

The
Local Government
Boundary Commission
for England

CORPORATE PLAN

2025/26 to 2029/30

www.lgbce.org.uk



The background of the slide is a photograph of several people in business attire (suits and ties) standing around a table. They appear to be in a meeting, with one person's hand visible pointing at a tablet. The entire image is covered with a semi-transparent green filter. Two large, thick yellow brackets are positioned on the left and right sides, framing the central text.

We are an **independent statutory body** with responsibility for reviewing the electoral arrangements for local authorities across England.

We remain focused on delivering high-quality reviews that are fair and **take account of local views, communities and needs.**

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**Professor
Colin Mellors OBE**
Chair

Ailsa Irvine
Chief Executive

Foreword

As the independent statutory body with responsibility for reviewing the electoral arrangements for local authorities across England, we remain focused on delivering high-quality reviews that are fair and take account of local views, communities and needs.

This corporate plan sets out how we will carry out our important statutory role over the next five years.

Over the course of this period, we will continue to deliver a rolling programme of reviews. This has the benefit of ensuring that we can not only continue to review local authorities from ‘time to time’, as we are required to do, but can also undertake reviews to address electoral inequality. It also enables us to be flexible, and to be able to respond to requests from central or local government to carry our reviews where that might assist with the delivery of effective and convenient local government.

In particular, we anticipate that local government structures will be a key issue over the life of this plan, and we stand ready to bring our expertise and play our part in supporting the implementation of any agreed changes.

While we already carry out reviews that command confidence and achieve high levels of satisfaction from those who work with us, we want to continue to innovate and improve, becoming ever more efficient and effective. By keeping our processes under review and by looking at how technology and data can be used to help us to work differently, we can make sure we maximise our capacity and the number of reviews we are able to carry out each year, without compromising the quality or robustness of our work.

In particular, we will focus on how we engage with local authorities and local communities and make it easier for people to understand and get involved with the review process. The active engagement of local people and organisations, and their insight, is vital to us being able to carry out our work effectively.

Underpinning all this is our commitment to continuing to strengthen our operational structure and resilience, making sure that we have the infrastructure and the people we need to be able to deliver our functions. Our people are integral to our success, and we want to attract, retain and develop the right skills to enable us to command the confidence of everyone we work with.

We look forward to continuing to work closely with Government, Parliament, local authorities and local people to deliver fair electoral and boundary arrangements for local electors across England.

Who we are



We are an independent statutory body, directly accountable to Parliament. We conduct electoral reviews of local authorities in England and make recommendations for local boundary arrangements.

We carry out different types of electoral reviews:



Periodic electoral reviews

We aim to review each local authority every three to four electoral cycles, ensuring that we meet our statutory duty to review all local authorities 'from time to time'



Request reviews

We aim to be responsive to requests from local authorities and carry out reviews where asked and where we can support the delivery of effective and convenient local government



New local authorities

We will continue to support the establishment of new local authorities, as agreed by Government and Parliament, and help to ensure that they have fair electoral and boundary arrangements



Intervention reviews

Where a local authority has poor levels of electoral equality, with some councillors who represent many more or many fewer electors than others in the same area, we carry out a review to address these imbalances



Principal area boundary reviews

We will consider carrying out reviews of the external boundaries of local authorities, such as where local authorities jointly request a change to the boundary between two areas



All of our electoral reviews:

Are informed by local needs, views and circumstances

Aim to ensure that, within each authority, each councillor represents a similar number of electors

Seek to create boundaries that are appropriate and reflect community ties and identities

Aim to support the delivery of effective and convenient local government

In carrying out our work, we are guided by our values:



Impartial

We give equal consideration to all views



Objective

Our recommendations are based on evidence



Responsive

We listen to local opinion and take account of the views we hear in developing our recommendations



Transparent

We follow clear and open processes, making information available to support people to engage in our work



Professional

We are reliable, efficient and helpful, delivering our work effectively and to a consistently high-standard



Inclusive

We value diversity and the benefits different perspectives and experiences bring to our work

Our objectives



Objective

1

We will deliver high-quality electoral reviews that are fair and take account of local communities and needs

We will continue to develop and deliver a rolling programme of reviews

We will review and refine our processes to maximise our capacity and the number of reviews that we can carry out

We will innovate in how we deliver reviews

Objective

2

We will work collaboratively with local authorities and local communities to make it easier for people to understand and engage with the review process

We will improve how we talk about electoral reviews and their processes

We will seek a broad and diverse range of views to inform our recommendations

We will develop our understanding of people's views about us and the review process

Objective

3

We will continue to improve our efficiency, ensuring we have the resources and processes we need in place and are using them effectively

We will continue to embed a value for money culture into how we work

We will make full use of technology and data

We will attract, retain and develop the people we need



We will deliver high-quality electoral reviews that are fair and take account of local communities and needs

We will continue to develop and deliver a rolling programme of reviews

Our focus will be on carrying out reviews 'from time to time' while also maintaining the capacity to look at the electoral arrangements in areas where some councillors represent many more or many fewer electors than others in the same area. We also want to ensure we can respond positively to requests for reviews, and will continue to support central and local government by bringing our expertise where it can assist with the delivery of effective and convenient local government.

Objective 1

We will review and refine our processes to maximise our capacity and the number of reviews we can carry out

We want to ensure that we are able to start a minimum of 25 reviews each year. We will look at the timetable for a review to explore whether it is possible to shorten the overall length of the review process without compromising quality and the level of engagement. We will also consider our approach to intervention reviews and whether we could deliver these in a different way.

We will be innovative in how we deliver reviews

We will identify opportunities afforded by emerging technology to support the effective delivery of electoral reviews. This will include reviewing our mapping infrastructure to ensure the solutions we use maximise the efficiency and accuracy of our review processes. The effective use of available data will be central to how we work, and as part of this we will seek to improve further the accuracy of our five-year forecasting. We will also keep our guidance and resources under review to ensure they remain robust and easy to use.

We will work collaboratively with local authorities and local communities to make it easier for people to understand and engage with the review process

We will develop our understanding of people's views about us and the review process

We will launch new stakeholder surveys to gather views from local authorities, local communities and local people, and use these to inform further improvements to our processes and practices. We will identify further ways to gain feedback from local authorities who have completed the review process, including how good practice can be identified and shared with other local authorities.

Objective 2

We will improve how we talk about electoral reviews and their process

To help people to understand why reviews matter to them, we will make our communications more accessible and easy to understand. We will carry out research using a focus group-type approach to test approaches and messages with different audiences, and use the outcomes to help us update our tools and templates, including those we provide to local authorities to help them promote reviews and encourage local engagement.

In addition, we will improve our website, listening to the needs of users and using the findings from our website survey to identify and take forward improvements. In 2026/27 we intend to re-develop our website, enabling us to improve how we make information available and enhance the user experience.

We will seek a broad and diverse range of views to inform our recommendations

We will review the channels we use for communication, to ensure we are using the mechanisms that maximise our ability to engage with local authorities and their communities and encourage a diverse range of responses to our consultations. As part of this, we will develop a social media strategy, helping us to ensure we use available platforms to promote our reviews and engage with those who are interested in our work.

We will also develop relationships across the local government sector, raising awareness of our work and of the role of electoral reviews in supporting local democracy.



We will continue to improve our efficiency, ensuring we have the resources and processes we need in place and are using them effectively

We will continue to embed a value for money culture into how we work

We will seek to identify efficiencies in how we work, capturing any savings we are able to make, whether cashable or non-cashable. We will also develop a new process to enable us to understand better the costs of individual reviews.

In addition, we will continue to embed the principles of sustainability into our activities, exploring how our working arrangements can contribute to reducing our carbon footprint.

Objective 3

We will make full use of technology and data

We will develop a digital strategy, providing us with a framework for ensuring we maximise the opportunities, and minimise the risks, of different forms of technology. We will continue to maintain a robust IT infrastructure, ensuring strong cyber-security arrangements are in place. Over the life of the plan we will explore the potential uses of artificial intelligence in supporting how we work.

In 2025/26 we will invest in the development of our SharePoint system to ensure it remains fit for purpose and supports efficient and effective records management. We will also review our approach to information and knowledge management, ensuring that we retain a strong corporate memory and minimise the risks of single points of failure inherent in a small organisation.

We will attract, retain and develop the people we need

We will refresh our people strategy, ensuring that we are able to attract, retain and develop the people we need. We will maintain and improve high standards of leadership and management, with a focus on developing our people. We will continue to invest in learning and development, to ensure we have a skilled and resilient workforce.

Our approach to hybrid working will continue to be refined, providing us with the framework we need to deliver our work most effectively and supporting our organisational and individual wellbeing. We will also further embed equality, diversity and inclusion in all aspects of our work.



Measuring performance



We have identified a range of measures that will help us to understand how we're delivering against our objectives.

We will deliver high-quality electoral reviews that are fair and take account of local communities and needs

- Number of reviews started each year
- Orders in place in time for the implementation of the new electoral arrangements at the scheduled election
- Improving levels of confidence in the review process
- Increasing levels of positive feedback from local authorities on the review process

We will work collaboratively with local authorities and local communities to make it easier for people to understand and engage with the review process

- Maintained or improved levels of engagement with our consultations
- Increasing percentage of people feeling they have the information they need to be able to participate in the review process

We will continue to improve our efficiency, ensuring we have the resources and processes we need in place and are using them effectively

- Continued identification of efficiencies, both cashable savings and non-cashable benefits
- Maintained high levels of staff engagement



Our key risks



As with any plan, there are risks to its delivery. We have identified a number of key areas of risk that could impact on the delivery of our objectives, although we recognise that these may change over the life of this plan as the risk landscape continues to evolve.

Resilience

As a small organisation, we face particular risks arising from our size and capacity. We will need to continue to ensure that we mitigate against single points of failure, and ensure our processes are well documented and as efficient as they can be.

Changes in demand

We are susceptible to changing landscapes and their potential impacts on us and our core work. We will need to horizon scan efficiently to remain alert to what is coming, and develop our work programme and manage our resources in as flexible a way as possible to enable us to adapt to changing demands.

Information management and security

In common with other public sector bodies, we face risks relating to cyber security and how we manage our information. We will need to maintain our robust cyber security arrangements and information management policies in order to safeguard our infrastructure and the systems and data that we use.

Societal

Declining interest and trust in politics and democratic institutions, along with low levels of political engagement, create challenges for achieving effective public engagement in our consultations, which is vital to the quality of our recommendations. We will need to be innovative in finding ways to help people to understand why reviews matter to them and why it is important to give us their views.

Financial

With a continued focus on public spending, there will be an inevitable pressure on budgets and efficiency. Also, we have had to develop our five-year spending plan with an incomplete understanding of the scale and pace of potential local government reorganisation and its implications for our work, which means that the resources we require may change over the corporate plan period. Strong relationships with Speaker's Committee and Parliament, close working with the Ministry for Housing, Communities and Local Government and good links with the local government community will be important to help mitigate these risks.

We manage risks through our operational management structures, with oversight from the Audit and Risk Committee and the Commission Board.



Our resources

We are funded by HM Treasury through an annual budget. Each year, our budget is reviewed by the Speaker's Committee before it is laid before the House of Commons for approval.

For each year of the corporate plan, we will develop a business plan setting out our activities and the budget required to cover the costs of delivering these activities.

Our five-year spending plan begins with growth from the previous financial year, largely reflecting the expected increase in activity in the first few years associated with work relating to the anticipated local government structural changes. It also shows some peaks to reflect specific planned investment, including the re-development of our SharePoint system in 2025/26 and the re-development of our website in 2026/27. Beyond that, the anticipated level of spend remains broadly consistent over the period of the plan.

£'000	2025/26	2026/27	2027/28	2028/29	2029/30
Staff & Commissioners	2,022	2,084	2,187	2,295	2,408
Mapping and printing	199	200	207	216	223
Stakeholder engagement	133	196	123	125	128
Business costs incl. consultancy	1,030	1,167	577	608	616
Legal and professional	100	116	137	147	158
Depreciation	44	88	94	80	75
Risk and resilience	141	154	133	139	144
DEL resource	3,668	4,006	3,459	3,609	3,752
AME	0	0	0	0	0
Resource total	3,668	4,006	3,459	3,609	3,752
DEL capital	50	275	50	50	50
Total	3,718	4,281	3,509	3,659	3,802

While we would always seek to manage our costs within these budgets, increases to the rate of inflation or changes to our work programme in response to factors outside our control represent the main risks to our spending plans.

As a small organisation, we have little opportunity to make further significant financial savings beyond those already achieved over previous years, without compromising the quality, pace or robustness of our work. However, we will continue to make sure our expenditure is as efficient as possible and that we are delivering value for money across all our functions, and will continue to seek efficiencies in everything we do





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