implications

None.

Acronyms

ELDC – East Lindsey District Council
BBC – Boston Borough Council
SHDC – South Holland District Council
PDP – Policy Development Panel

Appendices

Appendix 1	The current South Holland Markets Policy
Appendix 2	The draft South Holland Markets Policy 2026
Appendix 3	The draft South Holland Markets Severe Weather Policy 2026

Background Papers

None

Report Approval

Report author:	David Smith, Markets Manager, david.smith@boston.gov.uk
Signed off by:	Phil Perry, SD – Leisure & Culture, phil.perry@boston.gov.uk
Approved for publication:	Leader, Councillor Nick Worth – Portfolio Holder

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South Holland District Council



Markets Policy

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Our Mission Statement

To ensure the district of South Holland is a vibrant place to work, live, shop and visit and that everyone has an opportunity to be part of its future.

Welcome to South Holland Markets

The following Market Policy details the agreement that is made between South Holland District Council and our stallholders, setting out the obligations and requirements that must be complied with to ensure safe environments for all those that frequent our markets and support the markets and their growth.

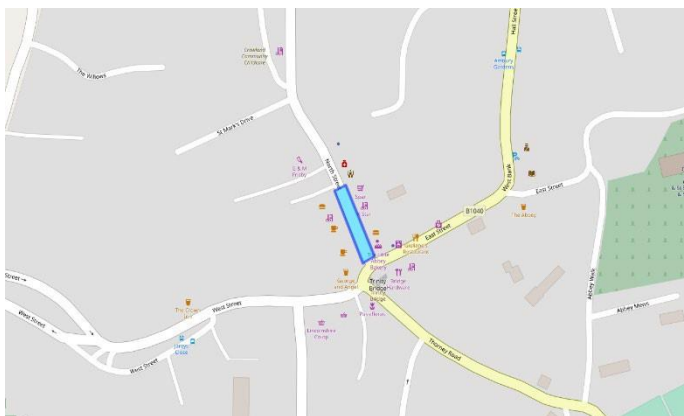
South Holland District Council is invested in the development and ongoing success of our markets. We believe that by working together, SHDC and stallholders can continue to grow each of our markets and aspire to increase footfall through a wider selection of produce and commodities.

Our markets provide customers with fresh, local and affordable products which have become more valuable to the public over the recent times. It is our commitment to work with our current and new stallholders to support, develop and advance our markets to be the markets of choice for our residents and visitors.

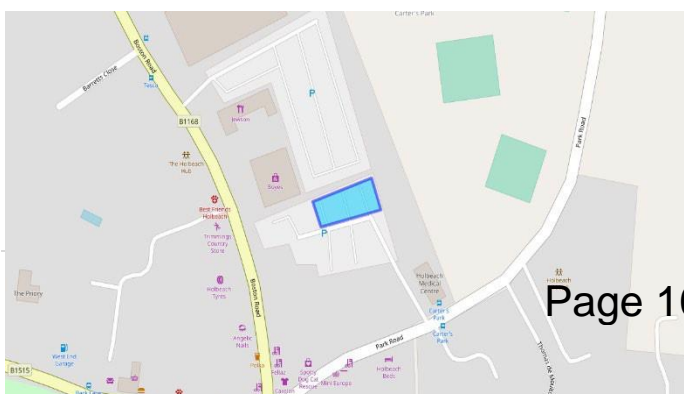
Please do not hesitate to contact us at Markets@Sholland.gov.uk or contact the Markets Officer on 07436600979.

South Holland District Council currently run 5 markets all year round in the towns of Crowland, Holbeach, Long Sutton and Spalding.

The markets



Crowland
North Street
Every Friday
09:00 – 14:00



Holbeach
Boston Road South Car Park
Every Thursday 09:00 – 14:00

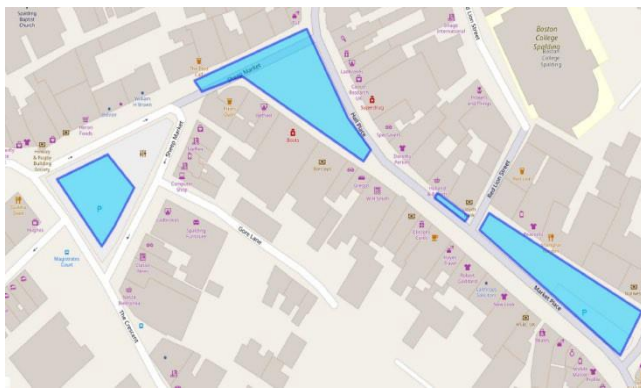


Long Sutton

Market Place

Every Friday

09:00 – 14:00



Spalding

Market Place, Hall Place and Sheep Market

Every Tuesday and Saturday

09:00 – 14:00

The days of trading maybe varied around Bank Holidays but will not be held on Christmas, Boxing or New Year's Day. More details regarding our markets, including any changes around bank holidays can be found at www.sholland.gov.uk.

What you can expect from us

A Council representative will visit each market.

The Council will facilitate the online application process and check that you have everything in place to be able to stand on our markets.

The Council will facilitate and run the online booking system that will secure your position on the markets. The Council will promote the markets via the SHDC website and social media channels. The Council will update stallholders with any relevant Government advice or legislation.

Terms of reference

‘The council’ means the district Council of South Holland, whose principle office is The Council Offices, Priory Road, Spalding, PE11 1EX

‘The market’ means the open-air markets held in Crowland, Holbeach, Long Sutton and Spalding respectively in the locations determined by the District Council.

‘The Market Officer’ means the person appointed by the Council to exercise general management, supervision, control and enforcement of market rules or any person nominated to deputise in the absence of the Market Inspector.

‘Stall/gazebo’ means any structure, standing bench, table, place or space and any vehicle or trailer used or intended to be used for the display or sale of goods.

‘Pitch’ means the place or space in the Market Place where the stallholder is positioned containing the agreed gazebo or number of gazebos, allocated to the individual stallholder.

‘Fittings’ means any free-standing structure or additional attachments used for displaying goods, not normally comprising of the make-up of the stall/gazebo.

‘Vehicles’ include any mechanically propelled vehicle (other than mobility scooters or wheelchairs) and any cycle, tricycle, wheelbarrow, cart, handcart, truck, wagon or trailer.

‘Goods’ includes provisions, commodities and articles brought into the market for the purpose of sale.

‘Stallholder’ means a trader given permission to trade on the market. Active stallholders must inform the Council of any changes to their names or contact information.

‘Casual Trader’ means a stallholder who is allowed to stand for the day of market only and has agreed to comply in full with the Councils Market Policy relating to the payment of rents and the operation of the market.

“Loading and unloading” means the process of getting goods and equipment in and out of the stallholders’ vehicles and setting up or taking down the stall/gazebo or pitch.

“Market Licence” means the authority of the Council, which is personal to the Stallholder, to sell permitted items on a specified market from a pitch, subject to market rules and such other conditions as may be included in the market licence.

“Permitted Commodities” means those goods and commodities for which the Stallholder has the approval of the Markets Officer to sell during the course of trading hours.

Application and booking on the markets

All stallholders are required to complete an online application which is assessed by the Markets Inspector.

The application will require you to provide:

- details of all commodities that you will be selling.
- proof of public liability insurance for claims up to £5 million.
- proof of registration with the food safety team, confirmation that you hold a food rating of 3 stars or above and food hygiene certificates if you're selling food.
- business details, including any market federation membership number.
- full contact details.
- Details of the markets you wish to trade on.

Once all the required information is received, and providing the application is successful, the applicant will receive a licence to trade. The licence permits the stallholder to trade on agreed markets only and sell only the permitted commodities as provided in the application process. Should these need to be amended you must contact the Markets Team. Should you fail to do so, you will be requested to cease trading the unauthorised commodities immediately and may be subject to disciplinary procedures.

To stand on a market day, stallholders are required to book a pitch through the online book and pay system (GOSS), for which payment is required at the time of booking. For more details and access to the payment portal please see the South Holland District Council website or follow: <https://www.sholland.gov.uk/markets>

If any stallholder stands without booking and paying in advance through this system, they will be requested to cease trading on that day and may be subject to disciplinary procedures.

Stallholders will receive an email receipt for book and pay.

In the event that an allocated pitch becomes unsuitable to the stallholder it is allocated to, the Market Officer shall, at their discretion, allocate an alternative position if there are any available.

Charity and non-commercial organisations

Where the market can be let to capacity, priority will be with commercial traders to stand.

All applications from charities and non-commercial organisations shall be treated in the same way as applications from commercial traders, including complying with all conditions set within the policy.

Each charity/non-commercial organisation shall be permitted to stand, free of charge, once every 3 months. Attendance at subsequent markets shall be chargeable at the full casual rate.

There will be no more than 4 charity/non-commercial organisations pitches permitted at each market, unless a speciality Charity Market is held. Gazebos/stalls may be provided depending on availability and staffing levels.

No organisation shall stand to promote and/or influence political parties, political campaigns, the promotion of a particular religion, or the promotion of religion in general without the consent of the

Council.

Registered Charities must complete an online application form. For more details, please contact the Markets team at Markets@Sholland.gov.uk.

Market fees

The most up to date charges for standing on our markets can be found on our website <https://www.sholland.gov.uk/markets>

The Council reserves the right to amend its charging policies at any time and will give a minimum notice of one month to stallholders.

The costs set out below are for a 3m x 3m pitch.

Market	Fee per Pitch
Crowland	£5.00
Holbeach	£9.00
Long Sutton	£11.00
Spalding Tuesday	£10.00
Spalding Saturday	£10.00

'Traders with 10ft pitch and additional requirements' - £2.00 extra

Traders that would like to request additional requirements such as electric, additional seating area, gazebos etc., will need to seek permission from the Market Officer prior to booking.

Cancellations and non-attendance

In the case of any cancellation, payments will not be refunded. Instead, the non-trading days may be reimbursed by way of a free future booking, at the discretion of the Markets Officer subject to the reason for cancellation as detailed below.

Cancellations made by the stallholder will only be reimbursed if there is an unforeseen reason such as illness or bereavement. Documentary evidence such as medical certificates may be required by the Markets Officer to authorise the reimbursement.

- a) With regard to non-attendance of a stallholder due to certified sickness and bona fide visits to medical practitioners, a stallholder will have fees reimbursed for a period of up to 3 months.
- b) Stallholders who suffer a close family bereavement will be allowed two weeks absence, without forfeiture of rights and free of market charges. An explanatory letter or email must be given by that stallholder to the Market's Officer
- c) If a stallholder is required for jury service, they must inform the Markets Officer in writing as soon as possible and the market rents may be waived.

The Council may cancel a market at short notice due to adverse weather conditions. The Council will endeavour to gain a consensus from Stallholders before the decision is made to cancel the market

and the stallholder will be reimbursed by way of a free booking on a future date.

In the event the Council has received notification from statutory undertakers or other bodies that work is to be undertaken in the Market Place, the Council reserves the right to give one weeks' notice to terminate any bookings made within the period of works.

Notice of non-attendance must be given to the Markets Officer by emailing Markets@Sholland.gov.uk or by calling 07436 600979.

Sale of Goods

Stallholders shall not sell any type of goods other than those for which they are registered.

Permission to change or alter commodities must be gained from the Markets Officer in writing by emailing Markets@Sholland.gov.uk. If the changes are significant a new application form may need to be completed.

Sale of live animals, fish, birds and other fowl is not permitted.

Practices of acupuncture, ear piercing, tattooing or electrolysis will not be permitted.

No counterfeit, replica guns/weapons, drug related, pornographic or adult entertainment goods to be displayed or sold.

Stallholders selling food items must comply with all current and applicable food safety legislation and must be registered with the Local Authority in whose district they reside. The Council will only accept food vendors on any of the markets with a Food Hygiene Rating of 3 stars or above and the relevant food safety rating should be displayed at all times. Food should also be labelled in accordance with statutory requirements and those handling food should be appropriately trained. For more information, please contact South Holland District Councils Food Safety Team at Foodhs@Sholland.gov.uk.

Use of the Pitch

No alterations or additions can be made to the gazebo or pitch without the authorisation of the Markets Officer. Subletting of stalls/gazebos, pitches or any part thereof is prohibited.

All pitches have a maximum depth of 3m/10ft. No goods shall be placed beyond the boundaries of the stall/pitch, either hanging or on the ground unless permission to do so has been gained from the Markets Officer.

All stallholders are required to be aware of and comply with the relevant statute law and regulations.

It is the responsibility for all stallholders to acquaint themselves with the trading regulation regarding their own specialist area and abide by it.

Stallholders are responsible for supplying, erecting, dismantling and upkeep of their own stalls/gazebos.

Stallholders are required to keep their stalls/gazebos, fittings and space underneath the stalls clean and free from litter. All fittings, fixtures and appliances owned by the stallholders must be kept in good condition and must not constitute a danger to the public. The stallholder, in accepting these regulations, agrees to indemnify the Council against any liability for accidents, damage or injury

caused by or arising from the disrepair condition or construction of any stall which belongs to the stallholder.

Stallholders must ensure that they, or any person working for them, does nothing which, in the opinion of the Market Officer is a nuisance or annoyance to a member of the public or detrimental to the efficient operation of the market.

No stallholder or their assistants shall use amplified sound for the purpose of advertisement, entertainment, trade or business without the authorisation of the Markets Officer.

Generators will only be allowed if in the opinion of the Market Officer, they are not likely to be a danger, health hazard or nuisance to members of the public or other stallholders.

Electrical hook up points are available at Spalding and Holbeach and these are reserved for food vendors. No stallholder shall use these points unless agreed with the Markets Officer.

Pitches not in use are to be kept clear from obstruction and not used as storage or ad-hoc trading areas.

South Holland District Council reserves the right, through the Market Officer to request removal of goods from sale that have been identified by Trading Standards as not fit for sale.

All stalls, goods, vehicles and refuse must be removed from the markets area no more than one and a half hours after close of the market but not before 14:00. Stallholders must not leave the market site before this time unless the Markets Officer permits it and/or when circumstances (i.e. bad weather) necessitate the early ceasing of trade. If Stallholders need to leave early, they must seek agreement from the Market Officer. Unauthorised early departures will be deemed a breach of Market Policy and may result in disciplinary procedures.

Refuse

You must keep your allocated stall or pitch, and the immediate surrounding area, clean and tidy and clear of rubbish and waste. All stallholders will ensure that any rubbish or waste is stored appropriately so that it does not spread across the market or town. It is the responsibility of each stallholder to ensure that all refuse generated by or collected upon his or her pitch, is taken away with them for disposal and it is the responsibility of each stallholder to sweep their pitch clean after each market at the end of the trading day.

Under no circumstances shall stallholders dispose of commercial market waste in public litter bins or drain water tanks or empty water containers into the public drainage system. If a Stallholder makes arrangements for the removal and disposal of their waste, it is their responsibility to ensure that any persons removing or disposing of the waste holds an appropriate waste carriers' licence which can be inspected by the Markets Officer.

If a Stallholder disposes of waste in an unauthorised way, they will be reported to the Community Safety Team for investigation and may result in disciplinary procedures.

Vehicles

Stallholder's vehicles and/or goods delivery vehicles may only be brought into the market in such a manner as will cause no obstruction to any public road, pavement or footway used by the public nor inconvenience to other stallholders or the occupiers of any premises adjoining the market. Vehicles

may not stand for longer than is reasonably necessary for loading or unloading goods.

Unloading of goods must be carried out before commencement of the sale of goods to the public and not later than the commencement of the market at 9:00am, unless permission has been granted by the Markets Officer. No vehicles should be brought onto the market area or stalls removed from the market area before 14:00. One permit will be issued per trader for Victoria Street or Holland Road car parks.

Where it can be demonstrated that it is essential to a stallholder's commercial operation that a vehicle remains on the market, this shall be permitted where possible, with the prior agreement of the Markets Officer.

Vehicles driven by market stallholders in Spalding shall access the Market Place via Broad Street and shall leave via New Road. Movement of stallholders vehicles are not allowed in the Market Place or Hall Place, Spalding, during the hours of Lincolnshire County Councils pedestrianisation (10:00-16:00) on the day of the market. The Markets Officer may relax these provisions during adverse weather conditions or emergencies.

General

A stallholder must notify the Council of any change in the operation of their business e.g. any amendment to the business name and/or address and any change in contact details by emailing Markets@Sholland.gov.uk. Failure to do so may result in the cancellation of the stallholder's licence.

Every stallholder shall provide third party Public Liability Insurance for the minimum of £5,000,000 (five million pounds) upon application. The insurance must be renewed, and a copy of the renewal certificate produced to the Market Officer by the stallholder each year.

Stallholders and their assistants are requested to dress in a respectable manner as would be expected within their working environment as not to cause offence to customers, Council staff and other stallholders.

Stallholders and their assistants shall not do any act or anything which may cause danger, nuisance or annoyance to other stallholders or visitors to the market. Stallholders and their assistants shall comply with all reasonable instructions and requirements of the Markets Officer.

Stallholders and their assistants shall not harass, threaten or otherwise prevent the Markets Officer from managing the markets or enforcing these regulations.

The stallholders shall comply with all of the above regulations and ignorance of the Market Policy will not be accepted as a defence. Any breach of the Market Policy may result in disciplinary procedures taking place.

Health and Safety

All stallholders are duty bound by law to follow the Health and Safety at Work Act 1974. As a condition of your licence to occupy a pitch/gazebo upon the market, all stallholders are required to comply with all Health and Safety instructions as issued at registration of a stallholder and from time to time thereafter by the Markets Officer. Such instructions and regulations are additional to and do not vary the byelaws relating to the operation of the market.

Failure to comply will result in suspension or permanent removal from the market.

Because of possible risks to the public passing through the Market Place, it is the responsibility of all stall holders to ascertain and comply with Health and Safety legislation concerning the delivery, erection and dismantling of “own units” and the storage of their refuse, be that be done by themselves or others.

It is the responsibility of all stallholders to undertake a Health and Safety risk assessment of such working methods and apply suitable safeguards.

All Stallholders shall comply with any guidance issued by the Government for the purpose of protecting themselves and the public in regard to COVID 19.

Stallholders are reminded of the requirement to effect and maintain Public Liability insurance at all times and provide evidence of the same to the Markets Officer upon request.

All stallholders are expected to:

- a) Familiarise themselves with these health and safety instructions.
- b) Ensure Risk Assessments are undertaken, and safe systems of work are implemented and regularly reviewed.
- c) Ensure all employees, agents and contractors are adequately informed, instructed, supervised and trained in health and safety matters.
- d) Take reasonable care of their health, safety and welfare and that of others who may be affected by their acts or omissions.
- e) Assist the Markets Officer by reporting an accident or incident that has or may cause injury to a person or damage to property.
- f) Co-operate and comply with all directions given by the Markets Officer regarding Health and Safety issues.

Any accident caused through failure to observe statutory requirements or negligence is the responsibility of the licenced stallholder.

All stallholders are responsible for the safe erection and dismantling of their stall, to ensure their own safety and that of those using and visiting the stall.

Those erecting or dismantling stalls should always be aware of staff, members of the public and traffic in the surrounding area. Although different stalls have different requirements with regard to erection and dismantling, the following must be adhered to for all stalls and the Council Reserves the right to ask a stall to be removed if not deemed safe/appropriate.

- a) Stalls must be stable once erected
- b) Stalls must be capable of coping with the weather conditions on the day.
- c) All welds on stalls components must be sound
- d) Stall components must not be excessively corroded
- e) Sheeting must be securely lashed to stall structure, in a way which prevents pooling of rainwater.
- f) Trained and experienced staff only should undertake stall erection or dismantling
- g) A suitable safety platform or stepladder must be used whenever working above ground level.
- h) Working areas should be maintained in a safe and tidy condition with refuse and litter removed from the area before dismantling commences.
- i) Stallholders must ensure equipment is maintained in a good condition.
- j) Stallholders must ensure correct and safe handling techniques are used at all times.
- k) Stallholders must always wear appropriate PPE

- l) When dismantling stalls, bars are to be removed in a controlled manner (without dropping from height or left unattended causing trip hazards)
- m) Any incidents that result in injury to a member of the public, or anyone working on a stall (including those during erecting and dismantling stalls) must be reported to the Markets Officer.

Compliance with Market Rules

Stallholders are required to comply with all reasonable directions of the Markets Officer.

As part of the application process stallholders must tick the form to say they have read, understand and intend to comply with the Market Policy.

Any acts that are a breach of any of these regulations may result in disciplinary action such as a verbal, written or final warning. It can also lead to suspension from market or revocation of licence from all SHDC run markets.

The Council has the right to terminate your Licence immediately if any trader, or its employees, breach the Markets Policy, depending on its severity.

Disciplinary Procedure

1. First breach – The Markets Officer shall issue a verbal warning. A record of the verbal warning will be made by the Council.
2. Second breach (within any 12-month rolling period) – A first written warning shall be issued by the Market Manager.
3. Third breach (within any 12-month rolling period) – A final written warning shall be issued by the Market Manager.
4. Any further breaches may result in a suspension from trader for a period of time to be determined by the Market Manager, or termination of the traders licence.

Appeals Procedure: At all stages of the disciplinary procedure the stallholder has a right of appeal. The following appeal procedure applies:

1. The stallholder must make the appeal in writing within 10 working days of receipt of the warning. The appeal must be sent to Markets@SHolland.gov.uk, for the attention of the Markets Manager.
2. If the appeal is against a decision made by the Markets Manager, the appeal should be addressed to the Leisure and Culture Assistant Director.
3. If an appeal hearing is necessary, the stallholder shall be given adequate notice of the hearing and shall have the right to be accompanied at any hearing by a representative of their choice.

Emergency Procedures

There may be occasions when it is necessary to evacuate the marketplace for safety reasons. Stallholders can play a valuable role in helping to ensure that a calm and effective evacuation takes place by giving clear guidance on what is expected of the members of the public.

Evacuations will only be instigated by the emergency services.

There is no officially designated assembly point and large numbers of people are likely to require moving. It is essential that such a movement is away from potential danger and that stallholders assist in ensuring members of the public are vigilant of emergency vehicles entering and exiting the Market Place.

The principal focus of an evacuation will be to protect members of the public, who will be expected to either disperse or await safe access back onto the market site, depending on the nature of the emergency.

In order to facilitate easy evacuations, stallholders must make sure that stalls do not encroach on walkways or traffic routes, taking account of the fact that there may be wheelchairs, pushchairs and prams etc. present.

Stallholders right to assign their stalls goodwill

- a) To be considered for the right to assign a stalls goodwill to the market stallholder wishing to sell their stalls goodwill must have traded for two years or more on one of South Holland District Councils market on a continuous basis.
- b) Both the market stallholder and the chosen purchaser (i.e. market stallholder buying the stalls goodwill) must make a joint application to the Council for approval before they can enter into any agreement.
- c) To ensure the market remains balanced the purchaser buying the right to sell on the transferred stall, must only sell those lines of goods previously sold by the market stallholder selling the stalls goodwill.
- d) The new market stallholder (purchaser of the stall) must adhere to all Market Policy.
- e) No actual transfer is to take place until the application has been dealt with and approved in writing by the council.
- f) The council reserves the right to reject applications.

Contacts and Resources

SHDC Markets team - Markets@Sholland.gov.uk

SHDC Food Safety team – Foodhs@Sholland.gov.uk

The Food Standards Agency – www.food.gov.uk

The Food Standards Agency Registration page - <https://www.food.gov.uk/business-guidance/register-a-food-business>

NABMA - www.nabma.com, 01691 680713

National Market Traders Federation – www.NMTF.co.uk - 01226 749021

MARKET POLICY, TERMS & CONDITIONS OF LETTING



South Holland District Council
Priory Road, Spalding, PE11 2XE

T: 01775 761161
E: Markets@Sholland.gov.uk

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1. AIMS AND OBJECTIVES

- 1.1 To maintain the operation of the South Holland District Council (SHDC) regular markets at the below locations:
 - Spalding Market – Market Place/Hall Place
 - Holbeach Market – Boston Rd South Car Park
 - Long Sutton Market – Market Place
 - Crowland Market – North Street
- 1.2 To preserve the markets joint functions as an economic entity and visitor attraction by offering a diverse and attractive range of goods and services to all.
- 1.3 To seek to work towards managing the market on a cost neutral basis whilst providing wider benefits to each of the market towns by having a vibrant town centre market.

2. GOVERNANCE

- 2.1 The market is part of the Council's Leisure & Local Services Division. The following personnel have responsibility for operating and managing the market:
 - The Market Officer is responsible for day-to-day market operations.
 - The Market Manager will act as Line Manager for all market operations.
 - The Assistant Director will act as Head of Service for all market operations.

The market will be subject to the Council's audit process.

3. PERFORMANCE MONITORING

- 3.1 The performance of the market will be monitored in terms of:
 - The number of pitches sold.
 - Income & costs in the context of the objective to operate on a cost neutral basis.

4. FREQUENCY

- 4.1 The Council will hold markets on the following days:
 - Spalding Market – Tuesday and Saturday
 - Holbeach Market – Thursday
 - Long Sutton Market - Friday
 - Crowland Market – Friday
- 4.2 When bank holidays fall on market day, no market shall be held apart from Good Friday.

- 4.3 No markets will be held during the Christmas period between 25th December – 1st January inclusive under any circumstances. Any trader found to be trading on any SHDC Markets during this period will be in breach of Market Policy.

5. SPECIALITY MARKETS

- 5.1 The Council may, where it considers it appropriate, encourage and support certain speciality markets providing they do not negatively impact upon the regular markets. Such markets might include, but are not restricted to, Farmers Markets, Makers Markets, Continental Markets and Antique & Craft Fairs.
- 5.2 For those speciality markets underrepresented, the Council may offer discounted promotional fee's until they deem fit.

6. TENANT MIX

- 6.1 There is no specific limit to the number of traders selling the same or similar product/service, but the Council is responsible for ensuring a balance of goods to make the market attractive to customers. In the first instance, any issues between traders are to be brought to the attention of the Market Officer, who will then seek advice and a decision from the Market Manager.
- 6.2 The Markets Team will assess new applications for trading against the current balance on the market. Prospective traders will only be granted permission to trade if there is space within the current market layout, and the goods they want to sell are not overrepresented on the market.
- 6.3 Any appeals will be dealt with by the Assistant Director of service.
- 6.4 When assessing the tenant mix, regular traders and new regular traders will take precedence over casual traders, which may result in casual traders losing their right to sell certain goods if new regular traders request to sell similar goods/services.

7. CHANGES IN GOODS TRADED

- 7.1 In the event of a trader wishing to make a material change in the type or range of goods traded or services provided, the trader must apply for approval via the GOSS booking and payment system by logging into their My Account, then 'Edit your details'. The Markets Team will then assess the request to approve or reject. The trader will then be notified of the decision.

The trader shall not make any material changes in the type or range of goods traded prior to receiving the necessary consent.

- 7.2 Where traders request to sell specific items that are not generally related to the traders original/main line of goods, the Council may reject those items upon application. For example, a fruit and veg trader requesting to sell handbags, or a clothing trader requesting to sell fruit and veg. This is to prevent traders poaching each other's best-selling lines.
- 7.3 When describing the type or range of goods in an application, traders must describe them with sufficient detail. For example, 'seasonal goods' would not be acceptable. This is to assist the Council to ensure a fair balance of goods and services for the market.
- 7.4 If traders have ceased selling a certain range of goods or services from their license and are not likely to continue to do so for the foreseeable future, they should update their profile at the earliest opportunity.

8. TRADING ON SOUTH HOLLAND MARKETS

- 8.1 Via [South Holland District Council website \(Markets\)](#), all traders will be required to register for a 'My Account' or log into their My Account if they already have one. Once logged in, traders will be required to complete a markets application on the GOSS booking and payments system.
- 8.2 Once all the required information is received, and providing the application is successful, the applicant will receive a licence to trade. The licence permits the stallholder to trade on agreed markets only and sell only the permitted goods as provided in the application process. Should these need to be amended you must contact the Markets Team.
- 8.3 Traders on SHDC Markets are categorised as either 'regular' or 'casual' traders. All special traders such as farmers/makers, etc. will be classed as casual traders.

Regular traders - Regular traders are traders who stand on a weekly basis at a particular market. They're deemed to be regular traders when they have stood for 12 consecutive market days. For example, 12 weeks standing at a Spalding Tuesday market. Regular traders will be offered, where possible, the same pitch for each market they attend; however, locations may differ depending on the day or event.

Casual traders - Traders are deemed to be casual traders when they attend markets on an irregular basis and meet the criteria below. Casual traders will only be offered a gazebo/pitch subject to availability and will not be entitled to stand at the same location each time they attend.

- 8.4 A trader can change from casual to regular at any time. A trader who is regular can change to a casual status at any time but will not be able to become a regular trader again for another year from the date they change.
- 8.5 Permission to commence trading on SHDC Markets, whether as a regular or

casual trader, is subject to available space and mix of traders, as well as compliance, by the trader, with all the following conditions:

- 8.6 In making the application, the trader accepts compliance with the Market Policy and Severe Weather Policy.
- 8.7 Traders will need to upload a copy of a current certificate demonstrating valid Public Liability Insurance against an amount of not less than £5,000,000 (5 million pounds).
- 8.8 Traders may need to provide current electrical and gas safety certificates for any equipment that is to be used on the market. All electrical equipment is also to be PAT tested and appropriately labelled. All tests are to be renewed annually.
- 8.9 Traders will need to provide a copy of their food hygiene and health and safety certificates if appropriate.
- 8.10 Upon request, traders will need to provide a risk assessment for any equipment used including their own stall/gazebos. If traders are unable to provide sufficient details regarding their stall's/gazebo's limitations in inclement weather conditions, the Council have the right to restrict the use of a trader's stall/gazebo.
- 8.11 No trader shall use amplified sounds such as radios, loudspeakers or other instruments without permission from the Markets Team.

9. REGULAR/CASUAL/SPECIAL TRADER BOOKINGS AND CANCELLATIONS

- 9.1 All regular traders will have their pre-approved number of pitches and set up requirements automatically reserved by the GOSS booking and payment system when dates are created by the Markets Team. Traders will be emailed regarding the reservations made and will be able to pay for those reservations or book non-attendance days as soon as they're created.
- 9.2 All regular trader reservations **must be paid by 2pm**, the day before the market.
- 9.3 Casual traders will need to **book/pay by 2pm** the day before the market. They must receive confirmation of their booking to stand prior to attending the market.
- 9.4 Casual traders will be able to cancel their bookings until 2pm, the day before the market. Casual trader fees are non-refundable. If the cancellation is due to unforeseen circumstances, the Markets Team may offer a discount code for a future market.
- 9.5 The GOSS System will not allow any bookings past the 2pm deadlines and for any regular traders that have not paid for their reservation by that time, a non-attendance day will be used from their balance. If no balance is available to use, and if the Markets Team deem it necessary, the trader will lose their regular trader status

- 9.6 Casual traders will be able to book up to 28 days in advance.
- 9.7 If casual traders wish to book more than one pitch on any market, they should contact the Markets Team to ensure neighboring pitches are available.
- 9.8 For some specialist markets such as the Makers and Farmers Markets, pitch reservations may be made by the Markets Team. Any request for a pitch payment from a trader will be subject to a defined timeframe, to ensure pitch availability is secured and paid for.
- 9.9 Any regular/casual/special trader will be able to book as a casual trader on any SHDC market if approved upon application. Permission to stand casually at other markets after an application has been approved should be requested by emailing the Markets Team or speaking to the Markets Officer.
- 9.10 Regular traders trading casually on another SHDC market will be charged at their usual regular fee.

10. INDEMNITY AND INSURANCES

- 10.1 Traders shall protect the Council from, and against, all claims, damages, losses, expenses, and costs in respect of any explosion, fire, accident or injury to any persons or property which may have arisen as a result of, or in connection with, the occupation or use of any gazebo/pitch on any part of any SHDC Markets.
- 10.2 Once registered, traders will be notified via email when their insurance has expired. Failure to upload proof of insurance within 7 days will result in their account being disabled and any future reservations/bookings will be cancelled with no refunds. Regular traders may also lose their regular trader status.
- 10.3 Proof of insurance against an amount of no less than £5,000,000 (five million pounds) shall be required upon initial application to trade and annually upon renewal of such insurance.

11. CORE TRADING TIMES

- 11.1 Core trading times are those hours during which pitches must be occupied, stock presented and available to trade.
- 11.2 Core trading times are 9am – 2pm.
- 11.3 Traders may only start packing away 30 minutes before core trading times end, unless authorised by the Markets Team.
- 11.4 Traders must take occupation of their pitch by 9am, unless authorised by the Markets Team. In cases of inclement weather, trading times may be altered.

12. ALLOCATED PITCHES

- 12.1 All regular traders should, wherever possible, be allocated the same pitch at each of their approved markets. Where this is not possible, the Council will allocate a pitch as near as possible to the regular position, or a pitch of their preference, according to availability.
- 12.2 For special markets or events, the Markets Team may move regular traders in order to facilitate the market/event to enhance the overall visitor experience or operation of the market.
- 12.3 In all cases, the allocation of gazebos/pitches remains at the absolute discretion of the Council.

13. VEHICLES

- 13.1 The location of the traders vehicle(s) shall be agreed with the Markets Team to ensure that the area remains a safe environment for all.
- 13.2 Traders must ensure that they do not cause any inconvenience to the public or other traders when on the market.
- 13.3 Traders must make themselves aware of parking/loading restrictions surrounding the Market area. The Council will not be responsible for any parking tickets issued to a trader.
- 13.4 Traders shall not return their off-site vehicles to the market during core trading times nor shall on-site vehicles be removed from the market during core trading times, unless agreed by the Markets Team.

14. CHARITIES AND NON-COMMERCIAL ORGANISATIONS

- 14.1 Where the market can be let to capacity, priority will be with commercial traders to stand.
- 14.2 All applications from charities and non-commercial organisations shall be treated in the same way as applications from commercial traders, including complying with all conditions set within the Market Policy.
- 14.3 Each charity/non-commercial organisation shall be permitted to stand, free of charge, once every 3 months at each market. Attendance at subsequent markets shall be chargeable at the full casual rate.

- 14.4 There will be no more than 4 charity/non-commercial organisations pitches permitted at each market, unless a speciality Charity Market is held. Gazebo's may be provided depending on availability and staffing levels.
- 14.5 SHDC reserves the right to stand at any time to promote awareness of its own services where appropriate.
- 14.6 No organisation shall stand to promote and/or influence political parties, political campaigns, the promotion of a particular religion, or the promotion of religion in general without the consent of the Council.

15. FEES

- 15.1 **Strictly, all bookings must be paid for prior to traders standing on any market.** Any traders found to be standing on the market without having paid will be asked to leave the market immediately and disciplinary action will be taken.
- 15.2 All paid fees are non-refundable in all circumstances. If regular traders have paid for their reservation and then decide they wish to book a non-attendance day in place of a paid booking, they will be provided a free-market discount code to use on a future reservation.
- 15.3 Once fees are paid, traders will receive an email confirmation from the Markets Team to confirm the booking has been paid and a separate receipt showing details of what has been booked and paid for from Pay Capita.
- 15.4 We reserve the right to review market fees and alter the charges as we deem necessary. All traders will be notified at least 4 weeks before any changes are implemented.
- 15.5 The Markets Team have the right to dedicate part of the market footprint to an auctioneer, along with its own fees, to be confirmed upon application.
- 15.6 Fees shall be set in each case relating to the number of pitches/gazebos occupied by the trader.
- 15.7 For traders selling directly from their vehicles, they will be charged per 3.05m pitch.

Current fees from April 2026:

Spalding Market

Regular trader - £10.00 per pitch
Casual trader - £11.00 per pitch
Gazebo – £2.00
Electric - £2.00

Holbeach Market

Regular trader - £8.00 per pitch
Casual trader - £9.00 per pitch
Gazebo – £2.00
Electric - £2.00

Long Sutton Market

Regular trader - £11.00 per pitch
Casual trader - £12.00 per pitch
Gazebo – £2.00
Electric – Not available

Crowland Market

Regular trader - £5.00 per pitch
Casual trader - £6.00 per pitch
Gazebo – £2.00
Electric – Not available

To book electric or a gazebo, traders must seek permission from Markets Officer before booking.

*Please see the Severe Weather Policy regarding fees in inclement weather.

15.8 Incentives

1. As a trial, all new traders can **stand for free** on their first market.
2. Any traders that have previously traded on any SHDC Market but haven't done so for over 12 months will be entitled to all incentives. **This doesn't include traders who have previously served a disciplinary suspension.*
3. All incentives are subject to change, at any time, by the Council.

16. LAYOUT

16.1 The Council reserves the right to alter the layout of the market from time to time, in order to accommodate any work, events or other activities in the Market Place. Wherever possible, such changes will be notified to the traders affected by the changes in advance of market days.

16.2 The Council reserves the right to temporarily or permanently alter the layout of the market.

17. GAZEBO & PITCH BOUNDARIES

- 17.1 All traders are responsible for ensuring the best presentation of their pitch. If the Markets Team request improvements to the presentation of the pitch, the trader shall fulfil those requirements.
- 17.2 Traders shall not, without specific approval from the Markets Team, place goods or refuse or in any way occupy any area beyond the boundaries of the gazebo/pitch rented to them. This applies to all such goods or refuse, whether placed on the ground, on tables, boxes, rails, or suspended from the frame of the gazebo.
- 17.3 The boundary of the gazebo/pitch is defined as an area enclosed by the frame of the gazebo as supplied by the Council. Gazebos/pitches are based on a 3.05m x 3.05m footprint and any additional space must be agreed with the Markets Team and charged accordingly, if required. This will also be dependent on the availability within the Market Place if space is limited.
- 17.4 The Council shall permit extensions to gazebos/pitches, at its discretion, where to do so would not impede the operation or safety of the market. Erection of extensions to gazebos will be in agreement with the Markets Team. The Council reserves the right to charge for any additional space occupied outside the usual gazebo/pitch boundary.
- 17.5 Traders must not use an empty pitch/gazebo without obtaining permission from the Market Officer.
- 17.6 Traders must not display any signs other than those connected with their retail business.

18. GENERATOR USE ON THE MARKET

- 18.1 Traders are asked to only use 'silent' generators on SHDC Markets. Please seek advice from the Markets Team for which generators are suitable.
- 18.2 If complaints are received regarding the use of a traders generator, the Markets Team has the right to ask for the generator to be switched off. Failure to do so will be considered a breach of policy.

19. GAZEBOS - ERECTION, DISMANTLING, USE AND DAMAGE

- 19.1 A limited number of gazebos are available to hire from SHDC. To book one, you must seek approval from the Markets Officer before making a booking.
- 19.2 Traders who hire a gazebo must assist the Markets Officer in the erection and dismantling. They must take part in training and sign a training form prior to using one.
- 19.3 Where property has been provided to traders, these remain the property of SHDC Council and are not to be used elsewhere. They must also be returned

immediately upon request.

19.4 Should damage occur or someone be injured as a result of any trader not using their own stall/gazebo safely, they will be liable for this, rather than the Council.

19.5 Traders using their own stall/gazebo are to ensure they have sufficient weights and fastenings to support any stall/gazebo used in inclement weather conditions.

20. TRANSFER OR SUB-LETTING OF GAZEBOS/PITCHES

20.1 The transfer or sub-letting of gazebos/pitches, or any part thereof, is strictly prohibited.

20.2 In the event of a trader disposing of their business to another, a new application for permission to stand shall be completed by the new owner and submitted to the Council for consideration. The Council, for its part, shall not unreasonably withhold permission and shall, where possible, allocate the same pitch as previously used by the previous trader. The new owner shall not stand prior to receiving the necessary approval.

21. ABSENCE FROM THE MARKETS

21.1 Regular traders are permitted 'Non-attendance' days from the market, without being liable for payment, for up to 8 days per market day they stand on. This would include days such as holidays, inclement weather days and cancelled bookings. The absence period will run between the 1st April – 31st March.

21.2 If a regular trader operates at more than one market, their allocated non-attendance days will be combined into a single total. The trader can then use these non-attendance days flexibly across all the markets where they stand.

21.3 Regular traders will be able to book non-attendance days as soon as the dates are created on GOSS by the Markets Team.

21.4 In using their permitted non-attendance days, traders will retain the benefits of being a regular trader such as cheaper fees and a regular pitch. Any regular traders that exceed their allocated non-attendance days allowance and fail to pay for their pitch will lose their regular status and will revert to a casual trader status.

21.5 All non-attendance days must be booked by 2pm the day before the market.

If a regular traders reservation isn't paid for and a non-attendance day is not booked by 2pm the day before the market, 1 non-attendance day will be automatically used from the traders balance and their pitch will not be reserved, resulting in the trader not being able to stand. The pitch will then be made available to others. This cannot be rectified on the GOSS system after the deadline has passed.

21.6 Regular traders trading casually at other markets will be able to cancel their bookings without it affecting their non-attendance days balance, but the fee is non-refundable.

21.7 Any new regular traders will be issued their non-attendance days as below:

- Application approved between 1st April – 30th June – **8 days**
- Application approved between 1st July – 30th September – **6 days**
- Application approved between 1st October – 31st December – **4 days**
- Application approved between 1st January – 31st March – **2 days**

21.8 If an absence is because of short-term illness, then non-attendance days should be used. Any trader suffering a long-term illness may be asked to provide written proof, and, in such cases, will not be charged for those periods of absence and will retain their regular trader status. It will be for the Markets Manager to assess these circumstances on an individual basis.

21.9 The Council reserves the right to let vacant regular pitches to casual traders during periods of absence. However, the Council will aim to ensure a casual trader doesn't sell the same goods as where a regular trader would stand.

21.10 Any trader anticipating a delay in arriving before core trading times due to unforeseen circumstances must notify the Market Officer by 9am.

21.11 The Markets Team will decide on future discounts for traders who become ill and must leave the market, if their trading day is affected.

21.12 Following absence by a regular trader of four consecutive markets, without proper notification of the cause of absence, the agreement for that trader shall be terminated and the pitch re-let.

22. CONDUCT

22.1 Traders, their employees or representatives shall at all times exercise courtesy towards other traders, council employees and members of the public. Verbal or physical abuse will not be tolerated.

22.2 Traders, their employees or representatives shall always conduct themselves, inside and outside of the market environment in an orderly manner, including online. Their conduct should not cause any obstruction of the market or interfere in any way with the business of another trader and in compliance with instructions given from time to time by the Council

22.3 If traders have any objections, grievances, or complaints regarding the Councils decisions for the market, they are expected to follow the Councils complaint procedure, please refer to Section 24 of this Policy. If they fail to do so and are found to engage with any media or post any online content which results in

bringing the Council or the market into disrepute, or in turn obstructs and effects the trade of existing traders in the opinion of the Council, this will be considered a breach of policy.

23. TERMINATION OF LETTING AND DISCIPLINARY PROCEEDINGS

23.1 The Council has the absolute right to terminate the letting of a gazebo/pitch, with immediate effect in the event of:

- Breach, by any trader, of the Market Policy.
- Breach, by any trader, of any legislation pertaining to the operation of the market.

23.2 Where immediate termination is deemed appropriate, the trader will be ordered, by the Council, to leave the market and shall, within 10 days, be notified in writing as to the reason or reasons for the termination.

23.3 Where the breach is deemed not serious enough to warrant immediate termination, the breach may be dealt with via a suspension of trading.

23.4 Any breach of Markets Policy may be subject to other penalties depending on the severity of the breach, as follows:

Stage 1

Verbal warning (to be confirmed in writing).

Stage 2

1st written warning

Stage 3

Second breach of policy within a 12-month period where the trader will be issued with a final written warning. A warning will be given at this stage of the consequences of a 3rd breach within a 12-month period.

Stage 4

Third breach of policy within a 12-month period shall result in the trader being **suspended** from trading for a term to be determined by the Market Team, **or a termination** from trading. The trader shall, within 10 days, be notified, in writing as to the reason for the suspension or termination.

23.5 If any further breaches of policy occur within a 12-month period of their spent suspension, traders will be subject to immediate suspensions for a term to be determined by the Markets Team.

24. COMPLAINTS PROCEDURE

- 24.1 Any service request by a trader to provide or improve the service, fix a problem or reconsider a decision, should be directed in the first instance, either verbally, by email, or in writing, to the Market Officer. If the Markets Officer is unavailable the request should be made to the Market Manager .
- 24.2 If, after referral, the trader still considers that the issue has not been dealt with satisfactorily, then the Council's corporate complaints procedure as set out on the SHDC website should be followed.

25. GOODS TRADED AND OTHER RELEVANT LEGISLATION

- 25.1 All goods sold must comply with the Sale of Goods Act 1979 (as amended) in that they must be:
- as described (either verbally, on the label or packaging, or otherwise) of satisfactory quality and,
 - fit for purpose unless, prior to sale, any defects are brought to the attention of the buyer or where any such defects would be obvious to a prudent buyer.
- 25.2 All goods sold must also be lawfully in the possession of and lawfully offered for sale by the seller.
- 25.3 All traders should ensure that they're able to issue a written receipt showing the traders details when it is requested by the buyer.
- 25.4 Goods for sale must comply with all the relevant legislation in line with Trading Standards. The following must be considered; this is not an exhaustive list:
- Electrical equipment must meet European standards, indicated by a CE mark, and
 - Toys must be properly marked to ensure traceability, bear the CE mark, and be accompanied by instructions for use, and warnings where necessary, and
 - Upholstered furniture should comply with the Furniture and Furnishings (Fire Safety) Regulations 1988.
- 25.5 Traders selling pet food and pet treats must meet the requirements laid down by the Food Standards Agency ([food.gov.uk/business-guidance/pet-food](https://www.food.gov.uk/business-guidance/pet-food)).
- 25.6 Traders must comply with the Children and Young Persons Act 1933 & 1963, the Education Acts 1944–48 and the Employment of Children Act 1973.

Definitions:

“Child” - Any person not over compulsory school age.

“Employed” - Includes any child who assists in a trade or occupation even where the child receives no monetary reward.

25.7 All traders are duty bound by law to follow the Health and Safety at Work etc. Act 1974. It is their responsibility to check and use the latest addition of the act, associated regulations, and guidance available.

25.8 The Council has the responsibility to upkeep the image of the market and to ensure quality goods and services are being sold. Therefore, traders wishing to sell new or secondhand items can do so at the discretion of the Market Manager. This may be dependent on such things as what is being sold, their condition and/or availability of pitches on the market.

26. SALES OF ILLEGAL OR INAPPROPRIATE GOODS

26.1 The Council have signed up to 'The Real Deal' campaign whereby Market Staff are taking positive and immediate action against those selling illegal or counterfeit goods. Traders are encouraged to report any suspicions to Market Staff at the earliest opportunity.

26.2 The Council reserves the right to terminate any letting, or to refuse any application on the grounds of illegality or inappropriateness of goods traded. Such goods include, but are not limited to pornography, knives used for non-culinary purposes, BB guns, replica guns, ornamental weapons, drugs of any class and items displaying abusive/lewd/obscene text or images.

26.3 No trader shall sell any item that contravenes any of the following, or similar associated legislation:

- a) Trade Descriptions Act 1968
- b) Video Recordings Act 1984
- c) Copyright Designs & Patents Act 1988
- d) Trademarks Act 1994

27. HEALTH & SAFETY

27.1 Traders will be expected to conduct their business in a safe and responsible manner. In particular traders shall ensure that all accidents, however small, involving market operations controlled by the Council must be reported to the District Council.

27.2 All traders have a legal responsibility to safeguard their staff, members of the public and any other person who has cause to use their gazebo/pitch. Traders are required to comply with all health and safety legislation and must report to the Council any reasonably foreseeable hazards that they do not have control over. Traders must comply with any reasonable requests made by the Council in respect of health and safety.

27.3 Propane or Butane should be stored in a safe manner in accordance with relevant health and safety legislation and associated Health and Safety Executive Codes of Practice.

- 27.4 Traders are responsible for checking their trading area at regular intervals to ensure no risks are posed. They must either resolve any issues or report them immediately to the Market Officer.
- 27.5 Traders must ensure that their allocated pitches are clean and tidy throughout the day and cleaned down at the end of each day.
- 27.6 It is the traders responsibility to ensure all cables are covered with purpose made cable covering and out of reach of members of the public, to prevent any injury.
- 27.7 All traders that use their own stalls/gazebos/equipment must complete a risk assessment and provide it to the council upon request.
- 27.8 Traders who employ five or more people must have their own Safety Policy and documented risk assessment, both of which are required by law and must be available for inspection at all times.
- 27.9 A health and safety inspection should be carried out by the Markets Team during each market. The inspection shall consider, but not be restricted to:
- Stall/gazebo frames.
 - Stall/gazebo frame safety pins.
 - Cables.
 - Electrical equipment – Should be in good order and covered by a current electrical safety certificate.
 - Traders trading practices.
 - Any obstructions.
 - Vehicle movement/positions.

28. EMERGENCY PROCEDURES

- 28.1 To facilitate safe evacuations of the market area, traders should ensure that stalls/gazebos do not encroach on walkways or traffic routes, taking account of the fact that there may be wheelchairs, pushchairs and prams etc. present.

29. INCIDENTS IN THE MARKET PLACE

- 29.1 The markets are held in a public open space and as such anyone can enter the space. Council staff have no power to remove anyone from the market area, regardless of how inappropriate their behaviour might be.
- 29.2 If any trader witnesses or experiences incidents of such behaviour they should call 101 or 999 to report the matter to the Police and thereafter, inform the Market Officer.
- 29.3 For any medical emergencies, traders should call 999. For medical non-emergencies, call 111.

30. COMPLIANCE WITH FOOD SAFETY REGULATIONS

30.1 All traders of hot or cold food will be required to comply with all relevant legislation and must have registered their business with the appropriate local authority. Standards to which traders must adhere are attached below. Traders are required to provide evidence of the registration.

30.2 For any advice, traders are asked to contact the Food Safety Team.

30.3 All traders of hot or cold food must have a food hygiene rating of 4 or 5.

30.4 All food traders must supply the Council with the following:

- Documentation from the local authority where the business is registered.
- Documentation showing the date of their last food hygiene inspection;
and
- Their current hygiene rating.

30.5 Where non-compliance is demonstrated the trader will no longer be able to trade on the market until the matter is resolved to the satisfaction of the District Council's Food Safety Team.

31. REFUSE REMOVAL

31.1 Traders are strictly forbidden to dispose of commercial market waste in public bins.

31.2 Traders shall be responsible for the removal and disposal of all their waste. Failure to do so may result in the Authority's Enforcement Officer taking action.

32. SEVERE WEATHER CONDITIONS

32.1 Severe weather conditions will be assessed using the guidance set out in the Council's Severe Weather Policy. The Council will ensure any decision to close, restrict or cancel the market is taken fairly, consistently, transparently and is communicated to all parties as soon as practicable.

32.2 The Markets Team will aim to assess the upcoming weather via the Met Office website/app to maintain a consistent approach, no later than **midday**, the day before the market. If a market is restricted after review, traders will be notified by email or direct contact from the Markets Team.

32.3 Please refer to the Council's Severe Weather Policy for further details.

33. CONSULTATION

34.1 The District Council will consult with Traders and hold meetings when necessary.

34. CHANGES TO THIS POLICY

34.1 This policy will be reviewed annually or sooner if required, and changes will be made where deemed necessary. Changes may be implemented without formal committee approval.

35. CONTACTS AND RESOURCES

Markets Team – Markets@SHolland.gov.uk

Markets Facebook page - @SouthHollandMarkets

Markets Officer – Paul Stannard – 07436 600979

Markets Manager – David Smith

[SHDC Food Safety Team website](#)

The Food Standards Agency – www.food.gov.uk

NABMA - www.nabma.com - info@nabma.com - 01691 680713

National Market Traders Federation – www.nmtf.co.uk - 01226 749021

SOUTH HOLLAND DISTRICT COUNCIL MARKETS

STANDARD CONDITIONS FOR FOOD BUSINESS OPERATORS

The Council recognises the need for stringent food safety procedures in the prevention of food borne illness. The following conditions have been devised to ensure food businesses trading on the markets have appropriate food safety procedures. The conditions neither replace nor override existing or future food safety/labelling legislation but must be complied with. Failure to do, so may result in the business being prohibited from trading on our markets and/or formal legal action being instigated which may include prosecution and the seizure of any unsafe food.

1.0 All food businesses must:

- a) Provide evidence (letter from registering authority) that the food business is registered in accordance with the requirements of Regulation EC 852/2004 Article 6 (2)
- b) Ensure all suppliers are reputable and details of suppliers are available for inspection on market days.
- c) Have a food safety management system compliant with the requirements of Regulation EC 852/2004 Article 5. The procedures need not be complex but must accurately describe food activities carried out and food safety controls.
- d) Keep all high-risk foods (ready to eat cooked meat, dairy and fishery products) at safe temperatures. Food must be kept at, or below 8°C during storage and transport. During display, practical measures must be taken to ensure safe temperatures are maintained, especially when the ambient temperature is above 8°C. Such measures may involve the use of refrigerated display cabinets and ice/ice blocks, but such facilities must be capable of maintaining temperature during the whole time the products are on display. The temperature of such foods must be checked at set up and regularly, (every two hours when the ambient temperature is above 15°C) during display and records kept for inspection.
- e) Protect all high-risk foods (ready to eat cooked meat, dairy and fishery products) so as to minimise the risk of contamination during transport and display.
- f) Provide the following evidence for all high-risk foods (ready to eat cooked meat, dairy and fishery products);
 - i. Name/type of the product.
 - ii. Contact details of the producer, including if relevant, a 'health mark' (This is a unique number which confirms the producers is approved to produce products of animal origin i.e. meat, fishery, egg, and dairy).
 - iii. 'Use By' date. This can only be determined by the producer and must not be changed.
- iv. Storage instructions. This can only be determined by the producer.

2.0 Food businesses handling unwrapped high-risk foods and/or cooking foods (in addition to a) to f) above) must:

- g) Comply with the Food Standards Agency guidance - E Coli 0157 Control of Cross Contamination. This can be downloaded at www.food.gov.uk
- h) Have food handlers who are trained and/or supervised and instructed in food hygiene matters.
- i) Provide a suitable and sufficient structure which permits good food hygiene practice. The structure of the food unit must protect food and equipment against environmental elements and other sources of contamination. It must be capable of being kept clean.
- j) Ensure all equipment is maintained and must be capable of being cleaned and where necessary, disinfected.
- k) Provide a separate hand wash basin with separate hot and cold or suitably mixed warm constant water supply. Liquid antibacterial soap and paper towels for hand drying must be always available whilst the unit is in operation. The use of non-hand-operable taps is recommended. Hand washing procedures are critical to food safety and strict procedures must be implemented.
- l) Provide a suitably equipped washing sink with an adequate supply of hot water.
- m) Provide appropriate cleaning chemicals and equipment (including single use wiping cloths). Any disinfectant or sanitiser used must at least meet the official standards of BS EN1276:1997 or BS EN 13697:2001. You can check with your supplier that chemicals meet these requirements.
- n) Monitor and record cooking temperatures. This will require the use of a digital probe thermometer and disinfectant probe wipes. Cooked foods must reach a safe centre temperature of at least 75°C. checks must take place daily and be representative of the different types of high-risk foods cooked. Records of temperature monitoring must be available for inspection.

3.0 Food businesses selling loose foods must have information available to customers on any allergens in the food. Loose foods include everything that is not pre-packed. Foods which are wrapped on the same site as they are sold are also known as loose foods. If you provide loose foods, you will have to supply information for every item that contains any of the 14 allergens. These are: cereals containing gluten, celery, crustaceans, eggs, fish, lupin, milk, molluscs, mustard, nuts, peanuts, sesame, soya and sulphur dioxide (sulphites). Rules for declaring allergens in loose foods:

- Provide information about the allergens used in these foods.
- Allergen information should be available in writing, or by speaking to staff.
- Logos or symbols can be used when accompanied by words and numbers on menus.

For loose foods, allergen information must be:

- Easily accessible to all consumers.
- Accurate, consistent, and verifiable.
- Further information on allergens in loose foods can be found in the Food

Standard Agency's leaflet, which can be accessed online using the following link:

www.food.gov.uk/sites/default/files/media/document/loosefoodsleaflet.pdf

Severe Weather Policy



South Holland District Council
Priory Road, Spalding, PE11 2XE

T: 01775 761161
E: Markets@Sholland.gov.uk

Severe Weather Policy

Aim

The decision to restrict or close a market can cause a lot of disruption with the potential for financial and logistical impacts for all concerned and therefore is never taken lightly.

However, our key priority is always to protect the public, traders, and staff safety in the event of any severe weather which would affect any open-air market or event operated by South Holland District Council.

This policy **may** apply in the following circumstances:

- a) a weather warning is in force and has been issued by the Met Office or,
- b) in the opinion of the Markets Team there is a risk to safety due to adverse weather conditions.

Objectives

The objectives are:

1. To comply with the Council's duties and obligations to its staff, traders, and members of the public under the Health and Safety at Work Act 1974.
2. To comply with the Council's common law duties under the Occupiers Liability Act 1984.
3. To comply with the Council's insurers.
4. To ensure any decision to close, cancel or restrict a market is taken fairly, consistently, and transparently and is communicated to all parties as soon as practicable.

Roles and Responsibilities

Role	Responsibility
Assistant Director for Leisure & Local Services Division (ADLLS)	Reviews and approvals of this policy as required.
Market Manager (MM)	Make the decision to implement this policy. If the MM is not available, the Market Officer (MO) will be responsible for making the decision. Discretion will be used by the MM to waive or reduce fees. Make note of the decision to cancel a market.
Markets Officer (MO)	Make the decision to activate the policy in the absence of the MM. Aims to remain available at all times until the infrastructure is taken down, or the weather warning is downgraded.
Staff	Any staff that are deployed to help when the policy is activated are to follow instructions and not place themselves in any personal danger.
Health and Safety Team	Advice on the policy and during any live situations, if required.
Communications Team	Provides effective and timely public communications during any live situation, if required.

A severe weather warning may not be considered a reason to cancel or restrict the market. The management team will actively review advance weather warnings from the Met Office.

In deciding whether the market can go ahead in a restricted capacity, or cancelled completely, the Markets Team shall use their judgement and experience together with the following:

- Predicted and/or current weather conditions.
- Weather and risk table.
- Availability of staff.
- Economic factors.
- Insight – Previous occurrences.

There are 2 key factors to be considered, as follows:

1. The infrastructure, e.g. market equipment, can be erected safely and remain safe throughout the duration of its erection.
2. That there is sufficient staff readily available at all times throughout the market to dismantle any infrastructure should the weather deteriorate whilst the market equipment is erected.

In circumstances where the weather has deteriorated and the market is cancelled, the Market Officer aims to remain on site until the infrastructure is taken down if available, or the weather has improved to a safe state.

Once a decision has been made, traders will be immediately advised through a variety of methods including but not exclusive to, social media, text or email.

Activating the policy

- If wind gusts are predicted to be between 36-39mph anytime between gazebo erection, throughout core trading hours and up until gazebo dismantling, the Markets Team may decide to restrict the market. They may do so by allowing gazebos, but the use of sides and covers to be strictly monitored on a regular basis by the traders and Market Officer. If the Market Officer deems there to be a significant risk to health and safety, he may instruct traders to remove all sides/covers immediately.
- If wind gusts are predicted to be over 39mph anytime between gazebo erection, throughout core trading hours and up until gazebo dismantling, the Markets Team may restrict the market by not allowing any gazebos, and instead, allowing traders to trade from their vans and approved stands/trestles/other pre-approved methods. Depending on the severity of the wind, the Markets Team may decide to cancel the market.
- When a restricted market is declared, the following conditions shall be adhered too:
 - Heavy duty tables/boards/grid paneling will be allowed, please seek approval from the Markets Officer.
 - When setting up or taking down, tables and boards must be weighed down, if not possible, they must be laid flat on the floor.
 - No Danish style trolleys allowed.
 - The maximum height of any stacked crates/boxes used must not exceed 76cm.
 - When using any equipment, traders to ensure they're appropriately supervising their equipment at all times, particularly when setting up and taking down.
- If a restricted market is declared by the Markets Team the day before the market,

and the weather unexpectedly improves overnight resulting in predicted reasonable weather conditions during core trading hours, those traders with their own stalls/gazebos/equipment may be allowed to use them as usual with the Market Teams approval. The assessment for such decisions will be made on the morning of the market, prior to 8am, utilising the Met Office Weather app. No traders shall start erecting any equipment until the decision has been made.

- Where trading has already commenced and the Council considers it appropriate to stop trading, they shall notify the traders accordingly and supervise the removal of all goods, equipment and vehicles from the Market Place.
- Where a market is cancelled, due to adverse weather, the Council's decision will be deemed final, and all traders will be required to cease trading and vacate the Market Place immediately
- In the case of a restricted market, and if a trader is to use their own stall/gazebo/equipment, they must have a risk assessment for such equipment in severe weather and shall provide it to the Markets Team upon request.
- The Markets Team will aim to assess the upcoming weather via the Met Office website/app to maintain a consistent approach, no later than **midday**, the day before the market. If a market is restricted after review, traders will be notified by email or direct contact from the Markets Team.

ABSENCE FROM THE MARKET ON INCLEMENT WEATHER DAYS

- Traders are assumed to be occupying their gazebo/pitch unless they have cancelled their booking or booked a non-attendance day (regular traders), both of which are required to be done by **2pm** the day before the market.

FEE'S

- In the case of the market being cancelled prior to the market day, traders who have paid their fee will be provided a discount code for a free market to be used on a future date. All fees are non-refundable.
- In the event a market is cancelled by the Council during a market day, and if trading ceases before 1200 on that day, traders will be provided a discount code for a free market to be used on a future date.
- In the event that the market is open, and the trader is standing and wishes to no longer trade due to inclement weather 'in their opinion', they may leave the market with the permission of the Markets Team. Traders who choose to leave the market early due to inclement weather of their own decision will not receive any discount codes for future markets.
- In the case where the Markets Team has **restricted** the market, the trader will have a **choice not to stand** without penalty. Traders who have already paid will

receive a discount code for a future market.

- Traders **must strictly** adhere to the following:
 - The trader must notify the Markets Team **via** email Markets@SHolland.gov.uk that they will not be standing on the **restricted** market, by **1pm the day before the market or contact the Markets Officer.**
- If a regular trader doesn't wish to stand on a **restricted market** and has already paid for their booking, we will issue a discount code for a free market to be used at a future market, all fees are non-refundable.
- If a regular trader hasn't paid for their reservation and doesn't wish to stand on a restricted market, they must book a non-attendance day by 2pm the day before the market. The Markets Team will then add an additional non-attendance day to their balance. The trader must still email the Markets Team before **1pm** to inform them that they will not be standing on the restricted market.

RISK ASSESSMENTS

- Traders that use their own market equipment must have a detailed risk assessment for inclement weather conditions and sufficient staff take action if circumstances arise. This risk assessment must be made available to the Markets Team immediately, upon request. Traders that can't provide such documentation maybe asked to dismantle the equipment.
- A risk assessment will not automatically allow traders to use their equipment in severe weather conditions, it will be the Markets Team decision, depending on the severity of the weather, on what will be allowed. If private stalls/gazebo's are permitted, the trader must ensure correct weights are used at all times and must complete regular safety checks on their equipment, as per their risk assessment. In windy conditions, gazebo's must be double weighted on each leg.

Decision Making Framework

Are sufficient staff available?	Weather Conditions		
	Good but deteriorating later in the day	Bad but improving later in the day	Bad and worsening
Yes	Hold the market if the time available to trade is acceptable. Put certain restrictions in place if required.	If possible, set out the basic infrastructure but leave sheets/sides off until it is safe to add. Put certain restrictions in place if required.	Consider restricting or cancelling the market.
No	Restrict or cancel the market.	Restrict or cancel the market.	Restrict or cancel the market.

SEVERE WEATHER TABLE AND RISKS

Met Office Terminology	Definition	Risk – who may be harmed and how	Controls and Actions
Heavy snow	Snow falling at a rate of approx. 2cm per hour or more, expected for at least 2 hours.	Slips, trips, and falls from unsafe or icy ground. Manual handling injuries from attempting to set up infrastructure in icy/snowy conditions. Impact injuries	Check weather forecasts before market. Cancel or restrict market according to forecast. Ensure operatives/staff are on standby if forecast is uncertain. Monitor travel information around the Town Centre. In the case of lighter conditions, ensure gritting of the main roads/streets and pedestrian areas. If a thaw is forecast, consider if there is sufficient safe ground to host the market.
Blizzards/ Drifting snow	Moderate or heavy snow with winds of 30mph or reduced visibility to 200 metres or less or drifting snow causing similar Conditions.	from vehicles (including market vehicles) attempting to manoeuvre on icy or snowy surfaces and poor visibility. Increase in vehicle accidents on the highway, main roads and streets around the Town Centre if traders and customers try	
Very heavy snowfall	Expected to give depths of 15cm or more with potential to result in widespread disruption in communications. Blizzards are severe with visibility reduced to near zero	to attend the market.	
Freezing rain	Rain freezes on contact with road surfaces		

Very windy	Gusts above 35mph	Impact/crush injuries from flying debris/traders goods, moving stalls/gazebo's and collapse of stalls/gazebo's. Bruising, cuts and lacerations resulting from above incidents.	Check weather forecast before market. Cancel or restrict market according to forecast. If possible, ensure operatives/ staff are on standby if forecast is uncertain. Monitor weather and circumstances throughout the market.
Heavy Rain	Expected to persist for at least 2 hours and to give at least 15mm within a 3-hour period or a period of rainfall of sufficient intensity to cause flooding on already saturated ground (includes melting snow) e.g. around 25mm per day.	Flash flooding of urban areas and main roads/streets around the Town Centre impeding the access of emergency services and causing traffic management difficulties. Collapse of market canopies/sheeting/gazebos.	Monitor weather and circumstances in advance of the market. Flooding would be a risk if the ground area was already at saturation points. Consider an early finish if flooding seems to be likely. Traders encouraged and requested to ensure that water is not allowed to build up on top of stalls/gazebo's.
Dense fog	Visibility less than 50 metres.	Increased risk of vehicle accidents on the main entry roads/streets around the Town Centre. Increased time spent in traffic tailbacks. Increased risk of accidents, particularly with market vehicles, leading to crush/impact injuries.	Monitor weather and circumstances throughout the market. Consider an early finish in daylight if fog persists. Consider staffing levels.

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Report To:	Cabinet
Date:	28 April 2026
Subject:	Lincolnshire Good Home Alliance and Disabled Facilities Grant funding
Purpose:	To accept and approve the use of Better Care/Disabled Facilities Grant funding received from Lincolnshire County Council to contribute funding to an extension of the Lincolnshire Good Home Alliance Advice and Casework service
Key Decision:	Yes
Portfolio Holder:	Councillor Tracey Carter. Portfolio Holder for Strategic and Operational Housing
Report Of:	Emily Spicer. Assistant Director Communities and Housing Services
Report Author:	Adam Newman-Pring. GHA Lead
Ward(s) Affected:	All
Exempt Report:	No

Summary

In September 2024, Lincolnshire districts and county councils launched the Lincolnshire Good Home Alliance, a bold, county-wide partnership, aiming to help residents of all ages and tenures stay safe, warm, and well in their homes. Hosted by East Lindsey District Council and funded by financial contributions from both districts and county councils, the Good Home Alliance delivers accessible, practical information and signposting through the Good Home Lincs resources, a new Healthy Home Assessment, enabling residents and frontline workers to identify and act on housing issues before they escalate and - for those needing more hands-on help - a dedicated advice and casework pilot, supporting vulnerable residents with everything from finding funding and trusted tradespeople to arranging and completing essential home improvements. Professionals from across Lincolnshire also benefit from a professional advice offer through the casework team, helping them to better support residents living in poor housing conditions

Operating from 1 July 2024 to 30 June 2026, the 2-year pilot is being independently evaluated by the London School of Economics, funded by the Centre for Ageing Better. This report sets out the key findings from the first year of operations, and the funding contributions required to continue the advice and casework pilot for a further 21 months from 1 July 2026 to the 31 March 2028.

Recommendations

That Cabinet:

1. Accepts the additional allocation of £67,398 Disabled Facilities Grant funding for 2025/26 received from Lincolnshire County Council (LCC) and:
 - a. Approves the use of £32,946 to contribute funding to a 21-month extension of the Good Home Alliance advice and casework service from 1 July 2026 to 31 March 2028, funded in total by Lincolnshire District Councils and LCC contributions and hosted by East Lindsey District Council; and
 - b. Approves the use of £34,452 to support the delivery of DFG and, where appropriate, Discretionary Housing Financial Assistance (DHFA).
2. Approves amendment of the Council's capital and revenue budgets to reflect the above decisions and as set out in financial section of the report

Reasons for Recommendations

The Lincolnshire Good Home Alliance provides information and signposting – via the Good Home Lincs resources, hosted on Connect to Support Lincolnshire – and additional advice and casework support for more vulnerable clients, where additional assistance is required to address housing condition issues.

The advice and casework pilot is funded by participating Lincolnshire councils for a 2-year pilot period to 30 June 2026. The Centre for Ageing Better has funded an independent evaluation of the pilot period, to provide an evidence base for further development of the Good Home Hub model, both locally and nationally.

Evaluation of the first year of GHA delivery indicates that the benefits of the service and model are potentially high. Positive effects in terms of reduced hazards and greater client wellbeing began to appear as the first cases were closed, and the flow of benefits is now accelerating. In the next phase of the evaluation, evaluators will collect more robust evidence on the type and magnitude of benefits, including importantly reductions in public-sector costs, to inform a more detailed cost-benefit analysis.

Overall, however, evaluators note that the experience of the first year suggests that the advice and casework service represents good value for money. A final evaluation report, covering the full 2-year pilot period, is expected in September 2026.

The additional in-year DFG allocation announced by Government in February 2026 provides sufficient funding to meet South Holland District Council's identified contribution whilst maintaining existing DFG and DHFA delivery.

Engagement with participating council leads has identified support for continuation of the current service model for a further 21 months to 31 March 2028, and retention of the incumbent advice and casework officers within ELDC.

Other Options Considered

- 1) ('Do nothing') To allocate the total additional DFG funding for received 2025/26 to support the delivery of DFGs and where appropriate, DHFA.

This option does not deliver against the SHDC commitment to support the delivery of identified actions within the Lincolnshire Homes for Independence Blueprint for people to live independently, stay connected and have greater choice in where and how they live.

This option does not support the continued development of the work that has been undertaken between the Centre for Ageing Better (AB), Lincolnshire County Council (LCC), and all participating Lincolnshire District Councils to deliver against a key recommendation of the AB Good Home Inquiry “- placing a duty on local authorities to ensure every authority has a local ‘Good Home Agency’, a public-facing hub providing access to information and advice, finance schemes, and a range of home improvement services including maintenance and repair, accessibility adaptations and energy retrofit”

- 2) To allow the pilot to cease on 30 June 2026 at the end of the current funding period and consider reestablishing the service and model on receipt of the final evaluation report in September 2026.

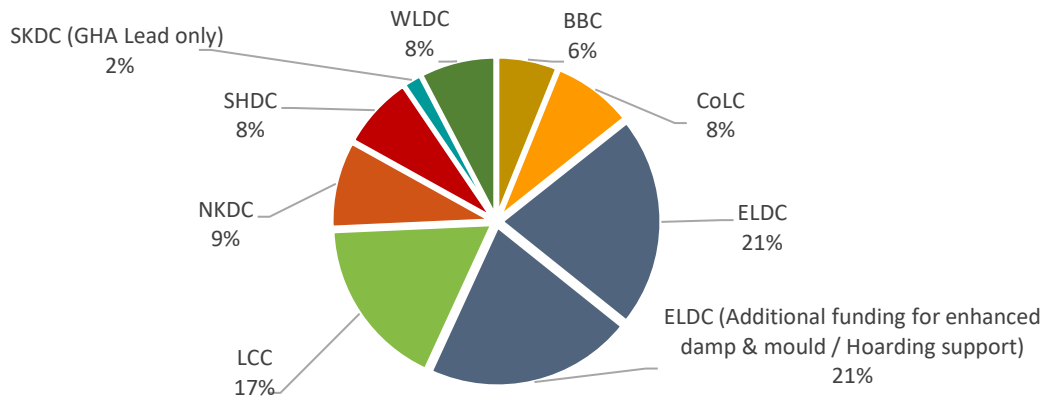
This option would see a loss of skills, knowledge and experience gained during the initial pilot period due to fix-term contracts ending, and result in significant service disruption to existing recipients and partners of the Good Home Alliance. GHA evaluators have noted that caseworkers have proven to be adaptable and effective practical problem solvers, having been able to build relationships of trust with clients, which has often required significant time and patience. The skillset developed by caseworkers in the first year is identified by evaluators as one of the project’s biggest assets.

1. Background

- 1.1 The Lincolnshire Good Home Alliance (GHA) is piloting key elements of the Centre for Ageing Better’s (AB) ‘Good Home Hub’ model to service as a national blueprint for the development of a network of Good Home Hubs across the Country – a key recommendation of Centre for Ageing Better’s 2021 *Good Home Inquiry*, “to ensure every authority has a local ‘Good Home Hub’”.
- 1.2 These hubs act as trusted, accessible one-stop centres offering:
 - Clear, tailored information and advice on home improvement.
 - Guidance on available services, schemes, grants, and products.
 - Support with planning, paying for, and commissioning works.
 - Help to navigate the often-complex process of making a home safer, warmer, and more suitable for ageing.

- 1.3 Following recruitment and on-boarding of three (3) full-time equivalent (FTE) Advice and Casework Officers in July 2024, the Lincolnshire Good Home Alliance officially launched in September 2024.
- 1.4 Advice and Casework Officers are employed and hosted by East Lindsey District Council (ELDC) and funded via contributions from both district and county councils, inclusive of LCC, ELDC, Boston Borough, City of Lincoln, North Kesteven District, South Holland District and West Lindsey District Councils.

Figure 1. GHA Funding Council Contributions (1 July 2024 to 30 June 2026)



2. Report

- 2.1. Operating for a 2-year pilot period to 30 June 2026, the Good Home Alliance (GHA) is delivering accessible, practical information through the Good Home Lincs (GHL) resources, as well as a new Healthy Home Assessment (HHA) tool, empowering residents and frontline workers to identify and act on housing issues before they escalate.
- 2.2. For those needing more hands-on help, the GHA is providing a dedicated advice and casework service, supporting vulnerable residents with everything from finding funding and trusted tradespeople to arranging and completing essential home improvements—or even helping them move to a more suitable home.
- 2.3. Professionals from across Lincolnshire, also benefit from a Professional Advice offer, helping them better support residents living in poor housing conditions.
- 2.4. **Good Home Lincs resources (information & signposting)**
- 2.5. Hosted on the [Connect to Support Lincolnshire](#) (CTSL) web-platform, [Good Home Lincs](#) (GHL) provides tenure blind information, signposting and resources to help people identify services and solutions to enable them to stay safe, warm and well at home.
- 2.6. The webpages aim to bring together existing information from trusted sources from across the internet and county into one place, providing residents and those supporting them with a ‘one-stop-shop’ for all housing, maintenance, repair, improvement and adaptation issues – including information on moving home and maintaining a healthy home.

- 2.7. The GHL web pages soft launched in April 2024 – over this period to the 29 September 2025 there has been a total of 21,181 page views across 9,528 unique users visiting the site.
- 2.8. To support residents and households that are less digitally included, the CTSL platform offers a range of accessibility features, including language translation, increased text size, and a PDF booklet function, enabling content to be printed in hard copy format. The GHL web pages include an ‘interactive house’ image through which web-users can navigate to relevant content.

Figure 2. GHL Interactive House Tool

Click on the house below to visit our interactive Good Home tool, providing you with information about home improvements.



- 2.9. In addition, the GHA has produced printable leaflets for distribution at community events, and for those who are less able to access online information.
- 2.10. In total, since service launch, the GHA team has attended more than 136 events across the county, engaging with more than 2000 residents, and more than 1900 professional engagements - in addition to a further 570 engagements at mixed community and professionals' events.
- 2.11. **Good Home Alliance Advice and Casework Support**
- 2.12. The GHA team operate an **advice and casework pilot service**, providing direct advice and support to more vulnerable residents. Advice and support provided ranges from helping residents to identify potential funding options to pay for work, finding and engaging trusted trades people, to providing practical support to arrange and complete works, and, where appropriate, supporting residents to move to a more suitable home.
- 2.13. In total between July 2024 (pre-launch) and 31 March 2026 the GHA has received a more than 470 referrals for advice and support. South Holland residents are the second highest referred to the GHA, representing almost 20% (94) of all referrals.
- 2.14. In addition to taking direct referrals, the advice and casework service has established other cross-sector partnerships to drive delivery and implementation of related strategic objectives, including
- National Bundle of Care for Children and Young People with Asthma
 - National Child Mortality Database Report – Child deaths due to Asthma or Anaphylaxis

- Family Hub and Start for Life programme minimum expectations.
- LFR Prevention Strategy
- Lincolnshire Buy with Confidence scheme

2.15. **LSE Evaluation Activities and GHA Outcomes**

- 2.16. The Centre for Ageing Better has commissioned the London School of Economics (LSE) to undertake a process and impact evaluation of the GHA pilot period (1 July 2024 to 30 June 2026) to provide internal learning to inform GHA development and decision making and deliver an external evaluation to provide a comprehensive evidence base for the development of other 'Good Home Hubs' across the country.
- 2.17. The LSE evaluation looks at impact, process and value for money, and uses a mixed methods approach of data collection, surveys, interviews, site visits and web analytics. LSE provided the first year of delivery report for internal consideration in December 2025. A public version of this report, summarising the LSE findings from the first year of delivery was produced by the Centre for Ageing Better in March 2026 (Appendix 2). The final evaluation report is expected in September 2026, on conclusion of the full two-year pilot period.
- 2.18. In total, the GHA casework team handled 233 cases in the first year of delivery to September 2025, 153 of which had been closed, and 80 that remained open at the time of evaluation. Nearly half (73) of the 153 closed cases received advice and guidance, including helping the client access other services or investigating further options.
- 2.19. LSE evaluators note that the most obvious output from the first year of the project is the completed improvement of 40 homes with caseworker support or through referral to other agencies. Of the 80 open cases, a further 28 households had also had works delivered with Good Home Alliance support in the first year, with further works underway or planned.
- 2.20. **GHA funding**
- 2.21. The table below sets out the identified contributions required from participating councils to continue the current advice and casework service level (3 FTE) and GHA Lead position for a further 21 months from 1 July 2026.
- 2.22. **Identified** contributions are based on the following:
- Continuing the GHA Lead position and 3 x full time equivalent (FTE) Advice & Casework Officers
 - Receiving advice and casework service contributions from existing funding districts – including BBC, ELDC, CoLC, NKDC, SHDC and WLDC, and excluding SKDC.
 - Receiving a funding contribution towards the GHA Lead position from SKDC (non-advice & casework service management activities).
 - Receiving an annual equivalent funding contribution of £50,000 per year from LCC.
 - Calculating contributions in line with the DFG allocation formula and proportions received by each core funding district.

2.23. **Table 1. GHA Funding contributions (2026/27 to 2027/28)**

District Funding Contribution	2026/2027	2027/2028	Total Funding
Boston Borough Council (BBC)	£11,263	£15,726	£26,989
East Lindsey District Council (ELDC)	£36,305	£50,693	£86,997
City of Lincoln Council (CoLC)	£15,166	£21,176	£36,342
North Kesteven District Council (NKDC)	£16,208	£22,631	£38,840
South Holland District Council (SHDC)	£13,749	£19,198	£32,946
South Kesteven District Council (SKDC) (GHA Lead contribution only)	£3,973	£5,484	£9,457
West Lindsey District Council (WLDC)	£14,134	£19,736	£33,871
Lincolnshire County Council (LCC)	£37,500	£50,000	£87,500
Total Funding	£148,298	£204,644	£352,942

- 2.24. The total funding required from participating councils to continue the current advice and casework service level (3 FTE) and GHA Lead position to 31 March 2028 is £352,942.
- 2.25. The proposals to extend the GHA advice and casework service have been developed and supported by lead officers and Members of the Lincolnshire Housing, Healthy and Ageing Well Delivery group.
- 2.26. Respective authorities are in the process of seeking relevant approvals and decisions to contribute funding to the extension of the service to 31 March 2028.
- 2.27. The total funding contribution required from SHDC is £32,946

3. Conclusion

- 3.1. The evaluation of the first 12 months of GHA operations by the London School of Economics (LSE) has noted that from year one activity, benefits are potentially high. Positive effects in terms of reduced hazards and greater client wellbeing began to appear as the first cases were closed, and the flow of benefits is now accelerating.
- 3.2. In the next phase of the evaluation, LSE will collect more robust evidence on the type and magnitude of benefits, including importantly reductions in public-sector costs, to inform a more detailed cost-benefit analysis.
- 3.3. Overall, however, LSE note that the experience of the first year suggests that the advice and casework service represents good value for money.
- 3.4. Funding is available to support the identified contribution via the additional in year allocation of Disabled Facilities Grant funding as set out within the Financial Implications section of this report.
- 3.5. Funding is available to support the continued delivery of SHDC DFG activity throughout 2026/27 via the 2026/27 DFG allocation award and anticipated increase in DFG funding resulting from the Government's review and updating of the DFG allocation formula as set out within the Financial Implications section of this report.

3.6. Further information about the LSE evaluation and GHA outcomes is provided at **Appendix 1 and Appendix 2.**

Implications

South and East Lincolnshire Councils Partnership

Extension and continued hosting of the Good Home Alliance advice and casework service support the South and East Lincolnshire Councils Partnership Strategic ambition of improving the Health and Wellbeing outcomes for all communities.

Corporate Priorities

The pilot helps to support and contribute to the following corporate priorities within the Partnerships Councils:

- Boston Corporate Strategy. Priority 1 – People Focused: “We want Boston to be a place where people want to live, a place where they can thrive in their local communities, feel safe, secure, healthy and welcome”
- East Lindsey Corporate Strategy. Strategic Aims: Help enable a supply of homes that meet needs and aspirations, Maximise healthy and active lives, Improve equality of opportunity across the district and in target areas
- South Holland Corporate Plan. Priorities: Your Home, Your Health and Wellbeing

Staffing

The Lincolnshire Good Home Alliance currently consists of 7 x Full-time Equivalent (FTE) positions:

- The GHA Lead position & Three (3) FTE Advice and Caseworkers – funded by contributing Lincolnshire District & County councils; and
- Three additional Caseworkers, supporting enhanced damp & mould / hoarding support activities in the East Lindsey District Council (ELDC) area only (and funded only by ELDC).

GHA Casework positions are hosted and employed by ELDC on fixed-term contract to 30 June 2026.

The GHA Lead position is hosted and employed by Boston Borough Council on a fixed-term contract to 30 June 2026. The GHA Lead provides operational management of the advice and casework team under S113 arrangements between BBC and ELDC as part of the South and East Lincolnshire Councils (SELCP) partnership arrangements.

The GHA is currently carrying one (1) Advice and Casework Officer vacancy due to staff resignation.

There are no associated staffing implications for SHDC as GHA staff are employed and hosted by East Lindsey District Council and Boston Borough Council.

Workforce Capacity Implications

None

Constitutional and Legal Implications

Extension of the service and maintenance of incumbent service delivery levels will be subject to formal agreement of funding between the participating councils.

Data Protection

The GHA advice and casework service utilises the LCC Mosaic case management system (CMS) to record casework information.

Client casework data is held locally by ELDC in accordance with established data protection policies and procedures for the collection and recording of client information. A Data Sharing Agreement has been executed between ELDC, LCC and LSE for the provision of sharing GHA data for the purpose of evaluation activities.

The GHA operates a client information and privacy statement for all referrals. GHA referrals are only accepted with client permission.

Financial

i) Additional Disabled Facilities Grant funding 2025/26

In January 2026, the UK government announced an additional £50 million in funding for the DFG for 2025-2026, bringing the total DFG funding for 2025-26 to £761 million. The purpose of this additional funding is to provide further support and uplift to local authorities this financial year to help a greater number of eligible older and disabled people adapt their homes, living safely and independently in their local areas.

The funding will be made available to local authorities in February 2026, with SHDC receiving an additional £67,398 for the 2025/2026 financial year.

This report seeks approval to accept this additional in-year allocation; and

- a. Approve the use of £32,946 to contribute funding to a 21-month extension of the Good Home Alliance advice and casework service from 1 July 2026 to 31 March 2028, funded in total by Lincolnshire District Councils and LCC contributions and hosted by East Lindsey District Council; and
- b. Approve the use of £34,452 to support the delivery of DFG and, where appropriate, Discretionary Housing Financial Assistance (DHFA).

ii) Disabled Facilities Grant funding allocation 2026/27

The UK government concluded a review and consultation on updating the Disabled Facilities Grant (DFG) allocation formula, which hadn't changed since 2011, in September 2025, to better reflect local demand and needs using factors like disabled populations, age, and deprivation levels, aiming for a fairer, data-driven system to support councils in meeting statutory duties.

The new allocation formula seeks to reflect varying local demand for the DFG by estimating the population of potential DFG applicants. The formula adds up best estimates of the number of income-deprived disabled working age adults, the number of additional

income-deprived people over 65, and the number of disabled children locally. Adjustments are then made to reflect variations in local building costs, and that adaptations to council-owned stock are paid for separately from the HRA.

The result is used to produce a 'fair share' percentage, which is applied to the total DFG funding to produce each local authority's allocation.

The government intends to start to transition to a new approach from 2026-27. Allocations for will be based on the new formula, as set out below, with transitional protections to ensure that no local authority receives less funding than it received in June 2025.

Table 2. DFG Allocation comparison 2025/26 to 2026/27

SHDC DFG Allocation 2025/26 (received)	SHDC DFG Allocation 2026/27 (calculated 'fair share')	Increase on 2025/26 allocation in 2026/27¹
£958,401	£992,364	£33,963

The final council DFG allocations are expected to include a multi-year settlement, covering provisional allocations for 2026/27, 2027/28 and 2028/29.

Risk Management

Risk management is overseen by the Good Home Alliance Steering Group and Lincolnshire Healthy and Accessible Homes Group and regularly reported to the Lincolnshire Housing Health and Health Ageing Well delivery group as part of the overarching project governance.

In March 2026, ELDC approval was gained to extend the incumbent GHA team positions to 30 September 2026. This extension was supported to allow respective funding council decision processes to be delivered whilst ensuring continuing of provision through the final stages of the initial pilot period. The associated contract extensions were funded via remaining project funding resulting from casework officer vacancy.

Stakeholder / Consultation / Timescales

The proposals to continue the GHA to 31 March 2028 have been developed in consultation with respective Housing Health and Ageing Well Delivery Group district and county council representatives, including responsible members/portfolio holders, and informed by the LSE evaluation, resident and stakeholder feedback.

Reputation

The Centre for Ageing Better, Lincolnshire County Council and Lincolnshire district councils have been working together since 2022 to look at how to support more people to improve the condition of their homes to help improve health and wellbeing. This

¹ Note. The Government is implementing a phased approach. The calculation shown indicates what SHDC would receive in 2026/27 if a phased approach was not being implemented.

culminated in the successful launch of the Lincolnshire Good Home Alliance Model in September 2024.

Lincolnshire is leading the way in demonstrating the impact and efficiency simplified access to information, combined with practical support, can have on residents' health, wellbeing and ability to maintain and remain safe, warm and well in their homes.

The Good Home Alliance project has garnered significant attention since launch - including a shortlisted nomination for "Outstanding Achievement" at the 2025 National Healthy Housing Awards – and provides a high-profile example for the rest of the country to deliver one of recommendations from the Good Home Inquiry to ensure every authority has a local public-facing hub providing access to information and advice, finance schemes, and a range of home improvement services.

Contracts

None, other than appropriate agreements between ELDC and participating districts.

Crime and Disorder

GHL web-resources provide associated home safety and security content, providing information and signposting to resident to ensure their homes remain safe and secure, including engaging 'trusted tradespeople'.

The GHA has liaised with Trading Standards and Community Safety officers to provide relevant information on targeted home crime – such as 'Doorstep fraud' and rogue traders.

GHA advice and casework activities have involved supporting residents impacted by rogue trader works and provides practical assistance to identify and engage 'trusted tradespeople' to undertake identified home improvement works.

Equality and Diversity / Human Rights / Safeguarding

The GHA operates in accordance with the public sector equality duty as it helps advance equality of opportunity in relation to age and disability.

The Good Home Lincs information & signposting resources are publicly available to all Lincolnshire residents. Hosted on the Lincolnshire Connect to Support platform, the Good Home Lincs resources are provided with accessibility and translation features. Hardcopy resources are available to be printed and/or distributed via Alliance partners, activities and community hubs.

The advice and casework service provides an all-age, tenure-blind provision to residents and household in need of support to be able to live independently, safely, warm and well at home. The service is available to eligible residents, regardless of protected characteristic, income or individual/household means.

GHA operating processes identify necessary safeguarding processes and interactions. All GHA staff are required to complete Safeguarding training annually, or as otherwise mandated.

Health and Wellbeing

The Good Home Alliance advice and casework pilot is focused on improving health and wellbeing outcomes associated with or impacted by poor housing conditions or related housing condition issues.

Climate Change and Environment Impact Assessment

Not undertaken. Notwithstanding, the Good Home Alliance advice and casework officers work closely with a range of energy advice and efficiency providers, schemes and programmes, signposting residents to available energy improvement schemes or directly supports households to improve the energy efficiency of their home, or mitigate impacts associated with living in energy inefficient homes.

Acronyms

BBC	Boston Borough Council	LCVP	Lincolnshire Community and Voluntary Partnership
BwC	Buy with Confidence	LSE	London School of Economics
CoLC	City of Lincoln Council	MTL	Money Talk Lincs
CTSL	Connect to Support Lincolnshire	NHS	National Health Service
DFG	Disabled Facilities Grant	NKDC	North Kesteven District Council
DHFA	Discretionary Housing Financial Assistance	OPCC	Office of the Police and Crime Commissioner
ELDC	East Lindsey District Council	SELCP	South and East Lincolnshire Councils Partnership
FTE	Full Time Equivalent	SHDC	South Holland District Council
GHA	Good Home Alliance	SKDC	South Kesteven District Council
GHL	Good Home Lincs	VCSE	Voluntary, Community, and Social Enterprise
HHA	Healthy Home Assessment	WLDC	West Lindsey District Council
ICB	Integrated Care Board		
LCC	Lincolnshire County Council		
LFR	Lincolnshire Fire & Rescue		
LCF	Lincolnshire Community Foundation		

Appendices

Appendix 1. Lincolnshire Good Home Alliance: LSE Evaluation and GHA Outcomes. January 2026.

Appendix 2. "A year of a good Home Hub in Lincolnshire: Interim evaluation" Centre for Ageing Better. March 2026.

Background Papers

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

Document title	Where the document can be viewed
Good Home Lincs Better Homes, Better Lives – Interim Evaluation Report	Good Home Lincs Better Homes, Better Lives – Interim Evaluation Report

Chronological History of this Report

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

Report Approval

Report author: Adam Newman-Pring, GHA Lead. Adam.newman-pring@boston.gov.uk

Signed off by: Emily Spicer. Assistant Director Communities and Housing Services

Approved for publication: Councillor Tracey Carter. Portfolio Holder for Strategic and Operational Housing

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Lincolnshire Good Home Alliance: LSE Evaluation and GHA Outcomes

January 2026

1. Background

In 2021, the Centre for Ageing Better published the Good Home Inquiry, a landmark, evidenced-based analysis of housing in England. It revealed the urgent need to address the poor condition of millions of homes across the country, which pose serious risks to health, safety, and wellbeing, particularly for older and vulnerable residents.

One of its key recommendations was the creation of 'Good Home Hubs' in every area. These hubs would act as trusted, accessible one-stop centres offering:

- Clear, tailored information and advice on home improvement.
- Guidance on available services, schemes, grants, and products.
- Support with planning, paying for, and commissioning works.
- Help to navigate the often-complex process of making a home safer, warmer, and more suitable for ageing.

Between May 2022 and April 2023, ARK Consultancy were employed by the Centre for Ageing Better to work with a project team from LCC and district officers. The purpose of the project team was to engage with residents and organisations across Lincolnshire to understand how more residents could be supported to live in a home that meets their needs and is well maintained. The process involved:

- Reviewing existing evidence, nationally and in Lincolnshire
- Engaging with individuals, groups and stakeholders to understand issues and barriers.
- Developing, designing and testing out new solutions.
- Producing a service framework for delivery in Lincolnshire and elsewhere.

The project engaged with stakeholders across Lincolnshire including:

- 1093 responses to community survey
- 68 responses to staff survey
- Over 40 community groups
- Over 250 individuals

This resulted in the development of the 'Good Home Alliance' model and identification of the key themes the services should address, including:

- Simplified access to information and services
- Advice on options
- Healthy home assessment
- Keeping warm / energy efficiency
- Finding trusted tradespeople
- Financial solutions
- Support to commission work
- Practical support

2. Good Home Lincs resources (information & signposting)

Hosted on the [Connect to Support Lincolnshire](#) (CTSL) web-platform, [Good Home Lincs](#) (GHL) provides tenure blind information, signposting and resources to help people identify services and solutions to enable them to stay safe, warm and well at home.

The webpages aim to bring together existing information from trusted sources from across the internet and county into one place, providing residents and those supporting them with a 'one-stop-shop' for all housing, maintenance, repair, improvement and adaptation issues – including information on moving home and maintaining a healthy home.

Content and information contained within the on-line resources has been developed in partnership with organisations, networks and services across Lincolnshire, including:

- Lincolnshire Healthy and Accessible Homes Group
- Lincolnshire Housing Standards Group
- Lincolnshire Financial Inclusion Partnership
- Lincolnshire Trading Standards Buy with Confidence scheme
- Lincolnshire Fire and Rescue
- Greater Lincolnshire Energy Efficiency Network
- Safer Lincolnshire Partnership
- Lincolnshire Children & Young People Asthma Network

To support residents and households that are less digitally included, the Lincolnshire Connect to Support platform offers a range of accessibility features, including language translation, increased text size, and a PDF booklet function, enabling content to be printed in hard copy format.

The web pages include an 'interactive house' image through which web-users can navigate to relevant content by clicking on the image (see Figure 1 below).

Figure 1. GHL Interactive House Tool

Click on the house below to visit our interactive Good Home tool, providing you with information about home improvements.



In addition, the GHA has produced printable leaflets for distribution at community events, and for those who are less able to access online information, including:

- [A cross-county guide to Disabled Facilities Grants \(DFG\)](#)
- [An all-tenure guide to Condensation Damp & Mould](#)
- [A 'Staying Safe Warm and Well at Home this Winter' information guide.](#)

Since launch of the GHL webpages, additional intersections and interactions have been identified to further the resources and access to information available between the GHA and other Lincolnshire services, including:

- **‘Money Talk Lincs’ (MTL)**. Links and signposts have been established between associated CTSL sections of GHG and MTL to navigate web users to relevant content without needing to have awareness of the other section.
- **‘Wellbeing Lincs’**. Links and signposts have been established between associated CTSL sections of GHG and Wellbeing Lincs to navigate web users to relevant content without needing to have awareness of the other section.
- **‘Armed Forces Community Directory’**. Links have been established from the directory to the GHG webpages for those (veterans and military families) seeking housing related information and advice.
- **‘Lincolnshire Community Foundation’ (LCF)**. Links from the LCF website have been established to navigate web users to the GHG when seeking further help and support.
- **‘Lincolnshire Alert – Office of the Police & Crime Commissioner’ (OPCC)**. Lincolnshire Alert has featured links to the GHG webpages when providing relevant message alerts. E.g. ‘Rogue Traders’ and door-step fraud for home repair or maintenance.
- **‘Lincolnshire Community and Voluntary Partnership’**. The LCVP website has featured links to GHG and promotes GHA information sessions for wider Lincolnshire stakeholders to increase awareness of GHG.
- **‘Lincolnshire ICB - Your health and services’**. This website features links to GHG and the joint (NHS/GHA) produced ‘Guide to condensation, damp and mould’ downloadable PDF to provide information and advice to anyone concerned about damp and mould, or other issues in the house that can affect a child with Asthma.
- **Healthy Home Assessment**. Accessed via a dedicated ‘Healthy Home Assessment’ section of the GHG webpages, the Healthy Home Assessment tool enables web visitors to fill in a questionnaire with details of their property condition and the kind of support they need and are directed to relevant information and services on the website. The HHA tool is designed to be used by residents, households and families as well as supporting professionals visiting clients in their homes, who can complete the questionnaire on clients’ behalf.
- **Social Media**. A publicly available [social media pack](#) is also available providing a series of social media posts to promote GHG. The social media pack is available to download on the GHG webpages for alliance partners and other stakeholders to promote and share across their networks.

In addition to the on-line Good Home Lincs resources, the Good Home Alliance Team attends **community events**, centres and activities to promote GHG, provide hard copy resources and on the spot information, signposting and advice to residents and attendees. Good Home Lincs representation at events has included:

- Local Energy Advice Demonstrator events
- Social Prescribers Network events
- Health & Wellbeing events
- NHS Falls events
- Family Hub events
- Carers groups
- Health watch events

- Veterans' events
- Lincolnshire Show
- Flu and Covid vaccination clinics

3. Good Home Alliance Advice and Casework Support

The Lincolnshire Good Home Alliance advice and casework team offers a '**professional advice**' service to all professionals (paid and voluntary) working in Lincolnshire. This service element provides information and advice to enable people supporting residents and households to signpost and support residents to address any identified housing condition issues.

The GHA team has provided advice to a range of professionals working for organisations and teams including:

- District Councils (Housing Standards, Accessible Homes and Customer Contact Staff)
- County Council (Early Help, Social Care and Occupational Therapy)
- NHS Hospitals and Respiratory specialists
- Neighbourhood Teams (NHS and Housing)
- GP surgeries and social prescribers
- Lincolnshire Fire & Rescue
- Wellbeing Lincs.
- Carers Services
- Sensory Services

Anglian Water offers an Extra Care Assessment to identify whether customers are eligible for discounted tariffs, priority services and other support schemes. They will also check for ways to maximise customers income by advising what benefits a household may be entitled to and identifying additional support that may be available to support residents.

The GHA team works proactively with Anglian Water to ensure residents are aware of one another's services by attending joint events. In addition, the Anglian Water Extra Care Support Team has been provided with the GHA team email and phone number, to enable their staff to access the professional advice service and provide further information and advice to residents in need of support.

Groundworks Green Doctors offer free impartial advice to residents to help people manage bills and save energy in the home. Green Doctors can provide different kinds of support, including advice on paying off debt with energy and water companies, identifying other concerns such as damp & mould, and making referrals to other services.

The Green Doctors in Lincolnshire are working proactively with the GHA, taking referrals from the advice and case work service, sharing information at events and accessing the GHA professional advice service when wider housing condition related issues are identified in the home during one of their visits.

The GHA team operate an **advice and casework pilot service**, providing direct advice and support to more vulnerable residents. Advice and support provided ranges from helping residents to identify potential funding options to pay for work, finding and engaging trusted trades people, to providing practical support to arrange and complete works, and, where appropriate, supporting residents to move to a more suitable home.

Referrals to this service are accepted from a range of referral partners, including District and County council teams, Lincolnshire Fire and Rescue, NHS asthma & hospital discharge

practitioners, the Wellbeing service, Local Energy Advice Demonstrators, and Lincolnshire Family Hub staff. Referrals are accepted for residents of all tenure and age where the following criteria is met:

- a) The household is resident of Boston Borough Council, City of Lincoln Council, East Lindsey District Council, North Kesteven District Council, South Holland District Council or West Lindsey District Council. AND
- b) The occupant has provided consent to the referral and to be contacted by a GHA caseworker; is eligible for a service provided by the referring partner and/or
 - The referring partner has identified potential housing condition issues that may place the occupant at risk of harm.
 - The referring partner has supported the occupant to complete a HHA and has identified housing condition, access or improvement issues.
 - The occupant is unwilling / unable to complete a Healthy Home Assessment form, but willing to be supported by the Advice and Casework team and has an identified vulnerability due to age, disability, health condition, financial hardship, or other factor that places them at potential risk of harm due to their housing conditions.

In addition to taking direct referrals from GHA referral partners, the advice and casework service has established other cross-sector partnerships to drive delivery and implementation of related strategic objectives.

The GHA, in partnership with NHS Lincolnshire ICB has established shared deliverables and actions to support the implementation of the **National Bundle of Care for Children and Young People with Asthma**. This has included:

- Developing the shared 'Guide to condensation, damp and mould'
- Developing relevant content on the impacts of damp and mould on asthma for inclusion within the GHL web resources.
- Establishing a direct referral route for NHS Asthma practitioners to the GHA Advice and Casework support service to support households to identify and address contributing housing condition related issues and hazards.

The direct referral route between NHS asthma practitioners and the GHA provides a single point of access for residents of all tenure to be signposted to the relevant district council team / housing provider or be supported directly by GHA caseworkers to address the identified contributing housing condition issue, supporting Lincolnshire to meet one of the recommendations from the **National Child Mortality Database Report – Child deaths due to Asthma or Anaphylaxis** (December 2024) to “ensure that all children with asthma who are living in homes with damp and mould are prioritised for housing repairs following the introduction of new Tenancy Consumer Standards”.

The GHA, in partnership with Lincolnshire County Council Family Hubs has established a series of joint delivery objectives and actions to support the delivery of the **Family Hub and Start for Life programme minimum expectations**. This has included delivering information sessions to Family Hub staff, to enable them to access and support families to access the GHL resources hosted on Connect to Support, and establishing a direct referral route for Family Hub staff to support families to identify and address potential housing related issues.

The GHA, in partnership with Lincolnshire Fire and Rescue has established a series of joint delivery objectives and actions to support the delivery of the **LFR Prevention Strategy**, including development of the GHL webpage content to provide information and signposting on Fire Safety within the home, promotion of HHA to LFR Community Safety Advocates to

raise awareness with residents and signpost to information and advice on environmental hazards, promotion of the LFR online Home Fire Safety Checks and supported completion by GHA caseworkers, and establishing a direct referral route for LFR to the GHA Advice and Casework support service to support families to identify and address potential housing related issues.

The GHA, in partnership with Lincolnshire County Council Trading Standards have developed a series of shared actions to support the development and promotion of the **Lincolnshire Buy with Confidence scheme** (BwC), including developing GHIL web content to provide information and signposting to the Buy with Confidence scheme, identifying opportunities to cross promote the GHA and BwC activities, to support residents to identify and engage trusted traders; and promoting the BwC scheme to traders working with clients in receipt of GHA support.

The GHA team is working with the LCC Leaving Care Service's Participation coordinator to gain feedback on the existing GHIL resources from **Care Experienced Young People**, with the aim of ensuring the GHIL resources are relevant and accessible to all ages, and to coproduce 'young people – first homes' targeted information and resources for inclusion within the GHIL web pages. The response from these young people has been extremely positive, with express shown in supporting the development of simple housing related 'how to' leaflets, posters and quick reference sheets for what to do in an emergency (such as gas, or water leaks etc).

Working with the County and NHS representatives, the GHA Lead is supporting the development of a Lincolnshire '**Home from Hospital**' **Discharge Protocol**. The aim of the protocol is to reduce delayed discharges, ensure patients who are medically fit for discharge can return to safe and warm homes, and provide a single consistent protocol for Lincolnshire, that brings together key NHS, County and District services and provides clear discharge pathways and escalation routes when barriers to discharge are identified.

4. LSE Evaluation Activities and GHA Outcomes

The Centre for Ageing Better has commissioned the London School of Economics to undertake a process and impact evaluation of the GHA pilot period (1 July 2024 to 30 June 2026) to provide internal learning to inform GHA development and decision making and deliver an external evaluation to provide a comprehensive evidence base for the development of other 'Good Home Hubs' across the country.

The LSE evaluation looks at impact, process and value for money, and uses a mixed methods approach of data collection, surveys, interviews, site visits and web analytics. LSE provided the first year of delivery report for internal consideration in December 2025, with a planned public document summarising the first year of delivery expected to be produced by the Centre for Ageing Better in March 2026. The final evaluation report is expected in September 2026, on conclusion of the full two-year pilot period.

5. GHIL web activity

The Good Home Lincs website was officially launched on 19 September 2024 and evaluation figures run to 29 September 2025. Over this period there were:

- 8,637 total users, of which 7,204 were new users.
- 21,181 page views.

The GHIL web pages soft launched in April 2024 – over this period there has been a total of 9,528 users to the 29 September 2025.

The top five most visited pages (excluding the GHL landing page and the About us page) are:

- Healthy Home Assessment
- Paying for Works leading to: Grants and Charitable and Financial Support
- Home Improvements

According to VPN data, just over a third of all users are from Lincolnshire, closely followed by London. However, this data is not always accurate as service providers often route IP addresses and traffic back to a physical location.

Between 8 April and 16 Sept 2025, 84 people completed the Healthy Home Assessment tool—that is, about 3.5 people a week. Two-thirds completed the assessment independently and the remainder were helped by someone else.

6. Engagement & Outreach activity

In total, since service launch, the GHA team has attended more than 136 events across the county, engaging with more than 2000 residents, and more than 1900 professional engagements - in addition to a further 570 engagements at mixed community and professionals' events.

7. Advice and Casework activity

7.1. Demographics

In total, the GHA casework team handled 233 cases in the first year of delivery to September 2025, 153 of which had been closed.

The majority of cases were female (65%), and - reflecting the demography of Lincolnshire as a whole- the majority of clients are British and are either classified as 'White' or 'White British'. Over a third of clients were over the age of 66. A small proportion (5%) are under the age of 18. Most clients (69%) had no children in their households and 43% lived alone. Of the 31% with resident children, more than half (16%) lived in a single parent household. Of the clients with no children, 12% lived with another working age adult, and 15% lived with an older adult.

7.2. Tenure

The majority of clients (63%) are owner occupiers, followed by social housing (19%), and private renting (14%).

The owner occupation figure is slightly lower than for the overall population of GHA authorities, while the proportion of social tenants is higher.

7.3. Health conditions

Referrers reported that 66% of clients had some form of health condition impacted by the state of their homes. Some 22% had two conditions, and 36% had three or more.

The most common issue was mobility (37%), followed by mental health challenges (17%) and asthma/COPD (14%). 31% of clients had 'other medical issues' that were not categorised.

7.4. Issues in the home

The most frequently named issues were Financial Options (35%); this and the related 'support to apply for grants' usually appeared in conjunction with other physical problems.

Some of the physical issues overlapped, such as living in a cold home and boiler replacement required. The most common physical issue identified was damp and mould (31%), followed by living in a cold home or lack of hot water, property disrepair/septic tank (16%), and problems with the boiler (14%).

Referrals most often identified the need for financial or energy support and issues of cold and damp, themselves possibly related to specific types of disrepair.

The evaluators conducted a co-occurrence analysis to identify the issues that tend to be flagged together within the same referral. Finance options appeared alongside roof repairs 68% of the time, living in a cold home/No hot water (63%), Replace/Broken boiler (50%) and Damp & Mould (30%).

Properties often have a number of related problems e.g., Property disrepair overlapped with Hoarding/Clutter (46%) and cold homes (37%), while hoarding often appeared with cleaning (46%) and finance (54%).

8. Caseworker interventions

Caseworker interventions span a range from the very light touch (simply signposting clients to information) to the intensive, frequent, in-person support with practical actions.

In the first year of delivery nearly half (48%) of closed cases had received some form of advice and guidance, which could include either helping the client access a service or investigating further options.

The most common topic in the first instance was information about grants (54%), followed by information about how to pay for works (39%). Suggesting that at least some clients had an understanding of the work required but were unsure how to pay for it.

Alongside providing initial information, GHA caseworkers also signpost relevant services and organisations that clients could contact. These included:

- the Connect to Support/Good Homes Lincs website (30% of clients)
- Charitable support (26%), and
- Citizens Advice/trading standards (20%)
- Seventy-one percent of clients were signposted to at least one organisation.

In some cases, caseworkers themselves contact those organisations with referrals, in the first year 28% of closed cases had been onward referred.

Information and advice are also the initial approaches for cases that were still open. Providing access to financial solutions (68%), finding trusted traders (64%), and commissioning works (61%) appear in most cases.

Of the 153 closed cases, 23% (35 clients) had works delivered in their homes. These were most often related to:

- Flooring (42%), including installation of carpet in social rented homes
- Bathroom repairs (32%)
- Unspecified remedial works (21%).
- Heating systems and hot water accounted for another 16% together.

Of the further 80 cases still open, 28 (35%) had works delivered with GHA support, and/or interventions via GHA referral at the time of analysis.

Delivery of works was mostly concentrated in a handful of practical fixes including:

- Bathroom/WC repairs (21%)
- Remedial works (18%),
- Flooring (18%), and
- Aids/adaptations (18%).

Where risks were acute, GHF had been front-loading cleaning and decluttering or supporting stopgaps such as providing temporary heaters or dehumidifiers.

The table below provides a summary of the types of work delivered in the first year with caseworker support.

Table 1. Types of work delivered with caseworker support

Works delivered	% of closed cases (153 total)	% of still open cases (80 total)
Flooring	42	18
Bathroom / WC repair	32	21
Remedial works (repair)	21	18
Decluttering	11	14
Heating system/boiler	11	14
Pest control	5	6
Electrical repair	5	6
Hot water	5	6
Plumbing	5	6

The cost of individual interventions completed ranged from £75 (bathroom repairs) to £6000 (repairs to heating and hot water system). Two clients had work delivered at no cost (decluttering and floor repairs).

Some cases are closed with remaining issues for a variety of reasons, including clients' inability to access the funding needed or resistance to further works being carried out in their home.

Of closed cases that received caseworker support (81 cases), a minority (19%) still had outstanding issues with their homes after the case was closed. About half of such clients were unable to access the necessary finance, and about half still had outstanding disrepair issues.

8.1. Risks Reduced

In the first year of delivery, the most common types of risk reduced were overall health and safety (22%) and damp and mould (21%), followed by a general category of poor housing conditions.

In most cases more than one type of risk was reduced. 43% of cases saw a reduction in 1-3 risks, and one case recorded 7.

The table below provides a summary of the types of risks reduced by GHA interventions in the first year with caseworker support (of 81 closed cases where interventions were received).

Table 2. Risks reduced by caseworker interventions

Type of risks reduced	Number	%
Health and Safety risks	18	22
Impact of damp & mould	17	21
Impact of poor housing condition	14	17
Accident/ injury	10	12
Injury /accident to child(ren) in home	8	10
Slips trips & falls	7	9
Cold home (Interim heating solution)	6	7
Fire	3	4
Clutter	3	4
Hospital stay	3	4
Improved energy efficiency	2	2
Impact of overcrowding	2	2

8.2. Service output and outcomes in year one

LSE evaluators note that the most obvious output of the project is the **completed improvement of 40 homes** with caseworker support or through referral to other agencies, with many more improvements planned or underway

A second important output was repairs and modernisation undertaken by clients themselves after getting information and advice from GHL staff and/or the HHA tool.

9. Example Advice & Casework Outcomes

- A resident being supported to return home from long-term temporary residential care, due to lack of heating and hot water in her primary residence.
- A couple living in a shared ownership property, being supported to access a replacement heating system, after being without heating and hot water for over 8 years.
- A child being deescalated from a child protection plan, due to the parents being supported to access funding and replace hazardous stair carpets.
- A family with a newborn being supported to access non-council funding to replace a broken boiler, as opposed to accessing council-funded discretionary housing assistance.
- A parent of a child with SEND being supported to access appropriate flooring in the child's bedroom to reduce associated risks.
- A family living in isolated rural social housing being supported through the process of moving to a more accessible area and enabling the children to more easily access care.
- A resident being supported to access 'pro-bono' decluttering services, following a clutter related house fire.
- A resident and spouse being supported through the hospital discharge process accessing social housing to prevent a delayed hospital discharge, due to the primary residence being in serious disrepair and an estimated works cost of approximately £60,000.
- Residents being supported to resolve issues with damp and mould, via liaison with Housing Standards, and direct provision of information, guidance and equipment to reduce immediate severity and impact.

- Providing targeted information and signposting to enable residents to address and self-implement solutions, following caseworker triage, including a veteran's spouse being signposted to and accessing funding through a SSAFA grant to undertake roof repairs that they would otherwise have been unable to afford.

10. Casework referrals to date

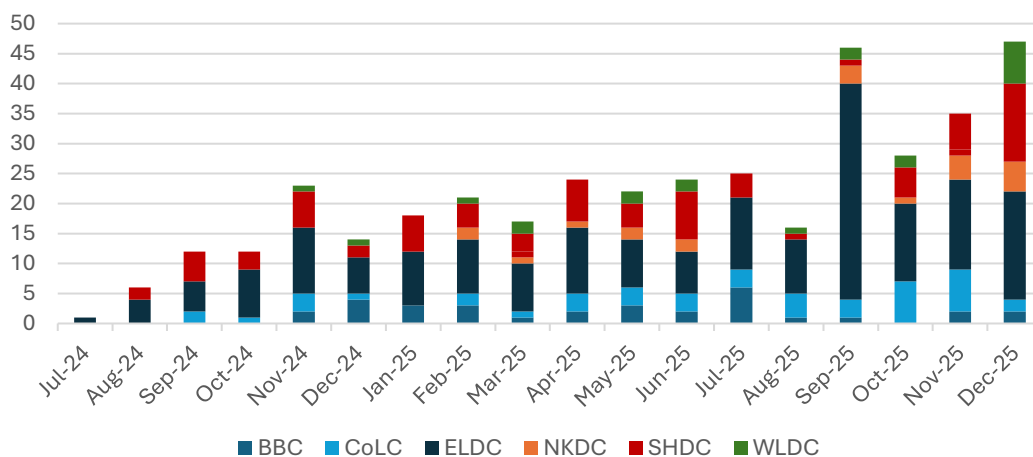
In total between July 2024 (pre-launch) and 31 December 2025. The GHA has received a total of 391 referrals for advice and support. The table below provides data on the number of referrals received by the GHA across funding districts.

Table 3. Referrals by GHA funding District

BBC	CoLC	ELDC	NKDC	SHDC	WLDC
32	45	190	21	80	21

Figure 2 below provides data on the number of referrals by month by resident district.

Figure 2. Referrals by Month by Resident District (July 2024 – 31 December 2025)



11. Overall assessment and value for money

LSE evaluators noted that from year one activity, benefits are potentially high. Positive effects in terms of reduced hazards and greater client wellbeing began to appear as the first cases were closed, and the flow of benefits is now accelerating.

In the next phase of the evaluation, LSE will collect more robust evidence on the type and magnitude of benefits, including importantly reductions in public-sector costs, to inform a more detailed cost-benefit analysis.

Overall, however, LSE note that the experience of the first year suggests that the advice and casework service represents good value for money.

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March 2026

A year of a Good Home Hub in Lincolnshire: Interim evaluation

ageing-better.org.uk



Key points

Housing is a fundamental determinant of health, wellbeing and independence in later life. Yet millions of people in England continue to live in homes that are cold, unsafe or in disrepair, contributing to poor health outcomes and avoidable pressure on health and care services. Good Home Lincs was developed as a pilot to demonstrate how a Good Home Hub service can help residents repair, adapt and maintain their homes while reducing wider system demand.

The key findings from the first year of delivery were:

- 1** There is a strong demand for **Good Home Lincs**. The service supported 233 households in Year 1, with the majority of clients experiencing multiple, overlapping housing and health challenges linked to poor living conditions.
- 2** Most people supported were **owner-occupiers with health needs affected by their housing**. Two-thirds (66%) of people had at least one health condition that could be exacerbated by their housing, often involving mobility, respiratory or mental health needs.
- 3** Advice and information can be **just as important as physical repairs**. Nearly half of closed cases were resolved primarily through information, advice and signposting, showing the value of helping residents navigate funding, services and practical next steps.
- 4** Advice alone wasn't always **enough**. Many clients required ongoing, hands-on support, advocacy and co-ordination, rather than one-off advice, which highlights the importance of trust-based and time-flexible delivery.

5 Relatively small amounts of **money can make homes safer**, with around a quarter of closed cases receiving practical repairs or adaptations. These were typically low-cost interventions such as flooring, bathroom or heating works that reduced hazards including damp, falls and unsafe living conditions. The total value of works delivered was £53,960, with a median cost of around £500, demonstrating how modest, targeted spending can address significant housing risks.

6 Interventions delivered through **Good Home Lincs helped reduce a wide range of health, safety and housing-related risks**. The risks most frequently mitigated included health and safety hazards, damp and mould, and accident or injury.

7 Qualitative evidence shows that after engaging with the service, **people felt safer, warmer and more able to manage daily life**.

8 Many households were **unable to fund essential repairs themselves**, meaning progress often depended on discretionary funding, grants or external support. These can be slow to access and often do not cover the costs of major works.

9 Collaboration with local services **enabled faster access to help**, shared responsibility for cases and reduced duplication. Good Home Lincs caseworkers proactively reached out to professional colleagues and provided advice which improved confidence across the wider support network.

10 Overall, the first year of delivery demonstrates strong engagement with the service and clear evidence of need among clients. **High levels of health conditions linked to poor housing, combined with frequent requests for professional advice from partners, highlight the importance of the service's holistic approach**. Initial evidence suggests that Good Home Lincs is currently delivering good value for money and reducing the risks of unsafe homes.

This report covers Year 1 of a two-year evaluation and reflects early delivery and emerging learning rather than the full impact of Good Home Lincs. The final evaluation will draw on the full two-year period to reach stronger conclusions on impact, delivery and value for money.

Introduction

Every day, millions of people in England wake up in homes that undermine their health, safety and wellbeing. Around 3.5 million homes do not meet basic standards of decency, which means they are lacking modern facilities, effective insulation or heating, or are falling into disrepair (MHCLG, 2025). This affects an estimated 7.5 million people nationwide, among them approximately 2.3 million people aged 55 and over (Ageing Better, 2025).

The consequences of living in cold, unsafe and poorly maintained housing are profound. Cold homes are linked to worsening arthritis, respiratory illnesses and mental health conditions, as well as increasing the risk of serious cardiovascular events (Communities and Local Government Committee and Betts, 2018; National Institute for Health and Care Excellence, 2016). In 2022/23 alone, 5,000 excess winter deaths were attributed to cold homes (End Fuel Poverty Coalition, 2024). Hazardous housing conditions also contribute to injuries and falls, which led to 234,000 emergency hospital admissions among people aged 65 and over in 2019/20 (Office for Health Improvement and Disparities, 2022).

These largely preventable harms place significant pressure on health services. Poor-quality housing is estimated to cost the NHS £1.1 billion each year, including £595 million spent treating people aged 55 and over (Ageing Better, 2024). Improving housing quality is therefore not only a matter of comfort or repair, but a critical step towards better health, reduced inequality and more sustainable public services.

At the Centre for Ageing Better (Ageing Better), we believe that with the right resources and partnerships, as well as both local and national strategic focus, homes in England can be safe, warm and supportive places for everyone. Lincolnshire is already demonstrating what this can look like in practice. The Good Home Lincs service provides a co-ordinated, county-wide response to poor-quality housing, helping residents reduce the harms caused by unsafe and unhealthy living conditions. Guided by the Good Home Hub model, and shaped through collaboration with local communities, the service represents a practical approach to improving housing outcomes.

This report presents the findings from the first year of delivery, offering insight into the impact of Good Home Lincs and the wider role that comprehensive home improvement support can play in enabling healthier lives for all.



Good Home Hubs

As part of our [Good Home Inquiry](#), Ageing Better conducted research with people living in poor-quality homes to understand what services would need to be in place locally for all residents to be able to repair, maintain and adapt their homes (Ageing Better, 2021).

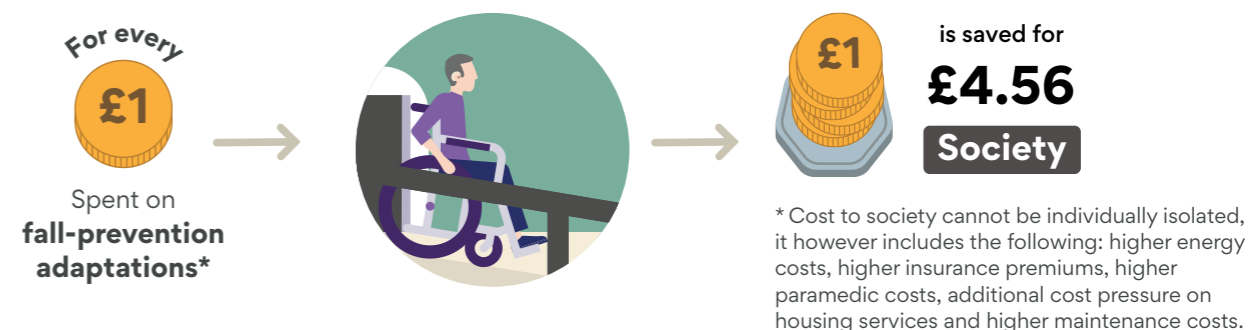
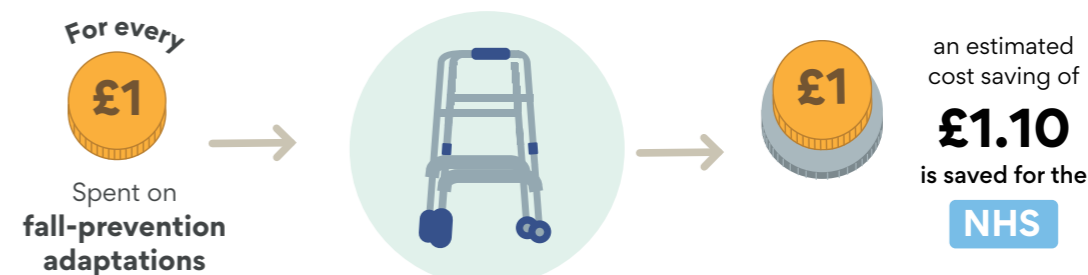
In an ideal scenario, support would be there for all those who need it: those who cannot afford to pay for the repairs, those who can pay but need support to manage the process, and others who only need some information and advice. From this engagement and discussion with a large number of other stakeholders, we were able to define a vision for a comprehensive home improvement service. We call this a Good Home Hub.

A Good Home Hub is a one-stop-shop that provides support on aids and adaptations, repairs and maintenance, and energy efficiency. Providing support to people from all tenures and abilities to pay, the Good Home Hub is delivered in partnership between local authorities, charities and businesses.



To build the evidence on Ageing Better’s concept of Good Home Hubs as a solution to the millions of unsafe and unsuitable homes in England, an evaluation was commissioned to assess the impact, effectiveness and value of comprehensive home improvement services in the handful of areas where they exist.

Our evaluation, ‘[Better homes, better lives](#)’ found that home improvement services are vital for improving homes for millions of people. In addition to service users reporting significant benefits including enhanced independence, improved safety and better mental wellbeing, the evaluation found that:



The evaluation showed the impact of individual elements of home improvement services. To show the efficacy of the GHH model, which brings a more expansive range of support together in a single service, we worked in partnership with Lincolnshire County Council to develop and evaluate Good Home Lincs.

About the evaluation

To evidence how a Good Home Hub can work in practice, Ageing Better commissioned LSE London, a research unit from the London School of Economics, to carry out a two-year evaluation of Good Home Lincs running until September 2026.

The evaluation is seeking to understand:



The evaluation team has engaged extensively with residents, caseworkers and wider stakeholders, and has analysed all available data on service activity from the first year of delivery.

Evaluating a year of delivery

As Good Home Lincs only began delivery in Autumn 2024, the findings in this report mainly show what's been put in place and the changes that are starting to emerge, rather than the full impact of the service.

Most of the numbers in this report focus on closed cases, where we can see the full journey from referral to outcomes recorded at case closure. There were 80 cases that remained open at the time of analysis, meaning that service activities, costs and risk reductions may change.

This report summarises the key insights from one year of delivery of Good Home Lincs, covering the period from September 2024 to September 2025.

The final evaluation report, including further analysis on the impact of Good Home Lincs and its value for money, will be published later in 2026 once the pilot has completed.



Good Home Lincs

The Good Home Alliance

The Good Home Alliance (GHA) is a strategic partnership led by Lincolnshire County Council in collaboration with the seven district councils across the county, consisting of West Lindsey District Council, East Lindsey District Council, City of Lincoln Council, North Kesteven District Council, South Kesteven District Council, Boston Borough Council and South Holland District Council.

The alliance is a network of agencies, organisations, services and resources that share the common objective to improve housing conditions and related health and wellbeing outcomes. The GHA aims to provide a co-ordinated, system-wide approach to improving housing conditions and addressing the wider health and wellbeing impacts associated with poor-quality housing in Lincolnshire. This model strives to strengthen the link between housing, health and social care to support residents to live in homes that are safe, warm and sustainable.

Including County and District Councils, membership of the alliance includes a vast range of county and district departments and wider partners such as:

- Disabled Facilities Grant teams
- Housing Standards teams
- Adult and child social care
- Occupational therapy
- Children and young people asthma practitioners
- Lincolnshire Fire and Rescue
- Wellbeing services
- Local energy advice demonstrators
- Family hubs
- Trading Standards

In recognition of the breadth of services already available across the county through the alliance, Lincolnshire determined during the service design phase of the Good Home Hub that the most appropriate approach was to **pilot selected elements of the model.**

It was acknowledged that while a wide range of essential services were already in place through the alliance model, greater co-ordination was required to improve alignment across partners, ensure consistency in information and support, and provide a clear delivery mechanism through which existing provision could be brought together more effectively.

In this context, the interventions introduced through Good Home Lincs have been integral in strengthening the wider alliance system and supporting a more joined-up approach to delivery.

The Good Home Lincs pilot

The project was developed as part of a five-year strategic partnership between Lincolnshire County Council, East Lindsey District Council and Ageing Better. It identified a shared ambition to support more people to live independently in their homes where possible and appropriate.

The project built on work already undertaken in Lincolnshire to improve Disabled Facilities Grant and occupational therapy services as well as Ageing Better's Good Home Inquiry which identified a Good Home Hub model as a solution to improve the quality of homes across the country.

Ageing Better and Lincolnshire stakeholders worked closely to co-design and develop a local version of a Good Home Hub tailored to the county's needs which could offer insights for scaling nationally.

This process involved commissioning a service designer, as well as engaging directly with residents to explore the challenges they face in maintaining and improving their homes. The gathered evidence was then reviewed and consolidated to contribute to the development of the pilot – Good Home Lincs. To find out more about the service design process that was undertaken in Lincolnshire, please read our report '[Putting ideas into action: Developing a local Good Home Hub](#)'.

The years of work from several partners across Lincolnshire resulted in the launch of Good Home Lincs in September 2024, a system-wide approach to supporting residents to live in safer, healthier and warmer homes.

The intervention is funded through contributions from Lincolnshire County Council and the seven district councils, totalling £442,519 over a two-year pilot period, supplemented in 2025 by £121,157 from East Lindsey District Council's Healthy Homes funding, which makes the total amount £563,676.

Good Home Lincs provides two main services: an advice and casework service and a web-based information and signposting service.

Advice and casework service	Web-based information and signposting
<p>The advice and casework service provides tailored support to residents, helping them understand and act on the full range of options available to address housing issues.</p> <p>The service initially recruited three caseworkers to work across the county to offer residents information, advice and support. As demand grew, an additional caseworker was brought in to increase capacity. Two specialist hoarding caseworkers were later added to provide more focused support for people with more complex needs.</p> <p>The caseworkers carry out home visits, complete Healthy Home Assessments and work with residents to identify and implement practical solutions to improve housing conditions.</p> <p>The service also plays a co-ordinating role, liaising with relevant organisations, supporting applications for funding to deliver works, and enabling access to a wider range of support services, including those beyond housing.</p> <p>The casework service is open to clients of all ages, housing tenures and financial backgrounds. Support is designed to be flexible and without limitations on time.</p>	<p>The Good Home Lincs web pages provide a central access point for information and guidance on maintaining and improving homes.</p> <p>Content spans a wide range of housing options, including carrying out repairs, improving energy efficiency and moving home.</p> <p>Users are signposted to relevant local and national services, community support, and local authority provision, including sources of practical and financial assistance. In addition, the platform provides access to help residents find and engage with trusted tradespeople.</p> <p>The web pages host the Healthy Home Assessment tool. This online questionnaire enables users to identify issues in their home and where to go for support. The tool is available to all web visitors and is also used by Good Home Lincs caseworkers during home visits.</p>



Who did Good Home Lincs support?

Advice and casework service

SERVICE DEMAND

233

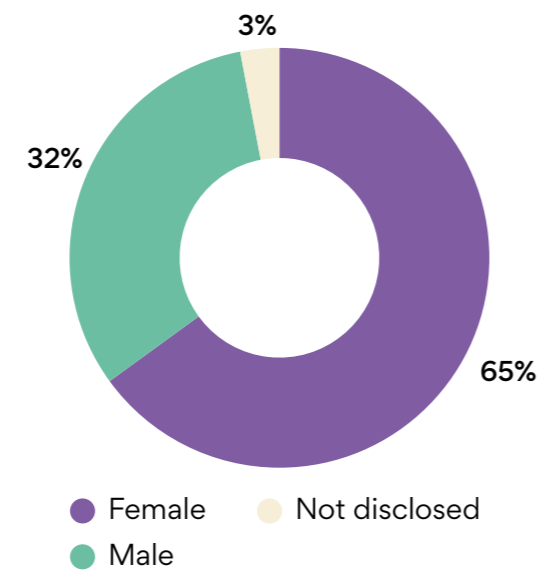
Cases supported

between September 2024 and September 2025

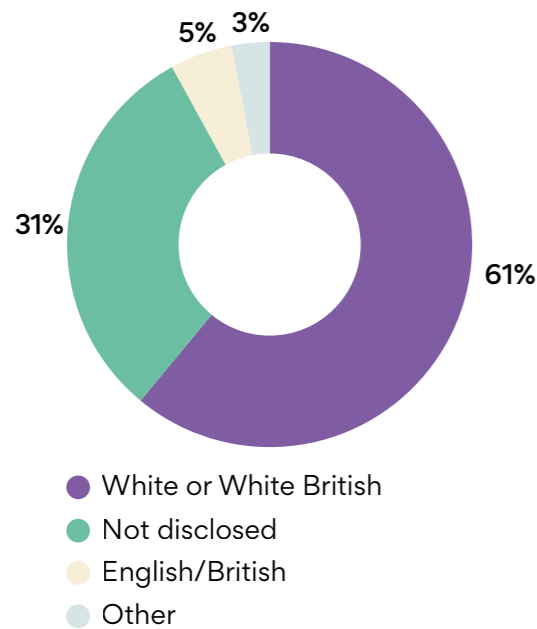
153

cases closed

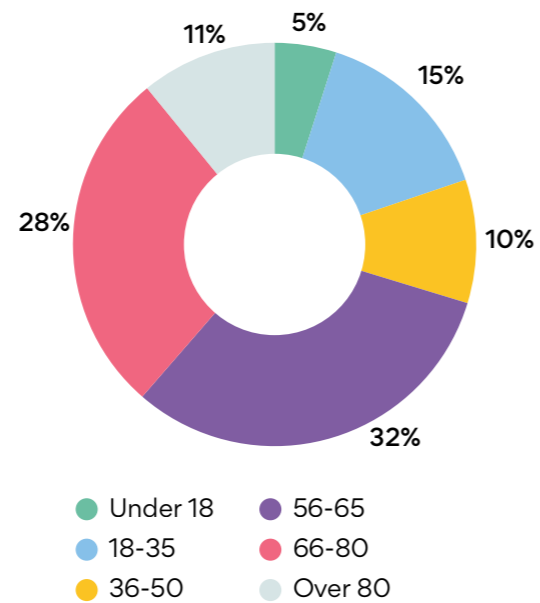
GENDER PROFILE



ETHNICITY

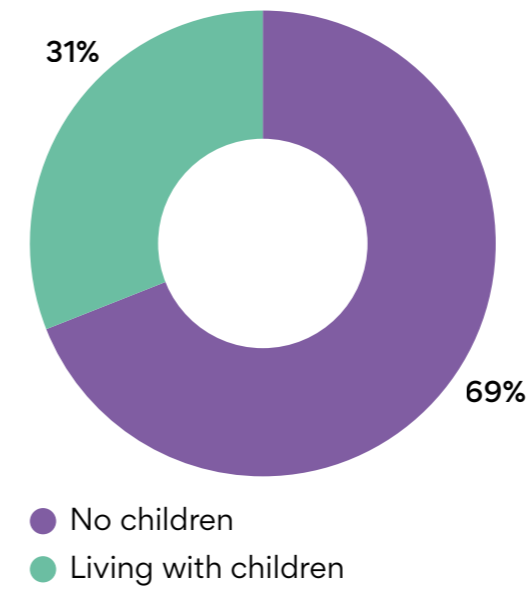


AGE

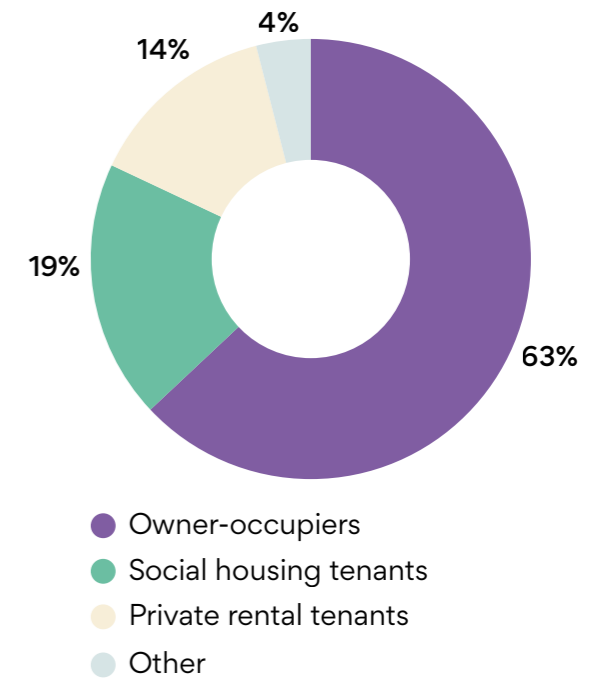


*Totals may not equal 100% due to rounding.

HOUSEHOLD COMPOSITION



TENURE



HOUSEHOLD CHARACTERISTICS

43%

Single household

16%

Single parent household

13%

Working age adult (no children)

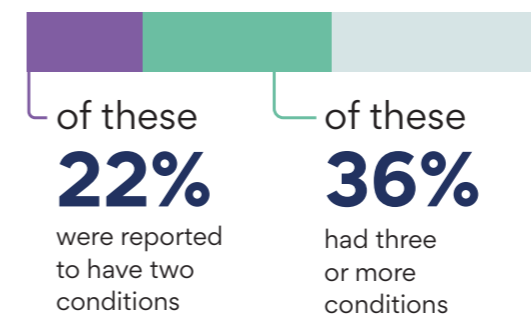
15%

Older adult (no children)

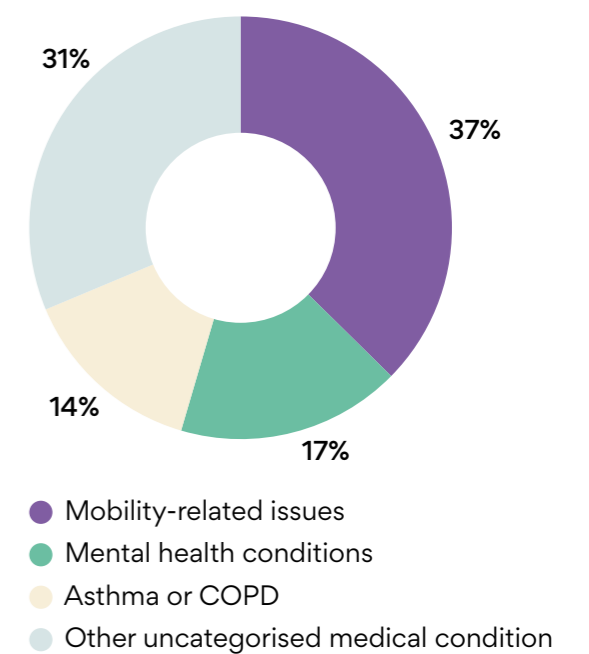
HOUSING RELATED HEALTH CONDITIONS

66%

of clients had at least one health condition that could be exacerbated by their housing



TYPE OF HEALTH CONDITIONS



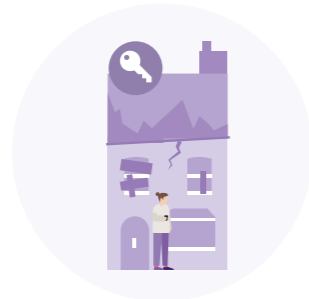
Web-based information and signposting

TOP 5 PAGES



COMMON ISSUES OF SERVICE USERS

Clients who used the HHA experienced issues with one or more of the following:



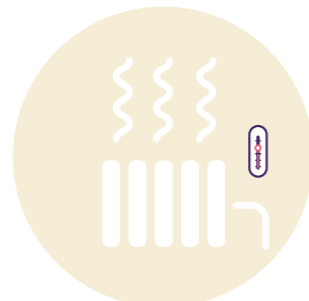
37%

General condition outside



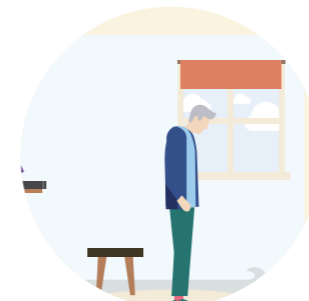
26%

Bathroom



26%

Boilers, heating and hot water



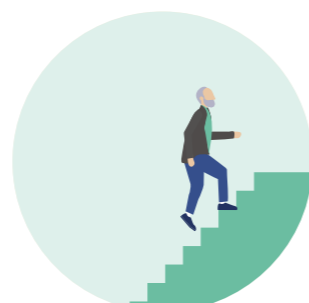
37%

General condition inside



30%

Windows and doors



27%

Stairs

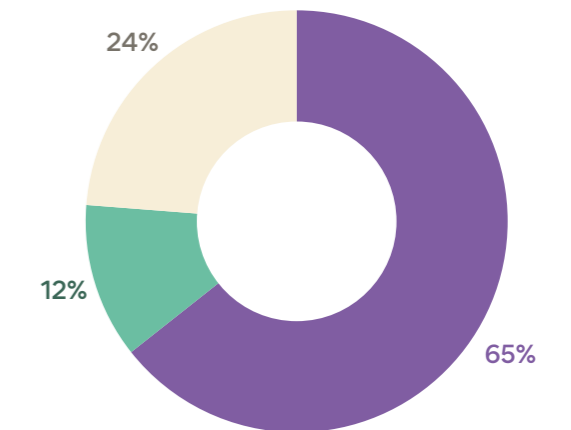
REACH



21,181
page views

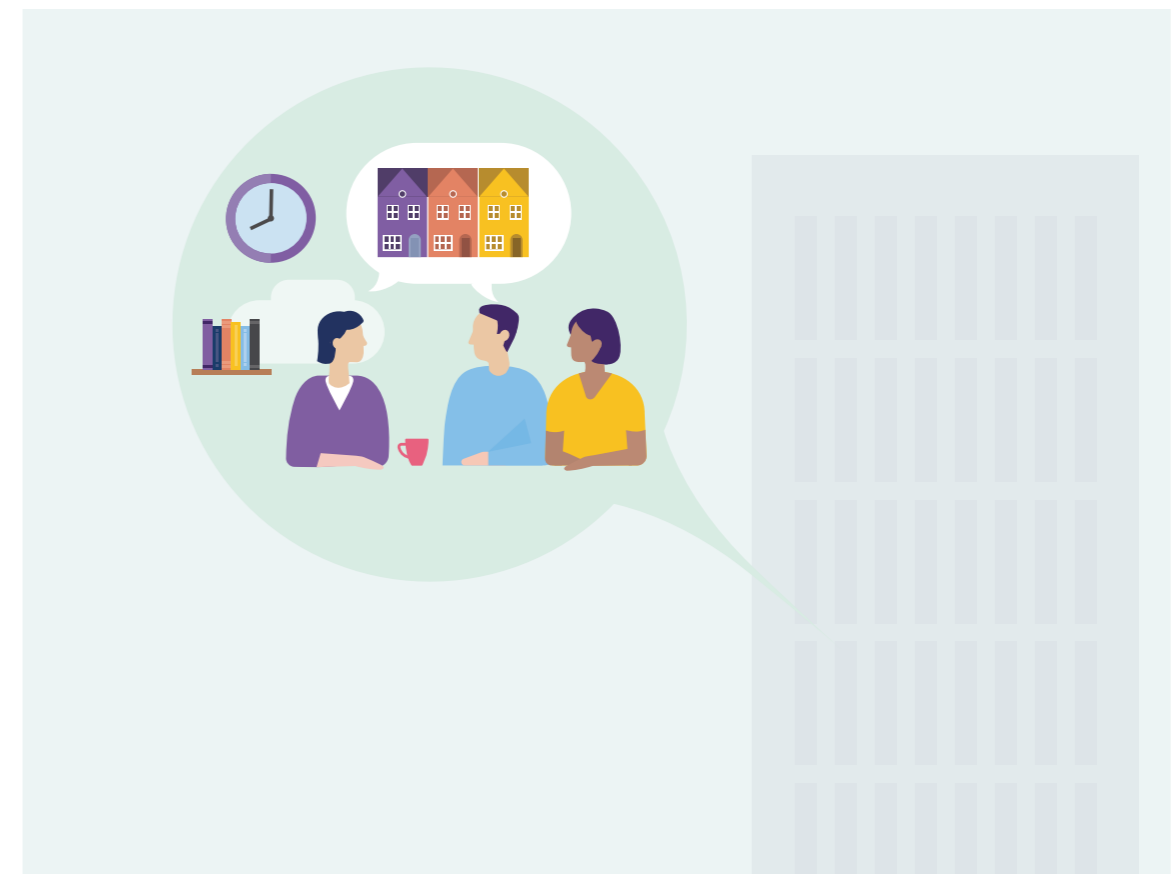
TENURE

(of those using the Healthy Home Assessment)



- Own home either outright or with mortgage
- Rent socially either from housing association or council
- Rent from private landlord

*Totals may not equal 100% due to rounding.



Delivering Good Home Lincs

This section examines how the first year of Good Home Lincs operated in practice, drawing on delivery data to assess the nature of housing-related need, the support provided and the extent to which the service was able to mitigate risks to clients.

Case allocation

Clients typically waited about 11 days to be assigned a caseworker and around 71 days for their case to be closed. However, these figures vary widely. In total, there were nearly 1,400 contacts between caseworkers and clients, with most cases involving about six contacts. This shows that while many cases are resolved with relatively little support, a smaller number need much more ongoing and intensive help.



Reasons for referral

Clients faced a variety of issues with their homes when they approached Good Home Lincs for support. Often people experienced more than one issue at a time.

Key housing condition issues at the point of referral



Type of support provided

Caseworker interventions ranged from very light-touch support – such as signposting clients to relevant information – through to more intensive, practical assistance involving frequent contact and in-person help.

Interventions were grouped into two broad categories: 1) information (including advice and guidance, signposting, liaison and referral activity) and 2) further support (more intensive hands-on support). These categories were not mutually exclusive, as most clients receiving active support also received information and advice.

1. Information and advice

Nearly half (48%) of closed cases had received some form of advice and guidance, which could include either helping the client access a service or investigating further options.

By far the most common topic in the first instance was information about grants (54%), followed by information about how to pay for works (39%). This suggests that at least some clients had an understanding of the work required but were unsure how to pay for it.

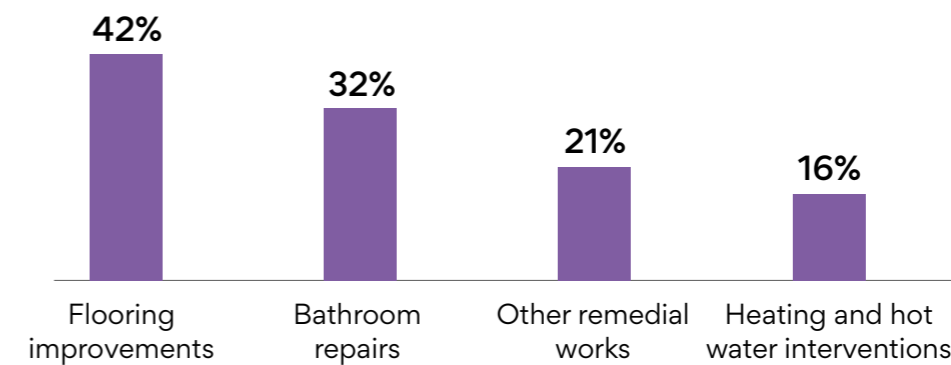
Overall, 71% of clients were signposted to at least one organisation. In some cases, caseworkers made referrals directly on behalf of clients. Nearly a third (28%) of closed cases were onward referred with key referral partners including Housing Standards and Citizens Advice.

Information and advice are also the most used services for cases that are currently still open. Providing access to financial solutions (68%), finding trusted traders (64%) and commissioning works (61%) appear in most cases.

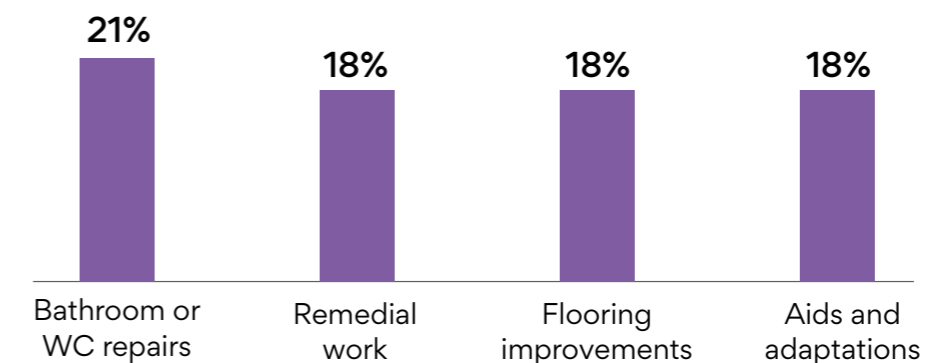
2. Further support

While many cases were resolved through advice or referral, others required further support to physically repair or adapt their homes.

Of the cases closed in Year 1, 23% of clients received physical works to improve conditions in their homes. Delivery focused on a small number of high-impact interventions, addressing the most urgent risks. The most common interventions were:



Of the 80 cases still open, 28 households (35%) have already received works delivered through Good Home Alliance support or interventions via onward referral at the time of analysis. Delivery has focused on a small number of practical, high-impact fixes:



This pattern suggests that relatively modest, targeted repairs were often sufficient to reduce a large proportion of housing-related risk.

Where risks are most acute, Good Home Lincs prioritised immediate interventions, including:

- Cleaning and decluttering support
- Temporary heaters
- Dehumidifiers and stopgap measures

These early actions help reduce immediate risk and buy time while larger or more complex interventions are arranged.

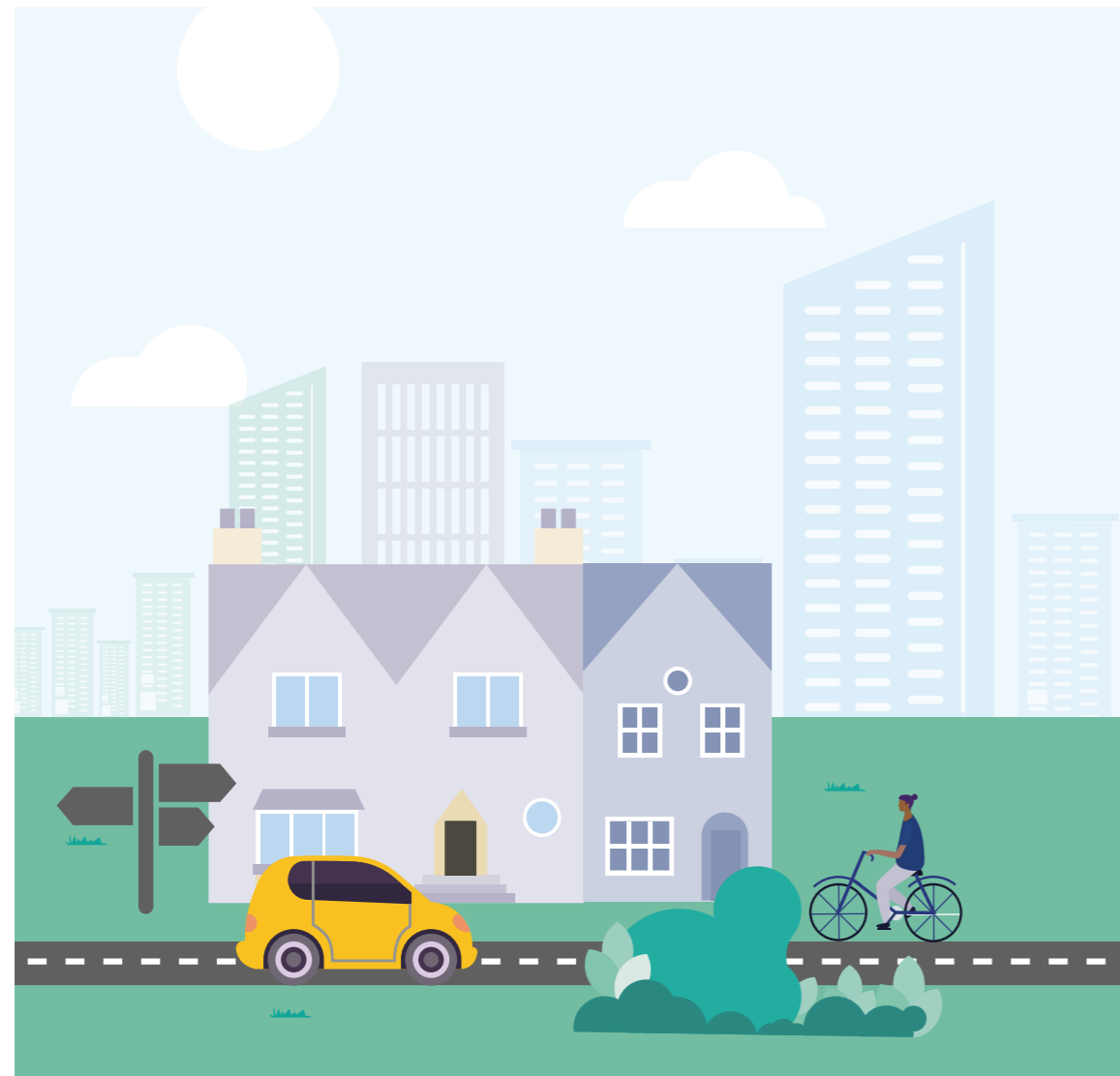
The cost of home improvements

Good Home Lincs does not fund works directly, so caseworkers help service users access external funding and support from partner organisations.

The cost of works delivered across open and closed cases has come to a total of £53,960.

The cost of individual works varied depending on complexity:

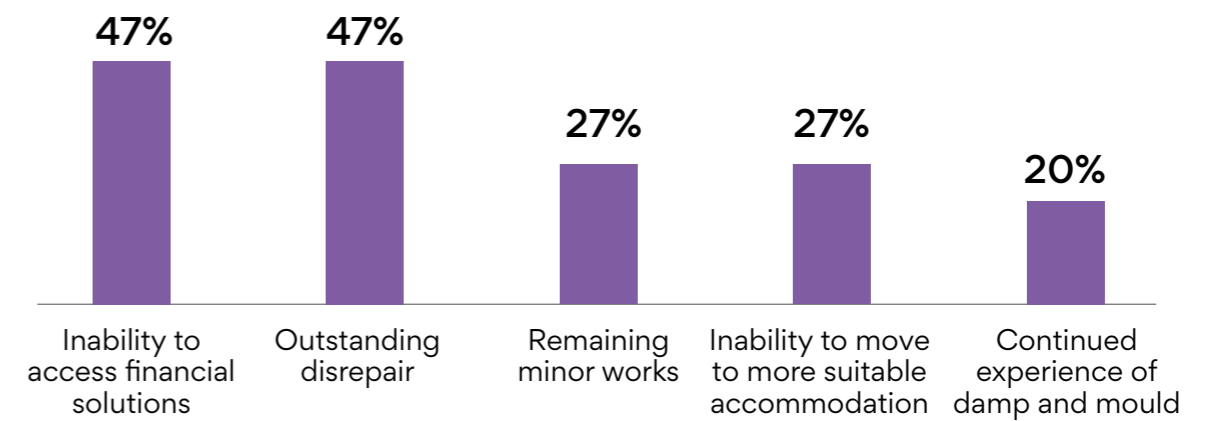
- Lowest cost: £75 (minor bathroom repairs)
- Highest cost: £6,000 (more complex heating and hot water system works)
- Typical cost: the median intervention cost was £500, indicating that most works were delivered at relatively low cost.



Issues beyond the scope of the service

Not all cases could be fully resolved. Some were closed with outstanding issues due to factors beyond the service's direct control. These are most commonly related to clients' inability to access the funding required to progress works, or a reluctance or inability to proceed with further works. Almost a fifth of cases that received caseworker intervention (19%) had one or more outstanding housing-related issues at the point of closure.

The most common unresolved issues were:



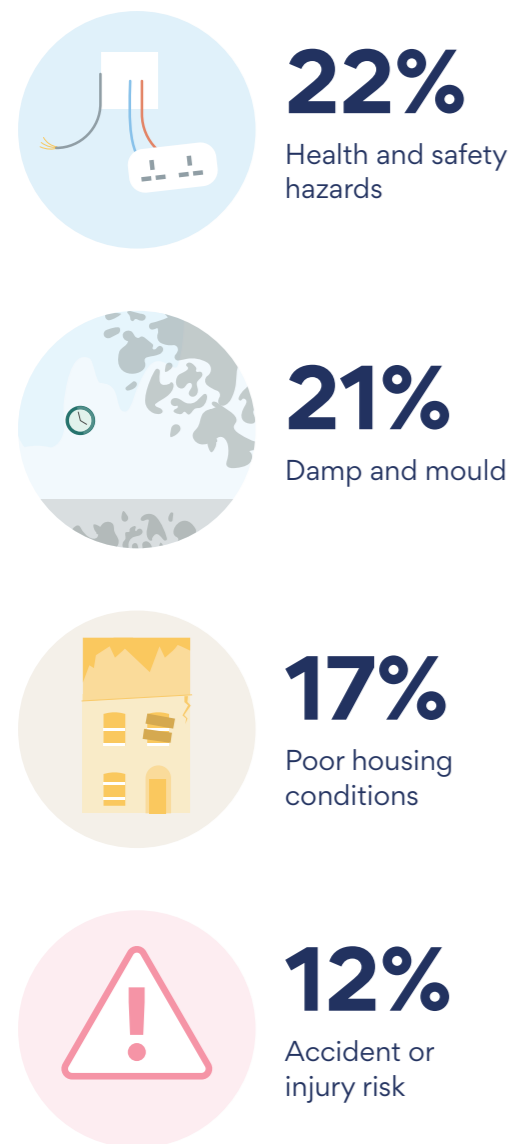
In a smaller number of cases, more acute issues remained unresolved, including lack of heating or hot water (13%), safety concerns (13%), and outstanding adaptation or access needs (7%).

Impact

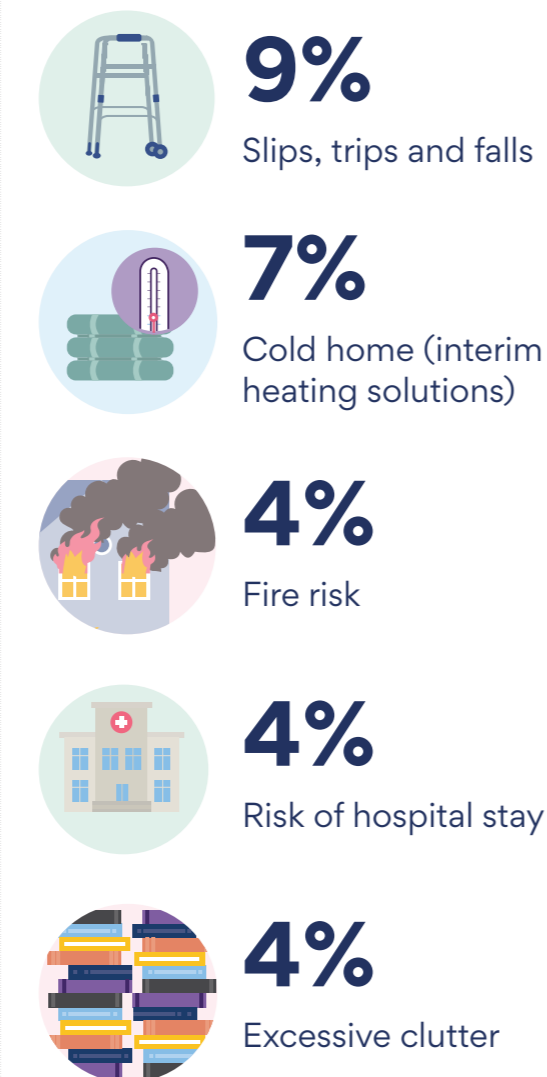
Interventions delivered through Good Home Lincs helped reduce a wide range of health, safety and housing-related risks.

TOP 4 RISKS REDUCED

Reduced through Good Home Lincs interventions (closed cases) were:



OTHER RISKS REDUCED



Smaller numbers of cases also reported improvements in:



Self-reported benefits

Qualitative evidence from Year 1 indicates meaningful self-reported improvements in wellbeing among clients supported through Good Home Lincs.

Clients frequently reported feeling warmer and safer in their homes following intervention. Improvements to heating, insulation and home layouts were linked to a greater ability to manage everyday tasks such as bathing and moving safely within the home. These practical changes supported increased independence, particularly for individuals who had previously struggled with inaccessible or unsafe living conditions.

Many clients described reduced anxiety related to their housing situation. Concerns about cold, damp, mould and safety were a significant source of stress prior to intervention, and addressing these issues contributed to a greater sense of relief and stability. Increased confidence engaging with services also emerged as a key outcome, with practitioners noting that better living conditions often enabled clients to better engage with wider health and support services.

Value for money

Early evidence suggests that relatively small, targeted interventions can generate disproportionately positive benefits for those supported by Good Home Lincs.

The financial value of physical improvement works delivered to date, across both closed and open cases, totals £53,960. While these works were often modest in scale, they addressed significant housing hazards for clients. Importantly, the cost of these works was not met from the project budget, further strengthening the programme's value for money.

The real value of the interventions lies in the outcomes achieved and anticipated for this client group. The programme's theory of change identifies a set of short-term outcomes expected to emerge within the first one to two years, including reduced hazards in the home, improved energy efficiency, and better health and wellbeing. Wider outcomes, including reduced demand on NHS and local authority services, are expected to emerge in the longer term.

At this stage, evidence of outcomes is largely qualitative, drawn from case records, interviews and accounts from professionals. Value for money is expected to strengthen further as delivery reaches full capacity and as system-level benefits continue to materialise.



CASE STUDY 1

Simon and Rachel

Simon and Rachel's experience is a typical example of the type of impact achieved within Year 1. At referral, they were living in a cold property affected by mould, with an inaccessible bathroom that posed challenges to safe washing and mobility. These conditions created overlapping risks to health, safety and wellbeing, reflecting common circumstances among households supported by the service.

A co-ordinated multi-agency response was put in place, including assessment, referrals and the securing of grants to fund essential adaptations. Interventions focused on reducing immediate risks, particularly those linked to bathroom accessibility, warmth and damp.

As a result, risks associated with cold, mould and falls were reduced, and Simon and Rachel were better able to bathe safely and manage daily living within their home. Early indications also point to improved warmth and comfort.

This case demonstrates how the programme supports people to move from high-risk situations towards healthier and safer living, and it is representative of the type of preventive impact achieved within Year 1.



CASE STUDY 2

Susan

Susan was living with multiple health conditions that made it difficult for her to use the stairs. Despite the property being built only ten years ago, there was no functioning heating or hot water system, creating daily challenges and significant risks to health and wellbeing. The shared ownership arrangement meant responsibilities for repairs were unclear, leaving everyone in the household with no clear route to resolve the problem.

The caseworker working with Susan put in a combination of short- and long-term support. Immediate measures were put in place to help the household stay warm while longer-term solutions were pursued. In parallel, the caseworker secured grant-funding to enable the installation of a new heating system while working with relevant services to progress the works.

As a result, risks associated with living in a cold home were reduced and Susan reported improved mental wellbeing, supported by regular contact and reassurance from the caseworker.

Through the support of Good Home Lincs, Susan and her family were able to move away from a position of uncertainty and unmet need towards one where practical solutions were in place and long-term improvements were underway. Her story highlights the value of sustained, person-centred casework in navigating complex tenure arrangements and addressing both immediate risks and longer-term needs.

Lessons learnt

The first year of Good Home Lincs has provided valuable insight into both the realities of poor-quality housing and the practicalities of delivering effective support at a local level. Evidence from casework, partnership activity and service delivery highlights the complexity of residents' circumstances, the importance of flexibility in responding to need and the wider system role required to achieve lasting housing improvements.

The learning set out below reflects what has worked well, where challenges have emerged and how the service has adapted in response. Together, these insights demonstrate that improving housing outcomes is not solely about fixing homes, but about co-ordinating support, building local capacity and enabling timely, proportionate action across services.

Housing problems often happen at the same time

Housing problems seldom present as a single, straightforward issue. Many clients were living with several overlapping challenges at once, requiring co-ordinated and joined-up support rather than a one-off intervention. Improving outcomes depended not only on addressing physical faults within the home, but also on helping people manage the financial pressures, administrative demands and practical barriers that often sit alongside poor housing conditions.

Supporting people takes more time than expected

The time required to support clients was greater than initially anticipated. Many individuals needed repeated visits, help with routine administrative tasks and ongoing reassurance, which limited the number of active cases each caseworker could manage. This also reduced flexibility to absorb sudden increases in referrals, particularly where staffing capacity was stretched.

Flexible support helps meet different levels of need

A flexible approach to delivery proved essential. Caseworkers adapted the intensity and duration of their involvement to reflect the urgency and complexity of each situation, rather than working within fixed time limits. Support ranged from light-touch advice and signposting through to sustained, hands-on casework. This tiered model allowed the service to respond proportionately while retaining the ability to step up support where risks escalated or circumstances became more complex.

More complex situations need time and co-ordination

More complex cases did not always require greater financial input, but they consistently demanded additional time, persistence and multi-agency co-ordination. A small but distinct group of clients required sustained intervention, often involving simultaneous issues such as heating breakdowns, unsafe flooring, decluttering needs and acute financial hardship. Digital exclusion added a further layer of complexity, with caseworkers frequently acting as intermediaries for online systems and applications. External factors – including landlord liaison, hospital admissions, safeguarding concerns and occupational therapy involvement – also shaped delivery. In many instances, this co-ordinated approach led to more appropriate and longer-lasting outcomes.

Staffing levels matter for delivery

During the first year, the service was under pressure due to absences, increasing workloads for the available staff. At the same time, demand for the service grew quickly with caseworkers reporting that they had felt 'spread thin'. To avoid overwhelming the service, managers deliberately limited referral routes, including turning down requests to widen access from parts of the NHS. Without more caseworker capacity, further expansion would not be sustainable.

Working closely with local partners makes a difference

A significant part of the service's value lies in strengthening collaboration across the local system.

In more than half of casework situations, the team worked alongside at least one partner organisation – most commonly energy advice providers, Disabled Facilities Grant teams, wellbeing services and housing teams. Partners reported that closer joint working enabled faster access to practical help and reduced the need for repeated follow-up.

The service was frequently described as operating 'in the middle', ensuring housing issues were not addressed in isolation and creating clearer pathways through support. Good Home Lincs therefore functions as more than a standalone intervention service; it plays an ongoing connective role.

Sharing knowledge helps other services support residents

The service contributed to wider system capacity by offering professional advice and guidance. During the first year, partner organisations made 80 requests for support, mainly relating to funding routes and practical housing solutions. This helped other services resolve issues directly, reducing unnecessary referrals and strengthening confidence across the network. Outreach activity, spanning more than 100 professional and resident-facing events, also played a key role in building awareness, trust and access – particularly among people less likely to engage with statutory provision.

Online information provides an easy starting point

Digital resources, including web pages and the Healthy Home Assessment tool, formed part of the programme's enabling infrastructure. While direct public use of the assessment tool remained modest, it supported consistent information-sharing within casework. Overall, the website functioned as a low-cost entry point to the wider service, helping both residents and professionals identify appropriate options and next steps.

Payment processes can slow down support

Access to grants has been described as transformative for many clients but payment processes and cash-flow arrangements can limit its full effectiveness. Direct cash payments could be absorbed by overdrafts, reducing their intended impact. Workarounds such as vouchers and third-party contractor payments enabled progress but introduced delays, additional administration and, at times, reduced contractor engagement, which slowed the delivery of smaller works.

Small, flexible funding can quickly solve problems

Policy flexibility at a county-wide level, namely the Discretionary Housing Financial Assistance policy, reduced administrative friction and proved critical in resolving cases that might otherwise stall under rigid eligibility rules. Small, timely and discretionary interventions were often sufficient to unblock progress, safeguard existing adaptations and address immediate risks. In some situations, modest repairs or component replacements restored essential facilities quickly, avoiding the delay and complexity associated with larger grant-funded works.



Conclusion

The findings from the Good Home Lincs first year of delivery demonstrate clear demand for home improvement advice and support to help residents repair and improve their homes. When this support is available, many people are willing to act, but practical barriers need to be addressed first.

Clients frequently present with multiple, overlapping challenges. Progress can be slowed or limited by factors such as housing tenure, the severity of disrepair and digital exclusion. Most people cannot afford the works themselves and are unable to access private finance, meaning that progress often depends on small discretionary support and limited grant- funding.

Many clients need ongoing, relationship-based support to move from advice to action. Casework often involves advocacy, co-ordination and building trust, not just providing information and options.

Good Home Lincs's impact comes not just from providing advice, but from its ability to offer flexible and intensive support within a challenging system. Progress happens when strong relationships with clients, discretionary funding and practical problem-solving come together to overcome barriers such as financial constraints and the capacity of clients to act. However, these same factors also shape the limits of the service. When demand increases or staffing and funding are stretched, delivery can slow.

The key lesson from Year 1 is not simply whether the model works, but **what needs to be in place for it to work well**. This includes realistic expectations about the level of support required, the capacity available, and the extent to which success depends on the wider system as the service moves into its next phase.

To conclude, the findings from a single year of delivery support Ageing Better's recommendation that in each local area there should be a one-stop shop for all aspects of home repairs and adaptations – a Good Home Hub.

Local Good Home Hubs would build on the good practice in home improvement services already in place across England. They would form a network to share best practice and learning and be supported by a national framework adapted to suit different areas, so that wherever you live you receive the same high-quality support.



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Let's make ageing better

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Report To:	Cabinet
Date:	Tuesday, 28 April 2026
Subject:	Extension of the Housing Landlord Strategy
Purpose:	To adopt the one-year extension to the Housing Landlord Strategy (2024-2027) (Appendix 2) aligning it with ongoing service transformation activity and enabling deeper tenant engagement in shaping the next strategy.
Key Decision:	No
Portfolio Holder:	Cllr Tracey Carter, Portfolio Holder for Strategic and Operational Housing
Report Of:	Vikki Cherry, Assistant Director - Housing
Report Author:	Adel Gardner, Housing Transformation (HRA) Manager
Ward(s) Affected:	All
Exempt Report:	No

Summary

This report provides an update on progress to date against the current Housing Landlord Strategy and recommends a one-year extension to its timeline. The extension will allow alignment with ongoing transformation activity within the housing landlord service and create space for more meaningful tenant engagement. This will ensure tenants have a genuine opportunity to shape the next strategy, making it more relevant, inclusive, and reflective of current service developments.

Members are requested to consider the progress to date and approve the request for extension of the strategy.

Recommendations

1. That Cabinet adopts the Housing Landlord Strategy 2024-2027 (attached at Appendix 2)

Reasons for Recommendations

To ensure the Council continues to have a clear approach for the delivery of the Landlord Services. To ensure tenants have the opportunity to shape and co create the next strategy once more meaningful tenant engagement opportunities have been embedded.

Other Options Considered

1. **Do nothing** - Allow the current strategy to lapse without extension or formal closure. This would mean operating without a strategic framework and without capturing or reporting on progress made to date. This option risks losing momentum, reducing transparency, and missing the opportunity to build on recent service improvements.
2. **Develop a new strategy immediately** - Begin drafting a new strategy now, without aligning with ongoing transformation activity or allowing time for deeper tenant engagement. While this would meet the original timeline, it may result in a strategy that is disconnected from current service developments and lacks meaningful tenant input.

1. Background

- 1.1 The current Housing Landlord Strategy 2024–2026 was formally adopted by Cabinet in February 2024 following consultation with tenants, Members, and officers. The strategy sets out the Council's vision for delivering high-quality, responsive, and accountable landlord services across South Holland.
- 1.2 It was developed in response to increasing expectations on registered providers, including new regulatory requirements under the Social Housing (Regulation) Act 2023, and the need to improve property condition, tenant experience, and transparency.
- 1.3 The strategy is built around four strategic themes:
 - Culture and Operational Excellence
 - Accountability and Transparency
 - Quality Homes and Connected Neighbourhoods
 - Tenant Voice and Opportunity
- 1.4 To support delivery, a Housing Transformation Team was established, and a programme mandate was created to guide service improvement and regulatory readiness.
- 1.5 The Council received a C2 grading issued by the Regulator of Social Housing in July 2025. The Council conducted a root cause analysis to understand the journey to C2 and has developed an action plan to address weaknesses identified in the judgement. Officers are actively working towards a C1 grading as part of the provider improvement plan.

2. Progress to date against the four Landlord Strategy themes

2.1 Culture and Operational Excellence

- 2.2 Embedding a professional culture - There is a growing emphasis on proactive resolution, learning and making improvements, with teams working to put things right when issues arise. Partnership working and task ownership are increasingly evident across service areas; this has also been reflected in the staff culture survey.
- 2.3 Resourcing and talent development – Recruitment efforts have been strengthened with new emphasis on the importance of tenant engagement across all roles. Clear expectations and support being set. Managers studying the appropriate level qualifications in line with the new Competence and Conduct Standard.
- 2.4 Improving tenant experience – Staff have been briefed on the new reasonable adjustments policy and better equipped to support vulnerable tenants. Work is ongoing to improve intelligence of the homes and our tenants and how people can be supported. Learning from tenant experience is a key aspect with satisfaction surveys being developed across the service in different areas.
- 2.5 Capacity for change – Embedding a value led approach with policies and procedural briefings linking back to the corporate values and behaviours. Reinforcing behaviours and professional standards as part of the competence and conduct project. Launching a culture survey across the department to identify areas for improvement.
- 2.6 Benchmarking best practice – Actively building relationships with other Councils to share learnings, approaches and best practice.
- 2.7 Accountability and Transparency
- 2.8 Performance monitoring and scrutiny - Hosting tenant focus groups on performance to support scrutiny of the annual tenant satisfaction measures. Publishing performance online regularly and in the annual report for tenants.
- 2.9 Governance and assurance – Adoption of the HRA Governance Framework which created several clinics to monitor the ongoing compliance and performance of the service. Publishing all consultation outcome reports online for tenants. Quarterly Cabinet reports on progress against meeting the consumer standards.
- 2.10 Benchmarking and learning – Tenants told the Council they would like data benchmarked against neighbouring authorities to compare performance; this has been actioned for the 24/25 annual report.
- 2.11 Quality Homes and Connected Neighbourhoods
- 2.12 Compliance and safety – Established Housing compliance and performance clinic and capital programme clinic to monitor regulatory, statutory and legislative responsibilities.
- 2.13 Data – Up to date stock condition data across the Councils homes to help make informed proposals on where tenants money should be spent.
- 2.14 Repairs project – Transformation has embarked on a housing repairs project which will work with tenants to improve the service and meet their needs.
- 2.15 Contractors – Development of a contractor code of conduct with tenants to ensure tenants are treated fairly and with respect.
- 2.16 Awaabs Law – Steps taken to ensure compliance with Awaabs Law phase 1 which came into force on 27th October 2025.
- 2.17 Green Homes – Establishment of the Green Homes Programme.
- 2.18 Tenant Voice and Opportunity

- 2.19 Flexible engagement opportunities - Tenants are being offered more varied and accessible ways to engage with the service in ways that suit them, including digital, calls, in-person tenant forums, and targeted outreach such as pop-up events. This flexibility is helping to reach a broader range of voices.
- 2.20 Tenant involvement in governance – Tenants have the opportunity to scrutinise the service’s performance and contribute to decision making including the HRA Business Plan. Work is ongoing to establish a formal Tenant Panel.
- 2.21 Tenant satisfaction – in the 24/25 Tenant Satisfaction Measures tenants report that 83% agreed that they are treated fairly and with respect and 65% were satisfied that the Council listens to their views and acts upon them.
- 2.22 Choice and accessibility – Efforts have been made to improve how tenants can access services. This includes how tenants can report a repair if hearing impaired introducing text relay and work is underway to establish an online repairs portal.
- 2.23 Service improvements – Adoption of the Tenant Engagement and Influence Strategy to provide meaningful opportunities for tenants to engage with, scrutinise and feedback on the landlord service.

3. Measuring success

- 3.1. The Council continues to monitor the effectiveness of the landlord strategy using the National Tenant Satisfaction Measures (TSMs) and other key indicators. The following progress highlights the commitment to delivering improved housing services:
- 3.2. The Council was inspected by the Regulator of Social Housing and received a C2 grading, reflecting compliance and areas of strength.
- 3.3. TSMs have remained consistent or improved across the board. Tenant satisfaction surveys have been rolled out across key service areas following transformation initiatives, including:
 - Damp, condensation and mould (DCM)
 - Aids and adaptations
 - Complaints handling
 - Tenant engagement
- 3.4. Satisfaction with repairs has increased, supported by updates to the repairs policy and improved response times.
- 3.5. EPC ratings of homes have improved, contributing to better energy performance and tenant comfort.
- 3.6. Anti-Social Behaviour (ASB) data and insights have been strengthened through the development of an ASB framework and introduction of new KPIs, which are now reported to the Performance and Compliance Clinic monthly.
- 3.7. The Council has adopted several new and updated policies to support inclusive and responsive service delivery:
 - Reasonable Adjustment Policy
 - Tenant Engagement and Influence Strategy
 - Disabled Aids and Adaptations Policy
 - Updated Damp and Mould and Repairs Policies
 - HRA Governance Framework 2025

- Knowledge and Information Management Framework
- Updated Allocations Policy
- ASB Framework

3.8. A Complaints Working Group has been established to enhance data collection and insight, ensuring continuous improvement in service delivery.

3.9. The Council is committed to being open and transparent about performance, and accountable to all stakeholders.

4. Tenant Voice

4.1. Regarding the proposed extension, the Transformation Manager discussed the rationale and approach with tenants at the Tenant Forum meeting on 14 October 2025. Tenants expressed support for the extension, recognising the value of allowing more time for extensive and meaningful engagement. They welcomed the opportunity to shape the next strategy once a formal Tenant Panel is established and a broader range of tenant voices can be included in the process.

4.2. Tenants continue to be actively involved in the development of new policies, and service improvements as the current Landlord strategy is delivered in real time in line with the Tenant Engagement and Influence Strategy. The Tenant Engagement and Influence Lead is coordinating this work to ensure that tenant voice is embedded throughout. The Regulator of Social Housing meets monthly with the Assistant Director Housing and the Director of Communities to monitor the progress against the provider improvement plan which has a key focus on tenant engagement to ensure that tenant involvement continues to be a central to service delivery and improvement.

5. Conclusion

5.1. The Council has made progress in delivering the aims of the current Housing Landlord Strategy, particularly in strengthening tenant engagement and preparing for the regulatory inspection. The ambitions within the Strategy remain relevant. A full progress update against the programme mandate can be found in Appendix 3.

5.2. The development of a dedicated Tenant Engagement and Influence Strategy in June 2025 has laid the foundation for more inclusive, responsive, and co-designed services. Alongside this, the service has worked diligently to meet the expectations of the Regulator of Social Housing, embedding compliance and assurance into daily operations. Extending the current strategy by one year will allow the Council to build on the progress made, align with ongoing transformation activity, and ensure tenants are meaningfully involved in shaping the next phase of strategic direction.

5.3. The existing Landlord Strategy has been updated with the following amendments:

- Change the title to reflect the new end date (from Landlord Strategy 2024 – 2026 to Landlord Strategy 2024-202)
- Update to national context
- Inclusion of the regulator judgement outcome and root cause analysis
- Inclusion of TSM results
- Supporting our tenant's section includes 24/25 data.
- Updated property figures
- Updated monitoring arrangements.

Full summary of changes can be found in appendix 1.

Implications

South and East Lincolnshire Councils Partnership

None.

Corporate Priorities

The Policy will support the following South & East Lincolnshire Councils Partnership Sub Regional Strategy priorities:

Healthy Lives – we will work with our partners to provide reliable, consistent services, and tailored intensive support to those tenants who need us the most. We will focus on pride in place, such as tenants satisfaction with their communities.

Safe and Resilient Communities – we will overhaul our approach to the service we provide to victims of anti-social behaviour and how we manage hate crime. We will review the service offered to Domestic Abuse victims including our repairs service for this cohort.

Environment – we will explore energy reduction initiatives and ensure tenants are aware of ways to reduce their energy consumption and carbon footprint. We will invest in homes as planned for in the asset management strategy. We will continue to seek funding and actively invest in homes to improve energy efficiency, thermal comfort and seek to reduce the running costs of homes.

Efficiency and Effectiveness – we will embed compliance and assurance at the heart of our Service through good governance arrangements. We will benchmark ourselves against organisations inside and outside the Housing sector. We will transform how we provide services including service level agreements with our partners.

Workforce Capacity Implications

None.

Staffing

None.

Constitutional and Legal Implications

Housing matters, including this Strategy, are Executive functions and are therefore a matter for the Cabinet to determine.

The Strategy sets out how we will deliver a compliant Landlord service. The Monitoring Officer is part of the Transformation Programme Board to track constitutional and legal implications. All policies produced as part of the Strategy will be cross referenced with the relevant legislation and reviewed by our Housing solicitors.

It is proposed that approval of minor changes to the Strategy are delegated to the Assistant Director Housing in consultation with the Portfolio Holder for Strategic and

Operational Housing. It is necessary for this arrangement to be in place due to the changing environment – the Regulator of Social Housing is yet to finalise consultation outcomes on many matters.

Data Protection

Privacy notices are published on our website. Consultations will be carried out as part of delivering the Strategy with a variety of stakeholders. We will ensure that the Data Protection Officer is informed throughout the process and, where necessary, Data Protection Impact Assessments/similar are completed.

Financial

None.

Risk Management

Extending the strategy mitigates the risk of misalignment between strategic direction and ongoing transformation activity. It also reduces the risk of tenant disengagement by allowing more time for meaningful involvement

Stakeholder / Consultation / Timescales

Tenants were consulted during the original drafting of the Landlord Strategy in 2024. The outcomes of that consultation can be found [Housing Landlord Strategy - Consultation Results](#).

Tenants were consulted on the proposed extension of the Landlord Strategy on 14 October 2025 at the face to face tenant forum event. They expressed support for the extension and indicated a strong interest in co-creating a new strategy once full delivery of the current strategy has been achieved, in alignment with the Regulator's provider improvement plan and the wider transformation programme

The Council has consulted the following:

- Director – Communities
- Assistant Director Housing
- Portfolio Holder for Strategic and Operational Housing
- Transformation Programme Board
- Housing Landlord Board

Policy Development Panel were consulted on the extension of the Housing Landlord Strategy on 3rd February 2026. Feedback and changes made:

- Members asked that table headers be included on every page for the Tenant Satisfaction Measures. This has been updated within the Landlord Strategy.
- Members sought assurance around engaging 'harder to reach' tenants, Officers confirmed a variety of events are held across the district in varying locations.
- Members asked for an update on recruitment to the new Tenant Scrutiny Panel, Officers advised several expressions of interest received and process still ongoing. Since the PDP meeting the process has been finalised and due to be live by May 2026.

- Members queried the increase in complaints for 24/25 and Officers confirmed this reflects improved reporting and recording of complaints and now aligns with sector benchmarking supporting the positive learning and improvements from complaints.
- Members supported the extension to be presented to Cabinet for adoption.

The Tenant Forum and the new Tenant Scrutiny Panel will be engaged with during Q3 26/27 to begin development of the next Housing Landlord Strategy which will then be presented to Members.

Reputation

The extension supports the Council’s reputation as a responsive and tenant focused landlord. It demonstrates a commitment to transparency, co-production, and continuous improvement.

Contracts

None.

Crime and Disorder

None.

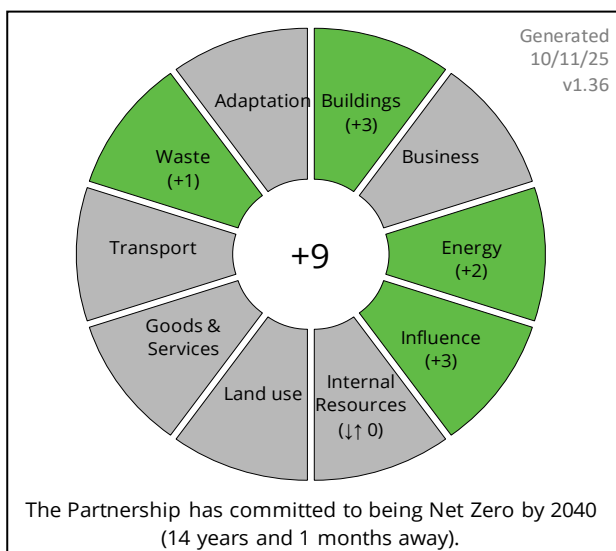
Equality and Diversity / Human Rights / Safeguarding

The original Equality Impact Assessment (EqIA) for the Housing Landlord Strategy has been reviewed and updated to reflect the proposed extension and the progress made to date. The updated EqIA is attached to this report as Appendix 4 and continues to demonstrate the Council’s commitment to inclusive service delivery, ensuring that the strategy supports equitable access, protects vulnerable residents, and upholds human rights and safeguarding responsibilities.

Health and Wellbeing

The strategy contributes to improved health and wellbeing outcomes by addressing issues such as damp and mould, housing quality, and access to support services.

Climate Change and Environment Impact Assessment



The Housing Landlord Strategy demonstrates positive climate impacts through retrofitting investment to improve energy efficiency and reducing energy demand, alongside measures to enhance thermal comfort and reduce reliance on fossil fuels. Tenant engagement and transparency are central to the approach, supported by a programme of face-to-face events, which may increase staff travel emissions. External funding will be sought to deliver energy efficiency improvements, and property projects may extend asset life, reducing waste.

Acronyms

HRA – Housing Revenue Account
TSMs – Tenant Satisfaction Measures
ASB – Anti-Social Behaviour
DCM – Damp, Condensation and Mould
RSH – Regulator of Social Housing
EQIA – Equality Impact Assessment

Appendices

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

Appendix 1	Summary of changes to the strategy.
Appendix 2	Housing Landlord Strategy 2024-2027.
Appendix 3	Housing Transformation and Improvement Programme Mandate Update 2026.
Appendix 4	Equality Impact Assessment.

Background Papers

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

Document title	Where the document can be viewed
Housing Landlord Strategy 2024-2026	SHDC Housing Landlord Strategy 2024-2026.pdf

Chronological History of this Report

This report has not been considered by another body.

Report Approval

Report author:	Adel Gardner, Housing Transformation (HRA) Manager Adel.Gardner@sholland.gov.uk
Signed off by:	Vikki Cherry, Assistant Director - Housing vcherry@sholland.gov.uk
Approved for publication:	Councillor Tracey Carter, Portfolio Holder for Strategic and Operational Housing

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Summary of changes

Introduction

- The strategy title has been updated to reflect the extended timeframe: 2024–2027.
- The introduction now includes the rationale for extending the strategy by one year, ensuring alignment with evolving priorities and regulatory expectations.
- A new reference has been added to highlight the programmed inspection conducted by the Regulator of Social Housing, including the grading outcome received.

National context

- The section on the Social Housing Regulation Act has been revised to incorporate the outcomes of the Consumer Standards review, along with details of the standards assessed.
- Inclusion of the Minimum Energy Efficiency Standards (MEES) Consultation

Regulatory judgement

- A new section has been introduced to outline the 2025 regulatory judgement received by South Holland District Council (SHDC).
- Inclusion of the root cause analysis,

Our tenants

- Updated to reflect that tenant census data is continuously refreshed through direct interactions with officers, ensuring records remain accurate and responsive to changing circumstances.
- A full census programme will be conducted every four years to maintain a comprehensive understanding of the tenant population.
- Removed the census information about tenants that would like to be more informed about the service and those that would like to be involved in improving the services as there is now a active tenant engagement offering with engaged and involved tenants.

Tenant Satisfaction Measures

- This section now includes the Tenant Satisfaction Measures (TSM) results for 2023/2024 and 2024/2025.
- Inclusion of the national benchmarking for 24/25.
- Inclusion of benchmarking against other Lincolnshire authorities as requested by Tenants.

Our properties

- Updated to reflect current housing stock, ensuring the strategy remains relevant to the existing asset base.

Our ambitions – No changes made to this section as these ambitions continue to be delivered upon.

Appendix 1

Supporting out tenants

- Enhanced with key highlights from 2024/25, including:
 - Number of new homes delivered
 - People supported
 - Engagement events held since the launch of the new strategy.

Monitoring

- Performance information will now be shared with tenants via focus groups, promoting transparency and accountability.
- The Assistant Director of Housing now meets monthly with the Regulator as part of the Provider Improvement Plan, following the C2 grading issued in 2025.
- Benchmarking practices have been updated to include comparisons with Lincolnshire peers, in response to tenant feedback.
- The Portfolio Holder title has been amended from Communities and Operational Housing to Strategic and Operational Housing.

Appendix

- Root cause analysis included as an appendix for transparency.

SHDC Housing Landlord Strategy

2024-2027



Introduction

This Strategy outlines South Holland District Council's renewed vision for the management and improvement of its Council-owned social housing stock, for the period 2024-2027. This one-year extension to the original 2024-2026 Strategy allows the Council to consolidate progress made to date, embed key transformation projects, and respond to evolving regulatory expectations, including the implementation of the Regulator of Social Housing Improvement plan following the C2 grading issued to the Council in 2025.

With over 3,700 homes, South Holland District Council remains the largest landlord in the district, directly delivering lettings, tenancy and estate management, repairs, programmed maintenance, and rent collection. Homelessness duties continue to sit outside the scope of this Strategy.

The housing sector continues to evolve, with increasing expectations placed on Registered Providers to ensure homes are safe, well-maintained, and that tenants are treated with respect and fairness. The focus on tenant experience, property condition, and accountability has intensified, alongside greater scrutiny from the media, the Housing Ombudsman, and the Regulator of Social Housing.

Following a programmed inspection by the Regulator of Social Housing, the Council is now actively delivering a comprehensive Improvement Plan, with a strong emphasis on tenant engagement and service quality. This next phase is not only about addressing areas for improvement but also about embedding a culture of listening, learning, and acting on tenant feedback.

The Housing Transformation Team remains central to driving this work forward, ensuring that the commitments made are translated into meaningful outcomes for tenants. This Strategy should be read alongside the Housing Transformation and Improvement Programme Mandate and the South & East Lincolnshire Councils Partnership Sub-Regional Strategy 2024/25–2028/29, which together provide a framework for collaborative, inclusive, and accountable housing services.

National context

The social housing sector is currently facing several key external drivers that will influence this Strategy over its delivery period. Over the past 2 years, there has been widespread consultation and debate but, in many areas, the detail is still being determined.

The Strategy and supporting action plan must remain agile to account for pending clarifications around key policy issues. The Strategy and action plan will be revised to reflect any financial and operation impacts arising from any material changes to the assumptions made at the time of drafting this Strategy.

- **Social Housing Regulation Act 2023**

From April 2024, the Consumer Standards introduced by the Regulator of Social Housing are now in force, marking a significant shift in how social landlords are held to account. These standards require landlords to:

- Listen to tenants and act on their feedback
- Communicate clearly and effectively
- Maintain accurate, up-to-date information about the condition of their housing stock
- Deliver responsive, accessible, and high-quality services

The new regulatory framework strengthens the role of tenants, ensuring they live in safe, decent homes, have choice and protection, and can hold their landlords to account.

The Regulator now operates a proactive inspection regime, assessing compliance with four core Consumer Standards:

- Safety and Quality
- Transparency, Influence and Accountability
- Neighbourhood and Community
- Tenancy

These are supported by a Code of Practice, providing guidance on how landlords can meet the standards in practice. The regulatory approach is no longer limited to cases of serious detriment it now includes routine inspections, data scrutiny, and tenant satisfaction measures.

- **Fire Safety Act 2021**
Additional fire safety measures to ensure tenants are safe in their homes.
- **Building Safety Act 2022**
New legislation to make sure all tenants are safe in their homes and landlords have a responsibility to advise and report on compliance.
- **Housing Ombudsman Complaint Handling Code**
The Housing Ombudsman’s Complaint Handling Code sets out good practice that will allow landlords to respond to complaints raised by their residents quickly and to use the data and learning from complaints to drive service improvements. It will also help to create a positive complaint handling culture amongst staff and residents.
- **Social Housing Decent Homes Standard Review**
A review of the standards for condition of social homes – outcome of consultation pending.
- **Minimum Energy Efficiency Standards (MEES) Consultation**
Government proposals to introduce a minimum EPC rating of C for socially rented homes by 2030, aiming to improve energy efficiency, tackle fuel poverty, and support net-zero targets. Consultation closed; outcome pending.
- **Future Homes Standard 2025**
Ensuring new built homes from 2025 produce less emissions.
- **Domestic Abuse Act 2021**
Transforming the response to domestic abuse, helping to prevent offending, protect victims and ensure they have the support they need.
- **Care Act 2014**
Ensuring that housing has a role to play in safeguarding adults.
- **Levelling up White paper**
The government’s vision for spreading opportunity more equally across the UK, announcing the establishment of an Older People’s Housing Taskforce to better understand the housing market for our ageing population.
- **People at the Heart of Care, Adult Social Care Reform White Paper**
Sets out the Government proposals for reform of Adult Social Care, highlighting prevention and positioned digital connectivity as vital to better care. The government’s key policy priority is to support people to remain at home, rather than in care homes or hospital settings, for as long as possible.

Whilst there is legislation, regulation and prescribed practice in place, the Council still has freedom to determine how it delivers services. This Strategy sets out how the Council will deliver its Housing Landlord Service “the service”.

Regulatory Judgement

In July 2025, South Holland District Council received its first consumer regulatory judgement from the Regulator of Social Housing, resulting in a C2 grading. This outcome reflects a service that is broadly meeting the consumer standards however there are some weaknesses, particularly in relation to the Transparency, Influence and Accountability Standard. The judgement acknowledges the Council's progress in its transformation journey, including strong performance in safety and quality, where over 98% of homes meet the Decent Homes Standard, and compliance with health and safety legislation. Repairs are delivered in line with service standards, neighbourhood partnerships are tackling anti-social behaviour, and tenancy management supports community sustainability.

However, the inspection highlighted areas needing attention, especially around tenant engagement, scrutiny, and equitable access to services. While digital information is available, the Council recognises the need to diversify communication channels and formalise tenant involvement in decision making.

To better understand the factors behind the C2 grading, the Council undertook a comprehensive Root Cause Analysis (RCA) in September 2025. This analysis confirmed that the primary driver was the absence of a formal, embedded approach to tenant engagement across the whole tenant cohort, a gap directly linked to the Transparency, Influence and Accountability Standard. While engagement work had begun, particularly with sheltered tenants and through the co-development of a Tenant Engagement and Influence Strategy the timing of the Regulator's inspection meant these improvements were still in their infancy.

The RCA identified contributing factors such as a historically limited culture of tenant involvement, capacity constraints during early transformation phases, and a risk-based prioritisation of governance and safety over engagement. Lessons learned include the need for a whole-cohort approach and dedicated resources for sustainable engagement. These findings have shaped the Council's corrective actions, including accelerating the implementation of the Tenant Engagement Strategy, establishing a Tenant Forum, and embedding engagement into governance structures.

The C2 grading reflects the strategic shift initiated in 2024 through the Housing Transformation Programme, which prioritised the governance and safety and laid the foundation for improvement. Key developments included the creation of the Housing Transformation Board, Performance and Compliance Clinic, Capital Programme Clinic and the Housing Complaints Working Group, alongside the launch of the Tenants Forum. External support was commissioned to develop a new Tenant Engagement and Influence Strategy, approved in June 2025.

Looking ahead, the Council is focused on delivering the remainder of the Landlord Strategy, with a clear commitment to addressing the weaknesses identified in the judgement. This includes strengthening tenant scrutiny, improving accessibility for all tenants, embedding engagement in service design, and enhancing the use of tenant data to ensure fair and responsive services. SHDC remains committed to working closely with tenants and the Regulator to achieve a C1 grading and full compliance with consumer standards.

Strategic vision

The overall strategic vision for the Council is directed by the South & East Lincolnshire Councils Partnership Sub-Regional Strategy 2024/25-2028/29.

A bold and ambitious partnership of Councils, working together:

- To shape policy at sub-regional level
- To secure more resources to deliver on our priorities
- To do more for the communities we serve
- To have a greater impact in tackling the wider common challenges our communities face
- To become more efficient in the way we operate

As a social landlord, South Holland District Council aims to go beyond the minimum statutory and regulatory requirements placed on local authority landlords, where the tenant's voice is heard and acted upon.

Our Tenants

In 2023, the Council carried out a tenant census. Tenants were invited to complete the census by post, online and by telephone. 70% of tenants took part in this piece of work allowing us to understand more about current occupancy and vulnerabilities, as well as the level of interest and involvement tenants had in the service provided.

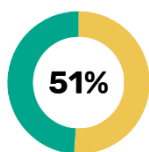
The census data continues to be updated through individual tenant interactions with officers, ensuring our records remain current and reflective of tenants' evolving circumstances. In addition, a full census programme will be undertaken every four years to maintain a comprehensive understanding of our tenant base.

Alongside this, we have introduced regular tenancy audits to complement the census. These audits provide an opportunity to verify occupancy, identify changes in household circumstances, and ensure properties are being maintained appropriately. They also help strengthen engagement with tenants and support early intervention where needed.

Data insights:



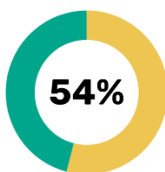
Our 'typical' tenant is a woman in her mid sixties living on her own in the Council's general needs housing



51% of tenants state that their day to day activities are limited by a long term physical or mental health condition or illness, with 40% of households experiencing permanent mobility issues



A third of general needs tenants have children living with them



54% of general needs tenants are underoccupying their home

Tenant satisfaction

Tenant satisfaction is one of the many ways to measure the performance of the service.

From 2023, the Regulator of Social Housing requires all registered providers to collect and provide information to support effective scrutiny by tenants of their landlord's performance in managing their homes and neighbourhoods. There are 22 tenant satisfaction measures, covering five themes:

- Keeping properties in good repair
- Maintaining building safety
- Respectful and helpful engagement
- Effective handling of complaints
- Responsible neighbourhood management.

This data must be submitted to the Regulator and published. The Council has submitted its Tenant Satisfaction Measure data for 2023/2024 and 2024/2025 which has been published on the website and in the annual report.

Tenants told us they wanted the Council's TSM results to be benchmarked against other Lincolnshire authorities with housing stock. In response, we have introduced benchmarking as requested, enabling us to compare performance and identify opportunities for improvement.

PERCEPTION SURVEY RESULTS		SHDC 2023- 2024	Nation al Bench mark 24/25	SHDC 2024- 2025	City of Lincoln	North Kesteven District	South Kesteven District
TP01	Proportion of respondents who report that they are satisfied with the overall service from their landlord.	73%	71.8%	74%	68%	79.9%	61.1%
TP02	Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the overall repairs service.	70%	73.6%	73%	73%	79.4%	66.2%
TP03	Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the time taken to complete their most recent repair.	62%	69.5%	76%	66%	74.9%	52.4%
TP04	Proportion of respondents who report that they are satisfied that their home is well maintained.	71%	71.9%	75%	70%	78.2%	59.2%
TP05	Proportion of respondents who report that they are satisfied that their home is safe.	86%	77.6%	86%	75%	81.7%	69.1%

PERCEPTION SURVEY RESULTS continued		SHDC 2023- 2024	Nation al Bench mark 24/25	SHDC 2024- 2025	City of Lincoln	North Kesteven District	South Kesteven District
TP06	Proportion of respondents who report that they are satisfied that their landlord listens to tenant views and acts upon them.	60%	61.6%	65%	56%	65.8%	49.5%
TP07	Proportion of respondents who report that they are satisfied that their landlord keeps them informed about things that matter to them.	73%	72%	76%	71%	75.7%	59.1%
TP08	Proportion of respondents who report that they agree their landlord treats them fairly and with respect.	84%	77.9%	83%	78%	78.8%	67.6%
TP09	Proportion of respondents who report making a complaint in the last 12 months who are satisfied with their landlord's approach to complaints handling.	28%	35.5%	34%	44%	42%	36.2%
TP10	Proportion of respondents with communal areas who report that they are satisfied that their landlord keeps communal areas clean and well maintained.	67%	66.7%	81%	72%	62.6%	64.9%
TP11	Proportion of respondents who report that they are satisfied that their landlord makes a positive contribution to the neighbourhood.	66%	64.6%	72%	65%	61.1%	59.2%
TP12	Proportion of respondents who report that they are satisfied with their landlord's approach to handling anti-social behaviour.	50%	59.5%	69%	55%	56.5%	57.5%

MANAGEMENT INFORMATION RESULTS		SHDC 2023-2024	SHDC 2024-2025		National Benchmark 24/25	City of Lincoln	North Kesteven District	South Kesteven District
			All managed properties	SHDC Owned Stock				
BS01	Proportion of homes for which all required gas safety checks have been carried out.	100.0%	100%	100%	100%	99.87%	99.96%	99.3%
BS02	Proportion of homes for which all required fire risk assessments have been carried out.	100.0%	100%	100%	100%	91.24%	100%	100%
BS03	Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out.	100.0%	100%	100%	100%	100%	100%	100%
BS04	Proportion of homes for which all required legionella risk assessments have been carried out.	100.0%	100%	100%	100%	100%	100%	100%
BS05	Proportion of homes for which all required communal passenger lift safety checks have been carried out.	100.0%	100%	100%	100%	100%	100%	100%
NM01 (1)	Number of anti-social behaviour cases, opened per 1,000 homes.	29.0	26.5	26.8	36	106	7.16	15.8

Appendix 2

MANAGEMENT INFORMATION RESULTS continued		SHDC 2023-2024	SHDC 2024-2025		National benchmark 24/25	City of Lincoln	North Kesteven	South Kesteven
			All managed properties	SHDC Owned Stock				
NM01 (2)	Number of anti-social behaviour cases that involve hate incidents opened per 1,000 homes	0.5	0.26	0.3	0.7	0.4	0.00	0.00
RP01	Proportion of homes that do not meet the Decent Homes Standard.	2.5%	0.3%	0.3%	0.5%	0.26%	1.7%	2.5%
RP02 (1)	Proportion of non-emergency responsive repairs completed within the landlord's target timescale.	91.0%	91.3%	91.3%	82.5%	89.12%	99.21%	68%
RP02 (2)	Proportion of emergency responsive repairs completed within the landlord's target timescale.	100.0%	100%	100%	94.9%	99.96%	86.91%	87%
CH01 (1)	Number of stage one complaints received per 1,000 homes.	9.7	55.64	56.3	53.5	52.79	49.08	39.8
CH01 (2)	Number of stage two complaints received per 1,000 homes.	0.0	7.58	7.7	8.3	7.71	9.71	3.10

Appendix 2

MANAGEMENT INFORMATION RESULTS continued		SHDC 2023-2024	SHDC 2024-2025		National Benchmark 2024-2025	City of Lincoln	North Kesteven	South Kesteven
			All managed properties	SHDC Owned stock				
CH02 (1)	Proportion of stage one complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales.	48.6%	94.84%	94.8%	89.9%	93.4%	64.6%	88%
CH02 (2)	Proportion of stage two complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales.	0.0	100%	100%	88.9%	78.3%	86.84%	100%

Live data on tenant satisfaction is made available on our website at www.sholland.gov.uk/GetInvolved-Feedback and is shared with our tenants and Members annually.

Supporting our tenants

The Council prides itself in supporting its tenants.



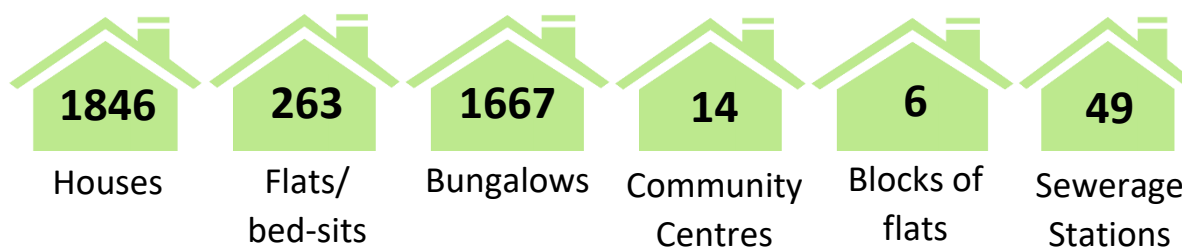
- For many years, the Council has partnered with the Citizens Advice, offering a dedicated money and debt advice service to its tenants focussed on sustaining tenancies.
- Following extensive consultation with our tenants, we have completed a review of the Sheltered Housing service offer. Alongside digital improvements designed by tenants we have also introduced a new handy person service to support tenants in their homes. The service has so far saved tenants over £7000.
- We established a Cost-of-Living Support team, concentrated on brokering support from partner agencies, having assisted over 250 households to date with a variety of issues such as improving finances, downsizing and accessing employment.
- We established an Independent Living Team, supporting tenants to live independently in our sheltered housing accommodation. The team have supported over 500 tenants since the introduction of the team in August 2024.
- Following extensive consultation with our tenants they helped shape a new Tenant Engagement and Influence Strategy which was adopted in June 2025. A new Tenant Forum has been launched to support tenants to effectively influence landlord services and shape decisions. A programme of focus groups have also been launched including on performance and complaints, tenancy management and property services.

Our properties

South Holland District Council manages a portfolio of over 3,700 homes across the district consisting of bed-sits, flats (all below 11m tall), bungalows and houses let as general needs and sheltered housing, plus shared owners and leaseholders. 1027 units are let as sheltered housing to residents aged 55 and over and/or residents that would benefit from a wellbeing alarm system connected to a telecare service available 24/7.

Included in the portfolio are community centres scattered across the district within our Sheltered Housing schemes, as well as sewerage treatment works where our residents are not able to access mains sewers. We purchased 54 new properties in 2023 and 22 in 2024.

The portfolio is ringfenced via the Housing Revenue Account. All money received from tenants and leaseholders for rent and service charges pays for housing management services, reactive repairs, planned maintenance, estates, and asset management. The Strategy provides the overarching direction for how the resources and assets held within the HRA are used.



Please note these figures fluctuate based on Right to Buy sales and new properties being purchased.

Our ambitions

This Strategy covers areas of service delivery related to landlord functions and how the Council shapes, engages, and improves services for tenants. The Strategy follows four themes:



Culture and Operational Excellence

We will deliver a service that meets the needs and aspirations of our tenants, whilst keeping them safe. To accomplish this, we will:

- Embed a professional and positive culture where we respect and listen to tenants and do the right thing, including proactively putting things right when they go wrong. The corporate culture will include partnership working, inclusivity and task ownership
- Appropriately resource the service, retaining and recruiting talent
- Ensure that the service has a strong voice across the Council and South & East Lincolnshire Councils Partnership
- Make sure our colleagues have the tools, insight, knowledge and flexibility to provide a positive customer experience including intelligence into how people are living, targeting support for those in greatest need
- Equip our colleagues with the information, professionalism, skills and capacity to embed change

Accountability and Transparency

We will be well governed and financially resilient, operating efficiently and responsibly, and investing wisely to fulfil our social purpose. To be successful, we will:

- Critically examine our decision making, satisfaction and performance with our tenants and our partners through the lens of their expectations
- Measure, monitor, report and publish our performance, anticipating issues before they occur
- Embed compliance and assurance at the heart of our Service through good governance arrangements
- Balance the priorities of excellence in outcomes for tenants whilst seeking efficiency and delivering value for money
- Benchmark ourselves against organisations inside and outside of the Housing sector
- Use data to make the right decisions to drive the best outcomes for our homes and our customers

Quality Homes and Connected Neighbourhoods

- We will deliver well maintained, safe, affordable homes and neighbourhoods, where people are proud to live that supports their health and wellbeing. To achieve this, we will:
- Continue to take our regulatory, statutory and legislative responsibilities extremely seriously by carrying out programmed safety checks, visits, and regular inspections
- Continue to actively seek external funding and invest in our homes to improve energy efficiency, thermal comfort and seek to reduce the running costs of our homes
- Be confident in the data we hold about our assets to help us make informed proposals on where tenant's money should be spent including making strategic decisions about disposing of assets that are impacting on the standard of service we can deliver
- Continue to work with our tenants to inform us how to improve and get the best out of our Repairs Service
- Invest in the delivery of new homes across a variety of tenures to increase choice and support successful mixed communities
- Work with our partners to provide reliable, consistent services, and tailored intensive support to those tenants who need us the most.

Tenant Voice and Opportunity

Tenants will be at the heart of everything we do and every decision we make. In order to ensure tenants are involved and informed, we will:

- Transform our approach to tenant engagement, ensuring that tenants have opportunities to engage with us in ways that suit them, where they can influence and shape our current and future services
- Ensure tenants are well positioned in our governance structure, inviting them to scrutinise services with us
- Ensure tenants have a high level of satisfaction, where we listen to their concerns and put things right where we need to
- Give tenants a choice in when and how they use our services, ensuring they can access high-quality services quickly, easily and in a way which suits them
- Prioritise service improvements where it will make the biggest difference to our tenants

Measuring success

The Council will measure the success of our Strategy using a series of key performance indicators.

- National Tenant Satisfaction Measures
- Tenant satisfaction surveys
- Repair response times and satisfaction
- Quality, time and satisfaction of void properties
- EPC rating of our homes
- ASB data and insight
- Regulator of Social Housing inspection
- New policies adopted
- Complaints data and insight
- Employee satisfaction surveys
- Call and email response times to tenants

Monitoring

The Council is committed to being open and transparent about our performance, and accountable to all our stakeholders, ensuring there is clarity about the accountability and structures framework.

The work of teams, and the results of performance, will be scrutinised and regulated collaboratively by the following:

- Council boards and committees
 - In addition to committees such as Policy Development Panel and Performance Monitoring Panel, we have established a Housing Programme Board to monitor the satisfaction, performance, and progress of the strategy.
 - Oversight for the delivery of the Strategy lies with the Portfolio Holder – Strategic and Operational Housing, Director of Communities and Assistant Director - Housing. They will make sure the service fulfils the primary requirements of the Social Housing (Regulation) Act 2023 and all other legislation
 - Compliance and performance will be reported as follows:
 - Monthly to the Portfolio Holder – Strategic and Operational Housing
 - Quarterly to Senior Leadership Team
 - Quarterly reports will be published to Cabinet
- Our tenants
 - Tenant Forum established
 - Formal Scrutiny Panel – to be established
 - Progress updates and performance information (including satisfaction) is shared regularly with our tenants including in focus groups, in the annual report and on our website
- Regulator of Social Housing and regulatory standards
 - Annual and quarterly reporting on key performance metrics, stock volumes and implementation of the regulatory standards
 - The Assistant Director of Housing meets monthly with the Regulator as part of the provider improvement plan following the c2 grading issued in 2025.
- Housing Ombudsman Service
 - Self-assessment against the Complaints Handling Code
 - Reporting complaint data and demonstrating learning from complaints
- Building safety regulation
 - Health & safety legislation and regulatory compliance
 - Responding to the emerging Building Safety Regulator within the Health and Safety sector

Appendix 2

- Benchmarking against the sector and Lincolnshire peers following tenant feedback.

To ensure the Strategy reflects the changing landscape in the social housing sector, the content will be reviewed on a regular basis with minor operational amendments adopted by the Assistant Director – Housing in consultation with the Portfolio Holder for Strategic and Operational Housing. Progress against the Strategy will be reported annually taking account of any fundamental changes.



DATE:	15 th September 2025
SUBJECT:	Root Cause Analysis
PURPOSE:	To understand SHDC's Journey to C2 Grading
REPORT AUTHOR:	Adel Gardner, Housing Transformation Manager

SUMMARY

This report outlines the journey that led South Holland District Council (SHDC) to receive a C2 grading from the Regulator of Social Housing. It provides a detailed analysis of the contributing factors, root causes, and the impact on service delivery. The report also sets out the lessons learned, and the actions being taken to address the issues and improve future performance.

1. BACKGROUND

- 1.1 Throughout 2023 and into 2024, SHDC undertook several key activities to prepare for the evolving regulatory landscape:
 - Participated in a Local Government Association (LGA) Peer Challenge focused on social housing management, in anticipation of The Charter for Social Housing Residents: the social housing white paper and the Social Housing (Regulation) Act 2023.
 - Commissioned an external Health Check to assess and report on the effectiveness of the council's landlord function.
 - Conducted self-assessments against the Regulator of Social Housing's Consumer Standards in 2023, 2024, and 2025, demonstrating a commitment to continuous improvement.
- 1.2 In December 2023, South Holland District Council (SHDC) established a Housing Transformation Team following a self-assessment against the draft Consumer Standards. This marked the beginning of a strategic shift in how the council approached its landlord responsibilities and service delivery.
- 1.3 In February 2024, a report was presented to Cabinet proposing a Transformation and Service Improvement Programme, sponsored by the Deputy Chief Executive (Corporate) and S151

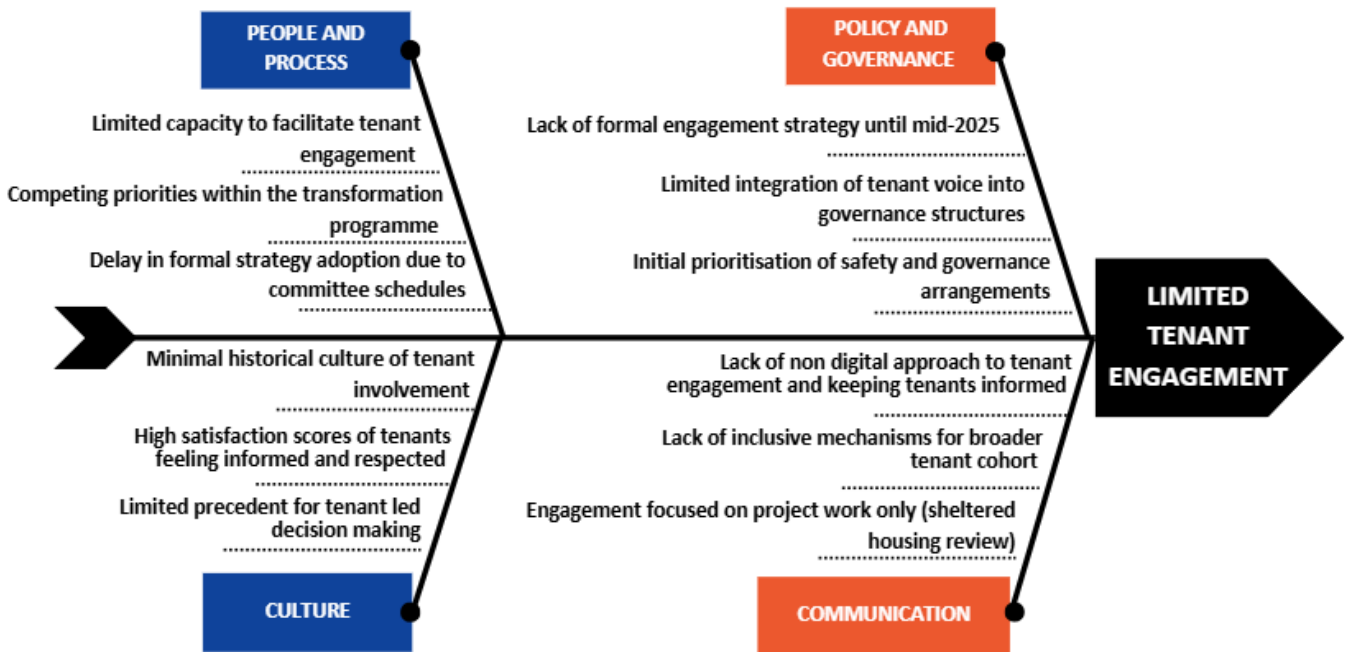
Officer. Cabinet formally adopted the programme, which aimed to address areas of partial or unmet consumer standard expectations identified. To oversee the programme, a Transformation Board was formed, chaired by the Portfolio Holder for Strategic and Operational Housing and comprising a range of Assistant Directors from across the partnership. This board was tasked with monitoring progress and ensuring accountability across service areas.

- 1.4 In October 2024, transformation resources were increased to accelerate the pace of the transformation programme, reflecting the Council's recognition of the importance of compliance with the Consumer Standards.
- 1.5 Following a review of the self-assessment content in January 2025, the Assistant Director – Housing, designated as the Person Responsible for Compliance with the Consumer Standards, concluded that there continued to be no material issues of non-compliance or potential non-compliance that required formal notification to the Regulator of Social Housing.
- 1.6 The 2025 self-assessment identified areas of improvement including:
 - Tenant engagement and scrutiny
 - Stock condition data collection
 - HRA business plan development
 - Producing policies with tenants
 - Tailoring services to tenants needs
 - ASB case management
- 1.7 Despite the proactive measures taken during 2025 such as the establishment of the Tenant Engagement and Influence Strategy: the absence of a formal and embedded tenant engagement mechanism remained. This gap, directly linked to the Transparency Accountability and Influence Standard, was identified by the Regulator of Social Housing as an area of concern. While operational improvements were underway, the lack of structured tenant involvement in decision-making and service design ultimately led to the C2 grading. This report explores the journey to that outcome, the contributing factors, and the corrective actions now being implemented to ensure compliance and rebuild trust with tenants and stakeholders.

2. ROOT CAUSE ANALYSIS

- 2.1 The primary driver behind the C2 grading was due to weaknesses with the Transparency, Accountability and Influence Standard, specifically the absence of a formal, embedded approach to tenant engagement across the whole tenant cohort. While the Council had undertaken meaningful engagement work with sheltered housing tenants to review the service offering in 2024, this did not extend to the wider tenant population.

2.2 The following Fishbone Diagram illustrates the key contributing factors to weak tenant engagement.



Fishbone diagram: Limited Tenant Engagement

2.3 The council had self-identified tenant engagement as a key area for improvement and had begun working with TPAS, national experts in tenant involvement, to co-develop a strategy with tenants and embed new practices. However, at the time of the Regulator’s inspection, the Tenant Engagement Strategy had only just been drafted with tenants, and the new engagement was in its infancy. This timing meant that the Regulator found that there was no formal mechanism for enable effective tenant scrutiny and that we were unable to evidence a range of mechanisms engaging the broader tenant base.

2.4 5 Whys Analysis

- **Why was tenant engagement not across the whole tenant cohort?** Engagement efforts had primarily focused on sheltered housing tenants as part of the sheltered review.
- **Why was engagement limited to sheltered tenants?** The Council had not yet developed or implemented a formal inclusive tenant engagement strategy, and the timing of the sheltered housing review created a natural focus on that cohort.
- **Why was a formal strategy not yet implemented?** Work with TPAS and tenants had been finalised and a draft strategy completed however it had not yet been adopted.
- **Why was the strategy not yet adopted?** A risk-based approach was taken during the early transformation stages, which prioritised governance, safety, and quality. Due to committee scheduling, the strategy was not adopted by the time of inspection.

- **Why was broader engagement not progressed in parallel with governance and safety works?** Capacity constraints and the need to sequence transformation activities meant that foundational compliance and governance work took precedence. Engagement was recognised as important but was scheduled for a later phase to ensure it could be delivered meaningfully and sustainably.

2.5 Contributing Factors

- Minimal historical culture of tenant involvement in decision making
- Positive TSM results creating a perception of tenants feeling listened to and involved reducing the urgency to formalise and broaden engagement.
- Focused engagement on sheltered tenants due to a complete service redesign, this also provided an opportunity to test tenant engagement initiatives i.e. focus groups.
- Prioritised the transformation programme on a risk based approach
- Limited capacity to implement engagement initiatives.

3. IMPACT ASSESSMENT

- 3.1 The C2 grading issued by the Regulator of Social Housing was acknowledged by the Council as a fair and expected outcome, reflecting known weaknesses in meeting the Transparency, Accountability and Influence Standard. Rather than being viewed solely as a negative, the grading validated the council's own self-assessment and reinforced the importance of the transformation journey already underway. While it did bring increased regulatory scrutiny and highlighted the need to accelerate tenant engagement efforts, the Council remained proud of the grading as it demonstrated honesty, self-awareness, and a proactive stance toward improvement.
- 3.2 The Council had already developed robust plans to address the identified gaps, including the co-creation of a Tenant Engagement Strategy with TPAS and tenants and the establishment of dedicated resource. The grading served as a catalyst to build stronger relationships with tenants, enhance trust, and embed a culture of transparency and influence across the housing service.

4. LESSONS LEARNED

- 4.1 Tenant engagement must be embedded across the whole service. Building meaningful relationships with tenants takes time, consistency, and trust. While early engagement with sheltered tenants was valuable, it did not represent the wider tenant experience. The Council has recognised the need for a whole-cohort approach and is now working hard to build those relationships more broadly.
- 4.2 Positive satisfaction scores do not replace formal engagement structures. High TSMs particularly around tenants feeling respected and informed, may have contributed to a perception that tenants felt involved already. However, regulatory standards require inclusive, and demonstrable engagement based on the impact and outcome not just a measurable indicator.

- 4.3 Dedicated resources are important for sustainable engagement. The Council has established a dedicated role to lead tenant engagement and has budgeted for additional capacity to embed and sustain this work going forward. This reflects a shift from project-based activity to long-term operational commitment.
- 4.4 External expertise is valuable but must be integrated into core operations. Working with TPAS provided expert guidance, but the learning and tools must be embedded into the Councils day-to-day service delivery, governance, and culture to be effective.

5. ACTION

- 5.1 In response to the C2 grading, the Council has accelerated its commitment to embedding tenant engagement across the housing service. Recognising that the grading aligned with its own self-assessment, the Council had already laid the groundwork for improvement through the co-development of a Tenant Engagement and Influence Strategy with TPAS and tenants. This strategy, formally adopted in June 2025, sets out a clear plan for inclusive, representative, and sustained tenant involvement. Dedicated resource has been allocated, including a new role focused solely on tenant engagement, and additional capacity has been budgeted to support implementation from 2026.
- 5.2 Since the adoption of the strategy, several key initiatives have been launched to embed tenant voice into service delivery. A new Tenant Forum was established in July 2025, providing a structured platform for ongoing dialogue and influence. The Council has held its first tenant focus groups, hosted the quarterly “Meet the Manager” event, and supported tenants in selecting a logo to identify tenant-approved documents. Tenants have also contributed to reviewing Awaab’s Law letters, shaping landlord strategy survey questions, and supporting to develop policies (Aids and Adaptations and Vulnerable Persons). These activities demonstrate a growing culture of collaboration and transparency. The Council is in the process of launching a dedicated tenant social media channel to further enhance communication, accessibility, and engagement across the tenant community. Additionally, to support non digital access the Council will be posting a hard copy of the 24/25 annual report to all tenants and at the next tenant forum meeting asking tenants their preferences for non-digital materials and information.
- 5.3 The Council will also be integrating engagement practices into governance structures to ensure accountability and visibility. These actions reflect a shift from project-based engagement to a long-term operational commitment, aimed at rebuilding trust, strengthening transparency, and ensuring that tenants are active partners in shaping the services they receive.
- 5.4 In addition to strengthening tenant engagement, the Council has identified and begun addressing several other service improvement areas through its transformation programme. These include improving access to information by developing non-digital communication channels to ensure inclusivity and using tenant census data to better understand tenant needs and inform the development of a Vulnerable Persons Policy.
- 5.5 The Council is also continuing to collect stock condition data, with current coverage exceeding 80%, and is working to improve tracking and analysis to support long-term asset

planning. These initiatives reflect the Council's commitment to delivering a responsive, inclusive, and well-governed housing service beyond the scope of the C2 grading.

- 5.6 The Council adopted a ASB Framework in June 2025 along with appointing a dedicated resource to begin work on the action plan to improve case management and performance reporting.

6. STAKEHOLDER FEEDBACK

- 6.1 Stakeholder feedback has shaped the Council's response to the C2 grading and reaffirming its commitment to improvement. Throughout the Tenant Engagement project, Tenants expressed a desire for more consistent opportunities to influence service delivery. Their feedback highlighted the need for a structured approach that goes beyond satisfaction surveys and ensures meaningful involvement in decision-making. This directly fed into the development of the tenant forum and the mechanisms for involvement that are being developed.
- 6.2 Staff across the housing service recognised the challenges of balancing competing priorities of the transformation programme but welcomed the renewed focus on tenant voice and influence.
- 6.3 Members support the Council's transparent self-assessment process and acknowledged the importance of embedding tenant engagement into governance structures. Members have demonstrated ongoing commitment by actively participating in engagement opportunities, supporting the tenant engagement and influence strategy, and advocating that tenant voice is central coming through on service redesigns and policy developments.
- 6.4 This collective feedback has reinforced the council's direction of travel and informed the corrective actions now being implemented to build trust, improve transparency, and deliver services that reflect tenant needs and aspirations.

7. CONCLUSION

- 7.1 The Council acknowledges that tenant engagement was not prioritised earlier in the transformation journey. However, this was a deliberate and necessary decision. The initial focus was placed on Safety, Quality, and Governance areas with compliance risks and potential harm to tenants. These priorities were aligned with both regulatory expectations and self-assessments.
- 7.2 Tenant engagement was always recognised as a key component of the transformation programme, with work underway to co-develop a strategy and embed new practices. The Regulator's inspection took place one year into a multi-year programme of change, at a point when engagement improvements were still in their infancy. While earlier implementation may have strengthened the Council's position against the Transparency, Accountability and Influence Standard, the Council remains confident that its prioritisation was appropriate given the circumstances and is now fully committed to embedding tenant voice across all aspects of service delivery.

Housing Landlord Transformation and Improvement Programme Mandate Update - February 2026

On 14 February 2024, Cabinet adopted the Landlord Strategy 2024-2026. The Housing Landlord Transformation and Improvement Programme Mandate was an appendix to this Strategy. This document sets out the progress to date and the programme for activity during 2025/26 and activity planned for 2026/27 as part of extending the Landlord Strategy until 2027.

Progress update

In 2025, Officers from the Transformation and Housing teams successfully supported the Council through a programmed inspection by the Regulator of Social Housing (RSH). Their coordinated efforts contributed to the Council achieving a C2 grading, reflecting the significant progress made in aligning with the Consumer Standards introduced in 2024.

Over the past two years, officers have laid the groundwork to ensure the Council is well-positioned to meet its regulatory obligations. This has included:

- Establishing governance structures such as clinics and strategic boards to monitor compliance and performance.
- Delivering briefings to Senior Officers and Members to raise awareness of operating within a regulated environment.
- Responding proactively to the evolving legislative landscape, including the implementation of the final Consumer Standards published in April 2024 and Awaabs Law.
- Developing a clear understanding of the new inspection regime, ensuring the Council is prepared for ongoing regulatory scrutiny.

This foundational work has not only supported the Council's recent inspection outcome but also strengthened its capacity to deliver safe, high-quality, and tenant-focused housing services resulting in the C2 grading.

1. Governance and oversight of the Housing Landlord Service

- Risk register produced. Risk now scrutinised by Housing Landlord Board, Senior Officers, and Performance Monitoring Panel.
- HRA Business plan adopted in 25/26.
- Housing Governance Framework adopted in 24/25 and updated in 25/26.
- Creation of Performance and Compliance Clinic, Complaints Working Group and No Access Working Group.
- Capital programme clinic established to monitor the capital programme performance.
- Suite of Key Performance Indicators adopted. Reported to Housing Clinics, Senior Officers, and Performance Monitoring Panel.
- Learning & development programme established.
- Service Level Agreements reviewed with internal departments including Customer Contact, Grounds and Parks, and Facilities (caretaking of flat schemes).
- Officer roles and responsibilities determined (as per Regulatory requirements) and published.
- 'About Us' webpage and Annual Report – sharing key items around governance with Tenants.
- Cost-mapping exercise completed benchmarking 23/24 and 24/25 accounts to evidence value for money.
- Member scrutiny arrangements reviewed with Cabinet.
- Quarterly reporting to Cabinet advising on progress of meeting the Consumer Standards.
- Tenant's and Member consultation on the HRA Business Plan, November 2025.
- Tenant Engagement Impact report presented to Cabinet.

2. Addressing complaints fairly, effectively, and promptly

- Complaints policy and procedure reviewed to ensure Tenants can access the service and are informed of the timescales involved.
- Revised internal approach to complaint handling, resulting in a more efficient process.
- Working group, attend by the Member Responsible for Complaints established focused on learning from complaints.
- Increased oversight of complaint themes and improvements by Officers, Senior Officers, Members.
- Meet the Housing Ombudsman event held on 7th October 2024. (First in Lincolnshire)
- Enhancements made to the website, ensuring it is easy to give feedback.
- Annual Complaints Performance and Service Improvement Report submitted and published.
- Tenant focus group help on performance and complaints on 14th October 2025.
- Complaint satisfaction surveys established.
- Access to complaints services report to identify any barriers in tenants reporting complaints.

3. Tenant Engagement

- TPAS Re-engineering engagement project delivered including survey conducted with Tenants along with focus groups and several interactive sessions with Tenants, Officers, and Members.
- Recruitment to a Tenant Engagement and Influence Lead Officer in April 2025.
- Tenant Engagement and Influence Strategy adopted in June 2025.
- Tenant Influence Working Group established with Tenants (focussed on embedding the strategy).
- Tenant engagement roadshow held across a variety of estates in February 2025.
- First tenant forum events hosted across a variety of locations in July 2025.
- First new face to face tenant focus groups held in August and September 2025.
- Tenant scrutiny panel being established with the support of external trainers.
- Recruitment planned for two additional Tenant Engagement Officers, one in January 2026 and one in April 2026.
- Annual report hard copy posted to all tenants for 23/24 and 24/25.
- Tenants actively involved in reviewing policies such as; aids and adaptations policy, reasonable adjustments policy, tenant engagement strategy, ASB framework and damp and mould policy.
- Tenants informed about the regulatory judgement and provider improvement plan
- Tenants actively engaged in the HRA Business plan consultation.

4. Data and Information Management

- Knowledge and Information Management Strategy adopted.
- Programme established for keeping tenant data up to date.
- Stock condition survey programme carried out on 87% of homes.
- Tenant Satisfaction Measures for 23/24 and 24/25 scrutinised by Members and shared with tenants (including benchmarking). 25/26 satisfaction surveys being completed currently.
- Deeper analysis of the dissatisfaction reported in the 24/25 survey carried out with a detailed action plan adopted by Housing Landlord Board and scrutinised by Members and Tenants.
- Equality Impact Assessment completed regarding access to the Housing Landlord Services, with action plan adopted to deliver fair and equitable outcomes to Tenants.
- Reasonable adjustment policy adopted in November 2025 with training rolled out to officers and contractors.
- Procurement procedure adopted for third party data information sharing.

5. Disabled aids and adaptations

- A new policy and procedure adopted to ensure Tenants are supported and well informed.

- Extensive tenant engagement carried out on development of the new policy.
- Improved partnership working with Occupational Therapists reducing delays for tenants.
- Enhanced case management.
- Ensuring tenants have the support needed to confidently access the service.
- Introduced a Trusted Assessor service.

6. Awaabs Law

The following steps have been taken to ensure compliance with Awaab’s Law phase 1 which came into force from 27th October 2025.

- Engaging with the out-of-hours service provider to triage DCM reports.
- Updating internal procedures within the Housing Repairs Team to include a written summary for all emergency repairs from October 2025.
- Reviewing written summaries with tenants to ensure the language used is clear, easy to understand and meets their needs regarding what they need to know and what the legislation requires the Council to detail.
- Established a new suite of KPIs to monitor compliance with Awaabs Law.
- Established satisfaction surveys.
- Updated webpages to provide clear and consistent information.
- Briefings held with Officers across the department on their roles and responsibilities.
- Internal and external communications campaign on Awaabs Law.
- Briefing sessions held with contractors on the expectations under Awaabs Law.
- Revisions made to the Damp and Mould Policy and the Fitness for Habitation Policy – adopted by Cabinet in September 2025 to support compliance with Awaabs Law with amended timescales.

Focus for the next 12 months

The programme for 2026/27 is to be adopted by the Housing Transformation Programme Board in January 2026. Prioritisation within the programme is focused on the Council’s ability to demonstrate outcomes of the Consumer Standards together with the current and future ability to meet tenants wants and needs. The Transformation Team continue to be focused on working towards the c1 grading.

2026/27 Transformation Programme	
Safety and Quality Standard	<ul style="list-style-type: none"> • Stock quality and decency. • Data insights. • Repairs, maintenance and planned improvements.
Transparency, Accountability and Influence Standard	<ul style="list-style-type: none"> • Fairness and respect towards Tenants. • Understanding the diverse needs of Tenants and delivering fair and equitable outcomes. • Improved access to services for Tenants. • Tenant scrutiny: reviewing our performance and decision making.
Neighbourhood and Community Standard	<ul style="list-style-type: none"> • Effective policies and procedures to tackle ASB and Hate incidents, which are developed with and communicated to all tenants. • Data insights, eliminating barriers to reporting incidents

During 24/25 it was important to establish tenant engagement mechanisms prior to reviewing ASB, domestic abuse and safeguarding services, as engagement is pivotal to the success of these reviews. During this time, the Council has a variety of operational arrangements in place for these items including Countywide partnerships focussed on ASB and Domestic Abuse, dedicated Domestic Abuse Officers concentrating on improving case management and supporting Officers responding to domestic abuse, commencement of Domestic Abuse Housing Alliance accreditation, and a recently reviewed Safeguarding

Policy and training programme. The Council has also recruited a Housing ASB Lead who is focused on managing a case load of ASB cases, delivering enhanced service to tenants.

Monitoring progress

Performance towards meeting the Consumer Standards and the HRA Transformation Programme continues to be reported to the Transformation Board and Cabinet on a quarterly basis.

Equality Impact Assessment

Report title	Housing Landlord Transformation and Improvement Programme Update 2026
Completed by	Adel Gardner
Approved by	Vikki Cherry
Date	

The following statements will help you decide whether an EIA is necessary:	Tick all that apply.
Does it affect customers, colleagues or the wider community, and therefore potentially have an effect in terms of equality (for example, removing a service, workforce restructure, employment practices)	<input checked="" type="checkbox"/>
Could it result in a decision being made that would significantly affect how functions and services are delivered (for example, reducing a service or introducing a charge for a service)	<input checked="" type="checkbox"/>
Does it relate to a service that previous engagement has identified as being important to people	<input checked="" type="checkbox"/>
Does it, or could it in the future, affect different groups of people differently	<input checked="" type="checkbox"/>
Does it relate to a policy or service where there is significant potential for reducing inequalities or improving outcomes	<input checked="" type="checkbox"/>
Have there been, or are there likely to be, any public concerns about the policy or proposal	
Does it have an effect on how other organisations operate in terms of equality (i.e. commissioned services)	<input checked="" type="checkbox"/>

Section 3 Equality impacts	
Briefly explain what the policy/service/project aims to achieve	When the Housing and Landlord Transformation and Improvement programme is completed, we will have established a Landlord service that delivers a proactive, bespoke offering whilst demonstrating best practice. Our tenants are informed and have the opportunity to regularly

	<p>scrutinise our services. We hold up to date and validated data about our properties of which underpins decision making. We deliver a safe and compliant landlord service meeting regulatory and legislative requirement, where performance is measured, and Councillors and Senior Officers have assurance and oversight of the service.</p> <p>This is an equality impact assessment (EIA) of the proposals to transform the Housing Landlord service at South Holland District Council (SHDC). The EIA assesses the Transformation Programme for its impact on age, race, disability, religion or belief, gender and sexual orientation.</p> <p>The delivery of the Housing Landlord Transformation and Improvement Programme is supported by a suite of new and updated policies that enhance inclusive service delivery and regulatory compliance. These include the Reasonable Adjustment Policy, Disabled Aids and Adaptations Policy, Updated DCM and Repairs Policies, ASB Framework, Updated Allocations Policy, HRA Governance Framework, and the Knowledge and Information Management Framework.</p> <p>This assessment is intended to help the Transformation team consider the potential impact of transformation on individual members of staff and tenants. It will prepare plans to support individuals through change and will ensure the plans and projects do not discriminate against individuals in the groups outlined above.</p>
<p>Have you undertaken consultation or involved people who are most likely to be affected or interested?</p> <p>Please include: data or community feedback, gaps in data, and how you intend to fill these gaps (where possible)</p>	<p>The Housing Transformation proposals will affect:</p> <ul style="list-style-type: none"> • Tenants • Housing managers and staff • Third party service providers (PSPSL, other SHDC departments, Support service providers) <p>The Housing Transformation proposals will interest:</p> <ul style="list-style-type: none"> • Members of the Council

	<ul style="list-style-type: none"> Residents of the district <p>These groups have been engaged with as part of defining the Housing Transformation and Improvement Programme Objectives.</p> <p>Tenant Satisfaction Measures were carried out in 2023 to feedback on areas that tenants were least satisfied with. This data has informed the Transformation programme.</p> <p>Data used</p> <ul style="list-style-type: none"> Tenant Satisfaction Measures Self-assessment health checks Survey results Tenant census data Stock data
<p>Is there any evidence or research that demonstrates why some individuals or groups are, or are not, affected</p>	<p>N/A</p>
<p>What impacts are there for each of the following characteristics?</p>	
<p>Characteristics</p>	<p>Positive and negative impact</p>
<p>Gender</p>	<p>64% of South Holland tenants are female. (Tenant census 2023)</p> <p>Positive:</p> <ul style="list-style-type: none"> Females make up two thirds of our tenants and are likely to be impacted positively by the Landlord Strategy and Housing Landlord Transformation and Improvement programme. Statistically, women are more likely to be a victim of Domestic Abuse than men. Women suffering domestic violence will benefit from the development of a domestic abuse policy and the Council becoming DAHA (domestic abuse housing alliance) accredited.

	<p>Negative:</p> <ul style="list-style-type: none"> • 2019 report by ONS indicated that there was a higher proportion of women who had never used the internet 8.7%, compared with men at 6.3% potentially putting them of experiencing a negative impact of participating via online surveys or accessing online services. <p>Any mitigation required: The Landlord Strategy and the Housing Landlord Transformation and Improvement programme are high level documents. Policies and plans that have a direct impact on this protected group will be subject to consultation and EIA assessment to identify and mitigate any identified direct or indirect gender discrimination. Face to face consultation sessions in addition to online.</p>
Age	<p>The median age of South Holland tenants is 63, however it should also be noted that there are more 76 year old tenants than any other single tenant age (modal average), eight of the top ten biggest single ages are in the mid sixties to mid seventies. There are around 100 residents aged 90 or above (Tenant census 2023)</p> <p>Positive:</p> <ul style="list-style-type: none"> • Offering more age-appropriate services, including age-appropriate property settings. • Making it easier for individuals to complain by providing different channels to complain which minimises the risk of over 65 from being restricted from making a complaint as a digital exclusion. • Produce reasonable adjustments for individuals who may need to access our complaints process. <p>Negative:</p> <ul style="list-style-type: none"> • Some staff with protected characteristics may struggle to adapt to the pace and scale of change e.g. changing processes and procedures, introduction of new policies and supporting tenants through change. • The Landlord Strategy may not be representative of older residents and staff – as younger residents and staff are more likely to complete the online survey.

	<p>Any mitigation required: The Landlord Strategy and the Housing Landlord Transformation and Improvement programme are high level documents. Policies and plans that have a direct impact on this protected group will be subject to consultation and EIA assessment to identify and mitigate any identified direct or indirect age discrimination. Face to face consultation sessions in addition to online.</p>
<p>Disability</p>	<p>40% of all council housing residents have a such a limiting disability. This compares to just 19% of the South Holland district population as whole that has a limiting disability. When restricting analysis to just tenants, the proportion with a limiting disability increases to 51%. This proportion is higher than average, as only 41% of tenants in social housing in England and Wales in the UK 2021 census have a limiting disability (household reference person). Almost two thirds of households had at least one member with a disability (60%). (Tenant census 2023)</p> <p>The Disabled Aids and Adaptations Policy and Reasonable Adjustment Policy adopted in 2025 directly support tenants with disabilities by ensuring tailored support.</p> <p>Positive:</p> <ul style="list-style-type: none"> • Data will enable proactive approaches to managing and supporting tenants in properties. For example, blind tenants would proactively have their properties inspected for damp and mould. • Provision of more housing that is accessible and adaptable will increase choice and help mitigate any shortfall or barriers in access. • Better understanding of our property types with adaptations will disproportionately positively impact disabled, vulnerable, and older people who are the primary end users of such accommodation. • Produce and document reasonable adjustments for individuals who may need to access our services. • It will encourage officers to listen to the individuals voice in designing services.

	<p>Negative:</p> <ul style="list-style-type: none"> Using online methodology for consultation may lead to lower participation by those that are disabled who account for 51% of tenants <p>Any mitigation required: The Landlord Strategy and the Housing Landlord Transformation and Improvement programme are high level documents. Policies and plans that have a direct impact on this protected group will be subject to consultation and EIA assessment to identify and mitigate any identified direct or indirect disability discrimination. Face to face consultation sessions in addition to online.</p>
Race	<p>8% of tenants are from a Black or minority ethnic group. (Tenant census 2023)</p> <p>Positive: Tenant and staff engagement will seek out the voices for under-represented groups</p> <p>Negative: no significant impact.</p> <p>Any mitigation required: The Landlord Strategy and the Housing Landlord Transformation and Improvement programme are high level documents. Policies and plans that have a direct impact on this protected group will be subject to consultation and EIA assessment to identify and mitigate any identified direct or indirect race discrimination. Resident groups will form a true representation of the make-up of our tenants.</p>
Religion or belief	<p>Positive: Tenant and staff engagement will seek out the voices for under-represented groups</p> <p>Negative: no significant impact.</p> <p>Any mitigation required: The Landlord Strategy and the Housing Landlord Transformation and Improvement programme are high level documents. Policies and plans that have a direct impact on this protected group will be subject to consultation and EIA assessment to identify and mitigate any identified direct or indirect religion or belief discrimination.</p>

<p>Sexual orientation</p>	<p>A little over one in ten of those tenants that completed the census declined to give their sexual orientation, but amongst those that did, 1.7% are LGBTQ including 0.7% gay or lesbian, 0.6% bisexual and 0.4% other. (Tenant census 2023)</p> <p>Positive:</p> <ul style="list-style-type: none"> • Tenant and staff engagement will seek out the voices for under-represented groups • ASB policy to support victims from all communities including LGBTQ <p>Negative: no impact identified.</p> <p>Any mitigation required: The Landlord Strategy and the Housing Landlord Transformation and Improvement programme are high level documents. Policies and plans that have a direct impact on this protected group will be subject to consultation and EIA assessment to identify and mitigate any identified direct or indirect sexual orientation discrimination.</p> <p>The ASB Framework adopted in 2025 ensures that anti-social behaviour is addressed inclusively, supporting victims from all communities including LGBTQ+.</p>
<p>Gender reassignment</p>	<p>Positive: no impact identified</p> <p>Negative: no impact identified</p> <p>Any mitigation required: The Landlord Strategy and the Housing Landlord Transformation and Improvement programme are high level documents. Policies and plans that have a direct impact on this protected group will be subject to consultation and EIA assessment to identify and mitigate any identified direct or indirect gender reassignment discrimination.</p>
<p>Pregnancy, maternity and paternity</p>	<p>Positive: no impact identified</p> <p>Negative: no impact identified</p>

	<p>Any mitigation required: The Landlord Strategy and the Housing Landlord Transformation and Improvement programme are high level documents. Policies and plans that have a direct impact on this protected group will be subject to consultation and EIA assessment to identify and mitigate any identified direct or indirect pregnancy maternity or paternity discrimination.</p>
Marriage and civil partnership	<p>Positive: no impact identified</p> <p>Negative: no impact identified</p> <p>Any mitigation required: The Landlord Strategy and the Housing Landlord Transformation and Improvement programme are high level documents. Policies and plans that have a direct impact on this protected group will be subject to consultation and EIA assessment to identify and mitigate any identified direct or indirect marriage and civil partnership discrimination.</p>
Rural isolation	<p>Positive: no impact identified</p> <p>Negative: no impact identified</p> <p>Any mitigation required: The Landlord Strategy and the Housing Landlord Transformation and Improvement programme are high level documents. Policies and plans that have a direct impact on this protected group will be subject to consultation and EIA assessment to identify and mitigate any identified direct or indirect rural isolation discrimination.</p>
Socio-economic factors	<p>Positive:</p> <ul style="list-style-type: none"> • Individuals will be able to raise complaints in any way with any member of staff. This promotes awareness and access for individuals who are less confident in expressing themselves in writing. • Review and improvement of our complaint procedure to use appropriate language when responding in writing to adjust to meet the needs of the complainant.

	<ul style="list-style-type: none"> • Cost of living response officers to provide welfare, benefit, housing and debt advice to tenants at risk of falling into arrears or losing tenancies. • Improvement in neighbourhoods and estates and investment in our community centres and green and open spaces within our estates. <p>Negative: no impact identified</p> <p>Any mitigation required: The Landlord Strategy and the Housing Landlord Transformation and Improvement programme are high level documents. Policies and plans that have a direct impact on this protected group will be subject to consultation and EIA assessment to identify and mitigate any identified direct or indirect socio-economic discrimination.</p>
<p>Other <i>(for example, those with dependents/caring responsibilities, asylum seeker and refugee communities, children in the care system, etc)</i></p>	<p>Positive: No impact identified</p> <p>Negative: No impact identified</p> <p>Any mitigation required: The Landlord Strategy and the Housing Landlord Transformation and Improvement programme are high level documents. Policies and plans that have a direct impact on this protected group will be subject to consultation and EIA assessment to identify and mitigate any identified direct or indirect other discrimination.</p>
<p>Carers are not a protected characteristic under the Public Sector Equality Duty, however we need to consider the potential impact on this group to ensure that there is no associative discrimination (i.e. discrimination against them because they are associated with people with protected characteristics). The definition of carers developed by Carers UK is that ‘carers look after family, partners or friends in need of help because they are ill, frail or have a disability. The care they provide is unpaid. This includes adults looking after other adults, parent carers looking after disabled children and young carers under 18 years of age.’</p>	

<p>Overall, if there is a potential adverse impact after the mitigation, please state why and whether this is justifiable.</p>	<p>n/a</p>
<p>How will you monitor this to ensure there is no adverse effect in the future?</p>	<p>The Landlord Strategy and the Housing Landlord Transformation and Improvement programme are high level documents. Policies and plans that have a direct impact on protected groups will be subject to consultation and EIA assessment to identify and mitigate any identified direct or indirect discrimination.</p>
<p>Outcome of EIA:</p>	<p>Adjustments:</p> <ul style="list-style-type: none"> • Steps have already been taken to address barriers around digital exclusion. These include the introduction of printed materials, sending documents in alternative formats, and promotion of events and activities through a variety of channels. Additional tools such as text relay for hearing-impaired tenants has been introduced and the development of an online repairs portal are underway. • Change management support has been initiated, with staff briefings and training aligned to new policies and service standards such as reasonable adjustments policy and Awaabs Law. • A suite of new and updated policies has been developed to support inclusive service delivery and regulatory compliance. These include: <ul style="list-style-type: none"> ○ Reasonable Adjustment Policy ○ Disabled Aids and Adaptations Policy ○ Updated DCM and Repairs Policies ○ ASB Framework ○ Updated Allocations Policy ○ HRA Governance Framework ○ Knowledge and Information Management Framework ○ Tenant Engagement and Influence Strategy <p>Further work is ongoing to interrogate potential impacts on groups where data gaps exist, particularly in under-represented communities and intersectional characteristics.</p>

	<p>The Landlord Strategy and the Housing Landlord Transformation and Improvement Programme will continue to be reviewed periodically. Equality impacts will be reassessed at each review point, and formal Equality Impact Assessments will be carried out for each new policy introduced under the programme.</p>
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Report To:	Cabinet
Date:	Tuesday, 28 th April 2026
Subject:	Housing Landlord Service - Access to Service
Purpose:	To note the analysis of the access to the Housing Landlord Service across key protected characteristics.
Key Decision:	No
Portfolio Holder:	Councillor Tracey Carter, Portfolio Holder for Strategic and Operational Housing
Report Of:	Vikki Cherry, Assistant Director - Housing
Report Author:	James Ward, Housing Service Insight and Improvement Lead
Ward(s) Affected:	All Wards
Exempt Report:	No

Summary

This report provides an overview of which tenants, across a range of protected characteristics, are accessing the Council's housing landlord services. It examines engagement and considers whether service provision remains accessible, fair, and compliant with the Regulator of Social Housing (RSH) Consumer Standards, which requires providers to ensure equitable outcomes for tenants and act on findings from their assessments. The findings support our commitment to promoting equality of opportunity and ensuring that no groups are disproportionately disadvantaged in accessing essential housing landlord services.

Briefly, tenants protected characteristic information was analysed against case and access evidence for some of the most commonly accessed housing services, including repairs service, rent arrears, complaints service and Anti-social Behaviour reports amongst others. This analysis has illustrated access to these services can be witnessed from across the tenant population regardless of protected characteristic.

Some marginally lower access rates was visible for some specific ethnic minorities, nationalities, and age groups, and so actions to encourage access for these groups has been suggested in an attached action plan.

Cabinet is asked to consider the feedback of PMP and Tenants, note the findings of this analysis and consider the actions set out within the report. These actions are intended to guide improvements in service accessibility for tenants, strengthen compliance with statutory obligations, and inform future policy and service design.

Recommendations

1. That Cabinet notes the contents of this report (including action plan).

Reasons for Recommendations

The Regulator of Social Housing is clear that Councillors are responsible for ensuring that the Council, in its role as a registered provider, is meeting the regulatory standards set. Performance data assists Councillors in scrutinising the service.

Other Options Considered

Do nothing – this option is not considered. Ignoring these findings may lead to ongoing unequal service access, noncompliance with RSH Consumer Standards, and persistent disparities in tenant outcomes.

1. Background

1.1 The Transparency, Influence and Accountability standard states that:

2.1.1 Registered providers must use relevant information and data to:

- a) understand the diverse needs of tenants, including those arising from protected characteristics, language barriers, and additional support needs; and*
- b) assess whether their housing and landlord services deliver fair and equitable outcomes for tenants.*

2.1.2 Registered providers must ensure that communication with and information for tenants is clear, accessible, relevant, timely and appropriate to the diverse needs of tenants.

2.1.3 Registered providers must ensure that landlord services are accessible, and that the accessibility is publicised to tenants. This includes supporting tenants and prospective tenants to use online landlord services if required.

1.2 The Code of Practice relevant to the Transparency, Influence and Accountability Standard required outcome 1.2.1 and specific expectations 2.1.1, 2.1.2, 2.1.3 states that:

- *Registered providers should regularly assess whether their housing and landlord services deliver fair and equitable outcomes for tenants and, where relevant, prospective tenants.*
- *Registered providers should take account of the findings of their assessments and should be able to demonstrate actions they have taken as a result.*

1.3 This analysis builds on previous work undertaken by the Council to review how tenants access and communicate with our services, including the assessment of accessible communication methods such as support for tenants with hearing impairments. That earlier work focused on how tenants can engage with landlord services, while this report focuses on which tenants across protected characteristics are accessing services. This is to provide more accessible, and more inclusive services for tenants.

1.4 While this work also supports our responsibilities under the Consumer Standards, the primary driver is improving tenant experience and ensuring that services are accessible for everyone who relies on them.

- 1.5 Protected characteristics analysed within this report include Gender, Age, Nationality, Ethnicity and Disability as information regarding these characteristics is necessary to provide the Housing service. This data has principally been collected from allocations and lettings data held, in addition to tenant census responses where these are held.
- 1.6 Information surrounding other types of protected characteristics that is not necessary to be collected as part of the lettings and allocations process has not been analysed. These other protected characteristics are: Religion or belief; Sexual orientation; Gender reassignment; Pregnancy and maternity; Marital / civil partnership status.

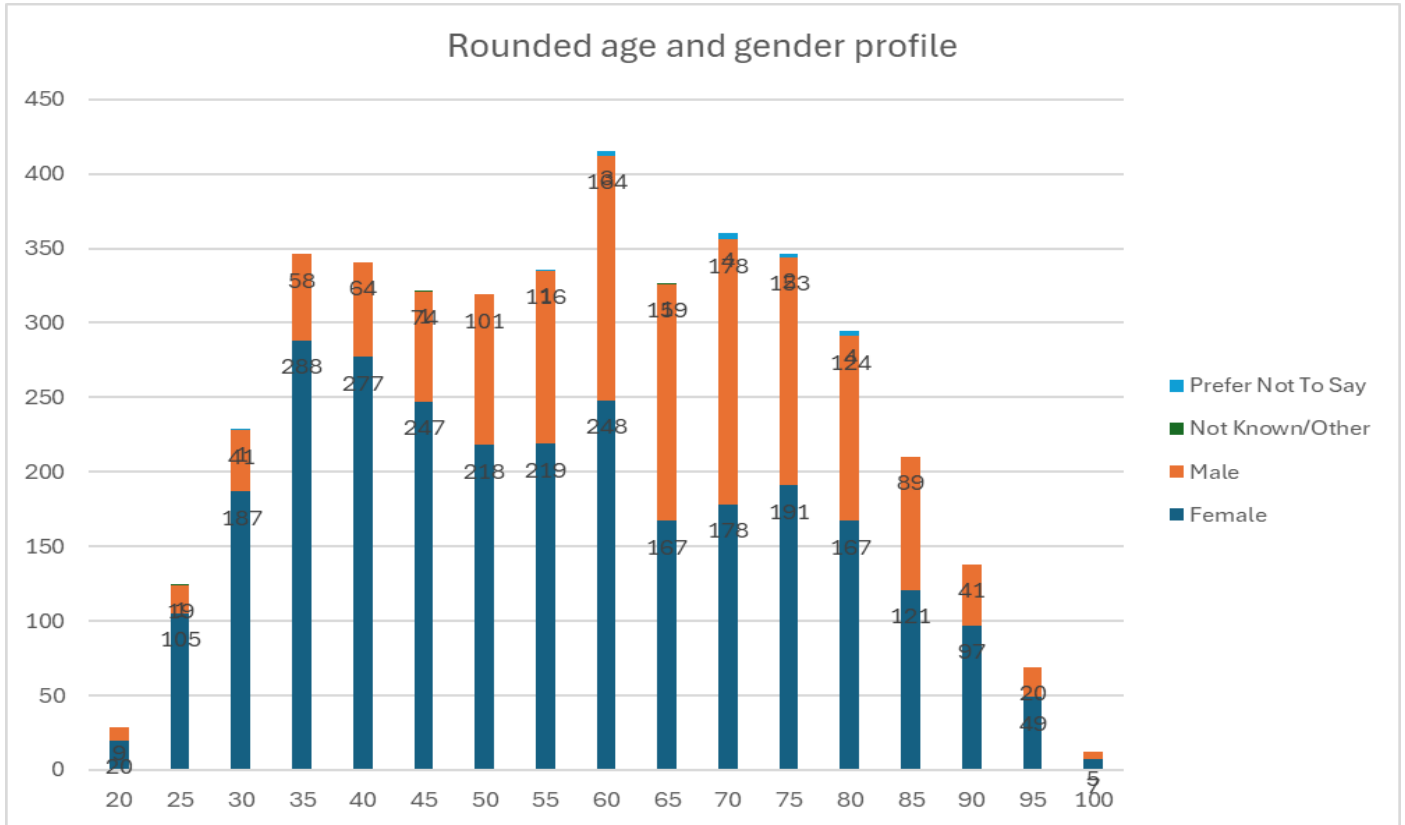
2. Report

- 2.1 Analysis methodology – The analysis undertaken on access to services has been completed against the lead tenant of any tenancies that were active between 1 April 2024 and the 31 December 2025 (this includes tenancies that ended after 1 April 2024)
- 2.2 Analysis was completed against HRA tenancies only.
 - 2.2.1 Evidence of engagement with Housing Landlord Services has been extracted from records held within the following ten service types:
 1. *Repairs service – 3,336 unique tenancies accessed*
 2. *Complaints service – 268 unique tenancies accessed*
 3. *Anti-Social Behaviour (ASB) service – 70 unique tenancies accessed*
 4. *Rent Arrears – 1179 unique tenancies accessed (where tenants have contacted us to discuss arrears)*
 5. *Damp Condensation & Mould (DCM) reports – 366 unique tenancies accessed*
 6. *Tenancy Support: Cost of Living Response Officers (COLRO) Support – 304 unique tenancies accessed*
 7. *Independent Living Officer (ILO) Support – 333 unique tenancies accessed*
 8. *Sheltered Housing Focus groups – 55 unique tenancies accessed*
 9. *Handyperson service – 209 unique tenancies accessed*
 10. *Right to buy applications – 34 unique tenancies accessed.*
- 2.3 Access/Engagement is counted as “Yes” or “No” where records exist that the tenant has contacted a service during the reviewed period. The analysis does not count the number of times a service is accessed. Nor does it assess the level of satisfaction with the access.
- 2.4 The services included provide a robust access sample base from which to gain assurance that tenants with differing characteristics are able to access the Housing Landlord Services.
- 2.5 To ensure consistency across datasets, evidence of access to services has been assigned to the active tenancy number. This approach was selected because some of the data sets record only the property address and/or a tenancy contact (not a defined individual). Where the tenancy is a joint tenancy, the access will have been allocated to the ‘lead/main tenant’ of that tenancy.

Baseline

- 2.6 As stated at section 2.1, the tenant baseline has considered current main tenants and former main tenants active between 1 April 2024 and 31 December 2025.
 - Gender – Due to use of main tenants for the analysis, gender proportions are shifted towards females at 67% to 33% male. However, it is important to note that the actual proportions when considered all named tenants is 53% to 47% respectively.

- Age – tenant age profiles show a relatively typical bell curve as below.



- Nationality – Where nationality data is held, it shows that 90% of tenants are UK national residents, with approximately 10% of residents coming from other European and worldwide countries as per table 1 below:

Table 1

Nationality	Number	%
UK national	3018	90.7%
Hungary	1	0.0%
Italy	2	0.1%
Latvian	35	1.1%
Lithuania	36	1.1%
Poland	64	1.9%
Portugal	19	0.6%
Romania	6	0.2%
Slovakia	1	0.0%
Ukrainian	1	0.0%
Other EEA country national	123	3.7%
Non EEA country national	8	0.2%
American	1	0.0%
Mozambican	1	0.0%
South African	1	0.0%
Zimbabwe	2	0.1%
Prefer not to say	9	0.3%
Subtotal	3,328	

Not stated	911	
Total	4,230	

- Ethnicity – Ethnicity figures are provided in the table below.

Ethnicity	Number	%
BRITISH	979	23.1%
White: Eng/Welsh/Scot/N Irish/British	2126	50.3%
White: Gypsy or Irish Traveller	2	0.0%
White: Irish	3	0.1%
Asian/Asian British: Indian	2	0.0%
Any other Asian background	12	0.3%
Black/Black British: African	4	0.1%
Black/Black British: Caribbean	5	0.1%
Black/Black British: Other	1	0.0%
LATVIAN	16	0.4%
LITHUANIAN	18	0.4%
POLISH	32	0.8%
PORTUGUESE	11	0.3%
SLOVAKIAN	2	0.0%
HUNGARIAN	3	0.1%
BULGARIAN	1	0.0%
Mixed/Multiple ethnic groups: African	2	0.0%
ESTONIAN	1	0.0%
RUSSIAN	1	0.0%
ROMANIAN	1	0.0%
Mixed/Multiple ethnic groups: Asian	4	0.1%
Mixed/Multiple ethnic groups: Caribbean	4	0.1%
Mixed/Multiple ethnic groups: Other	8	0.2%
Any other white background	174	4.1%
Any other ethnic group	4	0.1%
OTHER	7	0.2%
No data	807	19.1%
Grand Total	4,230	

Analysis

2.7 Communication Methods

2.7.1 Tenants are provided the opportunity to receive communications in different methods dependent on their preferences and needs. Information held where tenants have notified the housing service of these preferences has been analysed against the sample service data collated and access rates are as per the table 2 below:

Table 2 – Communication preferences

The data presented in Table 2 reflects tenants with specific communication preferences and their rate of access to services. The dataset does not record whether the required communication adjustments (e.g. BSL interpreters, translated documents, large print materials) were used during each service interaction.

	Braille		British Sign language		Documents in different languages		Interpreter		Large Print Documents		No Specified Communication Needs	
	#	%	#	%	#	%	#	%	#	%	#	%
Total Tenancies affected	2	0.05%	5	0.13%	29	0.74%	32	0.82%	209	5.36%	3,624	93.36%
Repairs Service	2	100%	5	100%	17	58.6%	27	84.4%	193	92.3%	3,092	85.3%
Damp Condensation & Mould (DCM) Service	-	-	-	-	2	6.9%	4	12.5%	11	5.3%	349	9.6%
Rent Arrears	-	-	2	40%	8	27.6%	10	31.3%	39	18.7%	1120	30.9%
Anti-Social Behaviour (ASB) Service	-	-	-	-	1	3.4%	-	-	4	1.9%	65	1.8%
Complaints Service	-	-	-	-	1	3.4%	-	-	10	4.8%	257	7.1%
Handyperson Service	-	-	1	20%	-	-	-	-	24	11.5%	184	5.1%
Sheltered Housing Focus Group	-	-	-	-	-	-	-	-	5	2.4%	50	1.4%
Independent Living Officer Support	1	50%	1	20%	3	10.3%	3	9.4%	30	14.4%	295	8.1%
Tenancy Support: Cost of living support officer	-	-	-	-	1	3.4%	2	6.3%	26	12.4%	275	7.6%
Right to buy applications	-	-	-	-	1	3.4%	-	-	-	-	33	0.9%

2.7.2 **Braille** – only 2 tenants have requested for communication via braille, these two tenants have both accessed the repairs service during the period of review and one has been supported by the Independent Living Officer Support Service.

2.7.3 **British Sign Language** – 5 Tenants preferred communication method is listed as British Sign language; again all five tenants have accessed the repairs service during the period of review as well as other services including Rent arrears, the Handyperson service and Independent Living Officer Support Service.

2.7.4 **Documents in Different languages** – 29 tenants have requested documents in different languages. These tenants have been viewed to have accessed most services proportionately to the general tenant population, with the exception of the repairs service where access rates show at 58.6% compared to around 85% for the general tenant population.

- 2.7.5 **Interpreters** – 32 tenants have requested to be communicated with via interpreters, these tenants access rates to the services appear in line with the general tenant population.
- 2.7.6 **Large Print** – There are 209 tenants that have requested for documentation to be provided in large print. Access rates to services for these tenants appears in line with the general tenant population.

The above table provides good assurance that where tenants have specific communication preferences, they are still able to access services proportionate to the general tenant population.

2.8 Preferred Written Language

2.8.1 Tenants are provided the opportunity to receive written communications in different languages dependent on their preferences. Information held where tenants have notified the housing service of these preferences has been analysed against the sample service data collated and access rates are as per the table 3 below:

Table 3 – Communication languages

	CZECH		LATVIAN		LITHUANIAN		POLISH		PORTUGUESE		RUSSIAN		SLOVAKIAN		SPANISH		English or Not Specified	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Total Tenancies affected	1	<0.1%	7	0.2%	17	0.4%	33	0.8%	5	0.1%	5	0.1%	2	0.1%	1	<0.1%	3,830	98.2%
Repairs Service	-	-	5	71.4%	13	76.5%	26	78.8%	3	60.0%	3	60.0%	2	100.0%	1	100.0%	3,283	85.7%
Damp Condensation & Mould (DCM) Service	-	-	-	-	-	-	7	21.2%	1	20.0%	-	-	-	-	-	-	358	9.3%
Rent Arrears	-	-	3	42.9%	6	35.3%	8	24.2%	2	40.0%	1	20.0%	-	-	1	100.0%	1,158	30.2%
Anti-Social Behaviour (ASB) Service	-	-	-	-	-	-	-	-	-	-	1	20.0%	-	-	-	-	69	1.8%
Complaints Service	-	-	1	14.3%	-	-	1	3.0%	-	-	-	-	-	-	-	-	266	6.9%
Right to buy applications	-	-	-	-	-	-	1	3.0%	-	-	-	-	-	-	-	-	33	0.9%
Tenancy Support: Cost of Living Support Officer	-	-	-	-	1	5.9%	1	3.0%	-	-	-	-	-	-	-	-	302	7.9%
Handyperson Service	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	209	5.5%
Independent Living Support Officer	-	-	1	14.3%	-	-	3	9.1%	1	20.0%	1	20.0%	-	-	-	-	327	8.5%
Sheltered Housing Focus Group	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	55	1.4%

2.8.2 From table 3 above there is some anecdotal evidence that when a tenants preferred communication language is something other than English then they may be less likely to access services. Only 1 ASB complaint has been received from tenants other than 'English or not specified'. Tenancy Support, Handyperson Service, and the Sheltered Housing Focus group have no access showing for these tenants requiring communications in different languages.

2.8.3 With regards to reviewing individual languages, the numbers of affected tenants are largely too small to allow analysis, however when considered alongside the ethnicity analysis at section 2.9 there does appear to be evidence that language barriers and/or ethnicity may affect access rates.

2.9 Ethnicity Review

2.9.2 When reviewing ethnicity data against access to any one of the services, it shows that generally people with differing ethnicities are able to access our services.

2.9.3 However, there is some evidence that ethnicities including Latvian, Lithuanian, Polish and 'Other white backgrounds' may be marginally less likely to; with proportions of 'No Access' witnessed at around 8-9% compared to around 5.2% typically for British/White British nationals. This underlines the importance of providing different avenues for tenants to access services as well as offering translation services when needed.

Table 4 – Ethnicity & services accessed

Ethnicity	Did not Access a service	Accessed a Service	Total	% of No Services accessed
BRITISH	40	939	979	4.1%
White: Eng/Welsh/Scot/N Irish/British	122	2004	2126	5.7%
White: Gypsy or Irish Traveller		2	2	0.0%
White: Irish		3	3	0.0%
Asian/Asian British: Indian		2	2	0.0%
Any other Asian background		12	12	0.0%
Black/Black British: African	1	3	4	25.0%
Black/Black British: Caribbean		5	5	0.0%
Black/Black British: Other		1	1	0.0%
LATVIAN	1	15	16	6.3%
LITHUANIAN	3	15	18	16.7%
POLISH	3	29	32	9.4%
PORTUGUESE		11	11	0.0%
SLOVAKIAN		2	2	0.0%
HUNGARIAN		3	3	0.0%
BULGARIAN		1	1	0.0%
Mixed/Multiple ethnic groups: African		2	2	0.0%
ESTONIAN		1	1	0.0%
RUSSIAN		1	1	0.0%
ROMANIAN		1	1	0.0%
Mixed/Multiple ethnic groups: Asian	1	3	4	25.0%
Mixed/Multiple ethnic groups: Caribbean		4	4	0.0%
Mixed/Multiple ethnic groups: Other		8	8	0.0%
Any other white background	12	162	174	6.9%
Any other ethnic group		4	4	0.0%
OTHER		7	7	0.0%
No data	52	755	807	6.4%
Total	235	3995	4,230	5.6%

2.10 Census Vulnerability Data – Information held within systems includes some tenant vulnerability census data regarding disabilities centred around ‘Hearing’, ‘Learning’, ‘Mobility’ and ‘Social Behavioural’.

When reviewing access to service rates for people declaring to have one of these disabilities, access rates remain largely proportionate when compared to all tenancies as per table 5 below.

Table 5 – Disabilities access to services

	Hearing Disability	Learning Disability	Permanent mobility disability	*Social Behavioural Disability	All tenancies
	247 sample	107 sample	846 sample	137 sample	4,230 sample
Service area	Accessed	Accessed	Accessed	Accessed	Accessed
Repairs Service	92.3%	94.4%	91.3%	91.2%	90.0%
Damp Condensation & Mould (DCM) Reports	7.3%	12.2%	8.6%	13.1%	9.2%
Rent Arrears	19.4%	41.1%	24.8%	43.8%	29.6%
Anti-social Behaviour (ASB) Service	1.6%	1.9%	2.2%	3.6%	1.7%
Complaints Service	5.3%	10.3%	7.9%	13.9%	6.8%
Right to buy applications	0.0%	0.9%	0.2%	1.5%	0.9%
Tenancy support: Cost of Living Response Officers	6.5%	15.0%	11.1%	13.9%	7.5%
Handyperson Service	9.3%	4.7%	8.0%	0.7%	5.4%
Independent Living Officer (ILO) support	13.8%	5.6%	11.1%	2.9%	7.9%
Sheltered Housing Focus Group	3.2%	0.9%	2.6%	0.0%	1.3%

** Social behavioural disability refers to a condition that affects a person’s ability to manage social interactions, behavioural responses, or emotional regulation in everyday situations. It can be associated with conditions such as autism spectrum disorder, ADHD, or behavioural/emotional regulation disorders. In the context of this report, it reflects tenants who have declared that they experience challenges related to behaviour or social functioning which may affect how they engage with services or communicate with the Council.*

It should be noted that the sample size/number of persons declaring a disability is relatively small and so small changes to proportions are not statistically significant.

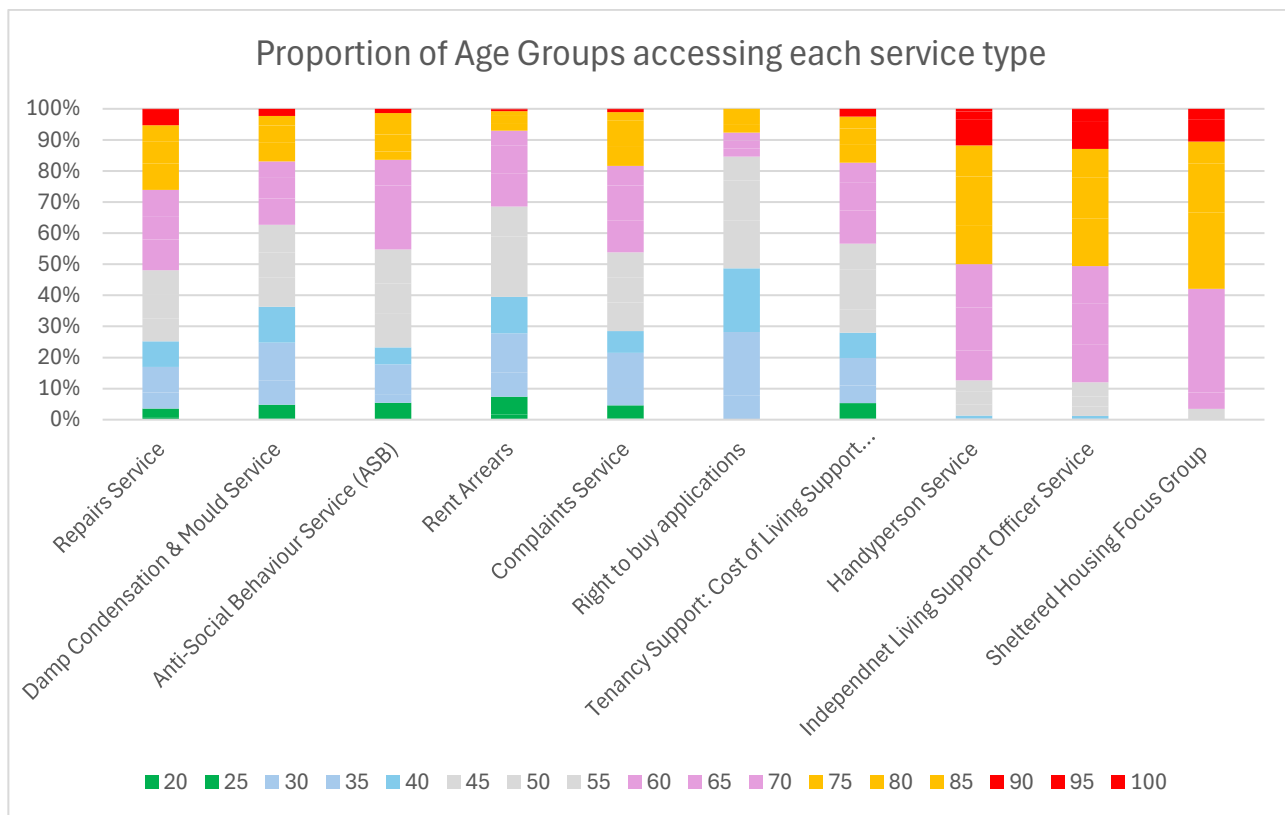
The above analysis provides assurance that tenants declaring a disability do not appear to be accessing services less than others, indeed access rates are proportionately higher in many cases.

2.11 Age Groups

As referenced at section 2.3 the age profile of tenants creates a typical bell curve as expected. A review of access to services by age group has been completed and this shows that typically each age group is able to access services, albeit different age groups access differing services. Many tenants were witnessed to access multiple different services during the period of review as highlighted in the table below:

Table 6 – Access to the 10 sample services by Age group

Age banding	No Services Accessed	Services accessed	Total	% did not access a service	Current Tenant Profile
18-22	1	28	29	3.4%	0.8%
23-27	3	122	125	2.4%	3.1%
28-32	13	216	229	5.7%	5.5%
33-37	13	333	346	3.8%	8.8%
38-42	12	329	341	3.5%	8.8%
43-47	21	301	322	6.5%	8.3%
48-52	17	302	319	5.3%	7.8%
53-57	22	314	336	6.5%	8.3%
58-62	23	392	415	5.5%	10.1%
63-67	21	306	327	6.4%	7.7%
68-72	28	332	360	7.8%	7.8%
73-77	15	331	346	4.3%	8.1%
78-82	15	280	295	5.1%	6.6%
83-87	13	197	210	6.2%	4.7%
88-92	10	128	138	7.2%	2.7%
93-97	6	63	69	8.7%	0.8%
98-102		12	12	0.0%	0.1%



As the chart above highlights, broad age groups tend to access services in differing proportions. The repairs service is used by residents across all age groups, as expected. The Right to Buy service is primarily accessed by people aged 35 to 60.

These patterns are considered to reflect natural differences in service demand rather than barriers to access. For example, the Handyperson service, Independent Living Service support sheltered housing tenants and therefore it is entirely expected that older age groups will represent the largest proportions.

Similarly, the 'right to buy' service is primarily accessed by persons between the ages of 35-60 where it is expected that working age tenants would access more frequently.

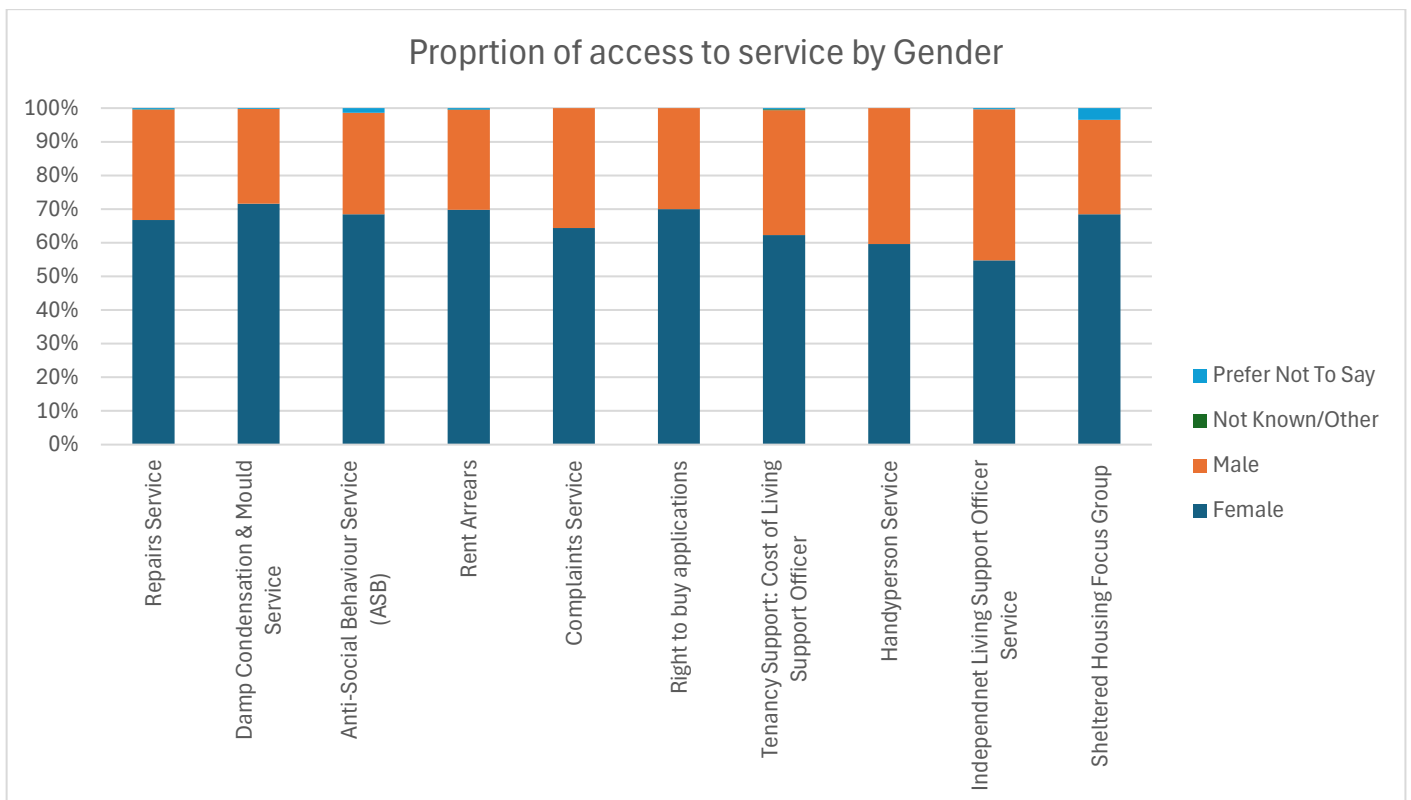
The repairs service, DCM, Arrears, ASB and complaints services all witness access from differing age groups largely proportionately to the tenant profile. The service will continue to track trends in protected characteristic groups over time: repeating analysis annually.

Based on the above, age does not appear to be a barrier to accessing services.

2.12 Gender

As indicated at section 2.3, the access analysis has reviewed service access reports against tenancy numbers and a main listed tenant. This makes gender analysis challenging due to limitations of the base line data. However, review of the largest sample (the core repairs data) analysis indicates that the gender breakdown was entirely even, as per the below:

Case type	Male	Female
Reported repairs	1694	1703



Based on review of the core sample data, there is no evidence that gender represents a barrier to accessing services, as witnessed proportions largely are in-line with the tenant profile.

2.13 Other Protected Characteristics

Data is not currently held for the remaining protected characteristics; therefore, access cannot be analysed for these groups.

- Religion or belief
- Sexual orientation
- Gender reassignment
- Pregnancy and maternity
- Marital / civil partnership status

2.14 Service specific review:

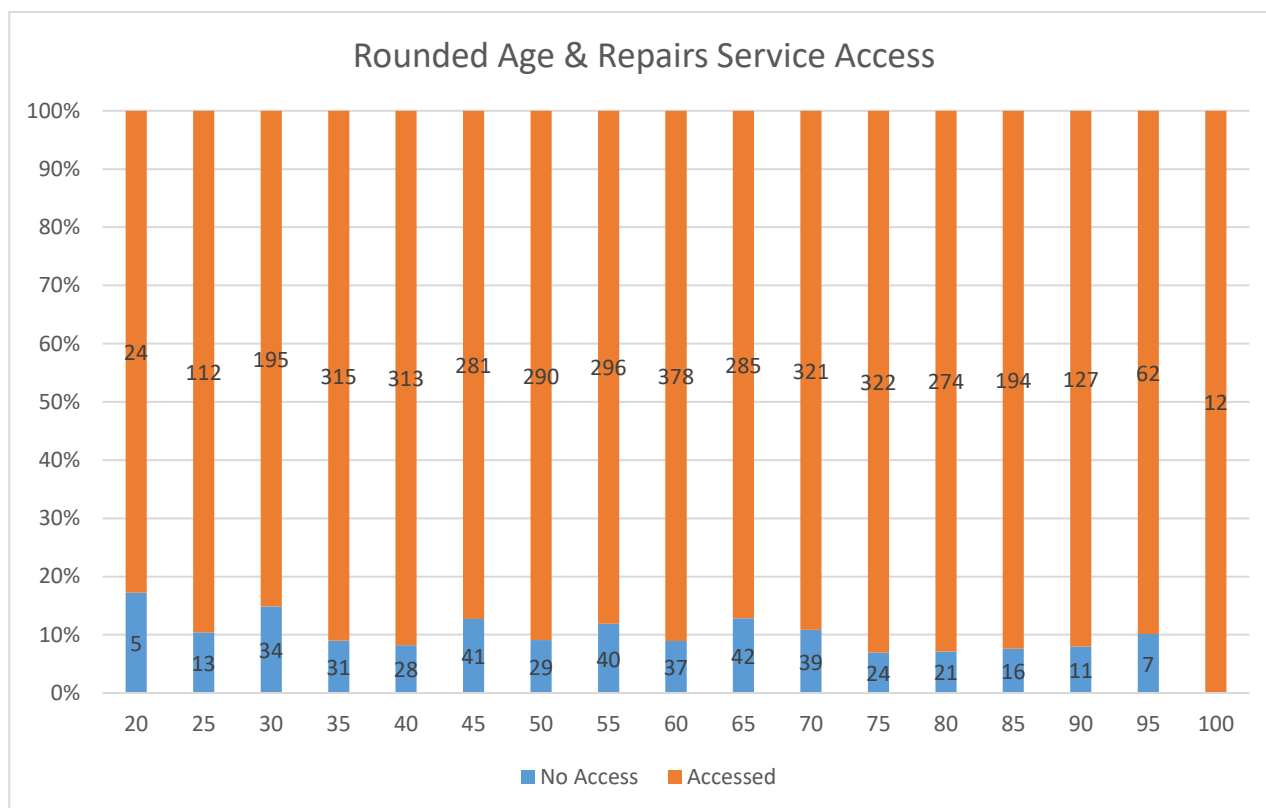
Due to high sample number witnessed in the repairs service a more detailed review has been undertaken in this area. The majority of tenancies 3,336 (85%) have been identified as having used the repairs service during the reviewed period, with only 566 tenancies not having accessed the service. When reviewing the access across ethnicity there is strong evidence that tenants with differing characteristics, including age, nationality and ethnicity are able to access the service. Table 7 below provides a summary of repairs access via ethnicity:

Table 7– Repairs ethnicity

Repairs Service Access				
Ethnicity	No	Yes	Total	Access %
BRITISH	85	894	979	91.3%
White: Eng/Welsh/Scot/N Irish/British	195	1931	2,126	90.8%
White: Gypsy or Irish Traveller		2	2	100.0%
White: Irish	1	2	3	66.7%
Asian/Asian British: Indian		2	2	100.0%
Any other Asian background		12	12	100.0%
Black/Black British: African	2	2	4	50.0%
Black/Black British: Caribbean		5	5	100.0%
Black/Black British: Other		1	1	100.0%
LATVIAN	1	15	16	93.8%
LITHUANIAN	4	14	18	77.8%
POLISH	7	25	32	78.1%
PORTUGUESE		11	11	100.0%
SLOVAKIAN		2	2	100.0%
HUNGARIAN	1	2	3	66.7%
BULGARIAN		1	1	100.0%
Mixed/Multiple ethnic groups: African	1	1	2	50.0%
ESTONIAN		1	1	100.0%
RUSSIAN		1	1	100.0%
ROMANIAN		1	1	100.0%
Mixed/Multiple ethnic groups: Asian	1	3	4	75.0%
Mixed/Multiple ethnic groups: Caribbean		4	4	100.0%
Mixed/Multiple ethnic groups: Other	1	7	8	87.5%
Any other white background	23	151	174	86.8%
Any other ethnic group		4	4	100.0%
OTHER		7	7	100.0%
Subtotal	322	3,101	3,423	90.6%
Unknown/refused	2	22	24	91.7%
No data	97	686	783	87.6%

Total	421	3,809	4,230	90.0%
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When reviewing access by age demographic, access is relatively proportional for most age groups, however there is some evidence that younger tenants may be less likely to access the repairs service compared to older age groups as illustrated in the chart below:



Based on the review into the repairs service access, it is evident that tenants with differing characteristics are able to access the services, albeit younger age groups appear marginally less likely to.

4. Tenant Feedback on the findings

4.1. High level findings from the Access to Services analysis review were presented to tenants at the Complaints and Performance Focus Group on 11 March 2026 and at the Tenant Forum on 18 March 2026.

4.2. Tenants expressed satisfaction with the conclusion that services are being accessed equitably and were supportive of the proposed actions to address identified areas for improvement. They also reflected positively on the call back method introduced by Customer Contact, noting that it has improved their ability to access services. Tenants asked the Council to explore adding an “Important Information” section to the website to provide timely updates, which will be considered as part of the website improvements. In addition, one tenant highlighted inconsistent provision of large print correspondence, and this feedback will be incorporated into the planned actions to ensure greater consistency in meeting accessibility requirements.

5. Conclusion

5.1. The analysis of service access between 1 April 2024 and 31 December 2025 shows that Housing Landlord Services are broadly accessible and equitable across the tenant population. There is no evidence that protected characteristics such as age, gender, disability, nationality or ethnicity are creating systemic or structural barriers to engagement

or access. Where small differences in engagement appear, these are low-level variations typically seen in any large and diverse population, and they do not represent patterns of exclusion or systemic concern.

- 5.2. Access rates across the vast majority of services remain proportionate to tenant demographics, and patterns of use align with expected trends (for example, higher use of the handyperson service among older tenants and greater arrears engagement among groups facing higher financial vulnerability).
- 5.3. Some areas of marginal under engagement were identified, particularly among a small number of minority ethnic groups and younger tenants in relation to repairs access. While these variances are not large enough to suggest inequity, they highlight opportunities to strengthen communication pathways, enhance accessibility, and ensure that every tenant is able to engage with the Council effectively across all service channels.
- 5.4. These observations have informed the development of the Action Plan, which focuses on enhancing communication pathways, increasing visibility of translation and interpretation services, supporting younger tenants through improved digital engagement tools, and maintaining strong accessibility. The actions are therefore proportionate, evidence-based and designed to build on the strong foundations already in place.
- 5.5. Overall, the findings provide assurance that services remain accessible across the tenant population, while the associated actions reflect a commitment to continuous improvement and to ensuring that all tenants regardless of background, communication preference or age can engage confidently with Housing Landlord Services. The Action Plan ensures these opportunities for enhancement are addressed in a structured and transparent way, consistent with the expectations of tenants and the Regulator of Social Housing.

Implications

South and East Lincolnshire Councils Partnership

None.

Corporate Priorities

The report supports corporate priorities relating to improving customer experience, service accessibility, and data-driven decision-making.

Staffing

None.

Workforce Capacity Implications

None.

Constitutional and Legal Implications

None.

Data Protection

None.

Financial

None.

Risk Management

None.

Stakeholder / Consultation / Timescales

The Portfolio Holder - Strategic and Operational Housing, the Director for Communities and the Assistant Director for Housing have been consulted.

High level findings from the Access to Services analysis review were presented to Tenants at the Complaints and Performance Focus Group on 11 March 2026 and at the Tenant Forum on 18 March 2026 findings reported in 4.1 and 4.2.

Tenants will be kept informed of the progress made towards delivering the outcomes of the consumer standards through the annual report, newsletters, website and specific focus groups.

This report and findings were presented to Performance Monitoring Panel on 10 March 2026. Members welcomed the analysis and offered a range of observations:

- They sought clarification on the reporting period and noted that some service access figures appeared lower than expected but that this was positive, Officers confirmed that the patterns were broadly consistent with the wider tenant population, Members were content with this.
- Members raised a question about lower access to the repairs service among some European ethnic groups, with Officers explaining that this may relate to small sample sizes however an action identified in the action plan was that further work on translation support would be carried out.
- Members also queried whether lower service access related to previous issues with accessing properties for stock condition surveys, and Officers confirmed that no correlation had been identified.
- Question about the representativeness of the findings, the volume of repairs data, and were keen to understand if any common repairs could be identified. Officers explained heating issues and leaking taps were a common example.
- Clarification was provided on rent arrears data, confirming that the figures reflected tenant contact rather than confirmed arrears.
- The age profile of tenants was viewed as reflective of the nature of the housing stock, this was seen positively.

The Panel recognised the significant manual effort behind the work and thanked officers for the detailed analysis.

Reputation

The work demonstrates a proactive and evidence based approach to understanding service access and supports transparency around data use.

Contracts

None.

Crime and Disorder

None.

Equality and Diversity / Human Rights / Safeguarding

The analysis will support a better understanding of potential unmet need or barriers to access which will contribute to our equality and access to services.

Health and Wellbeing

Improved understanding of service engagement may inform future initiatives aimed at supporting tenant wellbeing.

Climate Change and Environment Impact Assessment

None.

Acronyms

DCM – Damp Condensation and Mould
COLRO – Cost of Living Response Officer
ILO – Independent Living Officer
ASB – Anti Social Behaviour
EQIA – Equality Impact Assessment
RSH – Regulator of Social Housing

Appendices

Appendix 1 – Action Plan

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

Report to PMP 10th March 2026

Report Approval

Report author:	James Ward, Housing Service Insight and Improvement Lead James.Ward@sholland.gov.uk
Signed off by:	Vikki Cherry, Assistant Director - Housing vcherry@sholland.gov.uk
Approved for publication:	Cllr Tracey Carter, Portfolio Holder for Strategic and Operational Housing

Appendix 1 – Action Plan

Action Area	Actions Required	Target timescale
1. Strengthen Engagement with Ethnic Minority Tenants	Continue to promote translation/interpretation services in newsletters, annual reports and online to ensure that tenants requiring information in different languages are not disadvantaged.	Ongoing
	Targeted consultation with ethnic minorities and/or nationalities other than British to gain feedback regarding their experience to gain feedback regarding their experience of accessing various housing services.	April 2026
	Ensure service access routes are clearly publicised in newsletters, annual reports and online.	Ongoing
2. Improve Engagement with Younger Tenants	Target communications via digital channels (introduction of new social media tenant Facebook page)	April 2026
	Provide simple guidance on how/when to report issues in annual reports and newsletters. Explore short visual guides.	June 2026
	Take additional steps to seek the voice of this group when making service improvements. Seek younger tenants' views through tailored engagement sessions and online micro-surveys.	June 2026
3. Enhance Online Service Accessibility	Promote online tools for usability and accessibility. (Ensuring tenants are aware of this service).	Ongoing
	Ensure online repairs is accessible and promotes the services as part of log-in	April 2026
4. Ongoing Monitoring of Service Access	Track trends in protected characteristic groups over time: repeat analysis annually	January 2027
	Report findings to tenants through tenant forum and focus groups	March 2026
5. Strengthen Tenant Voice	Continue the use of surveys and focus groups	Ongoing
	Gather targeted feedback from underrepresented groups e.g. younger tenants, minority ethnic groups.	June 2026
6. Embed Findings into Equality & Service Planning	Integrate results into EQIAs for the service (for decision making and transformation projects).	Ongoing
7. Further analysis	Subject to feedback from targeted tenant consultation with ethnic minorities and foreign nationals, complete further analysis if issues or deficiencies are raised.	TBC

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Report To:	Cabinet
Date:	Tuesday, 28 th April 2026
Subject:	Housing Stock Condition Survey
Purpose:	To present the findings from the HRA stock condition surveys
Key Decision:	No
Portfolio Holder:	Councillor Tracey Carter, Portfolio Holder for Strategic and Operational Housing
Report Of:	Vikki Cherry, Assistant Director - Housing
Report Author:	Caroline Hannon, Head of Housing Investment & Development
Ward(s) Affected:	All Wards
Exempt Report:	No

Summary

An assessment of the HRA stock has been compiled based on stock condition surveys undertaken between October 2024 and January 2026. This report updates the initial findings provided to Cabinet in February and November 2025, and provides an overview of the findings.

This report summarises how the data has been used to inform the HRA Business Plan and future investment programmes and sets out a strategy for ensuring the Council maintains robust data on the condition of homes in the HRA and which includes a continuous programme of property assessment surveys.

Recommendations

To note the findings from the stock condition surveys and the strategy for using and maintaining data.

Reasons for Recommendations

To ensure the Council is informed about the condition of its housing stock; the data is used to inform investment strategies; and there is a plan in place for ensuring robust up to date data is maintained.

Other Options Considered

Do nothing. In this event, PMP and Cabinet would not consider information regarding stock condition. This option is not preferred because the safety and quality standard set by the Regulator of Social Housing requires landlords to have an accurate, up to date and evidenced understanding of the condition of their homes.

1. Background

- 1.1 The Regulator of Social Housing (RSH) mandated through the Consumer Standards that Registered Providers must have an accurate, up to date and evidenced understanding of the condition of their homes. The data must be used to ensure the provision of good quality, well maintained and safe homes for tenants
- 1.2 An external survey specialist firm was procured to undertake the surveys and 90.33% of stock has been surveyed to date between October 2024 and January 2026. Whilst the target is still to survey 100% of stock, this level of data is considered appropriate to make assumptions about how the stock is performing.
- 1.3 These surveys have provided a vast amount of primary data which has been interrogated and analysed and has already been used to inform future strategies and planned investment programmes.
- 1.4 A continuous programme of property surveys will be in place to ensure data remains up to date and to seek to achieve the target to survey all properties. Properties which have not been surveyed already will continue to be targeted with an aim to access the homes as quickly as possible to undertake a survey.

2. Report

- 2.1 At the point of writing this report, 3,467 homes have had a full survey (90.33% of all stock). Attempts have been made to survey 100% of stock and tenants who have failed to provide access have been contracted at least three times. A number of measures were introduced to achieve this target including enhanced communication, offering date and timed targeted appointments, text message confirmations, evening and weekend appointments and translation and large print communications. Additionally, internal policies and processes relating to no-access were reviewed and improved, and officers worked with vulnerable tenants to overcome perceived barriers.
- 2.2 The surveys included a full condition survey, Decent Homes assessment, Housing Health and Safety Rating System survey (HHSRS). Where necessary, an energy assessment and EPC certificate for the property, was also undertaken.

3. Property Condition

- 3.1 The following table provide details of survey representation by location and demonstrates broad coverage across the district.

SURVEY REPRESENTATION BY LOCATION (AS AT 31/1/26)			
Area	No. properties surveyed	No. properties in area	Percentage surveyed
Cowbit	28	37	75.68%
Crowland	160	182	87.91%
Deeping St Nicholas	79	84	94.05%
Donington	148	164	90.24%
Fleet	45	47	95.74%
Gedney	54	61	88.52%
Gedney Drove End	23	27	85.19%
Gedney Dyke	21	22	95.45%
Gedney Hill	38	44	86.36%
Gedney Marsh	2	2	100.00%
Gosberton	71	80	88.75%
Gosberton Clough	5	6	83.33%
Gosberton Risegate	14	16	87.50%
Gosberton Westhorpe	2	2	100.00%
Holbeach	347	405	85.68%
Holbeach Bank	15	17	88.24%
Holbeach Drove	11	11	100.00%
Holbeach Fen	2	2	100.00%
Holbeach Hurn	13	14	92.86%
Holbeach St Johns	8	11	72.73%
Holbeach St Marks	11	14	78.57%
Little Sutton	3	3	100.00%
Long Sutton	217	231	93.94%
Lutton	15	19	78.95%
Moulton	70	71	98.59%
Moulton Chapel	40	42	95.24%
Moulton Seas End	13	14	92.86%
Pinchbeck	148	152	97.37%
Pode Hole	3	3	100.00%
Quadring	44	47	93.62%
Saracens Head	3	3	100.00%
Spalding	1135	1254	90.51%
Surfleet	58	66	87.88%
Sutton Bridge	216	238	90.76%
Sutton St Edmund	11	11	100.00%
Sutton St James	38	43	88.37%
Throckenholt	6	6	100.00%
Tongue End	18	20	90.00%
Tydd Gote	24	30	80.00%
Tydd St Mary	20	23	86.96%
West Pinchbeck	64	67	95.52%
Weston	97	108	89.81%
Weston Hills	29	30	96.67%
Whaplode	49	58	84.48%
Whaplode Drove	24	25	96.00%
Whaplode St Catherine	25	26	96.15%
Total	3467	3838	90.33%

3.2 The following table provides details of survey representation by archetype.

SURVEY REPRESENTATION BY ARCHETYPE (AS AT 31/8/25)			
Archetype	No. of properties surveyed	Total number of archetypes in Stock	Percentage surveyed
One Bed Bungalow	637	675	94.37%
Two Bed Bungalow	995	1016	97.93%
One Bed Flat	102	118	86.44%
Two Bed Flat	131	158	82.91%
One Bed House	18	28	64.29%
Two Bed House	318	374	85.03%
Three Bed House	1244	1428	87.11%
Four Bed House	12	17	70.59%
Five Bed	0	1	0.00%
Six Bed	0	1	0.00%
Rough Sleeper Accommodation	9	9	100.00%
Guest Room	1	13	7.69%
Total:	3467	3838	-

3.3 These tables demonstrate that a cross section of all stock has been assessed across the 90.33% of stock surveyed.

3.4 Detailed analysis of the survey findings is provided at Appendix 1. It indicates that most components (55%) are achieving their expected lifespan with only 1.1% requiring replacement earlier. 44% of components are expected to surpass their expected lifespan. The results also indicate that property type and location do not affect component wear, or life expectancy.

4. Decent Homes

4.1 The Decent Homes standard (DHS) applies to all social housing and is incorporated into the regulatory standards used by the RSH. It requires properties to be free from Category One health and safety hazards; be in a reasonable state of repair; have reasonably modern facilities and services; and provide a reasonable degree of thermal comfort. Non-decency is calculated by assessing various factors including the condition of building components, their age and the estimated year of replacement. A revised DHS, Decent Homes 2, is being introduced and from 2035 will place future requirements on landlords to maintain and improve homes to a revised standard. Compliance with this standard will be determined by the Regulator of Social Housing.

4.2 Prior to the commencement of stock condition surveys, SHDC had already identified 23 properties not meeting the current DHS. The Council and RSH were already aware of these properties. The reasons for non-decency include: 10 properties which have not been surveyed but are believed to have poor performing components; 3 properties which have been surveyed but the tenant has refused access for upgrades; and 10 properties which have kitchens which are non-compliant. (The layout and structural constraints mean the kitchens cannot be enlarged or

reconfigured to meet the required minimum standards without disproportionate or unfeasible structural alteration).

- 4.3 The stock condition surveys did identify some additional properties which were non-compliant on the day of survey due to an identified hazard which hadn't previously been reported to us. However, these were remedied immediately.

5. Hazards and repairs

- 5.1 The HHSRS is a risk-based assessment to identify and protect against potential risks and hazards to health and safety, from any deficiencies identified in the dwelling. Category One risks are the most significant hazard and require immediate action. Whilst the authority encourages tenants to report repairs as soon as possible, the surveys identified 13 hazards. Hazards and repairs are remedied in accordance with the HRA repairing standards (6 hours for emergency repairs and 28 days for routine repairs). Accordingly, at the point of writing this report all Category One hazards have been remedied. The 13 Category One hazards identified were categorised into the following themes:

- 6 Damp and mould
- 2 Water leaks
- 2 Roof leaks
- 2 Unsecure properties
- 1 Heating system
- 0 Electrical safety

All category one hazards have been addressed.

6. Energy assessments

- 6.1 By 1st April 2030, social housing providers will be required to ensure all homes reach a Minimum Energy Efficiency Standard (MEES). All homes will be expected to achieve EPC C as a minimum. MEES will be clearly linked to the Decent Homes standard through the requirement for homes to provide thermal comfort.
- 6.2 Collecting data on energy performance provides a clearer understanding of progress towards meeting MEES and can inform future investment strategies. EPC certificates are valid for 10 years. In January 2026, 94% of stock has a valid EPC certificate. Some properties have not required EPC due to there not being any tenancy changes or heating upgrades.
- 6.3 1627 properties have a valid EPC certificate and a rating of C or better. A number of properties received energy improvement measures as part of the Warm Homes Wave 2 programmes. These properties have had a post-install assessment providing an overview of the homes energy performance calculated using a Standard Assessment Procedure (SAP). This assessment indicates that the measures installed will have brought the property to EPC C standard, but a further EPC certificate is still required in addition to this. This report proposes that properties which have had improvements through the warm homes programme, and those without a valid EPC certificate, are prioritised for future property surveys to ensure an accurate position of the energy performance of the stock is known.

- 6.4 615 additional properties are included within the Warm Homes Wave 3 programme which commenced recently. The properties are currently EPC D or below. There is a planned programme in place to bring them to an EPC C rating by September 2028.
- 6.5 It is proposed that all homes will have an updated EPC certificate issued by 2030 to ensure a full understanding of compliance with the new MEES. Properties will be surveyed on a rolling programme basis each year over the next five years until ultimately all have been surveyed by 2030.

7. HRA Business Plan and Asset Management Strategy

- 7.1 The HRA Business Plan and Asset Management Strategy were approved by Council in January 2026. They were modelled on the stock condition data and other significant changes in the social housing landscape including rising inflation, increased investment needs, and higher borrowing costs, while maintaining long-term financial sustainability. The plan determined that the Housing Revenue Account is sustainable over the 30-year period based on the assumptions regarding future costs.
- 7.2 Following consultation with tenants and members on the draft business plan, it was agreed that the business plan should incorporate an extension to the lifecycles of key elements such as kitchens and bathrooms, by 5 years, whilst reducing those that are beyond the national standard (i.e. roofs) and maintaining the principle that elements will be replaced when they are in a poor state of repair. The business plan models this approach being established by 2030 factoring in existing contracts and suppliers in place fully procured for the programme. This is unlikely to have an impact in the Medium Term Financial Strategy (MTFS) period because elements due to be replaced in the next five years will be beyond economic repair as determined by the stock condition survey findings. Components due for replacement from 2030 onwards will have had another property condition survey beforehand to further determine the appropriate replacement date and planned programmes will be prepared accordingly.
- 7.3 The overall stock investment profile as financed within the business plan equates to an average of £62,100 investment per property (at today's prices), which is in line with benchmarks for authorities of a similar size to South Holland. It demonstrates how this proposed spend will help to keep homes safe, compliant and decent. This investment is necessary to meet government expectations regarding energy efficiency standards and ongoing investment required in HRA sewage treatment works.
- 7.4 The 2026/27 property specific planned improvements programme has been developed using the latest stock condition data to ensure investment is targeted appropriately.
- 7.5 The HRA Business Plan and Asset Management Strategy will be updated on an annual basis, to ensure they reflect the latest stock condition data, operating costs and capital programme costs. The annual update will be based on consistently applied methodology and assumptions.

8. Strategy to keep data up to date

- 8.1 RSH requires social landlords to have accurate, up to date and evidenced understanding of the condition of their homes that reliably informs their provision of good quality, well maintained and safe homes for tenants. Accordingly, consideration has been given to how to maintain the data.
- 8.2 The RSH Code of Practice advises that for some registered providers a five-year rolling programme of stock condition surveys across all homes might be appropriate. However, for some registered providers or for some homes, more frequent assessments might be needed, for example where there are high levels of responsive repair requests or recurring problems which might be indicative of wider issues.
- 8.3 It is proposed that each SHDC property will be surveyed at least every 5 years. The surveys will include condition data and a HHSRS assessment, necessary to ensure the stock is compliant with Decent Homes 2.
- 8.4 The contract with the current external property surveyor will expire during 2026. It is proposed to enter a new contract with a supplier(s) during 2026 to ensure a continuous programme of property surveys. To comply with the RSH's Consumer Standards about tenants' views being taken into account in decision-making, SHDC has commenced consulting with tenants around the appointment of a new supplier to undertake condition surveys. This feedback will inform the broad parameters for how the contract should be procured. Feedback from tenants is they would prefer a supplier who is able to undertake all surveys (DH, HHSRS, EPC, condition) during one visit.
- 8.5 SHDC surveyors will receive further training where necessary to ensure they can undertake surveys on an ad hoc basis, where access has previously been an issue, to ensure the target for 100% of stock to be surveyed, is achieved.
- 8.6 Certain properties will be surveyed more frequently as informed by trend data. Trend data may determine that further surveys will be undertaken on properties with certain construction types/elements, vulnerable tenants or higher prevalence of DCM or other hazards.
- 8.7 Whilst analysis of the current stock condition data (Appendix A) did not identify any particular trends around location or property types, analysis will be continuously undertaken.
- 8.8 EPC certificates will continue to be updated as they expire or sooner if property enhancements which may affect the grading have taken place. An EPC assessment might not be undertaken during every condition survey due to the EPC certificate lasting 10 years. However, where the condition of the property has changed or the EPC certificate is due to expire, the EPC will be undertaken alongside the DH/HHSRS/condition survey.

9. Conclusion

- 9.1. 90.33% of HRA stock has been surveyed. The authority has a clear understanding of the majority of its stock. Further survey work is needed and the target to survey 100% of stock remains. Property surveys will continue to inform Business Plan updates and planned investment programmes.

9.2. Data will be routinely analysed to identify trends and ensure there is a detailed understanding of stock to satisfy the requirements of RSH.

Implications

South and East Lincolnshire Councils Partnership

None

Corporate Priorities

This report supports the following South & East Lincolnshire Councils Partnership Sub-Regional Strategy priorities:

- Healthy Lives – Safe housing stock will lead to the better health of our tenants and everyone that stays or visits the properties.
- Safe and Resilient – Providing community confidence that our homes are well maintained.

Staffing

None

Workforce Capacity Implications

None

Constitutional and Legal Implications

None

Data Protection

None

Financial

The introduction of Decent Homes 2 is likely to bring cost pressures, as is the requirement for stock to reach MEES. The approved Business Plan is sustainable over a 30-year period and includes the delivery of phase one of MEES by 2030. It does not take account of the cost of meeting phase 2 of MEES by 2039 (as the requirement of this was not set by Government at the point the Plan was adopted). The Plan will be updated as part of its annual refresh to reflect this new requirement.

Government has recently announced further funding available to bring stock to necessary energy efficiency standards. Property condition surveys will continue to inform future Business Plans and investment strategies.

Risk Management

None

Stakeholder / Consultation / Timescales

Consultation has taken place with tenants and Members around the objectives and priorities of the Business Plan (and capital investment). Tenants have also been consulted on their expectations in respect of the process of surveying stock.

Performance Monitoring Panel (PMP) reviewed the findings on 10th March 2026. They sought clarification around whether future survey work would be undertaken in-house or by a third-party and were informed that future survey work would predominantly be

undertaken by a third-party specialist. They queried whether sufficient resources are available, and were assured that resources will be prioritised for this work, given the clear guidance from the RSH around the importance of collecting data and using it to inform programmes and investment.

PMP sought assurance on what additional steps could be taken to gain access to homes where surveys had not yet been completed. Members were advised that tenancy agreements require tenants to provide the Council with reasonable access to inspect the condition of their homes. While enforcement action can be taken where access is refused, this would require an application to the courts for an injunction and is generally considered appropriate only where access is being denied for essential safety checks.

Although stock condition surveys have not yet been completed for 100% of homes, the vast majority of these properties have been accessed for other purposes. PMP was advised that access has been successfully obtained to 99.2% of properties for heating servicing within the last 12 months. In addition, housing tenancy audits are currently underway, involving unannounced visits by Housing Officers to carry out property inspections and discuss tenancy issues along with wider wellbeing concerns. Properties with an outstanding stock condition survey are being prioritised for these audits.

Condition surveys are still being undertaken. A programme is in place with the existing contractor through to July 2026, supported by Housing Officers to assist with gaining access and completing the remaining surveys.

Reputation

Undertaking property condition surveys and utilising the arising data demonstrates a commitment to transparency and accountability. This proactive approach reassures Members that potential risks are being managed effectively, boosting confidence in operations. Additionally, showcasing adherence to regulations and ethical standards reinforces that SHDC is a responsible social landlord. Identifying and remediating hazards demonstrates SHDC's commitment to tenant safety.

Contracts

It is anticipated that a contract will be entered into with an external specialist to undertake further surveys on the stock.

Crime and Disorder

None

Equality and Diversity / Human Rights / Safeguarding

Conducting property surveys across the entire housing stock has a significant positive impact on equality diversity and inclusion. These surveys ensure that all tenants, regardless of their background or status, have access to safe and well-maintained housing. By identifying and addressing disparities in housing conditions, the surveys promote fairness and equality. They also provide valuable data that can inform inclusive policies and practices ensuring that the needs of diverse communities are met.

Health and Wellbeing

Conducting property surveys positively impacts health and well-being by identifying and addressing housing issues early, ensuring safe and health living environments for all residents.

Climate Change and Environment Impact Assessment

Not undertaken.

Acronyms

RSH – Regulator of Social Housing
MEES – Minimum Energy Efficiency Standards
DH2 – Decent Homes (second edition)
SAP – Standard Assessment Procedure
HHSRS - Health and Safety Rating System
MTFS - Medium Term Financial Strategy

Appendices

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

Appendix 1 – Stock condition survey – outline observations

Background Papers

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

Document title	Where the document can be viewed
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Housing stock condition surveys – initial findings	
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Decision - Housing Stock Condition Surveys - Initial Findings - South Holland District Council	
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Housing Stock Condition Survey	
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Decision - Housing Stock Condition Survey - South Holland District Council	
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Chronological History of this Report

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

Report Approval

Report author:	Caroline Hannon, Head of Delivery Caroline.Hannon@sholland.gov.uk
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Signed off by:	Vikki Cherry, Assistant Director - Housing vcherry@sholland.gov.uk
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Approved for publication:	Councillor Tracey Carter
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Appendix A. Stock Condition Survey – Outline observations

1. Introduction

This briefing has been compiled to provide initial high-level observations and analysis of trends within the Stock Condition Data provided by MCLS February 2026 where survey completion rate was circa 90.33%.

In total the data is composed of surveys of 3,467 individual properties with 73,643 individual components/elements appraised.

It should be noted that the schedule contains 42 different unique component types, many of which are understood to not represent true ‘programmed’ maintenance elements and instead are elements that would be renewed/repaired only on a responsive basis, or if considered advisable whilst undertaking other programmed/responsive works. For clarity, any associated works to these non-programmed components will be considered to be undertaken at the same time as the programmed works to ensure efficiency and completeness.

Briefly the component types have been treated as follows for the purpose of the analysis:

Programmed Components	Non-Programmed Components
Chimneys	Boundary Wall Full Brick
External Painting	Boundary Wall Half Brick
Bathroom	Canopy
External Back Door	Consumer Unit Heating
External Front Door	Fascia Soffit Bargeboard Main Roof
Flat Roof Adjoining Outbuilding	Fascia Soffit Bargeboard Outbuilding
Flat Roof Bay Window	Hot Water Cylinder
Flat Roof Bridging	Loft Insulation
Flat Roof Freestanding Outbuilding	Outbuilding Door
Front Porch	Radiators
Heating System	Rainwater Goods Main
Kitchen	Rainwater Goods Main
Main Pitched Roof	Solar Photovoltaic Power Generation
Pitched Roof Outbuilding	Wall Finish Hanging Tiles
Pitched Roof Structure	Wall Finish Other Panelling
Windows Main Building	Wall Finish Plastic Cladding
Windows Out Building	Wall Finish Pointed Brickwork
	Wall Finish Render/Painted Render
	Wall Finish Timber Cladding
	Wall Insulation Cavity
	Wall Insulation External
	Wall Insulation Internal
	Wall Structure
	Water Main
	Wc – Additional
Total Programmed = 36,043	Total Non-Programmed = 37,600

2. Condition Comments

For each component listed by MLCS3 a general condition comment of poor, fair or good has been provided; it has been established that this condition refers to the ‘*likelihood that the component will last to its NEC scheduled replacement date*’ and is not an appraisal of the physical condition of the component at the time of survey.

The data provided by MLCS3 indicates that the overall condition of the stock is strong. The table below relating to the 90.33% of properties surveyed, summarises these headline figures for all surveyed programmed components, along with key programmed component types. The table includes the components (Bathroom, Heating System, Kitchen, Main Pitched Roof, Windows) that represent the most significant cost and lifecycle impact areas.

Component		Condition Comment			Total
		Poor (Not likely that component will meet NEC scheduled date – date to be accelerated)	Fair (Likely that component will meet NEC scheduled date – date to remain the same)	Good (Highly likely that component will meet NEC scheduled date – date to be extended)	
All Programmed Components		408	19,708	15,927	36,043
<i>Selected component types</i>	<i>Lifespan*</i>				
<i>Bathroom</i>	<i>25yrs</i>	<i>19</i>	<i>2,933</i>	<i>515</i>	<i>3,467</i>
<i>Heating System</i>	<i>15yrs</i>	<i>3</i>	<i>2,782</i>	<i>497</i>	<i>3,282</i>
<i>Kitchen</i>	<i>20yrs</i>	<i>29</i>	<i>2,609</i>	<i>828</i>	<i>3,466</i>
<i>Main Pitched Roof</i>	<i>65yrs</i>	<i>159</i>	<i>130</i>	<i>3,130</i>	<i>3,419</i>
<i>Windows Main Building</i>	<i>30yrs</i>	<i>45</i>	<i>2,768</i>	<i>666</i>	<i>3,479</i>

*Prior to adoption revisions set out in Asset Management Strategy.

Of the 36,043 programmed components surveyed:

- **19,708 components (55%)** are expected to achieve their full lifespan as planned as per the table above.
- **15,927 components (44%)** are likely to exceed their expected lifespan before needing replacement, which demonstrates durability beyond projections.
- Only **408 components (1.1%)** may require renewal earlier than scheduled, representing a very small proportion of the total stock.

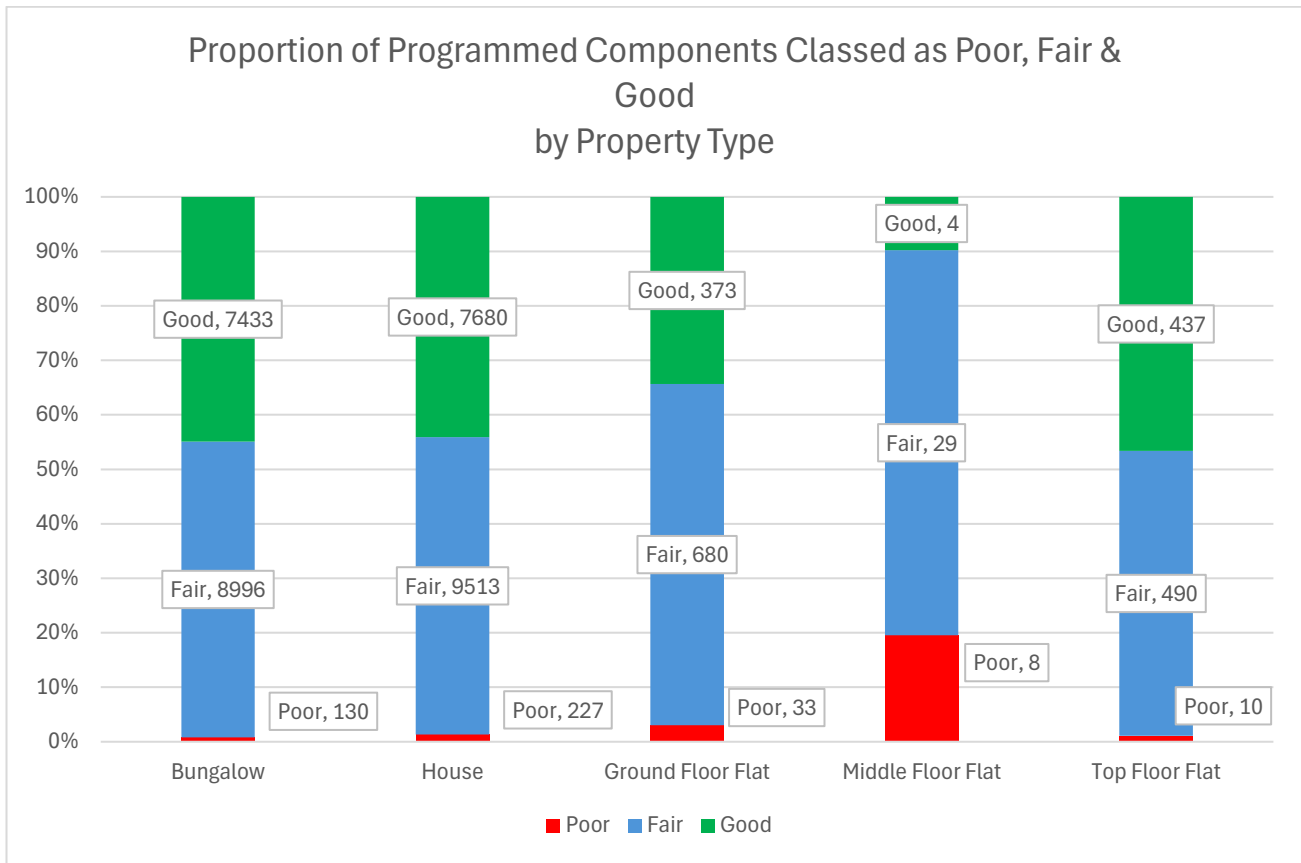
3. Renewal year extensions or accelerations

The extent in years to which the 'Poor' and 'Good' components have had their schedules altered varies from component type to component type and individual properties. This sets out that individual components have been assessed on a 'case by case' basis and have not had arbitrary extensions or reductions applied.

The NEC system is being updated using property by property survey results. All previous data will be removed and replaced with the latest survey findings to ensure accuracy and compliance. This approach aligns with Consumer Standards, ensuring that decisions are evidence based and reflect the actual condition of each component. The draft HRA Capital Programme has been formulated based on average component costs and (i) the end of life date provided by the MLCS3 data for properties surveyed and (ii) the existing NEC data for stock not surveyed.

4. Property Type & Condition

When reviewing the overall 'condition' of programmed components at different property types there is a small variation between the property types witnessed; this is with the exception of 'middle floor flats' which have a smaller proportion of components rated good, but this is entirely due to the small number of components overall.



5. Location & Condition

When reviewing the towns and partial postcode of properties against condition there is no evidence of local issues with regards to component life expectancy. All areas show similar proportions of components achieving expected lifespans.

6. Newer build properties

A brief review of component longevity for newer build properties (year 2000 and after) and (1970-1999) has been completed to assess if any specific poor performance of components is visible or build quality/materials issues. Briefly this review highlights that:

- For properties built after year 2000, roofing components and rainwater goods are all performing well with high proportions of components been graded as good.
- All component types are achieving or exceeding expected lifespan
- Very few individual components have been graded as poor and so material/build quality for properties after year 2000 appears good based on this insight.

A similar exercise for properties built 1970-1999 also illustrates component lifespan is generally good with only wall finishes such as hanging tiles, timber/plastic cladding appearing to perform poorly against expected lifespans. However, the number of affected properties is relatively small.

7. Conclusion

The survey data has confirmed that most components are achieving at minimum their 'expected lifespan' with only 408 of 36,043 (1.1%) requiring replacement earlier. 55% achieve expected lifespan, and 44% are expected to surpass expected lifespan. There is no evidence that different property types or locations have influenced component wear or life expectancy. Given the high survey completion rate and consistency across property types and locations, the dataset is considered robust for strategic planning and resultantly the new/revised component life expectancies are recommended for use during capital programming and planning.

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Report To:	Cabinet
Date:	28 th April 2026
Subject:	Health and Safety Policy – General Statement of Intent and Arrangements
Purpose:	To seek approval from Cabinet for amendments to the Health and Safety Policy (V5.0)
Key Decision:	No
Portfolio Holder:	Councillor Paul Redgate Deputy Leader and Portfolio Holder for Finance
Report Of:	Christian Allen Assistant Director Regulatory
Report Author:	Christian Allen Assistant Director Regulatory
Ward(s) Affected:	All
Exempt Report:	No

Summary

South Holland District Council is committed to the health, safety and welfare of employees and others who may be affected by Council activities. The Council are obliged to make provisions for health, safety and welfare according to the Health & Safety at Work etc. Act 1974 and subsequent regulations made under the Act.

The Council recognises that employees are a vital asset and is committed to the prevention of injury and ill health to all employees, and also to the health, safety and welfare of non-employees, who may be affected by the Council's work activities.

Amongst the explicit duties imposed on the Council as an employer, is the requirement to provide a written health and safety policy and to review the Policy from time to time to ensure that it remains compliant and fit for purpose.

Recommendations

Cabinet are asked to;

1. Approve the Health and Safety Policy (V5.0) (Appendix 1) having considered feedback from the Policy Development Panel.
2. Delegate to the Assistant Director Regulatory, in consultation with the Portfolio Holder, authority to make such amendments to this policy as may from time to

time be required in order to (i) reference any links or amended links to other documents as may be required; and (ii) reflect any issues over which the Council has no discretion including, but not limited to, references to any legislative changes and amended guidance. Any material amendments to the policy will be subject to the usual approval process in line with the Constitution.

Reasons for Recommendations

It is the statutory duty of every employer to review the health and safety policy from time to time to ensure it remains fit for purpose, up to date and reflects current best practice and guidance.

Other Options Considered

None.

1. Background

- 1.1 Amongst the explicit duties imposed on the Council as an employer, is the requirement to provide a written Health and Safety Policy and to review the policy from time to time to ensure that it remains compliant and fit for purpose.
- 1.2 The last time the Health and Safety Policy was reviewed by the Council was in 2023/24.
- 1.3 As the SELCP matures, there is a need to ensure that our Health and Safety arrangements keep pace with organisational and structural change throughout our workforce and that a positive health and safety culture is sustained and prevails, across the partnership, at each council and from top to bottom of the organisation, through each department and team.

2. Report

- 2.1 The Health and Safety Policy for South Holland District Council sets out the policy framework and means by which the Council seeks to meet the health, safety and welfare obligations that it has to its workforce, contractors and those affected by the undertakings of the Council.
- 2.2 Good practice dictates that the Health and Safety Policy is reviewed regularly to ensure that it remains up to date, fit for purpose and reflects best practice and mandatory guidance.
- 2.3 The current Health and Safety Policy was reviewed by Policy Development Panel on 12th December 2023 and approved by Cabinet on 6th February 2024.
- 2.4 The current policy was reviewed by the Health and Safety Manager at PSPS in collaboration with the Assistant Director Regulatory. The output from this review is

the Health and Safety Policy V5.0 attached at appendix 1 and highlighted to show the edits/amendments made from the previous version approved in 2024.

- 2.5 Policy Development Panel will be invited to consider the draft Health and Safety Policy V5.0 at their meeting on 21st April.
- 2.6 Subject to the deliberations by PDP and any adjustments considered necessary by Cabinet, edits will be made, highlights will be removed and the signature of the Leader of the Council and Chief Executive will be added, prior to publication.
- 2.7 Members may wish to be aware that similar changes to the Health and Safety Policies for Boston Borough Council and East Lindsey District Council have also been adopted bringing closer alignment and continuity to key policy documents across the S&ELCP.

3. Conclusion

- 3.1 To seek approval from Cabinet for revisions to the Health and Safety Policy, following consideration by the Policy Development Panel, to ensure that key organisational policies remain up to date, fit for purpose and reflect current best practice and guidance.

Implications

South and East Lincolnshire Councils Partnership

Whilst each sovereign Council is obliged to have their own Health and Safety Policy to comply with legal requirements, Health and Safety Policies for all three Councils have been aligned to ensure that there is continuity in our health and safety arrangements across the Partnership.

Corporate Priorities

Sub Regional Strategy 24.25 – 28.29. Corporate Priority; Efficiency and Effectiveness; To prepare for the future of Local Government. We Will; Prepare our Partnership / Councils for the future of Local Government; recognising that the environment we operate in continues to change.

Staffing

None

Workforce Capacity Implications

None

Constitutional and Legal Implications

Under the Health & Safety at Work etc. Act 1974 and subsequent regulations made under the Act every employer (with over 5 employees) has a duty to provide a written Health and Safety Policy and to ensure that the arrangements for managing the health, safety and welfare of staff and persons affected by the Councils undertakings are up to date and reflect best practice and guidance.

Approval of the Policy is an Executive function of the Council. The Head of Paid Service and Leader of the Council are signatories to the Health and Safety Policy. Approval by Cabinet usually follows consideration of the revised Policy by PDP.

Data Protection

None

Financial

None

Risk Management

Failure to have a fit for purpose health and safety policy in place represents a legal, financial and reputational risk for the Council. As a public body the Council should be leading the way in terms of health and safety conformance.

Stakeholder / Consultation / Timescales

Consultation has been undertaken with the Portfolio Holder Finance, Senior Leadership team, Section 151, Monitoring Officer, Director of Communities and the Partnership Health and Safety Governance Group

Contracts

None

Equality and Diversity / Human Rights / Safeguarding

None

Health and Wellbeing

The Council recognises that employees are a vital asset and is committed to the prevention of injury and ill health to all employees, and also to the health, safety and welfare of non-employees, who may be affected by the Council's work activities.

Climate Change and Environment Impact Assessment

Not Undertaken

Acronyms

S&ELCP – South and East Lincolnshire Councils Partnership

Appendices

Appendix 1 Health and Safety Policy V5.0

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
Policy Development Panel	21 st April 2026

Report Approval

Report author:	Christian Allen, Assistant Director Regulatory
Signed off by:	Jason King, Director of Communities
Approved for publication:	Councillor Paul Redgate, Deputy Leader and Portfolio Holder for Finance

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Health & Safety Policy

General Statement of Intent & Arrangements

(SHDC/HS/Policy)

Issue Number	Author/Approver	Issue Date	Reason for Issue
0.1	PSPS Health & Safety Team	25/03/2020	Redevelopment of previous Policy – Issued only to Sarah Shipley
0.2	SHDC SMT	15/09/2020	Revisions after consultation with SMT
0.3	PSPS Health & Safety Team	22/10/2020	Minor revisions after consultation with SHDC H & S Group
0.4	SHDC PDP	04/11/2020	No Changes
1.0	SHDC Cabinet	15/12/2020	Final Approval
2.0	PSPS Health & Safety Team	25/05/2022	Minor amendments following the formation of the Partnership
3.0	PSPS Health & Safety Team	18/12/2023	Full Review
4.0	PSPS Health & Safety Team		Review for alignment

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Health & Safety Policy – General Statement of Intent

South Holland District Council (hereafter referred to as The Council) is committed to the health, safety and welfare of our employees and others who may be affected by our activities.

We will make provisions for health, safety and wellbeing according to the Health & Safety at Work etc. Act 1974 and subsequent regulations made under the Act. As an organisation, we will comply with our legislative requirements.

We will provide, according to the Health & Safety at Work etc. Act 1974, so far as is reasonably practicable:

- Safe plant and machinery
- Safe systems of work
- Safe handling, storage and use of substances
- Information, instruction, training and supervision so that employees are trained and competent to fulfil their role safely
- Safe access and egress
- Control and maintenance of the workplace, ensuring adequate arrangements with regards to facilities and welfare
- A safe working environment.

The Council recognises that employees are a vital asset and is committed to the prevention of injury and ill health to all employees, and also to the health, safety and welfare of non-employees, who may be affected by The Council's work activities. We have developed various audit/inspection tools as our mechanism for achieving this. In doing so, we will strive for continual improvement in our management of health and safety.

The Council will:

- Recognise that safety is of paramount importance and an integral part of all its activities
- Be committed to the systematic identification of hazards, control of risk and compliance with applicable legal requirements and other requirements to which it subscribes
- Communicate and consult with employees on matters relating to the health and safety, policies, procedures guidance and performance monitoring
- Establish and maintain an effective health and safety management structure with clearly defined safety responsibilities and competencies
- Provide adequate financial, human and physical resources to provide a working environment that protects the health and safety of our employees and those using our facilities.

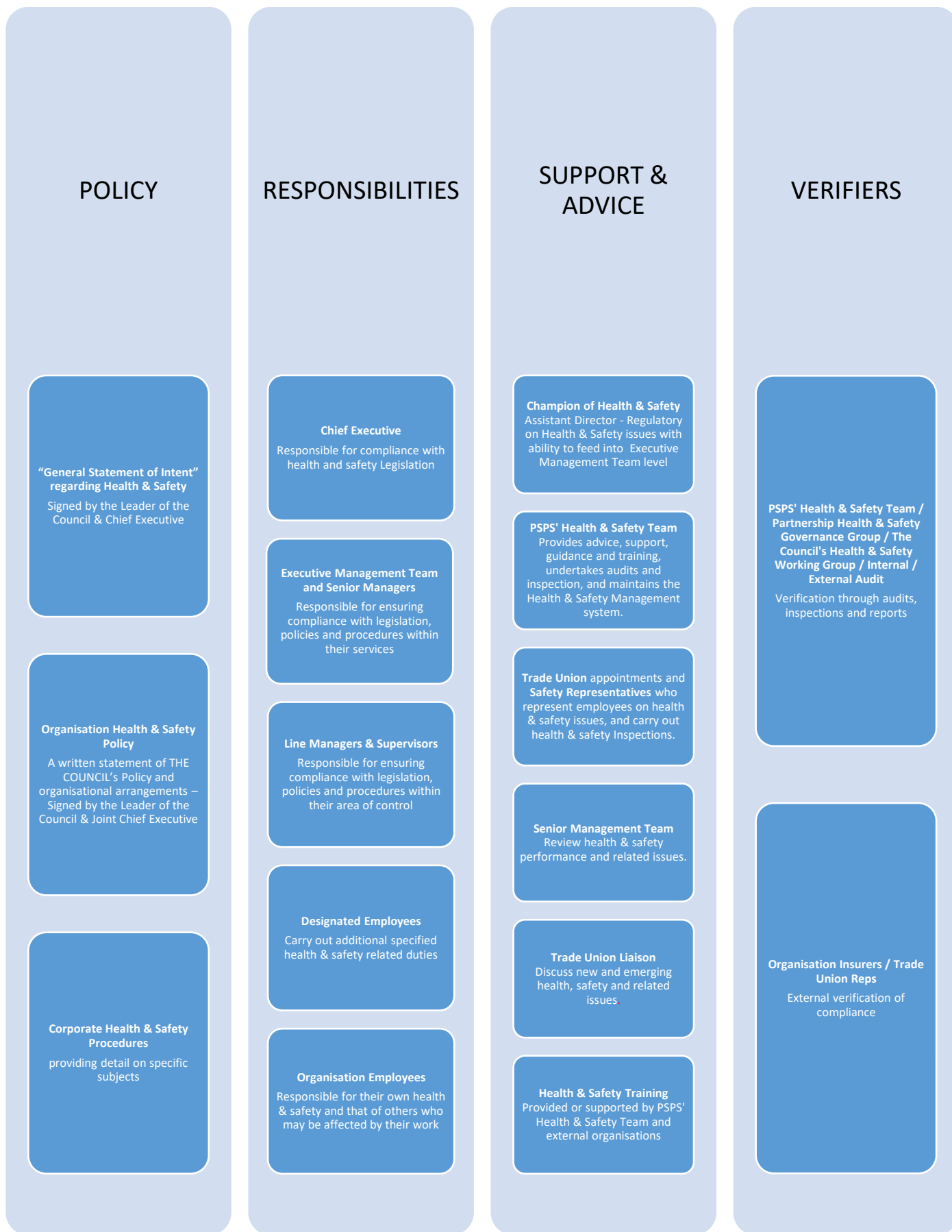
The Chief Executive, Corporate Management team, Senior Managers, Line Managers and Supervisors have defined responsibilities for the management of health and safety, as detailed in the Arrangements under "Responsibilities". Their performance and that of The Council, will be regularly monitored. Details of the management structure and the arrangements for implementing the Policy are contained within this document.

The overall responsibility for this Policy rests with the Leader of The Council and the Chief Executive. They will be assisted by the Corporate Management team and PSPS' Health & Safety Team in ensuring that the Health & Safety Policy is implemented, developed, monitored and reviewed.

Signed: _____ (Leader of The Council) Dated: _____

Signed: _____ (Chief Executive) Dated: _____

THE COUNCIL's Health & Safety Management



Policy Governance

The following table identifies who is accountable, responsible, informed or consulted with regard to this policy.

- Responsible – the person(s) responsible for developing the policy
- Accountable – the person(s) who has ultimate accountability and authority for the policy
- Consulted – the person(s) or groups to be consulted prior to final policy implementation or amendment;
- Informed – the person(s) or groups to be informed after policy implementation or amendment.

Responsible	Assistant Director - Regulatory
Accountable	Chief Executive
Consulted	Partnership Health & Safety Governance Group, The Council's Health & Safety Working Group Members (including representation from unions recognised by The Council).
Informed	ALL employees of The Council

Health & Safety Policy – Arrangements

1. Responsibilities

The Council is responsible for the health, safety and welfare of employees and others who may be affected by their activities.

The Leader of The Council & Elected Members have significant influence and responsibility for health and safety in terms of providing leadership, direction, strategy and appropriate budget setting allowing for the safe management of health and safety. They are not responsible for day-to-day management of health and safety.

Chief Executive shall have overall responsibility for health and safety across The Council, and lead in setting corporate Policy and direction.

Deputy Chief Executives and Assistant Directors (Corporate Management Team) are responsible for:

- Supporting the Chief Executive in meeting their health and safety responsibilities for The Council.
- Ensuring that robust health and safety management systems exist within The Council and that all Service Areas demonstrate compliance.

Partnership Health & Safety Governance Group partnership and are responsible for formally signing off Health and Safety Policies and Procedures, reports and guidance. It will also monitor performance and hold managers to account for non-compliance in their respective areas. These meetings will be chaired by the Assistant Director - Regulatory, who sits on the Corporate Management Team (CMT).

Health & Safety Working Group is responsible for the effective communication, and consultation in matters involving the health, safety and welfare of all those affected by the work of The Council.

Service Managers are accountable to the Deputy Chief Executives and Assistant Directors (Corporate Management Team) for ensuring that The Council's Health & Safety Policy and procedures are complied with within their Service Areas. Duties may be delegated to their Line Managers and Supervisors, but they remain responsible for:

- Being familiar with The Council's Health & Safety Policy and procedures, and any relevant risk assessments and safe systems of work

- Providing leadership on occupational health and safety
- Ensuring the availability of resources essential to establish, implement, maintain and improve the health and safety management system
- Ensure a representative from each service attends the H&S working group and allow adequate time for prior consultation with their workforce, attendance of meetings and for sharing of relevant H&S information with the workforce following meetings
- Defining roles and allocating responsibilities to facilitate effective health and safety management
- Ensuring by means of job descriptions and regular reviews that Line Managers and Supervisors understand and fulfil their specific health and safety responsibilities
- Ensuring that such measures necessary (including investigation, training, reviews, monitoring etc.) are taken to prevent, so far as is reasonably practicable, any breach of health and safety procedures or legislation
- Co-operating with trade union health and safety representatives in accordance with agreed processes
- Ensuring adequate inspections and monitoring of health and safety procedures are undertaken
- Ensuring the systematic assessment of hazards and the effective implementation of risk management systems
- Ensuring the maintenance, servicing and testing of equipment and the keeping of registers and records where necessary is undertaken
- Ensuring the necessary information, instruction, training and supervision is provided to their employees
- Keeping themselves informed of incidents or accidents within their area of control, and ensure that action is taken in order to prevent recurrence
- Report any specified workplace incidents in liaison with The Health & Safety Manager under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulation 2013 (RIDDOR)
- Ensuring the effective safety management of contractors carrying out works within their area of responsibility
- Working with Line Managers and Supervisors to provide adequate time and facilities for The Health & Safety Team to carry out Inspections and Audits and to ensure any advised remedial works are completed
- Ensuring that the necessary resources are available to employees to fulfil their health and safety obligations
- Appointing suitable, trained and qualified “designated employees” to carry out specified health and safety duties within their Service Areas
- Ensuring that emergency plans are in place for unplanned events such as Fire and Evacuation
- Ensuring that First Aid provisions are in place with regards Trained First Aiders and First Aid Equipment
- Working with Line Managers/ Supervisors to ensure staff are fit and well to carry out their duties safely or make reasonable adjustments with advice from Occupational Health, The Human Resources and Health and Safety Teams

Line Managers and Supervisors are responsible for the effective implementation of the Health & Safety Policy and procedures within their area of control. Whilst some duties may be specifically designated, those having a management or supervisory responsibility will be responsible for:

- Ensuring they are familiar with The Council’s Health & Safety Policy and procedures
- The development and review of Risk Assessments and Safe Systems of Work for their teams, tasks and sites
- Communicating and confirming knowledge of Risk Assessments and Safe Systems of Work to employees to ensure that they understand the hazards and associated control measures to carry out works safely
- The provision and delivery of Health and Safety information, instruction, training and supervision to new and existing employees under their duty of care to ensure, as far as reasonably practicable, their health and safety and that of others that may be affected by their work activity
- Line Managers ensure that a first day induction for all new employees, agency workers and contractors
- Line Managers ensure that any information, instruction and training is understood and recorded
- Reporting and investigating all accidents, incidents, near misses and violent and aggressive incidents with a view to taking such measures to prevent recurrence
- Undertaking inspections and monitoring to ensure that safety measures are being maintained and that all employees are following safety instructions, control measures and safe practices
- Ensuring that Team Meetings regularly occur and always include Health & Safety as a standing item, providing opportunities for employees to be consulted on matters which affect their health, safety and wellbeing

- Co-operating with trade union health and safety representatives in accordance with agreed processes.
- Working with the Service Manager to ensure adequate time and facilities for The Health & Safety Team to carry out Inspections and Audits and to ensure any advised remedial works are completed
- Arranging for the provision and issue of Personal Protective Equipment, where necessary. Ensuring it is to the correct standards and is used correctly
- Ensuring all training is completed in a timely manner to ensure compliance
- Ensuring, where employees work away from their normal working location, that their health and safety is suitably managed in line with the relevant Procedure or Risk Assessment for the task
- Ensuring that First Aid provisions are managed, fit for purpose and all checks recorded
- Ensuring that Emergency Plans are communicated to staff, knowledge confirmed all events are recorded and reported
- Confirming with Services Managers to ensure staff are fit and well to carry out their duties safely or make reasonable adjustments with advice from Occupational Health, The Human Resources and Health and Safety Teams

Designated Employees – Management may designate specific employees to carry out specified health and safety duties in addition to their normal duties and responsibilities. This may include for example:

- Champion of Health & Safety
- Health & Safety Working Group Members
- Fire Wardens
- First Aiders / Appointed Persons.

ALL Employees have a duty to take care of their own health and safety and that of others who may be affected by their acts or omissions at work by:

- Being familiar with, and conforming to, The Council's Health & Safety Policy, procedures and/or guidance
- Complying with all Risk Assessments, Safe Systems of Work and safety instructions given by their line management, to ensure that obligations with regards to health and safety are complied with
- Reporting any Health and Safety concerns and unsafe practices to their Line Manager/ Supervisor Reporting all accidents, incidents and near misses to their Line Manager/Supervisor
- Utilizing all tools and equipment provided by The Council in accordance with the manufacturer's, supplier's and/or installer's instructions and report any defects to their Line Manager/Supervisor immediately
- Completing any relevant health and safety training assigned to them by The Council
- Wearing/ using any PPE provided in line with any instruction or guidance given for the task, take care and maintain it and report any defects to a Line Manager/ Supervisor
- Raising concerns and/ or declining to carry out instruction if they justifiably believe it could jeopardise their own health and safety and that of others
- Informing their Line Manager/ Supervisor of any changes to their health that could compromise theirs or others health and safety while carrying out their duties, and complying with any reasonable adjustments advised by Occupational Health, The Human Resources and Health and Safety Teams

PSPS' Health & Safety Team (Competent Persons) oversees the implementation of the Health & Safety Policy and procedures on behalf of The Council, ensuring they comply with current legislation. In particular, PSPS' Health & Safety Team has a responsibility for:

- Providing advice, guidance and support to The Council on health, safety and welfare
- Informing and advising on legislative changes and updates
- Reviewing and advising on Risk Assessments and Safe Systems of Work
- Providing Health and Safety advice where requested on the management of contractors
- Developing and reviewing the corporate Health & Safety Policy, procedures and guidance which provide detail on specific health and safety requirements
- Performing regular audits and inspections on The Council's services in line with their operational risk. Report on and advise on any remedial actions required follow up with Supervisors/ Line Managers, Service Managers, Assistant Directors and Heads of Service to confirm compliance with Health and Safety Policy and Procedures.

- Maintaining an overview of fire safety within The Council by conducting Fire Risk Reviews
- Providing quarterly health and safety performance reports to the Strategic H & S Group and the Health & Safety Working Group and an annual health and safety performance report to the Chief Executive and Corporate Management team
- Attending Health & Safety Working Group meetings to highlight, report and advise on health and safety matters
- Advising on Health and Safety training requirements
- Recording, reviewing and where required investigating, accidents, incidents and near misses and advise on any remedial actions and/ or control measures to prevent reoccurrence
- Communicating any new information on health and safety matters associated to services and operations
- Taking immediate direct action in cases of imminent danger, where that action cannot be taken by Managers or Supervisors
- Liaising with, where required, the Health & Safety Executive (HSE) and other enforcement authorities and external bodies on health and safety issues.

Human Resources Team are responsible for the administration support of staff:

- Ensuring that employee information is accurate and up to date
- Regular reviews with Service Managers and Line Managers/ Supervisors regarding staff who may be required to make reasonable adjustments to carry out their duties safely
- Facilitation and allocation of training through Learning and Development

Contractors and Business Tenants are required to:

- Effectively and efficiently co-operate and communicate with The Council on all relevant health and safety matters before and during their tenure with The Council
- Meet the health and safety standards required of them in the performance of the work activities undertaken with or on behalf of The Council

Safety Representatives, both Trade Union Representatives and Safety Representatives, can exercise their rights to:

- Be in investigations for reportable accidents/incidents
- Represent the views of the employees to Managers and Health and Safety Executive Inspectors
- Undertake inspections of the workplace and formally report back to Management and PSPS' Health & Safety Team
- Attend the H&S working Group
- Be consulted on any changes to corporate and local documentation

Clients, Service Users and Members of the Public are requested to co-operate with the health and safety arrangements put in place by The Council to protect them and the people who are providing a service to them.

2. Partnership Health & Safety Governance Group

The Group oversees the Health and Safety Compliance for the Partnership and is critical to ensuring the Corporate Management Team are informed on their current standing in respect of Health and Safety.

The Group will meet:

- Once every three months
- To raise the profile of health, safety and welfare and promote a positive approach to health and safety working practices within the Partnership.
- To consider and authorise Council and/or Partnership policies, procedures and associated guidance relating to health, safety and welfare, both statutory and otherwise.
- To consider health and safety minutes from the Health and Safety Working Group.
- To monitor health and safety performance in respect of the Service Level Agreement in place with PSPSL.
- To consider the implications and implementation of new/revised health and safety legislation, approved codes of practice (ACOPS) and guidance, and provide advice to the Senior Leadership Team.

- To provide the Senior Leadership Team with a written report of assurance or decision-making requirements.
- Membership of the group will be set out in a Terms of Reference document.

The membership of the Group shall be as follows:

- Assistant Director – Regulatory (Chair)
- Health & Safety Manager (Public Sector Partnership Services Ltd)
- Head of Corporate Services (Public Sector Partnership Services Ltd)
- 3 x Chairs of respective HSWG's
- Other individuals as felt appropriate by the Chair.

3. Health & Safety Working Group

The Council's Health & Safety Working Group exists to ensure effective communication, monitoring of performance and consultation in matters involving the health, safety and welfare of all those affected by the work of The Council.

The Working Group will meet:

- Once every three months
- To raise the profile of health, safety and welfare and promote a positive approach to health and safe working practices within The Council
- To consider and advise on Council policies, procedures and associated guidance relating to health, safety and welfare, both statutory and otherwise, and monitor their effectiveness
- To consider health and safety reports relating to Council service areas, workplaces and/or activities and contribute to any improvement plan
- To note the appointment and consider the activities of Union Safety Representatives as required by the relevant legislation
- To consider, and act as appropriate on, health and safety reports from Trade Union appointed safety representatives or Health & Safety Advisors
- To monitor health and safety performance and completion of proposed recommendations for corrective action as deemed necessary
- To ensure monitoring of planned and unplanned (reactive) health and safety inspections/audits
- To promote and oversee health and safety training in The Council
- To consider the implications and implementation of new/revised health and safety legislation, approved codes of practice (ACOPS) and guidance and where appropriate approve recommended changes to existing corporate policies, procedures, guidance and/or contribute to the development of new ones
- To receive safety data relating to reportable (and non-reportable) accidents, dangerous occurrences and cases of reportable diseases and to monitor trends to ensure the effectiveness of any remedial action taken to prevent future similar incidents
- To consider reports and information provided by inspectors of the HSE under the Health and Safety at Work, etc. Act 1974, or any other relevant enforcement authority and to establish and maintain effective links with such persons
- Consider other relevant health, safety and welfare matters raised by members of the Working Group and Council employees that remain unresolved after management intervention
- To provide a consultation mechanism were employees where health and safety issues can be discussed and escalated as appropriate
- To pass any decision-making requirements up to the Partnership Health and Safety Governance Group (PHSGG)
- Membership of the group will be set out in a Terms of Reference document.

The membership of the Working Group shall be as follows:

- ~~Chair – This may be a rolling position between members of the group.~~
- ~~1 x Health & Safety Advisor(s) (Public Sector Partnership Services Ltd)~~
- ~~1 x Representatives from each Service Area~~
- ~~1 x Representative from Human Resources (Public Sector Partnership Services Ltd) – as deemed necessary~~
- ~~Elected Trade Union representation~~
- ~~Any other Elected Health & Safety representatives (non-union)~~
- ~~Contractors, partners or tenants (where applicable).~~

4. Trade Unions

The Council is committed to working with the recognised trade unions about the appointment of safety representatives, co-operation on inspections and fulfilling 'safety committee' requirements of Regulation 9 of the Safety Representatives and Safety Committees Regulations 1977.

5. Health & Safety in Partnership Working & Contracted Out Work

The responsibilities for health and safety in partnership working and contracted out work will be determined by the nature of the contract between The Council and the partner/contractor.

Construction contracts will be governed by The Construction (Design and Management) Regulations 2015 (CDM 2015), other contracts will be subject to The Council's procurement rules and the Contractor Management procedure, which is available on the intranet.

Contracting out work or services does not exclude The Council from its health and safety responsibilities or risk from prosecution.

6. Enforcements & Penalties

Enforcement and penalties for breaches of health and safety law fall under the Health & Safety Executive in conjunction with the "fee for intervention" and "sentencing" structure.

The HSE can issue a notification of contravention, an improvement or prohibition notice, or a prosecution where they believe there has been a "material breach" of health and safety legislation.

7. Policies, Procedures & Guidance

The Council's Health & Safety Policy and procedures have been developed on specific hazards encountered within The Council. These are available in The Council's Intranet.

8. Health & Safety Training/Competence

The health and safety training requirements for all employees will be identified on recruitment and at the individual's annual appraisal. Key corporate health and safety training is documented by PSPS First4Learning and the Learning and Development Team.

Advice on specialist courses is available from PSPS' Health & Safety Team.

9. Monitoring

The monitoring of this Policy will be carried out by PSPS' Health & Safety Team, actively through health and safety auditing and inspections and reactively by the investigation of accident, incidents, near miss, violent incidents and occupational diseases statistics produced and reported on a regular basis.

All monitoring activity will be reported to the Partnership Health & Safety Governance Group, Strategic, H & S Group and if necessary escalated to the Corporate Management team.

A quarterly Health & Safety Performance Report will be presented to The Council by PSPS' Health & Safety Team.

10. Review

This procedure will be subject to a review every three years by PSPS' Health & Safety Team or sooner should there be changes to health and safety legislation and guidance to/within The Council, or a change of circumstances that dictate a review.

Details of the review and any recommendation will be provided to the Partnership Health & Safety Governance Group and H & S Group.

11. References

- HSE's Website – [Health & Safety at Work etc. Act 1974](#)
- HSE's Website – [Managing for Health & Safety](#)
- [Management of Health & Safety at Work Regulations, 1999](#)

12. Document Control

Version & Approval Control

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Report To:	Cabinet
Date:	28th April 2026
Subject:	Data Protection Policy and Records Management Policy
Purpose:	To consider policies for approval
Key Decision:	No
Portfolio Holder:	Councillor Astill, Portfolio Holder for Corporate and Environmental Service
Report Of:	John Medler, Assistant Director Governance and Monitoring Officer
Report Author:	Richard Steele, Group Manager for Information Governance and Data Protection Officer
Ward(s) Affected:	All
Exempt Report:	No

Summary

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

These policies have been amended to include feedback from the policy development panel.

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

Recommendations

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

That Cabinet approves delegation of amendments to the records management policy to the Assistant Director Governance in consultation with the relevant Portfolio Holder to reflect changes in ICO guidance when issued.

That Cabinet approves delegation of amendments to the data protection policy to the Data Protection Officer in consultation with the relevant Portfolio Holder to reflect changes in ICO guidance when issued.

Reasons for Recommendations

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

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

Other Options Considered

Not to recommend or make suggested changes to the policies.

1. Background

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

2. Report

- 2.1 The Data Protection Policy sets out how personal data is handled, whilst the Records Management Policy establishes the framework for managing all records, including personal data.
- 2.2 The Records Management Policy establishes the framework for managing all records, including personal data, ensuring they are accurate, accessible, secure, and

retained appropriately. It supports compliance with legal and regulatory frameworks and applies to all recorded information held by the authority, regardless of format, across all departments and services.

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

3 Key Updates and Changes

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

Data Protection Policy

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

Records Management Policy

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

4. ICO guidance and future amendments

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

5. Conclusion

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

Implications

South and East Lincolnshire Councils Partnership

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

Corporate Priorities

None

Staffing

None

Workforce Capacity Implications

None

Constitutional and Legal Implications

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

Data Protection

Both policies have a direct impact on Data Protection.

Financial

None

Risk Management

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

Stakeholder / Consultation / Timescales

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

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

Reputation

None

Contracts

None

Crime and Disorder

None

Equality and Diversity / Human Rights / Safeguarding

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

Health and Wellbeing

None

Climate Change and Environment Impact Assessment

Not undertaken

Acronyms

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

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

Appendices

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

Appendix 1	(Data Protection Policy)
Appendix 2	(Records Management Policy)

Background Papers

none

Chronological History of this Report

none

Report Approval

Report author:	Richard Steele, Group Manager for Information Governance and Data Protection Officer, Richard.Steele@boston.gov.uk
Signed off by:	John Medler, Assistant Director Governance and MO, John.Medler@e-lindsey.gov.uk
Approved for publication:	Councillor Jim Astill



Data Protection and Data Use Policy 2026

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

1. Introduction

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

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

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

2. Scope

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

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

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

3. Data Protection Principles

We are committed to the seven UK GDPR principles:

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

We commit to the DUAA specific commitments:

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

4. Roles and Responsibilities

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

Senior Information Risk Owner (SIRO): Strategic oversight.

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

Managers/Service Leads: Operational enforcement.

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

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

5. Rights of Individuals

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

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

Individuals have the right to request:

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

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

6. Data Sharing and Access

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

Per DUAA, we mandate:

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

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

7. Automated Decision Making

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

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

8. Accountability and Governance

We will:

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

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

9. Security

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

10. Training

Training for all staff includes:

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

This is expanded at Appendix D.

11. Policy Review

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

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

Data Protection and Data Use Policy Appendices

Appendix A – Subject Access Requests (SARs)

Appendix B – Data Breach Procedure

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

Appendix D – Information Sharing & DUAA Compliance

Appendix E – Training & Awareness

Appendix F – Complaints Handling (DUAA Compliance)

Appendix G – Councillors

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

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

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

Appendix B – Data Breach Procedure

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

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

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

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

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

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

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

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

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

Appendix D – Information Sharing & DUAA Compliance

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

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

Appendix E – Training & Awareness

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

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

Appendix F – Complaints Handling (DUAA Compliance)

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

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

Appendix G – Councillors

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

1. **As a Ward Representative**

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

2. **As a Political Party Representative**

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

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

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

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

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Record Management Policy 2026

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

1. Introduction

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

It supports compliance with various legal and regulatory frameworks.

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

2. Scope

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

This policy applies to the full information or data lifecycle.

This includes:

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

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

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

3. Principles

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

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

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

4. Roles and Responsibilities

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

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

5. Legal and Regulatory Framework

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

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

6. Policy Commitments

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

The Council aims to:

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

7. Retention Schedules

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

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

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

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

9. Security

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

10. Training

Training for all staff includes:

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

11. Policy Review

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

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



Report To:	Cabinet
Date:	28 th April 2026
Subject:	Pride in Place Programme Delivery
Purpose:	To accept the UK Government's Memorandum of Understanding to enable delivery of the ten-year Pride in Place programme for Spalding to commence in 2026/27. Delegated authority arrangements are also requested to ensure effective and lawful use of public funds under the programme and that robust decision-making arrangements are in place throughout the subsequent investment periods.
Key Decision:	Yes
Portfolio Holder:	Cllr Nick Worth, Leader
Report Of:	Maria Cotton, Assistant Director (Culture and Regeneration)
Report Author:	Jon Burgess, Programme Manager (Economic Growth)
Ward(s) Affected:	Spalding Wygate, Spalding St John's, Spalding Monks Road, Spalding St Mary's, Spalding St Paul's, Spalding Castle.
Exempt Report:	No

Summary

This paper seeks Cabinet approval to accept the UK Government's Memorandum of Understanding to enable the local authority to undertake the lead contracting and accountable body requirements to progress delivery of the Pride in Place programme for Spalding. It will ensure that the spend decisions recommended by the Spalding Neighbourhood Board are subject to appropriate compliance and assurance work by the Council prior to contracting and meet the requirement to ensure effective and lawful use of the allocated public funds.

Recommendations

That Cabinet:

- Recommends that Council amends the Capital and Revenue budgets to reflect the funding as set out in Section 2 of this report and delegates authority to the Director of

Finance and Section 151 Officer to vary the Council's Capital and Revenue base budgets for projects under the parameters of the Pride in Place programme for Spalding.

- Approves that the Council be the accountable body for the Pride in Place programme for Spalding and delegates authority to the Council's Director of Finance and Section 151 Officer to sign the Memorandum of Understanding for the Pride in Place Programme in Spalding, as attached at Appendix 2.
- Notes that it is the responsibility of the Spalding Neighbourhood Board to consider and recommend how the funding is allocated to individual projects. The Cabinet will be kept notified and updated with the Board's priorities, approved projects, allocations and spend profile and monitoring of risks and benefits on regular basis.
- Delegates authority to the Council's Director of Finance and Section 151 Officer to approve the Board's recommended expenditure, following due diligence and in consultation with the Director of Economic Development and Leader of the Council.
- Delegates authority to the Council's Director of Economic Development to enter into all associated delivery contracts and grant funding agreements on behalf of the Council in consultation with the Council's Director of Finance and Section 151 Officer and the Leader of the Council.

Reasons for Recommendations

- To enable the Council to receive the annual funding allocations under the Pride in Place Programme and support the Spalding Neighbourhood Board to progress with the delivery of the subsequent investment periods.
- To ensure that all public funds associated with the programme delivery are used lawfully, effectively and in line with Government rules and relevant Council procedures.
- To ensure transparent, consistent and robust decision making and appropriate due diligence is undertaken on the recommended funding awards prior to formal contracting and expenditure.

Other Options Considered

- To not accept the Pride in Place funding for Spalding
- To work with the Spalding Neighbourhood Board to identify an alternative accountable body structure for the governance and management of the approved funding

1. Background

- 1.1 Spalding has been allocated the award of up to £20million of new grant funding over a ten-year period under Phase One of the Pride in Place Programme (formerly Plan for Neighbourhoods and Long Term Plan for Towns). The programme forms part of the UK Government's wider Pride in Place Strategy published on the 25th September 2025 which is intended to represent a new way for government to work in partnership with communities and neighbourhoods, empowering them with the tools and levers to drive meaningful change that reflects their priorities.

- 1.2 Decision-making responsibility on how and where this new funding is spent sits with Spalding Neighbourhood Board, working in partnership with South Holland District Council. The Neighbourhood Board must develop a plan for their local area and distribute funding to the projects to deliver on this vision. All activities supported by the programme must be shaped and informed by undertaking meaningful, iterative engagement with the local community, ensuring that any future investment reflects local need and evidencing that that people’s priorities have been acted upon.
- 1.3 The submission of the Neighbourhood Board’s Regeneration Plan for Spalding was approved by Cabinet on the 24th November 2025, following a widespread programme of community consultation to ensure that any future investment reflects local need and evidencing that local people’s priorities have been acted upon. Cabinet has also previously received a report on the 8th July 2025 to approve delivery arrangements for the capacity funding received under the programme to date and help move the programme towards the first year of delivery commencing in 2026/27.
- 1.4 The intervention area for the Pride in Place funds has been determined by the UK Government and is intentionally targeted on delivering new investment into the Spalding town boundary, rather than the wider South Holland District. As such, this is a Spalding specific programme and funding cannot be distributed to projects in other towns or villages. At least 51% of the Neighbourhood Board representation must be from people who live or work in Spalding and the beneficiaries of the investment are intended to be within the redline boundary provided at Appendix 1.
- 1.5 The Leader of the Council is appointed onto the Neighbourhood Board to represent South Holland District Council.

2. Report

- 2.1 On the 31st March 2026, the Council received a Memorandum of Understanding (MoU) from the UK Government to enable the local authority to undertake the lead contracting and accountable body responsibilities to deliver the Pride in Place programme for Spalding. The MoU is attached at Appendix 2.
- 2.2 In order to undertake the programme arrangements and requirements, approval is needed to accept the terms of the Memorandum of Understanding as attached at Appendix 1. It is therefore requested that Cabinet provides authority for the Council’s Section 151 Officer to sign the MoU on behalf of South Holland District Council.

2.3 Financial Implications

- 2.4 The Pride in Place programme is due to release the following funds to the accountable body for Spalding over the next ten years. This provides the basis of the recommendation to vary the Council’s capital and revenue budgets under the parameters of ‘Pride in Place for Spalding up to the limit of the provisions set out below.

Grant type	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35	35/36	Total
Revenue funding (capacity)	150	0	0	0	0	0	0	0	0	0	600
Revenue funding (grants)	232	256	432	432	432	432	437	450	450	450	3,999
Total revenue funding	382	256	432	432	432	432	437	450	450	450	4,599
Capital funding (grants)	360	1,736	1,605	1,605	1,605	1,605	1,605	1,605	1,605	1,605	14,936
Total	742	1,992	2,037	2,037	2,037	2,037	2,042	2,055	2,055	2,055	19,535

- 2.5 To allow the Government to undertake periodic spending and performance reviews, the funding model will be delivered across three investment periods:
- Period 1: 2026–27 to 2029–30 (4 years)
 - Period 2: 2030–31 to 2032–33 (3 years)
 - Period 3: 2033–34 to 2035–36 (3 years)
- 2.6 The local authority retains responsibility and accountability for ensuring that all expenditure is managed in line with public sector financial principles and is compliant with procurement law and subsidy control requirements. As such, it is recommended that delegated authority is given to the Council’s Director of Finance and Section 151 Officer to approve the expenditure decisions recommended by the Neighbourhood Board prior to contracting in consultation with the Director of Economic Development and the Leader of the Council.
- 2.7 Governance and Assurance**
- 2.8 It is expected that the spend allocations recommended by the Spalding Neighbourhood Board will be delivered via either a direct Council led commission or by passporting funds to a local community group, business or other appropriately constituted organisation to deliver the approved activities and investments.
- 2.9 The Council will therefore need to undertake a range of duties to ensure that robust, consistent and transparent decision-making arrangements are in place prior to the contracting of any approved spend. Contracts for the delivery of new works, goods or services undertaken directly by the Council will be managed in accordance with the local authority’s adopted contract and financial procedure rules. Where the delivery is to be undertaken indirectly via an external partner, the Council will require a signed grant funding agreement to be in place prior to commencement which will clearly set out the requirements of all parties in undertaking the agreed investment and activities.
- 2.10 It is therefore recommended that delegated authority is given to the Director of Economic Development to enter into all of the necessary contractual arrangements and grant funding agreements to deliver the approved programme of investment.

3. Conclusion

- 3.1. The Pride in Place programme requires the local authority to act as the accountable body responsible for overseeing the management and use of public funds. The Spalding Neighbourhood Board is required to provide strategic direction and make recommendations on project selection and prioritisation of spend. The delegated authorities recommended within this report will ensure that the Council undertake an appropriate level of due diligence on the proposed spend decisions prior to contracting and reserve the right to withhold approval of any proposal that does not meet the necessary legal requirements.
- 3.2. The latest policy guidance for the Pride in Place programme sets out an expectation that the Neighbourhood Board should look to move to a community led delivery model by Year Three of the programme (by March 2029). As such, the role of the local authority may be subject to change over the delivery period but the recommendations in this report set out the immediate recommendations and requirements needed to progress delivery in Year One of the programme in 2026/27.

Implications

South and East Lincolnshire Councils Partnership

Cumulatively, the South and East Lincolnshire Councils Partnership is due to receive up to £80m of new investment for the local area over the next ten financial years under the Pride in Place Programme. This represents a significant opportunity to provide enhanced places and better outcomes for the residents, businesses and visitors of South and East Lincolnshire and to achieve economies of scale in the delivery of coordinated approach to linked interventions across four towns in the Partnership area. Boston, Skegness and Spalding are included in Phase One of the current Programme. Mablethorpe is allocated under Phase Two of the programme, due to commence delivery from April 2027.

Corporate Priorities

The Pride in Place programme provides the opportunity for existing Council and public services to deliver additional benefit in the approved towns under the agreed themes and proposed interventions. Group Managers and service leads will be consulted as part of the development and delivery phase.

Staffing

Initial project management resources have been approved by the Neighbourhood Board to enable the Council to proceed with the recruitment and employment of a dedicated programme manager and programme coordinator post to help deliver the Spalding programme (roles to be shared with the Boston Neighbourhood Board). Additional programme management support to be provided by the substantive Economic Development directorate with additional associated support services from PSPS Ltd.

Workforce Capacity Implications

The delivery of the Plan may require additional capacity within the teams. Capacity implications of any actions included in the regeneration plan will need to be considered and monitored on ongoing basis.

Constitutional and Legal Implications

The Council will act as the accountable body for the funds with responsibility for ensuring that public funds are distributed fairly and effectively, and that funds have been managed in line with the Nolan Principles and Managing Public Money principles. The Council will also be responsible for compliance with legal responsibilities in relation to subsidy control, state aid and procurement. As an accountable body, the Council must comply with the Subsidy Control Act 2022 when administering public money under the programme.

The Council may need to recover funding from project deliverers where subsidy control has not been complied with. The Council will be responsible for ensuring that all funding is managed in accordance with relevant public contract regulations.

Data Protection

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

Financial

As set out in Section 2 of the report

Risk Management

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

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

Stakeholder / Consultation / Timescales

The Neighbourhood Board membership was reviewed in March 2025 in alignment with the priority themes of the Plan for neighbourhood. The Leader of the Council, Cllr Nick Worth, sits on the Neighbourhood Board for Spalding. Engagement with stakeholders and communities is part of the programme of activities that the Neighbourhood Board is leading in preparation of the Plan. The Regeneration Plan submitted (and approved by Cabinet in November 2025) provides detailed evidence of stakeholder engagement undertaken to date and of further scheduled activities. The guidance for the Pride in Place programme makes clear that the Board is expected to undertake stakeholder engagement and consultation across the full 10-year funding period to ensure Plans are aligned to emerging priorities.

Reputation

The Programme presents a positive and good news story for increasing Pride in Place in Spalding. It places the Council in a positive position at the heart of a partnership with the Neighbourhood Board and MHCLG to drive and deliver meaningful change for the community. The investment builds on a successful track record with Government in delivering major regeneration programmes in Spalding via the previous Towns Fund and Levelling Up funds.

Contracts

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

Crime and Disorder

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

Equality and Diversity / Human Rights / Safeguarding

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

Health and Wellbeing

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

Climate Change and Environment Impact Assessment

None

Acronyms

None

Appendices

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

Appendix 1 – Spalding Pride in Place Investment Boundary

Appendix 2 - Pride in Place for Spalding: Memorandum of Understanding

Background Papers

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

[Pride in Place Programme: prospectus - GOV.UK](#)
[Spalding Regeneration Plan – submission copy](#)

Chronological History of this Report

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

Previous Cabinet reports have agreed recommendations on the use of programme capacity funding (31st July 2025) and the submission of the Regeneration Plan for Spalding (16th November 2025)

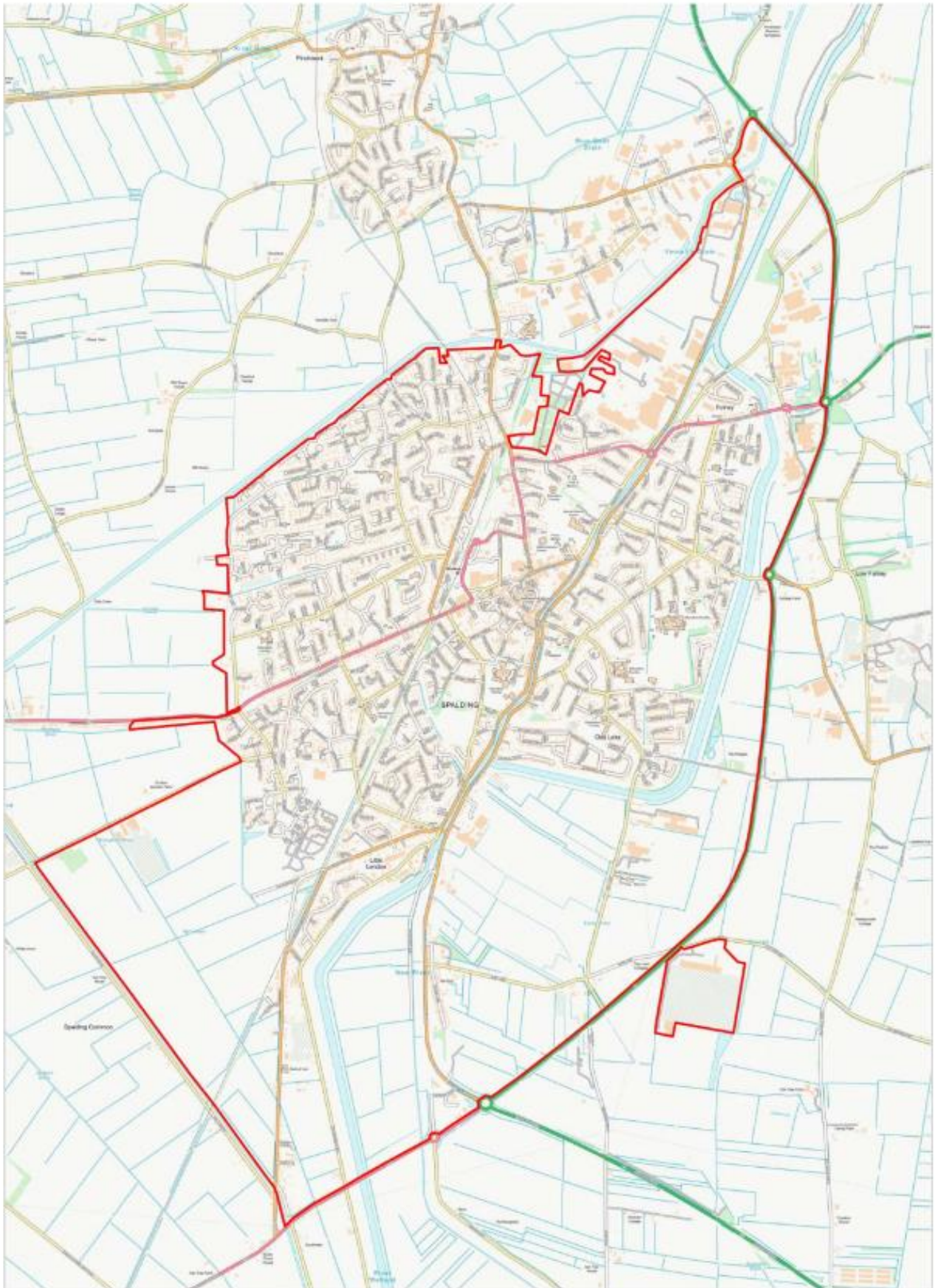
Report Approval

Report author: Jon Burgess, Programme Manager (Economic Growth)
Jon.Burgess@e-lindsey.gov.uk

Signed off by: Maria Cotton, Assistant Director (Culture and Regeneration)
Maria.Cotton@e-lindsey.gov.uk

Approved for publication: Cllr Nick Worth

Appendix 1 – Spalding Pride in Place Investment Boundary



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MEMORANDUM OF UNDERSTANDING

Between

The Secretary of State for Housing, Communities and Local Government

-and-

South Holland District Council

-and-

Spalding Neighbourhood Board

1. Purpose

- 1.1. This Memorandum of Understanding (MoU) sets out the terms that will apply to the relationship between the Secretary of State for Housing, Communities and Local Government (the Secretary of State), South Holland District Council (the local authority) and the Spalding Neighbourhood Board regarding the administration and delivery of the Pride in Place Programme (the programme).
- 1.2. This MoU relates to the allocation set out in the [Programme Prospectus](#).
- 1.3. This MoU will be for the first investment period of the programme which spans the period 1 April 2026 to 31 March 2030. Changes will be made only where signatories deem it necessary.
- 1.4. The MoU sets out the conditions and expectations for the Programme.
- 1.5. The Secretary of State and the local authority shall be parties in this agreement.
- 1.6. This MoU is not intended to create legal or binding obligations. It describes the understanding between both parties for the use of funding specified in section 3 of this agreement.
- 1.7. The Neighbourhood Board for Spalding is not a formal party to this agreement, but a signatory in acknowledgement of the Neighbourhood Board's role and responsibilities in programme delivery within their place, as set out in the programme guidance.

2. Background

- 2.1. The Pride in Place Programme was launched on 25 September 2025. The Secretary of State has agreed the Neighbourhood Board's Pride in Place Plan for Spalding.
- 2.2. This MoU covers the funding commitments from the Secretary of State and the delivery, financial expenditure, agreed milestones, reporting and evaluation,

communications and branding expectations between the Parties as well as the steps the Secretary of State could take in the event of underperformance, if required.

2.3. The Secretary of State has published guidance on the delivery of the programme in the [Pride in Place Programme prospectus and guidance](#). The Secretary of State will notify the local authority of any changes to the prospectus and, if necessary, provide guidance on how changes are to be managed.

3. Purpose of the Funding

3.1. The funding from the programme is being provided to deliver activity in line with the prospectus and the priorities for investment agreed by the Neighbourhood Board, based on community engagement activity carried out throughout the programme lifetime.

3.2. The allocation to the local authority is set out in the [Pride in Place Programme prospectus and guidance](#). The local authority will receive annual grant payments as set out in this allocation, subject to the conditions in sections 5 and 6.

3.3. Any changes to the allocation will be notified to the local authority as soon as practicable. Funding will not be withdrawn unreasonably.

3.4. Funding must be spent in line with the rules set out in the [Pride in Place Programme prospectus and guidance](#).

3.5. Funding should be managed through a partnership between the Neighbourhood Board and the local authority, as set out in the [Pride in Place Programme prospectus and guidance](#).

3.6. The local authority is expected to agree a way of working with the Neighbourhood Board which:

- recognises and upholds the Neighbourhood Board's role as decision-maker in relation to how programme funding is used to deliver the strategic aims of the programme in the local area;
- enables development and embedding of appropriate processes and controls for the funding allocation; and
- ensures that residents, businesses, and grassroots organisations are actively involved in programme design and decision-making throughout the lifetime of the programme.

3.7. Funding should be used to deliver in line with the Pride in Place Plan for Spalding which has been agreed with MHCLG. The partnership can make changes to the plan agreed by the Secretary of State. The scale, type and process for making changes is set out in published guidance and at section 10 of this agreement.

4. Reporting

- 4.1. As part of the delegated delivery model, the local authority will provide formal reporting on the use of Pride in Place Programme funding as set out in the [Pride in Place Programme prospectus and guidance](#).

5. Financial Arrangements

- 5.1. The agreed funds will be issued to the local authority as grant payments under Section 50 of the United Kingdom Internal Markets Act 2020 ('UKIM').
- 5.2. Details of the annual funding allocation, broken down into capital and revenue funding, will be confirmed in annual grant determinations.
- 5.3. The grant payment and grant determination letters (GDL) for 2026-27 will be made after this MoU is signed.
- 5.4. The 2027-28, 2028-29 and 2029-30 grant payments will be paid in Quarter 1 (April-June) of each year. Release of payments is dependent on submission of satisfactory Statement of Grant Usage and monitoring reports in the preceding year as set out in [Pride in Place Programme prospectus and guidance](#) and ongoing compliance with the Pride in Place Programme prospectus and guidance.
- 5.5. Grant determination letters (GDL) for years 2027-28, 2028-29 and 2029-30 will be provided following confirmation of the annual payment for each year.
- 5.6. The grant payment arrangements for financial year 2030-31 and beyond will be set out in a separate memorandum of understanding.
- 5.7. Where the local authority is holding any underspend from the Pride in Place programme capacity funding payments made in 2023-24, 2024-25 and 2025-26, this may be retained and brought forward to be spent in future years in line with the Funding Flexibility rules outlined in the [Pride in Place Programme prospectus and guidance](#). The 2026/27, 2027-28, 2028-29 and 2029-30 grant payments from MHCLG will not be adjusted as a result of any brought forward funding.
- 5.8. Capital grant funding, as set out in grant determinations, may only be used for capital expenditure.
- 5.9. Revenue grant funding may be used for revenue or capital expenditure, in line with the local authority's accounting practices.
- 5.10. If the Secretary of State has concerns around future spending plans, based on the experience of local delivery to date, or wider financial issues or governance affecting delivery, then the Secretary of State may pay in instalments, withhold or recover funding.

5.11. The local authority accepts responsibility for meeting any costs over and above the Secretary of State's contribution, agreed in the annual grant determination. This includes potential cost overruns and the underwriting of any funding contributions expected from third parties.

6. Conditions of Approval

6.1. MHCLG's agreement of the Pride in Place Plan for Spalding is conditional upon the following condition/s being completed:

a) N/A

6.2. In the event that the above conditions are not met by the date set out, the Secretary of State may withhold further annual payments until such time as the conditions are satisfactorily completed.

7. Branding and Communication

7.1. The Secretary of State will provide the local authority with guidance on the Branding and Communication associated with the programme in due course.

7.2. The Parties agree to adhere to the guidance and any updates subsequently released by the Secretary of State or HMG on communications linked to the programme.

7.3. The local authority agrees to publish details of Neighbourhood Board membership, place governance arrangements and key documents regarding delivery of the programme in the local area, as outlined in the [Pride in Place Programme prospectus and guidance](#).

7.4. The local authority agrees to make monitoring returns submitted to the department publicly available as outlined in the [Pride in Place Programme prospectus and guidance](#).

8. Evaluation

8.1 The Secretary of State will publish an evaluation strategy, setting out how the programme will be evaluated, in due course.

8.2 The local authority will support any evaluation of the fund through capturing and providing relevant monitoring data and engaging as appropriate with MHCLG or its contractors.

9. Assurance

- 9.1. The Secretary of State has set out the approach to assurance for the programme in the [Pride in Place Programme prospectus and guidance](#).
- 9.2. Funding will be managed within the finance governance framework adopted by local authorities and the existing local authority accountability and assurance regime, under the oversight of the local authority's Chief Financial Officer [England and Wales: Section 151, Scotland: Section 95, Northern Ireland: Section 54].
- 9.3. The Chief Financial Officer will be required to submit an annual Statement of Grant Usage return to MHCLG. This will provide confirmation that they have undertaken to actively apply all the necessary checks to ensure proper administration of its financial affairs regarding the funding programme, and that the funding has been managed with propriety, regularity and value for money.
- 9.4. The local authority is expected to have the necessary governance and assurance arrangements in place and that all legal and other statutory obligations and consents will be adhered to.
- 9.5. As set out in the [Pride in Place Programme prospectus and guidance](#), the local authority is responsible for applying management controls that:
- mitigate the risk of fraud;
 - ensure funding has been used in accordance with UK subsidy control legislation;
 - ensure that any procurement undertaken by a contracting authority funded by the fund has complied with public procurement rules;
 - ensure compliance with its statutory equality obligations;
 - ensure adequate assessment of environmental impacts arising from programme activities and compliance with environmental duty; and
 - ensure that any personal data obtained in connection with the fund's activities is handled in compliance with data protection legislation.
- 9.6. The local authority will respond directly to questions addressing the local delivery of the fund and cooperate with the Secretary of State in any inquiries regarding the delivery of the fund.

10. Changes to agreed Pride in Place Plan

- 10.1. The local authority will notify the Secretary of State of any changes to the activities, expenditure, management processes and governance arrangements set out in their Pride in Place Plan through routine monitoring returns. The local authority does not need approval from the Secretary of State to make changes to its delivery unless the change constitutes a 'material change' as set out in the [Pride in Place Programme prospectus and guidance](#).

10.2. Requests for material changes can be made to the Secretary of State as and when required during delivery, following the published process.

10. Compliance with the MoU

10.1. The Parties to this MoU are responsible for ensuring that they have the necessary systems and appropriate resources in place within their respective organisations to comply fully with the requirements of this MoU.

11. Changes to the MoU

11.1. The arrangements under this MoU will be kept under review. Amendments to this MoU may only be made upon written agreement between the Parties.

12. Resolution of Disputes

12.1. Any dispute that may arise as to the interpretation or application of this MoU will be settled by consultation between the parties.

Signed on Behalf of the Local Authority (by Chief Executive / Chief Financial Officer):

Name:

Job Title:

Date:

Signed on Behalf of Secretary of State:

A handwritten signature in black ink, appearing to read 'Kay Withers', written in a cursive style.

Name: Kay Withers

Job Title: Director, Communities, Cohesion and Inclusive Growth

Date: 31 March 2026

Signed on Behalf of the Neighbourhood Board in acknowledgement of the Neighbourhood Board role in delivery of the programme:

Name:

Job Title:

Date:

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