

Guildhall Gainsborough  
Lincolnshire DN21 2NA

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## AGENDA

**This meeting will be webcast live and the video archive published on our website**

### **Corporate Policy and Resources Committee**

**Thursday, 11th December, 2025 at 6.30 pm**

**Council Chamber - The Guildhall, Marshall's Yard, Gainsborough, DN21 2NA**

**Members:**

- Councillor Owen Bierley (Chairman)
- Councillor Paul Swift (Vice-Chairman)
- Councillor Matthew Boles
- Councillor Frazer Brown
- Councillor Ian Fleetwood
- Councillor Paul Key
- Councillor Jeanette McGhee
- Councillor Tom Smith
- Councillor Baptiste Velan
- Councillor Moira Westley
- Councillor Trevor Young

**1. Apologies for Absence**

**2. Public Participation Period**

Up to 15 minutes are allowed for public participation. Participants are restricted to 3 minutes each.

**3. Minutes of Previous Meeting/s**

To confirm as a correct record the Minutes of the previous meeting.

i) For Approval

To confirm and sign as a correct record the Minutes of the Meeting (PAGES 4 - 15) of the Corporate Policy and Resources Committee held on Thursday, 13 November 2025

ii) For Noting

To note the Minutes of the Joint Staff Consultative Committee (PAGES 16 - 19) meeting held on Thursday 27 November 2025.

Agendas, Reports and Minutes will be provided upon request in the following formats:

Large Clear Print: Braille: Audio: Native Language

4. **Declarations of Interest**

Members may make declarations of Interest at this point or may make them at any point in the meeting.

5. **Matters Arising Schedule**

(PAGE 20)

Setting out current position of previously agreed actions as at 3 December 2025

6. **Public Reports for Approval:**

- i) People Development: Managing Performance and Capability Procedure (PAGES 21 - 41)
- ii) Community Grants Programme (PAGES 42 - 50)
- iii) Progress and Delivery Quarter Two (2025/26) (PAGES 51 - 88)
- iv) Local Council Tax Support Scheme 2026/27 (PAGES 89 - 104)
- v) Member Attendance at the District Councils Network (DCN) Conference 2026 and the Local Government Association (LGA) Annual Conference 2026 (PAGES 105 - 109)
- vi) Review of Civic Transport Arrangements (PAGES 110 - 119)
- vii) Committee Work Plan (PAGES 120 - 123)

7. **Exclusion of Public and Press**

To resolve that under Section 100 (A)(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 1, 2 and 3 of Part 1 of Schedule 12A of the Act.

8. **Exempt Reports**

- i) Council Debts for Write Off 2025/26 (PAGES 124 - 157)
- ii) Contract Exemption Report - Customer Relationship Management System (PAGES 158 - 165)
- iii) Building Control and Commercial Waste Services Fees and Charges 2026/27 (PAGES 166 - 176)

Paul Burkinshaw  
Head of Paid Service  
The Guildhall  
Gainsborough

Wednesday, 3 December 2025

# Agenda Item 3a

Corporate Policy and Resources Committee – 13 November 2025  
Subject to Call-in. Call-in will expire at 5pm on 10 December 2025

## WEST LINDSEY DISTRICT COUNCIL

MINUTES of the Meeting of the Corporate Policy and Resources Committee held in the Council Chamber - The Guildhall, Marshall's Yard, Gainsborough, DN21 2NA on 13 November 2025 commencing at 6.30 pm.

**Present:** Councillor Owen Bierley (Chairman)

Councillor Matthew Boles  
Councillor Frazer Brown  
Councillor Ian Fleetwood  
Councillor Paul Key  
Councillor Jeanette McGhee  
Councillor Tom Smith  
Councillor Baptiste Velan  
Councillor Moira Westley  
Councillor Mrs Mandy Snee

**Also Present:** Councillor Stephen Bunney

**In Attendance:**

Paul Burkinshaw	Chief Executive
Peter Davy	Director of Finance and Assets (Section 151 Officer)
Lisa Langdon	Assistant Director People and Democratic (Monitoring Officer)
Nova Roberts	Director of Change Management, ICT & Regulatory Services
Natalie Kostiuk	Customer Experience Officer
Lyn Marlow	Customer Strategy and Services Manager
Cara Markham	Commercial, Cultural and Leisure Development Manager
Sue Leversedge	Financial Services Manager (Deputy Section 151)
Caroline Capon	Corporate Finance Team Leader
Luke Matthews	Senior Building and Projects Officer
Ele Snow	Senior Democratic and Civic Officer

**Apologies:** Councillor Paul Swift  
Councillor Trevor Young

**Membership:** Councillor M. Snee was appointed substitute for Councillor P. Swift

### 49 TO OPEN THE MEETING AND APPOINT A VICE CHAIRMAN

The Chairman opened the meeting and welcomed all present, in particular to Mr Paul Burkinshaw, the new Chief Executive. The Chairman explained that apologies had been received from Vice Chairman Councillor P. Swift and as such, sought nominations to appoint

a Vice Chairman for the meeting.

A Member of the Committee proposed Councillor M. Boles, which was duly seconded.

With no further nominations, the Chairman took the vote, and it was

**RESOLVED** that Councillor M. Boles be appointed Vice Chairman for the duration of the meeting.

## **50 PUBLIC PARTICIPATION PERIOD**

There was no public participation.

## **51 MINUTES OF PREVIOUS MEETING**

The Senior Democratic Services Officer explained that there had been one amendment made to the published minutes, that being the naming of the consultants in relation to the work around Local Government Reorganisation. The previously circulated minutes had not included the consultant details as it had been discussed under closed session, however the contract had now been awarded and therefore the minutes had been amended to reflect that. With Members content with the explained amendment, and having been moved and seconded it was

**RESOLVED** that the Minutes of the Meeting of the Corporate Policy and Resources Committee held on Thursday, 25 September 2025 be confirmed and signed as a correct record.

## **52 DECLARATIONS OF INTEREST**

There were no declarations of interest as this point in the meeting.

## **53 MATTERS ARISING SCHEDULE**

The Chairman reiterated the Committee's thanks to Claire Hill for her work around the banking facilities available in Gainsborough, noting that a response had been received from LINK, as circulated to Members and updated in the Matters Arising Schedule. With no further comments or questions, the Matters Arising Schedule, setting out the position of previously agreed actions as at 5 November 2025, was **DULY NOTED**.

## **54 IMPLEMENTATION OF A NEW TWO STAGE COMPLAINTS PROCESS**

Members gave consideration to a report regarding the implementation of a new two stage complaints process. It was explained by the Customer Experience Manager that in 2018, the Council had a one stage complaints process, managed by the Customer Experience Manager who investigated and responded to all complaints with the assistance of Senior

Officers and Team Managers. This had proven to be successful, and the number of complaints referred to, investigated by, and upheld by the Local Government and Social Care Ombudsman (LGSCO) had decreased since 2018.

Members heard, however, that not all Local Authorities had a robust and successful complaints process in place, therefore the LGSCO had launched a new complaint handling code which provided recommended guidance on how all Local Authorities should manage their complaints process. The code was launched in February 2024, working with 20 pilot council from April 2024. In February 2025 the LGSCO issued best practise guides and training to support Local Authorities to adopt the code, which would be applied to their case work from April 2026.

It was explained that Members were asked to approve the move to a two stage process, with it being noted that the Council could choose to maintain the existing one-stage process, however this would be contrary to the guidance of the LGSCO.

The Chairman thanked the Officer and noted a slight amendment to the second recommendation as published in the report. With Members indicating their support for the new process, thanks to the Customer Experience Manager, and contentment with the minor amendment, the recommendations were duly moved and seconded. On taking the vote it was

**RESOLVED** that

- a) the recommendation of the Local Government and Social Care Ombudsman that all Local Authorities should operate a two stage complaints process be supported; and
- b) any future minor housekeeping amendments be delegated to the Director of Change Management, ICT & Regulatory Services following consultation with the Chairman of Corporate Policy and Resources Committee.

**55 CHRISTMAS AND NEW YEAR OPENING HOURS ARRANGEMENTS FOR 2025/6**

The Committee heard from the Customer Strategy and Services Manager regarding the proposed Council opening hours for the period between Christmas 2025 and New Year's Eve 2026, including options for early closing on New Year's Eve and all day closure on Friday 2 January 2026.

Members indicated their support for the proposals, stating their thanks to all officers for their hard work and dedication. Having been proposed, seconded, and voted upon, it was

**RESOLVED** that

- a) the closure of the Council offices at 2pm on 31 December 2025 be approved; and
- b) the closure of the Council offices on Friday 2 January 2026 be approved.

## **56 RESOURCING AND FUNDING CULTURE**

The Commercial, Cultural and Leisure Development Manager addressed Members regarding the options and recommendations for the ongoing delivery of the cultural strategy and programming in West Lindsey. It was explained that the report outlined the resource requirements to sustain and grow the cultural offer in the district, setting out the context of existing resources, established programming and the adopted West Lindsey Cultural Strategy. The cultural programme was explained, with headline costs and indicative engagement figures used to illustrate impact, and an example budget of a signature event to show how funds were used. It was recommended that the cultural strategy be fully resourced by the cultural reserve being annually topped up; the Cultural Development Manager role being retained, and an Events Officer being recruited to safeguard future delivery.

Members of the Committee, and the Visiting Member, expressed their ongoing support for the cultural events team, and admiration for what had been achieved in recent months and years. The continuation of existing events was considered fundamental to the cultural offering, forming the basis for additional events to grow and take root across the district.

In response to a question regarding the funding, it was clarified that the fund was to be maintained each year at £100k, which would require ‘top-ups’ of differing amounts, not that £100k was going to be added each year. Additionally, it was clarified that the fund was used for match-funding on grant applications, with events to be funded as far as possible through grants from organisations such as the Arts Council. The involvement of Gainsborough Town Council was also noted and appreciated.

Members once again highlighted the success of recent events and the additional benefits which arose, for example the boost to community inclusion and visitor economy. With clear support from the Committee, the printed recommendations were duly proposed and seconded. On taking the vote it was

### **RESOLVED that**

- a) an annual contribution to increase the balance on the Cultural Strategy Reserve to a maximum of £100k, commencing 2026/2027, be approved; and
- b) recruitment of an Events Officer to deliver cultural legacy events and the Lincolnshire Show be approved; and
- c) the Cultural Development Manager post be added permanently to the establishment.

## **57 BUDGET AND TREASURY MONITORING QTR 2 25/26**

The Committee heard from the Financial Services Manager regarding the Quarter Two Budget & Treasury Monitoring report for 2025/26 as of the end of September. It was explained that in relation to revenue budgets, the forecast outturn position was a net contribution to reserves (or underspend) of £177,000, which was an increase of £158,000

from the forecast position reported at quarter one.

Members heard that the significant variances against expenditure budgets included salary underspends of £28,000, which included the impact of the pay award of 3.2% agreed in July; a corporate contingency budget of £51,000 which was no longer needed; an underspend against fuel of £45,000, which included an expectation of fuel prices increasing slightly over the remainder of the year. It was highlighted that these underspends were offset by a pressure of £32,000 on insurance premiums due to the impact of an increase in fleet numbers for food waste collections and changes in property values.

The significant variance against income budgets included net interest receivable forecast at £83,000 above budget; drainage board levy support grant of £59,000; and an increased income for big bin hire service, bulky waste collections and commercial waste of £42,000. This was offset by a Housing Benefit subsidy pressure which was currently forecast at £83,000, due to supported accommodation placements with unregistered landlords where full subsidy could not be claimed. Members heard that there was also a pressure of £20,000 against legal services following the signing of a new SLA with Lincolnshire County Council.

In relation to the capital programme, it was explained there was a reported net underspend of £2.361m against the revised budget. It was detailed that £1.889m was to be carried forward into next year. £1.4m of this related to the Warm Homes Local Grant scheme as the phasing of the grant to be received was to be spread across three years, from 2025/26 to 2027/28, with £440,000 payable in 2025/26. There was also a reported net underspend of £0.472m. This related to the balance on the Home Upgrade Phase 2 scheme which had been repaid to the Midland Net Zero Hub. Works were approved in large batches and funding was released on that basis, however, over the life of the scheme some measures were not installed and therefore the funding was returned.

A Member of the Committee put on record his thanks to the Financial Services Manager and her team, recognising their fabulous work especially given the framework and circumstances they worked within. In praising the team, he duly moved the recommendations as written within the report.

The Chairman echoed those sentiments and invited further comments from Members.

During the course of discussions, Members raised a number of queries and it was agreed that additional information be circulated. These were specifically seeking details as to why there was a significant underspend on the home upgrade grant, under which scheme were two properties acquired by the Council, and why had there been there a drop in the income generated from enforcement notices and why had it increased again.

With regard to the truck cartel claim contribution to reserves, it was queried whether this had been an unexpected windfall and whether there were other outstanding legacy cases which may come in. It was confirmed it was a windfall from a legacy legal case which had been in progress for a number of years and there had not been any real expectation on funds being received. It was confirmed there were no other outstanding cases, however Officers would inform Members should there be similar circumstances in the future.

With thanks again to all involved in the financial services work, and with congratulations to the Financial Services Manager on her recent promotion, the recommendations were duly



seconded and voted upon. It was

**RESOLVED** that

**REVENUE**

- a) the forecast out-turn position of a £0.177m net contribution to reserves as of 30 September 2025 (see Section 2) relating to revenue activity, be accepted; and
- b) the use of Earmarked Reserves approved by the Chief Finance Officer using Delegated powers (Section 2.4.1), be accepted; and
- c) the contribution to Earmarked Reserves - £0.074m (2.4.2) be approved.

**CAPITAL**

- d) the current projected Capital Outturn position of £13.732m (Section 3) be accepted; and
- e) the amendments to the Capital Schemes as detailed in 3.2 be approved.

**TREASURY**

- f) the report, the treasury activity and the prudential indicators (Section 4) be accepted.

**58 MID YEAR TREASURY MANAGEMENT REPORT 2025/26**

The Chairman welcomed the Corporate Finance Team Leader and congratulations on her appointment to the role and return to the council. Members then heard from the Corporate Finance Team Leader regarding the Mid-Year update for Treasury Management Indicators in accordance with the Local Government Act 2003. It was explained that the report provided updates on progress against the treasury management strategy which was approved by Council in March 2025 for 2025/26.

The report was required to comply with the CIPFA code of practise on treasury management and to keep Members updated with the current situation.

It was highlighted that the report had been written during a time where core inflation had slightly reduced, and Bank of England interest rates had reduced which had followed a period of both higher inflation and relatively high interest rates. The report contained commentary on the Council's treasury position and also included commentary on the economy by the Council's treasury advisors MUFG Corporate Markets. It was noted that since the report was written the UK base rate had held at 4%.

Members were advised that interest rates had been reducing with more reductions forecast in the medium term, however the Council was receiving additional investment income as shown in the quarterly monitoring reports. This was because of reduced capital expenditure and higher cash balances than forecast. With interest rates reducing and forecast to reduce

further, it made the decision to borrow difficult, as the Council did not want to find itself locked into a high rate loan when the base rate decreased. For this reason, where borrowing had been required for cashflow purposes, short term loans had been used.

Members were advised of the movements in the Council's prudential indicators which had changed as a result of a revised capital programme for 2025/26, as outlined in the quarter two budget monitoring report. The Corporate Finance Team Leader reported there had been no breaches of the Council's prudential indicators in the first half of the year.

Attention was directed to section three of the report, showing an economics update which had been supplied by the treasury advisors MUFG Corporate Markets, which was useful to understand the national and international context within which the Council was operating when undertaking its treasury activities. Additionally, appendix B provided the latest list of approved countries for investment as at 30 September, however, typically the Council only invested within the UK.

Members were asked to recommend the report and approval of the revised prudential indicators at sections 5.2, 6.1 and 6.2 to Full Council.

In response to a question regarding the likelihood of choosing to invest outside of the UK, it was explained that options were reviewed, however in taking a prudent approach and to manage cash flow, the preferred stance was to invest short-term and within the UK.

A Member of the Committee reiterated previously made comments regarding the achievements of the Finance Team, whilst also noting that the pending Local Government Reorganisation (LGR) could see the positive account balances being merged with other councils. This would potentially minimise the benefit to West Lindsey. He supported the sound financial decision making, however suggested that it may be wise to consider spending some funds ahead of LGR. The Chairman and Members of the Committee indicated their agreement with those concerns.

Having been proposed, seconded, and voted upon, it was

**RESOLVED** that it be **RECOMMENDED** to Full Council to note the report, the treasury activity and recommend approval of the revised prudential indicators at sections 5.2, 6.1 and 6.2.

## **59 PROPOSED FEES AND CHARGES 26/27**

The Committee heard from the Financial Services Manager who presented a report detailing the proposed fees and charges to be implemented from 1 April 2026, for services within this committee, as well as those recommended by the Prosperous Communities Committee. The budget implications reflected both the impact of proposed amendments to fees, and the forecast demand for each service.

It was explained that 41% of the charge lines were statutory and were published once released by the relevant body. The release of the statutory planning fees was awaited, and it was noted this had occurred in November the previous year. Therefore, they were based on the September CPI rate which was confirmed earlier this month as being unchanged from

August at 3.8%.

The remaining 59% of charge lines were non-statutory and were locally set by the Council. For each service provided, total cost recovery was aimed for where possible, however benchmarking data was taken into consideration, as was the budget managers' knowledge of the market and demand. Members were advised that the main cost driver for the majority of chargeable services was staff time, therefore the pay award increase of 3.2% was applied as the inflationary uplift for 2026/27 with a further 2.5% increase applied as an estimate each year from 2027/28 onwards.

In relation to non-statutory fees, 39% had seen no proposed change, it was highlighted this primarily related to markets and car parks. With regard to car parks, a revised car park strategy was imminent so no amendments to fees were proposed at this time. With regard to markets, trader numbers were being maintained and so it was not proposed to apply any increases at this stage. It was highlighted there was a proposed fee reduction for Tuesday fees for vans and trailers to encourage more traders of this type. There was no stall erection required for these traders therefore it was deemed appropriate to reduce the fees to be more in line with market stalls.

Members were advised that in relation to the garden waste charge, the Prosperous Communities Committee had considered three options for the 2026/27 subscription fee and recommended the fee of £48, which was a £2 or 4.3% increase on the current year, and represented cost recovery for the service.

It was also highlighted that 60% of non-statutory fees were proposed to increase, the majority of which were based on an increase of 3.2% rounded to the nearest £ or 50p. The total impact of the fees and charges review on the MTFP for 2026/27 was an increase in income of £81,500, rising to £126,400 in 2030/31. Members were asked to recommend the proposed fees to Council for approval, and for inclusion within the 2026/2027 revenue budget.

Additionally, Members were being asked to consider the request for one day's free car parking to support Christmas events in Gainsborough and Market Rasen. It was explained that in 2022, Members had approved a day's free car parking for three years from 2023 to 2025, with the actual dates each year being signed off by Delegation to the Chief Executive. The delegation had now expired, therefore Members were asked to approve free parking for 2025 and the dates provided, and also for the following three years, again delegating authority to the Chief Executive to sign off the date each year.

Members of the Committee expressed their support for the approach taken, and were content budgets were managed efficiently. The wait for the settlement figures from Government was acknowledged, and the hope expressed that it would be issued in a timely manner.

A Member of the Committee noted the difficulty with interpreting the detailed level of information provided, and in knowing whether there could be some manoeuvrability or not. The colour coding of the statutory versus non-statutory fees was welcomed, however it was enquired as to whether Member consideration of the proposals could occur earlier in the process.

With regard to costs around the Trinity Arts Centre, it was requested that the impact on the local community was taken into consideration when setting the fees and charges. The example was provided of community groups in other areas having to re-locate or cease operating as they had been unable to afford the steadily increasing costs of, such as, venue hire. It was noted that many groups who used the Trinity Arts Centre were small, local groups, who would not be able to absorb frequent price increases. It was acknowledged that those concerns were taken into account when reviewing the proposed fees and charges.

During the course of debate, Members indicated a wish to discuss the contents of the exempt appendices. The Chairman sought agreement that there were no further comments relating to the public paper, and, having been moved, seconded and voted upon it was

**RESOLVED** that under Section 100 (A)(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business on the grounds that it involved the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act.

**Note:** The meeting entered into closed session at 7.42pm

Members of the Committee raised specific questions regarding the fees relating to Building Control and Commercial Waste Services. With additional information required from the service managers in order to proceed, it was suggested by the Monitoring Officer that those two fees could be removed and returned to the Committee at the next meeting, once the additional information had been made available.

In response to further concerns raised regarding Member involvement in the fees and charges review process, the Chief Executive, in acknowledging the robustness of the process, noted that Members could choose to include an additional recommendation regarding a review of the process and presentation of the proposed fees and charges paper, to enhance Member involvement and understanding.

**Note:** The meeting returned to open session at 8.06pm

The Chairman thanked all Members for their comments, and, based on previous discussions, a Member of the Committee proposed that the proposed fees and charges in relation to Building Control and Commercial / Trade Waste services be deferred for the next meeting of the Committee. It was also proposed that a recommendation be added to address the concerns raised regarding Member involvement in the fees and charges process.

With these two amendments proposed, seconded, and clear support indicated by the Committee, the recommendations, as amended, were duly proposed, seconded and voted upon. It was therefore

**RESOLVED** that

- a) Members recommend to Council for approval and inclusion within the 2025/2026 Revenue Budget the proposed Fees and Charges at Appendix A, as well as those recommended by Prosperous Communities Committee detailed at Appendices B and C\* (\*commercially sensitive), with the

exception of Building Control and Commercial / Trade Waste services; and

- b) the recommendation from the Prosperous Communities Committee be accepted and free car parking be approved for Friday 14 November 2025 (Gainsborough) and Saturday 6 December 2025 (Market Rasen) when Winter Events were to be held (Section 5.2); and
- c) the recommendation from the Prosperous Communities Committee be accepted and the request for one day of free parking be approved in Gainsborough and Market Rasen when Winter Events are to be held, for the years 2026, 2027 and 2028, and Delegated Authority be granted to the Chief Executive to determine and vary the date on which free parking is held each year up until 2028, in consultation with Event Organisers and the Chairman of the Policy and Resources Committee (Section 5.2); and
- d) Officers be tasked to progress work to review the presentation of the fees and charges and to include Member Development options to ease the budget setting process.

## **60 MARKET STREET RENEWAL LTD - GOVERNANCE CHANGES**

Members were requested to approve the change of Company Secretary for Market Street Renewal Ltd, on the basis of recent staff changes within the council.

Members indicated their understanding and agreement, and, having been proposed, seconded, and voted upon, it was

**RESOLVED** that Mrs Sue Leversedge be appointed Company Secretary for Market Street Renewal Ltd.

## **61 SURESTAFF/WLDC STAFFING SERVICES - GOVERNANCE CHANGES**

Members were requested to approve the change of Company Secretary for Surestaff, WLDC Staffing Services and West Lindsey Trading Ltd, on the basis of recent staff changes within the council.

Members indicated their understanding and agreement, and, having been proposed, seconded, and voted upon, it was

**RESOLVED** that Mrs Sue Leversedge be appointed Company Secretary for Surestaff, WLDC Staffing Services and West Lindsey Trading Ltd.

## **62 COMMITTEE WORK PLAN**

With no comments or questions, the Committee Work Plan was **DULY NOTED**.

### **63 EXCLUSION OF PUBLIC AND PRESS**

**RESOLVED** that under Section 100 (A)(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business on the grounds that it involved the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act.

**Note:** The meeting entered into closed session at 8.12pm

### **64 EXEMPT APPENDICES: PROPOSED FEES AND CHARGES 2026/2027 - RELATING TO PROSPEROUS COMMUNITIES COMMITTEE SCHEDULES, CCTV, BUILDING CONTROL AND TRADE WASTE**

Members considered the exempt appendices in closed session, details of which can be found under minute item 59: Proposed Fees and Charges 2026/27.

### **65 TRINITY ARTS NORTHERN BOUNDARY WALL - UPDATE & OPTIONS**

The Committee gave consideration to a report presented by the Senior Building and Projects Officer, detailing the condition of the northern boundary wall at the Trinity Arts Centre, and options under consideration for repair. Members were already familiar with many of the details of the report as the matter had previously been considered by the Committee.

The Senior Building and Projects Officer advised Members of updated circumstances, including independent legal advice which had been received, and explained the process which would be followed subject to a decision being made by the Committee. Members of the Committee reiterated concerns regarding the nature of the listed building, the ongoing maintenance, and the responsibility of the Council to balance legal requirements and the use of public monies.

In response to queries regarding the regularity of routine inspections, and whether there may be other works required to other buildings, it was explained that routine condition surveys were undertaken on a five year basis and formed the work plan for the subsequent five years.

The Committee received advice from the Monitoring Officer and Chief Executive regarding decisions required from the Committee. Members expressed clear and differing views on how to approach the works required. Having had a proposer and seconder for the recommendations, specifically, option (a) within the report, and in recognising there were no further or additional comments to be made by the Committee, the Chairman took the vote. On achieving an equal split vote, the Chairman's casting vote was used and it was therefore

**RESOLVED** that

- a) the findings of the legal advice (as detailed in the legal implications and the attached appendices) be noted; and
- b) the drawdown of the specified amount within Option 1 in the report, from

the Maintenance of Facilities Reserve, to make safe the northern boundary wall at the Trinity Arts Centre following full re-submission and successful granting of Planning and Listed Building Consent, which included future maintenance works that would be due to the wall over the next 3-5 years, be approved; and

- c) final funding approval following procurement exercise be delegated to the Director of Finance and Assets (S151 Officer) in consultation with the chair of the Corporate Policy & Resources committee; and
- d) the amendment to the capital programme 2026/2027, to increase the Capital Enhancements to Council Properties scheme by the approved amount, be approved.

The meeting concluded at 8.55 pm.

Chairman

# Agenda Item 3b

JOINT STAFF CONSULTATIVE COMMITTEE – Thursday, 27 November 2025

## WEST LINDSEY DISTRICT COUNCIL

MINUTES of a Meeting of the Joint Staff Consultative Committee held in the MS Teams on Thursday, 27 November 2025 commencing at 4.00 pm.

**Members:** Councillor Paul Key (Chairman)  
Councillor John Barrett  
Councillor Moira Westley

**Staff  
Representatives:** James Deacon (Vice Chairman)  
Brad Bishell  
Tom Duffield

**In attendance:** Lynne Thomsett, People Services Manager  
Molly Spencer, Democratic & Civic Officer

**Apologies:** Lisa Langdon, Assistant Director – People & Democratic Services

### 26 MEMBERS' DECLARATION OF INTEREST

There were no declarations of interest made.

### 27 MINUTES

It was noted that the date stated on the agenda had been incorrect; however, the minutes attached for approval were confirmed as being the accurate record of the previous meeting.

With no further comments, it was

**RESOLVED** that the minutes of the Joint Staff Consultative Committee held on Thursday, 23 October 2025, be confirmed as an accurate record.

### 28 MATTERS ARISING SCHEDULE

The Matters Arising Schedule was **DULY NOTED**.

### 29 PEOPLE DEVELOPMENT: MANAGING PERFORMANCE AND CAPABILITY PROCEDURE

The People Services Manager reported that two new Human Resources



procedures had been presented for consideration and recommendation to the Corporate Policy and Resources Committee. Background information was provided regarding an audit of the appraisal process by the Governance and Audit Committee, which had highlighted inconsistencies across the organisation.

A revised approach was proposed, focusing on regular six-weekly check-ins rather than annual appraisals, with discussions centred on well-being, resilience, performance, professional development, and the employee-manager relationship. Staff engagement sessions had been undertaken, and feedback was noted as positive. A new process for approving training requests throughout the year was also outlined, alongside a refreshed capability procedure designed to ensure compliance with employment law while offering greater support to employees.

It was further noted that a new HR and payroll system would be introduced in February, enabling check-ins to be requested via the People First app, supporting a more modern and dynamic approach aligned with organisational values.

The Chairman thanked the People Services Manager for her report and opened for discussion.

Concerns were raised about the effectiveness of appraisal systems and the importance of equipping managers with the skills needed to carry them out successfully. Members highlighted that the proposed approach aligned with good management practice and stressed that appropriate training would be critical to its success. Assurance was given that, if approved, all line managers would receive face-to-face training designed to build positive relationships and support meaningful conversations.

Further comments focused on the challenges of remote working and the need for managers to have sufficient time for regular check-ins. It was clarified that brief records of these check-ins would be maintained within the new HR system to reduce time pressures, and reporting functionality would allow monitoring of both frequency and staff feedback on quality.

Positive feedback was noted, with comments highlighting that the proposed changes represented a significant improvement on the previous appraisal system, which had been considered outdated and ineffective. The benefits of more frequent check-ins were recognised, including the ability to identify issues earlier and maintain engagement throughout the year.

Questions were raised regarding the proposed six-weekly frequency, and it was explained that this recommendation had been based on advice from East Midlands Councils and supported by staff feedback. It was confirmed that the new HR system would facilitate the recording of check-ins and

enable monitoring of compliance and staff satisfaction. Emphasis was placed on the need for senior management to allocate sufficient time for managers to undertake these conversations effectively.

A request was made for a follow-up report to be presented to the committee within six months to review progress and assess whether the new procedures were operating as intended.

With no further comments, it was

**RESOLVED** that the Joint Staff Consultative Committee consider two new employment procedures:

- Workforce Development (replacing the previous appraisal process)
- Capability Procedure

For consideration and recommendation by the Joint Staff Consultative Committee and for approval by the Corporate Policy and Resources Committee.

## 30 **STAFF SURVEY 2025**

It was reported that the annual staff survey had been conducted during October using the same approach as previous years, with the addition of an optional field for staff to indicate their job role or department. A total of 123 responses had been received, compared to 146 in the previous year. Of the 16 main questions, 14 had shown improvement, while two remained unchanged, relating to the office environment and car parking. Free-text comments indicated that staff felt valued and frequently praised, but concerns were raised regarding office layout, the desk booking system, car parking costs, and behaviours within the open-plan office. It was confirmed that these issues had been shared with the Chief Executive and management team for further consideration. The results had been communicated to all staff, and follow-up work would be undertaken to address areas for improvement.

The Chairman thanked the People Services Manager for her update and opened for comment.

Questions were raised regarding the reduction in response numbers, and it was noted that no clear reason had been identified despite similar promotion methods to the 2024 survey being used. Comments highlighted the challenge of maintaining anonymity while encouraging participation, and suggestions were made that managers could allocate designated time for staff to complete the survey during the open period to improve response rates.

Further comments were made regarding the challenges of remote working and its impact on staff engagement and survey participation. It was acknowledged that despite reminders and promotional efforts, the reason for the reduced number of responses remained unclear. Possible factors such as retirements, sickness absence, or local government reorganisation were considered. It was suggested that the reduction might reflect overall staff satisfaction, as individuals were less likely to respond if they had no concerns. The importance of addressing issues raised in the survey and continuing to improve staff engagement was emphasised. Appreciation was expressed for the work undertaken in preparing the policies and managing the survey process.

With no further comments, it was

**RESOLVED** that the Joint Staff Consultative Committee note the results of the 2025 Staff Survey and consider any opportunities for interventions where needed. The results to be shared with staff and any follow up actions agreed.

31 **WORK PLAN**

With no comments the work plan was **DULY NOTED**.

32 **TO NOTE THE DATE OF THE NEXT MEETING**

The Chairman expressed seasonal greetings to all present and extended best wishes for the festive period on behalf of the Council.

The date of the next meeting of the Joint Staff Committee was **DULY NOTED**.

The meeting closed at 4.43 pm.

Chairman

## Corporate Policy & Resources Committee Matters Arising Schedule

**Purpose:** To consider progress on the matters arising from previous Corporate Policy & Resources Committee meetings.

**Recommendation:** That Members note progress on the matters arising and request corrective action if necessary.

Status	Title	Action Required	Comments	Due Date	Allocated To
Black	<b>Additional Information Arising from Proposed Fees and Charges 2026/27</b>	Additional information to be circulated to Members of the Committee. Please see comments for details.	<b>CP&amp;R 13.11.25: Questions arising during debate: why was there a significant underspend on the home upgrade grant (p.72 of the report)? under which scheme were the 2 properties acquired (p.85)? why was there a drop in the income generated from enforcement notices and why has it increased again (p.241)?</b>  Information circulated via email.	30/11/25	Sue Leversedge
Black	<b>Information Session with Members Regarding Building Control and Commercial / Trade Waste Fees</b>	Information session to be arranged for Members of the CP&R Committee prior to the next meeting.	<b>CP&amp;R 13.11.25: Proposed fees &amp; charges for Building Control and Commercial / Trade Waste were deferred for the next meeting (11 December 2025) pending an information session to be held with Members of the Committee for them to understand the pricing structures / fee setting process.</b>  Session held 26 Nov	30/11/25	Sue Leversedge
Green	<b>Opportunities for Member Development</b>	Identified requests for Member Development opportunities to be retained within the Democratic Services team, for Officers to arrange in due course.	<b>CP&amp;R 24.07.25: 'With regard to further training, a Committee Member suggested that Members of the Council, in addition to staff, should receive training on anti-bribery and corruption.' and 'the Chairman noted that workshops had previously been held on housing-related topics, including landlord registration, funding, and support. It was suggested that consideration be given to holding a future workshop to address the issues raised during the meeting.'</b>	31/12/25	Ele Snow
Green	<b>Estimated Cost of LGR</b>	Estimated costs related to LGR across Lincolnshire (to date) to be shared with Members	<b>CP&amp;R 25.09.25: Members requested that Officers ascertain and present collective spend on LGR across the county.</b>	31/12/25	Peter Davy
Green	<b>Member Development: Fees and Charges Process, Interpretation, Input from Members</b>	Training to be provided to Members in order to aid their understanding of the process of how proposed fees & charges are managed / prices arrived at, and also how to interpret the information contained within the report and the Member role in the process / committee decisions.	<b>CP&amp;R 13.11.25: RESOLVED that ... Officers be tasked to progress work to review the presentation of the fees and charges and to include Member Development options to ease the budget setting process.</b>	31/12/25	Ele Snow



**Corporate Policy and  
Resources Committee**

**Thursday 18 December  
2025**

**Subject: Managing Performance: Workforce Development and Capability  
Procedure**

Report by:

Monitoring Officer

Contact Officer:

Lynne Thomsett  
People Services Manager

[lynne.thomsett@west-lindsey.gov.uk](mailto:lynne.thomsett@west-lindsey.gov.uk)

Purpose / Summary:

Formal approval of two new employment  
procedures:

- Workforce Development
- Capability Procedure

## **RECOMMENDATION(S):**

That following the recommendation by the Joint Staff Consultative Committee, the Corporate Policy and Resources Committee approve two new employment procedures:

- Workforce Development (replacing the previous appraisal process)
- Capability Procedure

## IMPLICATIONS

**Legal:** The procedures are in accordance with employment legislation and ACAS good practice guides.

Relevant legislation considered:

Employment Rights Act 1996 (ERA)

- Capability is one of the five potentially fair reasons for dismissal under UK employment legislation. It is defined as the employee's ability to perform their job, assessed by reference to skill, aptitude, health, or any other physical or mental quality (Section 98 ERA).
- Employers must show that dismissal relates to the employee's inability to perform work of the kind they were employed to do and that fair procedures were followed.

Equality Act 2010

- Employers must avoid discrimination and make reasonable adjustments for employees with disabilities during performance management or capability processes.

Health and Safety at Work Act 1974

- Employers have a duty to ensure health, safety, and welfare, which can intersect with performance issues (e.g., stress affecting capability).

Employment Relations Act 1999

- Employees have the right to be accompanied by a trade union representative or colleague during formal capability or disciplinary hearings.

The ACAS Code of Practice on Disciplinary and Grievance procedures recommends fair and transparent procedures, distinguishing conduct and capability and that a supportive approach must be taken before formal outcomes.

The Workforce Development and Capability Procedures ensure that the council remains legally compliant and demonstrates a fair approach to performance management.

**(N.B.) Where there are legal implications the report MUST be seen by the MO**

**Financial : FIN/123/26/MT/SSc**

No financial implications arising from this report.

**(N.B.) All committee reports MUST have a Fin Ref**

**Staffing :**

Staffing implications are included within the report.

HR Ref: HR253-10-29

**Equality and Diversity including Human Rights :**

The procedures encourage a supportive approach to performance management, where employees feel able to speak openly to their line manager about anything impacting on their ability to perform to the best of their ability.

This applies to all employees regardless of any protected characteristic(s).

Employees with disabilities or health conditions may require reasonable adjustments which will be offered wherever possible.

**Data Protection Implications :**

All employment data is held in accordance with the General Data Protection Regulations (GDPR).

**Climate Related Risks and Opportunities:**

There are no known climate related risks or opportunities associated with this report.

**Section 17 Crime and Disorder Considerations:**

There are no known crime and disorder considerations associated with this report.

**Health Implications:**

Positive relationships and fair employment procedures at work have good health and wellbeing outcomes for the workforce. Further information can be found in the Public Health England Report [linked here](#).

**Risk Assessment :**

*Risks to Mitigate*

- **Inconsistency:** Informal check-ins may vary in quality and frequency.
- **Bias:** Risk of unconscious bias in feedback and performance assessments.
- **Record Keeping:** Lack of documentation may hinder fairness and accountability.
- **Appeal Accessibility:** Ensure all employees understand and can access the procedures.

These risks can be mitigated through:

- Line manager training focussed on the application of the procedures, unconscious bias and legal considerations.
- Clear communication and access to the procedures.
- Development of easy to access recording and reporting tools.
- HR support whenever required.

### Call in and Urgency:

**Is the decision one which Rule 14.7 of the Scrutiny Procedure Rules apply?**

i.e. is the report exempt from being called in due to urgency (in consultation with C&I chairman)

**Yes**

☐

**No**

**x**

### Key Decision:

A matter which affects two or more wards, or has significant financial implications

**Yes**

☐

**No**

**x**



## **Executive Summary**

This report seeks approval to introduce a new Workforce Development approach to replace traditional appraisals and one-to-one meetings. This is intended to promote regular conversations between managers and employees, focusing on wellbeing, performance, relationships, and professional development.

The Capability Procedure has been updated to address underperformance through a structured and supportive process.

Both approaches have equality and diversity implications, ensuring fair treatment, inclusive practices, and legal compliance under the Equality Act 2010.

A summary for each procedure is below:

### ***Workforce Development***

- Replaces annual appraisals with flexible, ongoing 'check-ins'.
- Encourages personalised, positive conversations.
- Focuses on wellbeing, motivation, and development.
- Promotes trust and empowerment between managers and staff.

### ***Capability Procedure***

- Used when performance concerns arise.
- Offers support before formal action (e.g., training, counselling).
- Includes three formal review stages with rights to representation and appeal.
- Ensures fair and consistent treatment, distinguishing capability from misconduct.

## 1. Background

- 1.1 On 26 November 2024, the council's Governance and Audit Committee considered [an internal audit report](#) which reviewed several areas including the appraisal process. Although the auditor provided 'reasonable assurance', the audit identified weaknesses in the consistency and effectiveness of the appraisal process across departments.
- 1.2 This audit was followed up on 30 June and 30 September 2025 where it was noted that the council was actively working to enhance the appraisal system to ensure it supports staff development and performance management more effectively.
- 1.3 During this time, the People Services Team undertook staff engagement activities across the organisation and gathered information and feedback regarding the appraisal process, and other performance management activities.
- 1.4 Feedback indicated that whilst staff value feedback, praise and constructive criticism, the forms used on an annual basis seemed overly onerous and not aligned with their day-to-day activities. Staff also shared that they value the opportunity to set objectives for themselves and contribute to improvements in service delivery. They shared experiences of valuing the time with their manager to discuss their personal wellbeing, aspirations and ideas for improving the service they deliver.
- 1.5 It is well documented that employee engagement and improved performance are linked. The [CIPD Good Work Index](#) is an annual benchmark of job quality in the UK and they define 'good work' as work that:

- is fairly rewarded
- gives people the means to securely make a living
- provide opportunities to develop skills and a career and gives a sense of fulfilment
- delivers a supportive environment with constructive relationships
- allows for work-life balance
- is physically and mentally healthy for people
- gives people the voice and choice they need to shape their working lives
- is accessible to all.

CIPD Good Work Index 2025 Report : Young, J. and Tong, D. (2025) CIPD Good Work Index 2025. London: Chartered Institute of Personnel and Development

- 1.6 The existing Performance and Development Appraisal Policy was developed and implemented in February 2011. The Capability Procedure is dated October 2012.

## 2. Key principles and aims

- 2.1 The core principles of the two procedures are to ensure that the council has fair, transparent, consistent and supportive procedures in place that can be applied across the organisation.
- 2.2 Both procedures have the same aim, which is to improve performance and employee engagement, whilst complying with employment legislation and guidance.
- 2.3 The procedures aim to build and improve relationships between line managers and employees, creating a supportive environment where the workforce can develop their skills and discuss the issues that are important to them.
- 2.4 Should the procedures be approved, all line managers will receive training, and the new approach will be communicated across the organisation to all employees.

## **Next Steps**

1. **Manager Training**  
Provide training on inclusive communication, unconscious bias, and legal responsibilities.
2. **Communication**  
Share the Workforce Development framework and expectations widely.
3. **Monitoring and Evaluation**  
Track outcomes of capability and development conversations by demographic data.
4. **Support Tools**  
Develop templates or digital tools for recording check-ins using the new People First software.  
Ensure accessibility for all employees.
5. **HR Support**  
Promote HR as a resource for support and guidance.  
Encourage early intervention and documentation of concerns.

# Workforce Development

# Supporting our workforce to thrive

## The approach

Our approach to workforce development seeks to help managers and employees have regular, quality conversations focussed on wellbeing, motivation, aspirations, strengths and how employees can perform their role to the best of their ability.

The aim is that through regular check-ins strong, trusting relationships will develop and strengthen, putting performance into context to support our people to thrive, feel valued at work and deliver the council's aims and objectives.

***At WLDC we recognise the importance of our workforce. Our managers aim to get the best out of you by supporting you to thrive at work.***

We are moving away from an annual appraisal system to a continuous and responsive approach. We are leaving behind our paper templates to focus on the part that really matters – **good relationships between individuals and their managers** and ultimately better outcomes for our residents.

Managers and employees must have regular meetings that pick-up successes and performance issues as well as talking about wellbeing and personal development in a way that works for them. It may not be a formal sit down meeting every four weeks, it could be a quick check- in at lunchtime, during a video call or discussing a piece of work at your desk or in a virtual environment (such as MSTeams). It might be giving 'in the moment' feedback after someone's presentation at a meeting you've just been to, or a chat after a difficult interaction with a customer.

It's about agreeing what works best for the manager and individual, based on the circumstances and the way your team works.

The aim is that line managers will **enable and empower** employees in their work by outlining expectations and priorities, providing feedback and praise, and highlighting any areas for development regularly. This will allow employees to be clear on what outcomes are expected and if anything needs to change. We encourage line managers to take a flexible approach.

***This is shared opportunity to talk about things that matter to you.***

## **Keep it simple!**

The three elements to good workforce development are:

1. Regular, meaningful conversations between employees and their manager.
2. Positive, regular feedback – including praise and areas for development.
3. Short to medium objectives, for work and personal development. Keep the objectives relevant and achievable.

## **Framework for managers**

1. The framework below enables great communication. It has been developed to assist in structuring conversations.
2. The framework has four sections that may be used as a basis for discussion. These are wellbeing and resilience, performance, relationships, and professional development.
3. The framework does not replace professional supervision meetings as required by regulatory bodies or from professional expectation.
4. It is up to managers and staff to agree the frequency of the conversations. It is suggested that they take place at least every 6 weeks. There is no mandatory requirement to keep a detailed record every conversation, but it is recommended that you record the date, details and main points of your discussion on People First.
5. Managers must carry out more formal reviews with staff when determining to award professional development or career grades.
6. Be prepared to listen and explore ideas, rather than dismiss them.
7. The capability procedure remains in place to tackle under-performance and if there is a concern, record keeping is essential. Please speak to HR for support regarding this.
8. Remember – the increased frequency of check-ins improves the ongoing working relationship – regular dialogue, real-time praise and feedback creates a safe environment in which people can do their best work.

The framework provides a structure to the conversation. Under each heading are some suggested prompts to support your conversations during check-ins.

## Wellbeing and resilience

How are you feeling?

How's work going?

How's your work-life balance?

How can we support you? Is there anything you need from me?

Are you finding anything particularly demanding?

What are you feeling the most positive about?

How are you looking after yourself at the moment?

Is there anything that it would be helpful to talk through?

How's your work environment?

## Performance ‘what are the outcomes?’

Let's talk about  
your current  
work priorities.

What do you  
need to get done  
in the next few  
weeks?

What is preventing  
you from achieving  
that target- how can  
we overcome this?

What could we  
do differently?

What could we  
improve?

Let's discuss  
your current  
work plan.

## Relationships- ‘how we work together’.

How do you feel  
the team works  
together?

Can I do anything  
to help?

Which areas of work  
do you find easy/  
most difficult?

What does a great  
day at work look  
like?

What tangible  
things could make  
work easier or  
more enjoyable?

How do we work  
together to get  
the best results?



## Professional development

What training and development do you need?

What skills would you like to develop?

What are your career aspirations? What do you want to achieve next?

How can I support you with your learning and development?

Would you like a mentor or coaching support?

Is there anything that makes you feel stuck?

Are there any areas of the organisation or workload that you particularly enjoy?

Would you like to be a workplace champion?

Is there anyone in the team that you would like to learn more from?

Remember: these are prompts only and are not exhaustive.

## Record of discussion

<b>Employee:</b>	
<b>Manager:</b>	
<b>Date:</b>	

**Guidance note:** This is an opportunity to discuss progress and learning at work. It is good practise to have check-ins with all employees on a regular basis. It is recommended that this happens at least every 6 weeks. Please keep a record of the check-in. This can be as brief or lengthy as needed.

1. Wellbeing and support
2. Performance
3. Relationships
4. Professional development

Signed employee:	Date:
Signed manager:	Date:

## **Frequently Asked Questions**

*Here are some FAQs to help you and your team – if you need an answer to anything that isn't covered here, please contact HR.*

### **Do I still need to complete probation reports for new starters?**

Yes – there is no change to our probation procedure.

### **What's changing? I already have quality conversations with my team members.**

Please continue to do so! We encourage this. Our current annual appraisal process is ending, so there is no need to complete the annual appraisal template. Our approach seeks to add some flexibility into the way we manage our employees, and should be seen as a positive change.

### **Can I still use a 1:1 discussion template if I want to?**

Yes – you are free to use whatever works for you and your team members if you choose to record those conversations; this may be more appropriate for managers who have team members assigned with Performance Improvement Plan (PIP) objectives.

### **What if someone in my team is not performing?**

If under- performance is identified our capability process should be followed – please do ensure notes are taken to evidence concerns and speak to an HR Adviser for support.

### **I'm not comfortable talking about wellbeing with my employees.....**

It's part of our duty of care as an employer to support wellbeing of our employees. Managers are not expected to provide specific medical advice on mental health conditions – use the conversations prompts in this document as a guide. Simply asking 'How are you' is a good place to start. Remember you can signpost employees to our Employee Assistance Programme 'Health Assured' which can be located on Minerva or to one of our Mental Health First Aiders.

### **My manager hasn't been talking to me about these things – what should I do?**

In the first instance raise it directly with your manager – let them know that you want those ongoing discussions and value them or you may even want to let them know that you feel you aren't discussing your performance in the way that you wish, and remind them of the new approach.

Discussing performance in a meaningful way is a two-way responsibility – it relies on commitment from both the manager and the individual.

If you feel that you cannot have a conversation about this with your manager, get in touch with the HR team who can help.

JSCC approved:	
Corporate Policy and Resources Committee approved:	

# Capability Procedure

## **Policy Statement**

At West Lindsey District Council, we trust and rely on our staff to provide a high standard of service for our residents. The council is committed to support staff to meet the required standards through its employee performance process.

To safeguard the interests of both the council and employees, when poor performance is highlighted as a problem, the capability procedure will be used to ensure that we meet the requirements of performance standards fairly and consistently.

Employees have a contractual responsibility to perform to a satisfactory level and should be given every help and encouragement to do so.

The review procedure is designed to help and encourage employees to achieve and maintain standards of performance.

There is a right of appeal at each stage of the formal process.

Before the capability procedure is invoked, it is the council's policy to provide support to any employee who is struggling to meet the standards of the job for which they were employed or who is not coping adequately with the requirements of the job, the volume of work or any other aspect of their employment.

Any employee who is experiencing such difficulties will be offered whatever support is felt to be appropriate including training, coaching, mentoring, supervisory guidance, referral for advice, medical treatment, counselling and/or time off work.

No disciplinary action will be taken against an employee whose performance has fallen below the standards that are regarded as satisfactory until the procedure below has been exhausted.

In contrast, where an employee's unsatisfactory job performance is clearly due to the employee's own lack of effort, carelessness or negligence, the issue will be dealt with under the disciplinary procedure.

## **Procedure**

Employees are encouraged to approach their line manager in the first instance, or to contact the HR team if they feel that they are not coping with any aspect of their job. No employee will be penalised or victimised for disclosing this sort of concern and every reasonable measure will be taken to provide support to the employee. A manager who notices that an employee is not adequately meeting the standards of their job or who is not coping adequately with the pressures of the job, the volume of work or any other aspect of their employment, should treat the matter as one of capability

### **Informal Discussion**

1. Where the manager first establishes that an employee's performance is unacceptable, an informal discussion will be held with the employee to establish the reasons for the poor performance.
2. Should the informal discussion establish that the poor performance constitutes employee misconduct or negligence, the disciplinary procedure should be followed.
3. If it is established that the poor performance relates to the employee's inability to do their job (eg due to a lack of certain key skills), a formal performance review procedure will be instigated in which the employee is obliged to participate. The purpose of the procedure will be to ensure that the employee is given an opportunity to achieve the standards expected.
4. If the discussion establishes that the performance problems are related to the employee's personal life, counselling/support may be offered as appropriate.

### **First Formal Performance Review**

1. A formal meeting will be arranged between the manager and the employee. The employee has the right to be accompanied by a trade union representative or a work colleague. The purpose of the meeting will be to agree the areas of the employee's work that need to improve, what actions will be taken and who will be involved in the process. HR colleagues will be available to attend if required.
2. The meeting can be postponed once if the employee or their companion cannot attend on the date selected and will be rescheduled no more than five days after the original date except in exceptional circumstances.
3. The employee's manager will set and agree objectives with the employee along with a reasonable timescale for improvement and a formal review date and meeting. This will be confirmed in writing and incorporated into a performance improvement plan.
4. The employee will be formally warned that a failure to improve to the required standard will result in a second and final performance review plan.

5. If the work performance of the employee is having a serious effect on the council's overall performance, the manager may omit the second formal review meeting and action plan for improvement and go straight to the final performance review meeting after the first formal review.

### **Second Formal Performance Review**

1. The meeting will take place on the date agreed at the previous formal review meeting.
2. The employee has the right to be accompanied by a trade union representative or a work colleague at the meeting.
3. The meeting can be postponed once if the employee or their companion cannot attend on the date selected and will be rescheduled no more than five days after the original date except in exceptional circumstances.
4. The employee will be told whether they have reached the required standard of performance. If the standard is reached, no further action will be taken and the outcome confirmed in writing.
5. If some, or all of the performance continues to be unacceptable, the manager will explain clearly to the employee the shortfall between the performance and the standard required.
6. The manager will set and agree objectives with the employee along with a timescale for improvement and a formal review date and meeting. This will be confirmed in writing and incorporated into an action plan.
7. The employee will be formally warned that a failure to improve to the required standard may result in dismissal.

### **Third and Final Formal Performance Review**

1. The meeting will take place on the date agreed at the previous formal review meeting.
2. The employee has the right to be accompanied by a trade union representative or a work colleague at the meeting.
3. The meeting can be postponed once if the employee or their companion cannot attend on the date selected and will be rescheduled no more than five days after the original date except in exceptional circumstances.
4. The employee will be told whether they have reached the required standard of performance. If the standard is reached, then no further action will be taken and the employee will be informed of the outcome in writing.



5. If the standard of performance continues to be unacceptable then the employee may be dismissed. Details of the dismissal, the date of termination and the right of appeal will be confirmed in writing to the employee.
6. As an alternative to dismissal, the council may be able to offer the employee a mutually agreed demotion or transfer to a more suitable role.

## **Appeal**

1. If the employee is dissatisfied with any formal decision affecting them, there is a right of appeal at each stage of the review process. Where possible, the appeal will be to the level of management immediately above that which the decision was taken.
2. The appeal must be put in writing, stating the grounds for the appeal and including any documentation or evidence relied upon in support.
3. The employee has 7 calendar days from the date of the formal warning or the date of dismissal in which to appeal in writing. The appeal must be sent directly to the HR team. The manager who will hear the appeal will have had no previous involvement in the performance review process.

The appeal hearing will be arranged as soon as is reasonably possible after receipt of the appeal letter and a letter will be sent to the employee confirming the details

JSCC approved:	
Corporate Policy and Resources Committee approved:	

# Agenda Item 6b



Corporate Policy & Resources
Thursday, 11 December 2025

**Subject: Community Grants Programme**

Report by:	Director of Planning, Regeneration & Communities
Contact Officer:	Grant White Communities Manager  grant.white@west-lindsey.gov.uk
Purpose / Summary:	To update on the Community Grants Programme spend and approve allocation from earmarked reserve.

**RECOMMENDATION(S):**

1. Committee approve the release of £80,000 from the Communities at Risk earmarked reserve to support the delivery of the Community Grants Programme.

## IMPLICATIONS

### **Legal:**

Grant funding agreements used meet legal requirements and have been approved for use by Legal Services. All grants awarded will comply with necessary legal regulations and same requirements will be placed on projects and organisations funded.

**(N.B.) Where there are legal implications the report MUST be seen by the MO**

### **Financial :**

FIN/128/26/CPR/SL

The Community Grants Programme consists of the following funds, funded from General Fund Balances:

2025/2026 £100k

2026/2027 £100k

During the 2025/2026 financial year the Community Grant Programme had additional funds from the UK Shared Prosperity Fund (UKSPF) and Rural England Prosperity Fund (REPF). This provided an additional £326,163 to support community grant awards.

This report requests member approval to release £80k from the Communities at Risk earmarked reserve for allocation of Community Grants in 2025/2026.

The reserve currently has a balance of £193,735. After the release of £80,000 the reserve will have a balance of £113,735.

**(N.B.) All committee reports MUST have a Fin Ref**

### **Staffing :**

The management of the Community Grants Programme will be delivered using existing staff resources within the Council's Communities Team.

**(N.B.) Where there are staffing implications the report MUST have a HR Ref**

### **Equality and Diversity including Human Rights :**

Grant funding activity will be delivered in accordance with Council's equality and diversity policies. Organisations receiving funding will be required to meet the same standards and protections are included within grant funding agreements.

**Data Protection Implications :**

Grant funding activity will comply with all necessary data protection requirements. Data collected for grant awards will be stored securely including financial information for grant payments.

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## Climate Related Risks and Opportunities :

The delivery of the Community Grants Programme will utilise a digital first approach with use of electronic forms, documents and e-mail to avoid the need for printing.

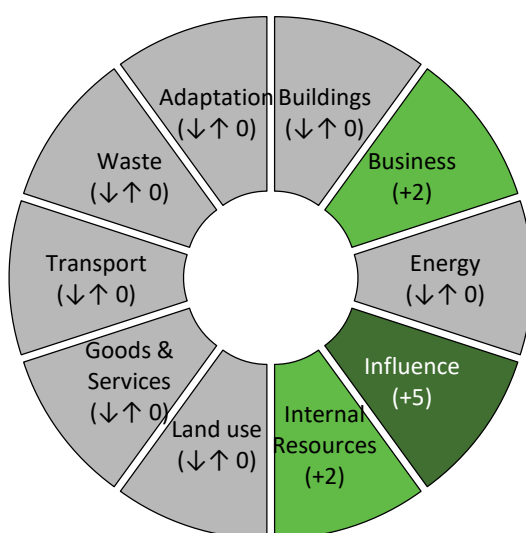
Providing a community grants programme enables the council to directly support a wide range of community led projects, some of which may have a direct or secondary impact on carbon reduction and/or environmental improvements.

Common examples include the creation or enhancement of green/blue spaces, improvements to community facility energy efficiency and projects that support increased active travel.

Where community grants are awarded to projects that have an impact on carbon reduction or the environment, part of the grant monitoring will include capturing relevant information. The scoring and review methods for deciding to award a community grant will take environmental impact into consideration.

Grant awards made to community organisations may help support increased business sustainability. A common example of this would be grant funding to a community facility to improve energy efficiency which also results in lower running costs.

Grants awarded from the council can play a significant role in helping community led projects to attract and secure external match funding. For projects that have a carbon reduction or environmental impact, our grant awards may directly secure match funding towards achieving such an impact within West Lindsey.



**Section 17 Crime and Disorder Considerations :**

There are no considerations for this report however some organisations funded may have a direct or in-direct impact on helping to reduce the risk of crime and disorder. Where possible this will be captured in any monitoring and evaluation reporting.

**Health Implications:**

The provision of a Community Grants Programme will provide direct funding to enable a range of projects across West Lindsey. Guidance issued to applicants will highlight and encourage the importance of health and wellbeing outcomes as a result of community projects delivered.

It is anticipated that projects funded through the community grants programme will have either direct or in-direct health and wellbeing benefits. The application process will try to identify planned health outcomes and post-project evaluation work will explore this further and capture outcomes achieved.

**Title and Location of any Background Papers used in the preparation of this report:**

Not applicable

**Risk Assessment :**

Not applicable

**Call in and Urgency:****Is the decision one which Rule 14.7 of the Scrutiny Procedure Rules apply?**

i.e. is the report exempt from being called in due to urgency (in consultation with C&I chairman)

Yes

☐

No

X

**Key Decision:**

A matter which affects two or more wards, or has significant financial implications

Yes

X

No

☐

## 1 Introduction

- 1.1 This report requests the release of funds from the Communities at Risk earmarked reserve to support the delivery of the Community Grants Programme during the 2025/26 and 2026/27 financial years.

- 1.2 The Community Grants Programme consists of the following funds:

### **Councillor Initiative Fund**

**£144,000 from 1 April 2023 to 31 March 2027**

**£4,000 per Councillors for 2023 to 2027**

Each Councillor has a set allocation of funding and can make awards to local projects and organisations.

### **Community Grant Programme**

**£200,000 from 1 April 2025 to 31 March 2027**

Community grants delivered through 3 funds:

- Community Action Fund
- Community Development Fund
- Community Facilities Fund

- 1.3 During the 2025/26 financial year the Community Grant Programme had additional funds from the UK Shared Prosperity Fund (UKSPF) and Rural England Prosperity Fund (REPF). This provided an additional £326,163 to support community grant awards.
- 1.4 UKSPF and REPF are Government funding programmes and required project spend to be completed by the end of the 2025/26 financial year. The allocation of these funds has been prioritised to meet the financial year spending conditions.
- 1.5 An additional £50,000 was allocated to the Community Grant Programme from the Environmental and Climate Change earmarked reserve to support relevant projects.
- 1.6 During the 2025/26 financial year our Community Grant Programme has experienced very high demand to support a wide range of community projects in locations throughout West Lindsey.
- 1.7 As of November 2025, our Community Grant Programme has made 39 grant awards with a total of £451,276 being awarded.
- 1.8 There is £2,426 remaining for new grant awards (excluding funds from the Environmental and Climate Change earmarked reserve).
- 1.9 There are 29 new grant applications with our Community Grants Panel waiting for review. They represent a wide range of impactful projects that can greatly benefit people and places.
- 1.10 Our Community Grants Panel support the request to allocate additional funds to enable more grant applications to be approved during the 2025/26 financial year.

## 2. Community Grant Programme Budget

- 2.1 As of November 2025, our Community Grant Programme has awarded a total of £451,276.81 to 39 projects. Not all projects are in delivery and may be awaiting further decisions on funding from other sources before being able to proceed.
- 2.2 In addition to allocated budgets for 2025/26, we had £11,300 carry forward from 2024/25.
- 2.3 During 2025/26 a total of £10,000 was allocated from the WLDC Community Grant budget for Community Defibrillator work. This figure has been removed from the table below to only show grant scheme budgets.
- 2.4 The following table shows the budget position for our Community Grant Programme:

Community Grants Programme	Budget Allocations	2025-2026	
<b>CAPITAL</b>	<b>TOTAL BUDGET</b>	<b>TOTAL AWARDED</b>	<b>TOTAL REMAINING</b>
REPF Capital	£238,694.00	£237,657.20	£1,036.80
UKSPF Capital	£64,974.00	£64,140.00	£834.00
<b>Sub-Total</b>	<b>£303,668.00</b>	<b>£301,797.20</b>	<b>£1,870.80</b>
<b>REVENUE</b>	<b>TOTAL BUDGET</b>	<b>TOTAL AWARDED</b>	<b>TOTAL REMAINING</b>
UKSPF Revenue	£22,495.00	£22,495.00	£0.00
WLDC Community Grant	£101,300.00	£100,744.61	£555.39
WLDC Environment Grant	£50,000.00	£26,240.00	£23,760.00
<b>Sub-Total</b>	<b>£173,795.00</b>	<b>£149,479.61</b>	<b>£24,315.39</b>
	<b>TOTAL BUDGET</b>	<b>TOTAL AWARDED</b>	<b>TOTAL REMAINING</b>
	<b>£477,463.00</b>	<b>£451,276.81</b>	<b>£26,186.19</b>

- 2.5 There is £23,760 remaining from the Environmental and Carbon Reduction earmarked reserve allocation to support projects that specifically have an environmental or carbon reduction impact.
- 2.6 There is £2,426.19 remaining from new community grant awards.

## 3. Additional Fund Allocation

- 3.1 This report recommends releasing £80,000 from the Communities at Risk earmarked reserve to the Community Grant Programme.
- 3.2 The £80,000 will be awarded as grant awards to projects that have already applied to our Community Grant Programme. Our existing scoring and review process will be used to award this funding. This includes the input from our established Community Grants Panel.
- 3.3 The allocation of £80,000 will enable the council to support some of the outstanding 29 applications that will be assessed as having the greatest community benefit and impact. Where we cannot make a



grant award due to available budget, officers will continue to provide advice and support to the organisation on other funding opportunities.

- 3.4 The Communities at Risk earmarked reserve currently has a balance of £193,735. After the release of £80,000 the reserve will have a balance of £113,735.
- 3.5 The remaining reserve value of £113,735 continues to provide a balance for future community related funding requests to meet identified needs.

#### **4. Community Grant Programme Future**

- 4.1 For the 2026/27 financial year we already have an allocated £100,000 budget for our Community Grant Programme.
- 4.2 Currently, we do not expect to receive further allocations of UKSPF or REPF for the 2026/27 financial year. Officers are currently planning to deliver a Community Grant Programme in 2026/27 with a total £100,000 budget.
- 4.3 Over the past 3 years with additional funds from UKSPF and REPF, we have been able to provide larger value grant awards from our Community Grant Programme. This has included grant awards up to £20,000 for revenue projects and up to £50,000 for capital projects.
- 4.4 Our ability to provide larger grant awards has made a significant impact on supporting community projects, however, has also contributed to an increased demand on our Community Grants Programme.
- 4.5 Demand has further increased as we continue to see further reductions in the availability of community grant funding opportunities from national, regional and local funders.
- 4.6 Acknowledging our Community Grant Programme budget position for 2026/27 (£100,000 with no additional external allocations) our grant award conditions will revert to those used prior to getting additional funds from UKSPF and REPF.
- 4.7 For 2026/27 the maximum grant value from our Community Grant Programme would return to a maximum of £8,000 and criteria for match funding would be re-implemented.
- 4.8 By reverting to a smaller maximum grant value and having match funding conditions, this will enable our Community Grant Programme to still play a vital role in supporting community projects whilst also helping to manage demand.

## **5. Grant Programme Reporting**

- 5.1 As part of our Community Grant Programme, we conduct routine project monitoring and evaluation. This includes regular contact between officers and organisations during project delivery.
- 5.2 When projects are completed, organisations will complete an evaluation form. Details from evaluation will be collated to measure impact and success.
- 5.3 A Community Grant Programme Impact Report will be produced at the end of the 2025/26 financial year and published.

## **6. Recommendations**

- 6.1 Committee approve the release of £80,000 from the Communities at Risk earmarked reserve to support the delivery of the Community Grants Programme.



**Corporate Policy and  
Resources Committee**

**Thursday 11 December  
2025**

**Subject: Progress and Delivery Quarter Two (2025/26) including  
Performance Improvement Plan**

Report by:	Director of Change Management, ICT & Regulatory Services
Contact Officer:	Claire Bailey Senior Transformation and Performance Officer  claire.bailey@west-lindsey.gov.uk
Purpose / Summary:	To consider the Progress and Delivery report for quarter two 2025/26 (July-September)

**RECOMMENDATION(S):**

1. To assess the performance of the Council's services through agreed performance measures and indicate areas where improvements should be made, having regard to the remedial measures set out in the report.

## IMPLICATIONS

**Legal: N/A**

**Financial : N/A**

**Staffing : N/A**

(N.B.) Where there are staffing implications the report **MUST** have a HR Ref

**Equality and Diversity including Human Rights : N/A**

**Data Protection Implications : N/A**

**Climate Related Risks and Opportunities: N/A**

**Section 17 Crime and Disorder Considerations: N/A**

**Health Implications: N/A**

**Title and Location of any Background Papers used in the preparation of this report :**

**N/A.**

**Risk Assessment :**

**Call in and Urgency:**

**Is the decision one which Rule 14.7 of the Scrutiny Procedure Rules apply?**

i.e. is the report exempt from being called in due to urgency (in consultation with C&I chairman)

**Yes**

☐

**No**

**x**

**Key Decision:**

A matter which affects two or more wards, or has significant financial implications

**Yes**

☐

**No**

**x**



# Progress and Delivery Report

Quarter Two 2025/26  
July - September

# Executive Summary

The quarter two Progress and Delivery report covers the period from July to September 2025. The performance information presented in this report is grouped by portfolio and based on the measures and targets approved by Corporate Policy and Resources Committee in January 2025.

Each section of the report begins with an overall summary of portfolio performance, including measures which have been above or below target for at least two consecutive quarters. This is followed by a performance summary for each service within that portfolio. Performance is reported by exception (above or below target) and a narrative for each service is included to provide additional context.

Following on from the roll out in quarter two 2022/23, the Performance Improvement Plan (PIP) features on page nine and ten of this report, this is a key part of the report where we highlight those measures which report below target for two of more consecutive periods.

## Looking ahead...

Work is underway to review the Progress and Delivery measure sets, for the 2026/27 performance framework. The recommendation is to align measures with the refreshed themes of the Corporate Plan and will transition from portfolio/service-based formats to strategic theme-based structures. This review will also consider introducing new indicators where gaps exist and reassess targets for measures that consistently exceed expectations. Those measures not directly aligned to the Corporate Plan themes are proposed to be used to monitor operational service delivery and will form a new operational report.

As part of the review process, approval will be sought from members of the Overview and Scrutiny Committee for the proposed approach, with engagement from Group Leaders to ensure broader member involvement. Following the review, the proposed measures and targets will be presented to the members of Corporate, Policy and Resources Committee for approval in February 2026.

For further information or to discuss the report further please contact either:

### **Darren Mellors**

Change, Programme and Performance Manager

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### **Claire Bailey**




Senior Transformation and Performance Officer

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# Key to KPI Ratings Used

This report includes the Key Performance Indicators (KPIs) set for 2025/26 where progress is assessed against agreed targets. Progress against targets is assessed by RAG (Red/Amber/Green) ratings. Progress is also assessed in terms of direction of travel (DoT) using arrows.

DoT arrows are used to indicate the direction of change for KPIs over time. This provides a visual display to show whether performance has improved/declined/remained the same when compared to the corresponding quarter.

DoT	
↑	Performance improving
↓	Fall in Performance
→	No change
RAG	
	Measure exceeding approved target
	Measures within approved tolerances
	Measure below target

# Overall Summary of Council Performance

Graph 1. Overall Performance Summary - Quarter Two  
2025/26

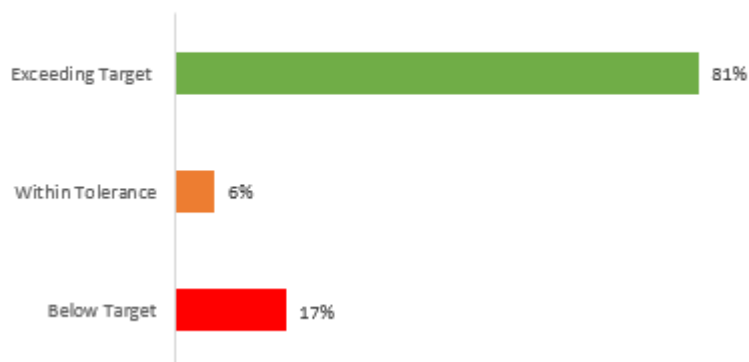


Table 1. identifies a total of 48 KPIs with associated targets, broken down by portfolio, these are measured quarterly and included within this report. Graph 1. shows the percentages based on the figures in table 1.

40 KPIs (excluding the 8 Corporate Health KPIs) which sit within the five portfolios are monitored over consecutive periods within the report and are highlighted when they are either above or below target for two consecutive quarters.

Quarter two reports a total of 27 out of the 40 KPIs exceeding target for two consecutive quarters of more.

Of the 40, five KPIs report below target for at least two consecutive quarters, this milestone initiates the development of a **Performance Improvement Plan (PIP)**.

Portfolio	No of KPIs	KPIs exceeding target	KPIs within tolerance	KPIs below target
Corporate Health	8	7	1	0
Change Management, ICT and Regulatory Services	12	12	0	0
Finance and Assets	4	3	1	0
People and Democratic	0	0	0	0
Planning, Regeneration and Communities	12	11	0	1
Operational and Commercial Services	12	6	1	5
<b>Total</b>	<b>48</b>	<b>39</b>	<b>3</b>	<b>6</b>

Table 1.



# Corporate Health

**COF03** - As at quarter two, there is a net underspend of £177k, contributing to reserves. Key expenditure variances include savings from the corporate contingency budget (£51k), fuel (£45k), and salaries (£28k), partially offset by an insurance premium pressure of £32k. Income variances include higher net interest on investments (£83k), a government grant for Drainage Board Levy support (£59k), increased commercial waste income (£22k), and additional income from Big Bin Hire and bulky waste collections (£20k). These gains are offset by pressures of £20k for the Legal Services contract and £83k due to lost housing subsidy for supported accommodation placements.

**COF06/07** - The 'Value of savings identified' and 'Value of savings delivered' are new measures introduced for 2025/26. The restructure of the Land Based Admin team has resulted in an ongoing cost reduction for the Mid Term Financial Plan, the approved structure was implemented from 1st August 25 with an annual forecast saving of £61.2k per annum, resulting in a quarter two saving of £5,100 being identified and delivered.

**GLC01** - This measure prioritises internal visibility and proactive oversight of all reported data breaches through the Council's established internal processes. In quarter two, one internal data breach was recorded, representing a decrease from the six breaches reported in quarter one. All incidents are monitored and reviewed by the Councils Corporate Information Governance Group to ensure appropriate action and continuous improvement.

**GLC02/03** - Quarter two shows continued improvement in the percentage of FOIs and EIRs completed within the statutory timeframe, with 95% completed on time, within the approved tolerance of the 97% target. This reflects progress from quarter one, which reported 93%, and from quarter two of the previous year, which reported at 91%. Notably, this improvement has been achieved alongside a 35% year-on-year increase in the volume of information requests received for quarter two. Ongoing proactive engagement with relevant teams remains central to maintaining and strengthening performance.

**GLC04** - This measure supports transparency by tracking formal notifications received directly from the Information Commissioner's Office (ICO) in relation to FOI, SAR, or EIR requests. In quarter two, one formal notification was received. However, the ICO upheld WLDC's position regarding the information disclosed, confirming that officer names should not be released to the requester.

**CUS03/04** - In quarter two, 27% of complaints were upheld, equating to 14 cases, an increase from the 17% (six complaints) upheld during the same period last year. Of these, eight related to Waste Services, four to Customer Services, one to Revenues (Council Tax), and one to Development Management.

An overall rise in complaints was observed during the quarter, with the most significant increase occurring in July 2025, when ten more complaints were received compared to July of the previous year. The increase was primarily driven by complaints concerning Waste Services.

**CUS06-09** - The suite of customer services measures to provide a comprehensive overview of all incoming demand on the Customer Services Team. The new Contact Centre technology, rolled out in quarter three 2024/25, now moving into phase three, continues to be developed, and the team continue to closely monitor both performance and customer satisfaction.

**CUS08** - Quarter two reports strong performance in call handling, with the percentage of abandoned calls at 6%, which is an improvement on the service target of 8%. The Customer Contact Centre received 8,176 calls, of which 7,697 were successfully answered. System enhancements introduced in July included upgrades that allow certain call data to be automatically recorded within the system, reducing the need for manual input. Additional ongoing work

has continued to improve the routing for calls relating to Council Tax and Home Choices, improving the speed the customer reaches the most appropriate officer.

The team continues to conduct fortnightly reviews of available data, with a focus on identifying and responding to emerging trends to further improve service delivery.

As part of the ongoing Contact Centre Technology project, quarter two saw the launch of the new chatbot – Lindsey, designed to expand access channels and offer customers greater choice in how they engage with the Council. The chatbot is supported by robust monitoring and feedback mechanisms, which will inform continuous improvements based on customer input. To date, 46 chats have been responded to, with common queries relating to Council Tax, Cost of Living, Planning, and Operational Services, work continues to promote the service.






**HUM02** - Staff turnover is a key indicator of organisational health, helping to identify retention trends and inform workforce planning and development strategies. It is calculated by comparing the number of leavers to the overall headcount during the reporting period. In quarter two, the staff turnover rate was 0.87%, representing an increase from 0.64% in quarter one.

**HUM03** - Health and Safety incidents encompass all staff while undertaking work duties, as well as customers present within Council buildings or attending events. In quarter two, 18 incidents were reported - consistent with the figure from quarter one. However, this represents a notable increase compared to quarter two of the previous year, which recorded only five incidents.

The majority of cases originated from Operational Services, including ten incidents involving vehicles or plant equipment. All reported incidents are reviewed by the Council's Health and Safety Officer, to ensure safe working practices are upheld and appropriate measures are taken to prevent recurrence.

KPI	Q2 (2024/25)	Target	Q2 (2025/26)	Perf	DoT
COF02 - % of invoices paid within 30 days of receipt of the invoice	99%	98%	99%		
COF03 - Overall Council budget forecast outturn	-0.87%	0%	-0.83%		↑
COF06 - Value of savings identified <b>*new measure*</b>	N/A	N/A	£5,100	-	-
COF07 - Value of savings delivered <b>*new measure*</b>	N/A	N/A	£5,100	-	-
CUS01 - Overall customer satisfaction	85%	75%	83%		↓
CUS02 - Compliments received	394	N/A	380	-	-
CUS03 - Complaints received	39	N/A	51	-	-
CUS04 - % of complaints where the Council is at fault	17%	40%	26%		↓
CUS05 - Average number of calendar days taken to resolve a complaint	7 days	14 days	6 days		↑
CUS06 - Volume of face-to-face demands received into the Customer Contact Centre	2,265	N/A	2,209	-	-
CUS07 - Volume of telephone demands received into the Customer Contact Centre	9,923	N/A	8,176	-	-
CUS08 - % of abandoned calls	11%	N/A	6%	-	-
CUS09 - % of on-line demands received	23%	N/A	30%	-	-

KPI	Q2 (2024/25)	Target	Q2 (2025/26)	Perf	DoT
GLC01 - Number of data breaches reported internally <b>*new measure*</b>	N/A	N/A	1	-	-
GLC02 - Number of FOI and EIR requests received	158	N/A	212	-	-
GLC03 - % of FOIs and EIRs completed within the statutory timeframe	91%	97%	95%		↑
GLC04 - Number of formal notifications received from the Information Commissioners Office (ICO) in relation to information requests <b>*new measure*</b>	N/A	N/A	1	-	-
HUM01 - Staff absenteeism (average days sickness per FTE)	0.82 days	1.5 days	0.51 days		↑
HUM02 - Staff Turnover <b>*new measure*</b>	N/A	N/A	0.87%	-	-
HUM03 - Health & Safety incidents	5	N/A	18	-	-
ICT05 - Server and system availability	100%	98%	100%		→

# Performance Improvement Plan (PIP)

The Performance Improvement Plan forms part of the Progress and Delivery framework here at West Lindsey and supports the on-going maturity of performance management at West Lindsey District Council. The plan includes measures where performance has remained below target for two consecutive quarters or more.

Additional information will be provided as to the reasons relating to the measure reporting below target, the impact this has, the actions in place to improve performance and when we expect to see the improvement following the action.

The Plan adds further context and provides the extra level of assurance Members are seeking and have requested as to why P&D measures within services are reporting as underperforming.

The table overleaf shows a summary of improvement actions identified with associated Team Managers and Management Team. A more detailed plan is managed at service level with oversight by the senior management team including clear linkages to the objectives of both teams and individuals.

The plan will be monitored by the Council's Senior Transformation and Performance Officer and the relevant Team Manager with the quarterly P&D report used to update members on progress.

## Performance Improvement Plan

Portfolio / Service	Measure	Reason	Impact	Actions – what can we do to improve?	When will we see an improvement?
Homes and Communities	<b>HME07</b> - % of households spending more than 42 nights in B&B accommodation	<ul style="list-style-type: none"> <li>• Due to the unsuitability of temporary accommodation in Gainsborough for some cases.</li> <li>• Since the only temporary accommodation is located in the town, if someone cannot be accommodated in Gainsborough, the only alternative is to use B&amp;B accommodation.</li> <li>• The Homelessness Code of Guidance states it is not acceptable for anyone to spend more than 42 nights in B&amp;B accommodation. For this reason, the target for this measure was set at zero.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased use of B&amp;B accommodation.</li> <li>• B&amp;B accommodation is only considered suitable for short-term use, due to the lack of amenities.</li> <li>• Financial impact to the Council for the use of B&amp;B accommodation.</li> </ul>	<ul style="list-style-type: none"> <li>• The temporary accommodation project is underway to ensure the Council are delivering within the code of guidance to have this measure at zero. The project is due to be delivered by March 2026.</li> </ul>	<ul style="list-style-type: none"> <li>• End of financial year 2025/2026</li> </ul>
Operational and Commercial Services	<b>MKT01</b> - Average number of market stalls on Tuesday  <b>MKT03</b> - Average weekly number of Tuesday market traders  <b>MKT04</b> - Average weekly number of Saturday market traders	<ul style="list-style-type: none"> <li>• Reduced number of stalls/traders - lack of town centre offering in terms of shops and change in habits.</li> </ul>	<ul style="list-style-type: none"> <li>• Potential loss of historic market in the town.</li> </ul>	<ul style="list-style-type: none"> <li>• Refurbished market stalls, a coherent brand and marketing plan, the personal touch for our traders and businesses and our quality street cleansing and CCTV offer will ensure we deliver a place that feels safe and inviting.</li> <li>• Short term ongoing action to focus trader retention, sustainment and satisfaction to be coupled with a refresh of marketing materials and communication plan</li> </ul>	<ul style="list-style-type: none"> <li>• Updated stall infrastructure and layout has been delivered, alongside opening of new cinema and leisure scheme.</li> </ul>

Portfolio / Service	Measure	Reason	Impact	Actions – what can we do to improve?	When will we see an improvement?
				and ongoing delivery of footfall driving events. •The cinema and leisure scheme, townscape heritage investments and public realm improvements will serve as both a footfall driver and backdrop for a regenerated town centre.	
Operational and Commercial Services	<b>LFC01 - Services Held</b>	<ul style="list-style-type: none"> <li>• Reduction in the number of cremations, however the annual death rate is monitored using data from the Office for National Statistics (ONS); figures for 2025/26 will not be published until next year, which make it difficult to use to use.</li> </ul>	<ul style="list-style-type: none"> <li>•Potential underachievement of business plan targets.</li> <li>•42% of the annual target has been met at the half year.</li> </ul>	<ul style="list-style-type: none"> <li>• Targeted awareness campaigns and increased activity on Facebook.</li> <li>•The service has also joined the Federation of Burial and Cremation Authorities (FBCA), strengthening its professional network.</li> <li>•As part of cost-efficiency measures, the Crematorium Manager is actively monitoring gas consumption to optimise operational performance.</li> </ul>	<ul style="list-style-type: none"> <li>•Quarter three and four.</li> </ul>

# Change Management, ICT and Regulatory Services Performance Summary

## Services Included:

- Environmental Protection
- Food Safety
- Housing and Planning Enforcement
- ICT
- Licensing
- Digital (Systems Development)
- Customer Services



## **Measures where performance is above target for at least two consecutive quarters.**

KPI	Q1 (2025/26)	Target	Q2 (2025/26)	Perf
ENV02 - % of environmental protection cases closed within 6 months	100%	75%	100%	●
FDS01 - % of Food Standard Agency inspections completed	32%	45% (Q1 22.5%)	60%	●
FDS02 - % of registered food premises rated 3 stars or above	98%	96%	98%	●
ENF03 - % of planning enforcement cases closed within 6 months	86%	75%	98%	●
ENF05 - % of housing enforcement cases closed within 6 months	92%	75%	92%	●
ICT04 - % of low priority ICT helpdesk calls closed within 48 working days	100%	90%	100%	●
LIC01 - % of licensing applications processed within target time	100%	96%	100%	●
SYS01 - Website availability	99.9%	99%	100%	●
SYS03 - % of systems development requests completed within 10 working days	99%	85%	98.3%	●


## **Measures where performance is below target for at least two consecutive quarters.**

There are no measures within this portfolio that have performed above target for two consecutive quarters.

# Environmental Protection

The summer period is typically the busiest for this service area, largely due to the district's rural and agricultural character and the associated challenges of industries such as farming. Officers have worked proactively with partner agencies to ensure appropriate action is taken in response to agricultural complaints - particularly those relating to odour. Additionally, as more residents spend time outdoors during the warmer months, there has been an increase in issues such as noise and other nuisances. These have all been addressed in accordance with the council's policies. Officers have also been progressing work to update the Contaminated Land Strategy, which is scheduled to be presented to Committee in the coming months.

## Performance Exceptions

KPI	Q2 (2024/25)	Target	Q2 (2025/26)	Perf	DoT
ENV01 - Number of environmental protection requests received	156	N/A	177	-	-
ENV02 - % of environmental protection cases closed within 6 months	100%	75%	100%		→



# Food Safety

**FDS01** - Quarter two reports food inspection performance above target, with 60% of inspections completed by the mid-year point. A total of 213 inspections have been carried out, representing a 56% (120) increase compared to the 93 completed by the same time last year. The addition of permanent resources within the team has supported progress, and current performance indicates we are ahead of schedule to meet the year-end inspection target.

During this quarter, the Council also successfully prosecuted a food business for non-compliance. The outcome was positively received by the public and served to highlight the valuable work undertaken by the team in maintaining food safety standards.

**FDS02** - The level of compliance overall remains good across the majority of food businesses and the team continue to report progress and performance regularly to the Food Standard Agency.

## Performance Exceptions

KPI	Q2 (2024/25)	Target	Q2 (2025/26)	Perf	DoT
FDS01 - % of Food Standard Agency inspections completed	32%	45%	60%		↑
FDS02 - % of registered food premises rated 3 stars or above	98%	96%	98%		→






# Housing and Planning Enforcement

**ENF04/05** - The summer period is normally a quieter period for housing enforcement work, and this is shown in the figures. During this period proactive compliance checking takes place across the district and will continue until the winter increase in reporting is felt.

**ENF09/10/11** - The proactive efforts of the Community Safety and Enforcement Officers are reflected in the increased activity across recorded performance measures. The team's visibility has been enhanced through hotspot patrols and ongoing community outreach and engagement. During this period, several Fixed Penalty Notices and Community Protection Notices were issued.

During quarter two, West Lindsey District Council hosted the Police Serious Violence Partnership Meeting, reinforcing its commitment to collaborative approaches in tackling serious violence across the district. This work will be known as Operation Climb moving forward and will seek to put in place interventions to tackle this issue across Gainsborough.

## Performance Exceptions

KPI	Q2 (2024/25)	Target	Q2 (2025/26)	Perf	DoT
ENF01 - Number of planning enforcement requests received	39	N/A	47	-	-
ENF02 - % of planning enforcement cases given an initial response within 20 working days	100%	75%	92%		↓
ENF03 - % of planning enforcement cases closed within 6 months	88%	75%	98%		↑
ENF04 - Number of housing enforcement requests received	23	N/A	24	-	-
ENF05 - % of housing enforcement cases closed within 6 months	84%	75%	92%		↑
ENF09 - Number of new community safety complaints	96	N/A	153	-	-
ENF010 - Number of community safety cases closed following intervention	92	N/A	123	-	-
ENF11 - Number of community safety complaints that result in formal action	117	N/A	138	-	-

# Street Cleaning/Enforcement – Fly Tipping

**ENF07/08** - Fly-tipping reports involve two teams: Waste Services - Street Cleansing and Enforcement. Initially, the Street Cleansing team receives the reports to ensure prompt clearance of incidents. If evidence identifying the culprit is found, it is passed on to the Enforcement team for further investigation and the issuance of fixed penalty notices when appropriate.

A total of 30 fly-tipping cases were investigated during quarter two, resulting in six fixed penalty notices being issued. This is consistent with the number reported in quarter two of the previous year. However, it reflects an increase compared to quarter one of this year, which saw 25 cases investigated and five fixed penalty notices issued.

**STR01** - Quarter two reports a 39% reduction in fly-tipping incidents, with 240 cases recorded compared to 393 in the same period last year. This also reflects a 21% decrease from quarter one, which saw 304 incidents reported.

Of the 240 fly incidents reported, 212 were collected and disposed of within the target timeframe, resulting in a collection/removal rate of 88%, which is within the approved tolerance for this measure.




## Performance Exceptions

KPI	Q2 (2024/25)	Target	Q2 (2025/26)	Perf	DoT
ENF07 - Number of fly-tipping cases attended for investigation	31	N/A	30	-	-
ENF08 - Number of Fixed Penalty Notices (FPN) issued for fly tipping offences	6	N/A	6	-	-
<b>Counts of fly-tipping by waste / incident size</b>					
Single item	113	N/A	33	-	↓
Car boot load or less	70	N/A	86	-	↑
Small van / transit van load	185	N/A	111	-	↓
Tipper lorry load / significant or multiple loads	25	N/A	10	-	↓
<b>Total</b>	<b>393</b>	<b>N/A</b>	<b>240</b>	-	↓

# ICT Infrastructure

The ServiceDesk recorded 494 requests during quarter two with a total of 494 closed within their target time, an increase in requests when compared to the previous year's quarter two where a total of 366 was received by the team. All calls received were categorised as low priority with no high or medium requests received during quarter one.


### Performance Exceptions

KPI	Q2 (2024/25)	Target	Q2 (2025/26)	Perf	DoT
ICT02 - % of high priority ICT helpdesk calls closed within 24 working hours	No high priority calls received	95%	No high priority calls received		→
ICT03 - % of medium priority ICT helpdesk calls closed within 74 working hours	No medium priority calls received	90%	No medium priority calls received		→
ICT04 - % of low priority ICT helpdesk calls closed within 48 working days	100%	90%	100%		→

# Licensing

**LIC01** - The licensing team continues to process all applications within the target timescales and ensures that the necessary licences are in place for the relevant premises. During this period, compliance checks have been carried out across licensed premises.

### Performance Exceptions



KPI	Q2 (2024/25)	Target	Q2 (2025/26)	Perf	DoT
LIC01 - % of licensing applications processed within target time	100%	96%	100%		→

# Digital (Systems Development)

**SYS01** - Continued monitoring to ensure website availability and no broken links to guarantee the standard is maintained.

**SYS02** - Automated allocation of requests to the correct officer ensures there are no delays in work being reviewed and all work is completed in a timely manner.

### Performance Exceptions

KPI	Q2 (2024/25)	Target	Q2 (2025/26)	Perf	DoT
SYS01 - Website availability	99.99%	99%	100%		↑
SYS02 - % of systems development requests completed within 10 working days	99.7%	85%	98.3%		↓

# People and Democratic Performance Summary

Services Included:

- Democratic Services

## **Measures where performance is above target for at least two consecutive quarters.**

There are no measures within this portfolio that have performed above target for two consecutive quarters.

## **Measures where performance is below target for at least two consecutive quarters.**

There are no measures within this portfolio that have performed below target for two consecutive quarters.

## Democratic Services

The figures provided for quarter two 2025/26 comprise mainly of Council and Committee meetings and their associated briefings. It has continued to be a quieter period for one-off briefings (for matters such as LGR), predominantly because quarter two covers the summer break period. An increase in all Member activity will be seen in figures for quarter three.

In July, Members were provided with a training session aimed at those Councillors appointed to the Planning Committee, however political changes through the summer saw changes to the memberships of all committees, and therefore training requirements have since been revisited.

September shows the increase in activity after the summer break, with several workshops taking place alongside the Committee and briefings. These included a first all-member workshop regarding plans for the West Lindsey Leisure Centre as well as an information session on plans for the site at Scampton.

### Performance Exceptions

Statistic	Q2 (2024/25)	Target	Q2 (2025/26)	Perf	DoT
DEM01 - Number of committee meetings, briefings, workshops, and training events supported by Democratic Services.	35	N/A	28	-	-

# Finance and Assets Performance Summary

## Services Included:

- Property Services
- Council Tax & NNDR
- Benefits



■ Green ■ Amber ■ Red

## Measures where performance is above target for at least two consecutive quarters.

KPI	Q1 (2025/26)	Target	Q2 (2025/26)	Perf
BEN01 - End to end processing times	4 days	7 days	4 days	●
BEN02 - Claims older than 50 calendar days	4	6	4	●
LOT05 - NNDR in-year collection rate	31.94%	56.44% (30.22% Q2)	57.90%	●

## Measures where performance is below target for at least two consecutive quarters.

There are no measures within this portfolio that have performed below target for two consecutive quarters.

# Property Services

**PRO01** - The 'Percentage of void property (by rental income)' is a new measure introduced for 2025/26, replacing the previous 'Rental portfolio voids' indicator. During quarter two, rental income lost due to voids totalled £17,491 representing 2.82% of the overall rent roll of £620,469.

**PRO02** - The 'Percentage of the planned annual maintenance programme delivered in-year' is a new measure introduced for 2025/26. It is designed to track the Council's effectiveness in delivering scheduled maintenance activities and to provide assurance regarding the completion of statutory and non-statutory building maintenance. This measure enhances visibility of progress and supports the ongoing commitment to maintaining safe and compliant facilities. The percentage reports at 95.9%, which considers data from the calendar year (Jan 25 to Dec 25).

## Performance Exceptions

KPI	Q2 (2024/25)	Target	Q2 (2025/26)	Perf	DoT
PRO01 - % of void property (by rental income) <b>*new measure*</b>	N/A	N/A	2.82%	-	-
PRO02 - % of the planned annual maintenance programme delivered in year <b>*new measure*</b>	N/A	N/A	95.9%	-	-

# Council Tax and NNDR

The Council Tax and National Non-Domestic Rate (NNDR) team moved portfolio, moving from Change Management ICT and Regulatory Services to the Finance and Assets portfolio.

**LOT02/03** - The council tax collection rate for quarter two stands at 54.86%, a slight reduction of 0.15% from the target of 55.01%, but still within the approved tolerance. The total amount of council tax due for collection in 2025/26 has increased by £3.4 million compared to 2024/25. The actual amount collected so far this year is nearly £3.5 million higher than the same period last year.


Council Tax recovery action continued into quarter two, resulting in the issuance of 5,369 reminder notices to date, 944 fewer than the same period last year. During quarter two, 3,508 summonses were issued, marking a reduction of 288 compared to the same quarter last year. Additionally, 1,845 liability orders have been granted so far, representing a decrease of 291 year-on-year.

The reduction in reminder notices and summonses is largely attributed to the proactive approach taken by the team, including the continued use of pre-reminder SMS messages and emails to council taxpayers who fall into arrears. So far this year, 1,353 SMS messages and 701 emails have been issued, resulting in 793 accounts avoiding the need for formal reminder notices. Feedback from these contacts has generally been positive, with more council taxpayers opting to spread their instalments into March 2026.

Since 1 April 2025, the number of customers choosing to pay their council tax over 12 instalments rather than 10 has increased by 435, bringing the total to over 16,000. While this shift supports more flexible payment options for residents, it does impact the collection rate earlier in the year, as monthly instalments are slightly lower than they would be under the 10 month-instalment plan.

A Single Person Discount review concluded in August, with 2,586 canvass forms issued to individuals who may have had another adult residing at their property. As a result, 154 individuals confirmed the presence of another resident, and 322 failed to respond, leading to the removal of their discount effective from 1 April 2025. Since the review concluded, a further 44 discounts have been reinstated for council taxpayers who responded following the removal of their discount.

## Performance Exceptions

KPI	Q2 (2024/25)	Target	Q2 (2025/26)	Perf	DoT
LOT01 - Number of properties on the Council Tax Valuation List.	46,533	N/A	46,968	-	-
LOT02 - Amount of Council Tax collected	£19,594,359	N/A	£20,427,519	-	-
LOT04 - Amount of National Non-Domestic Rates collected	£5,280,185	N/A	£5,385,915	-	-
LOT05 - NNDR in-year collection rate	56.44%	56.44%	57.90%		↑
LOT06 - Number of businesses on the Non-Domestic Rating list	3,050	N/A	3,044	-	-



# Benefits

The Benefits team moved portfolio, moving from Change Management ICT and Regulatory Services to the Finance and Assets portfolio.

**BEN01** - End-to-end processing times averaged four calendar days during quarter two. However, in July, the average rose to five calendar days, primarily due to a seasonal influx of changes to claims from the Department for Work and Pensions (DWP) during May and June. By September, processing times had improved, returning to an average of four calendar days. This reflects a modest improvement compared to quarter two of 2024/25, when the average stood at five days. During the first two quarters of 2025/26, a total of 14,917 changes and new claims were received, slightly fewer (2%) than the 15,228 recorded during the same period last year.

**BEN02** - Quarter two reports four claims exceeding 50 calendar days, consistent with the figure reported in quarter one, but representing an increase compared to quarter two of the previous year, which recorded two cases. While a small number of complex claims surpassed the 50-day threshold, primarily due to property valuation requirements and delays in universal credit calculations - proactive case management has ensured that overall performance targets remain on track.

Performance Exceptions

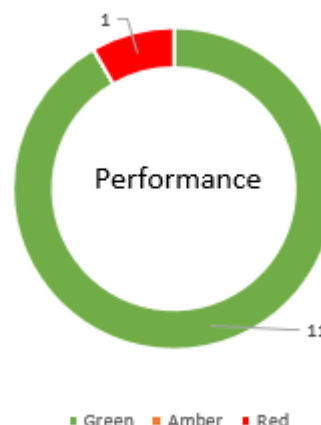
KPI	Q2 (2024/25)	Target	Q2 (2025/26)	Perf	DoT
BEN01 - End to end processing times	5 days	7 days	4 days		↑
BEN02 - Claims older than 50 calendar days	2	6	4		↓



# Planning, Regeneration and Communities Performance Summary

## Services Included:


- Home Choices
- Homes, Health and Wellbeing
- Communities
- Development Management
- Local Land Charges



## Measures where performance is above target for at least two consecutive quarters.

KPI	Q1 (2025/26)	Target	Q2 (2025/26)	Perf
HHW04 - Long term empty properties as a percentage of all housing stock in the district	1.47%	2%	1.52%	●
HME02 - % of homelessness approaches with positive outcomes	82%	75%	85%	●
HME05 - % of households spending more than 56 nights in leased accommodation	19%	40%	7%	●
DEV03 - % of major planning applications determined within 13 weeks or within agreed timescales	100%	90%	92%	●
DEV04 - % of non-major planning applications determined within 8 weeks or within agreed timescales	99%	94%	100%	●
DEV05 - % of major development applications, allowed on appeal	0%	8%	8%	●
DEV06 - % of non-major development applications, allowed on appeal	0%	8%	0%	●
LLC03 - Average number of working days taken to process a search	1 day	10 days	1 day	●
HHW01 - The average number of working days from DFG application to completion of works	117 days	120 days	110 days	●

**Measures where performance is below target for at least two consecutive quarters.**

KPI	Q1 (2025/26)	Target	Q2 (2025/26)	Perf
HME07 - % of households spending 42 nights or more in B&B accommodation <b>**Included in PIP**</b>	17%	0%	12%	

# Home Choices





**HME01/02** - Positive outcome numbers and percentages remain very high, reporting at 85% for quarter two, which equates to 163 positive approaches. Positive outcomes relate to either the homelessness has been prevented (pro-active action providing people with the ways and means to address their housing and other needs to avoid homelessness), relieved (re-active action taken to help resolve homelessness) or accepted (cases not relieved within the 56 days relief duty stage, move to main duty where the case is 'accepted'). Negative outcomes include no further response from the customer.

**HME04** - The utilisation of the Council's temporary leased accommodation significantly improved in quarter two, reaching 95% by the end of the period. This marks a substantial increase from quarter one, which fell below target (75%) at 45%, largely due to specific household needs that could not be accommodated within the existing provision. To accelerate placements as spaces become available, the team is now submitting referrals even when the service is at full capacity.

**HME05** - During quarter two, only one household remained in temporary leased accommodation for more than 56 nights. The team is actively supporting this household, in collaboration with Change 4 Lincs, to secure additional input from adult social care and help them transition into independent accommodation.

**HME07** - The target for the percentage of households spending more than 42 nights in B&B accommodation remains at zero for 2025/26, in line with government guidance. During quarter two, four households remained in bed and breakfast accommodation for over 42 nights. Two of these required wheelchair-accessible properties - one has since moved into permanent housing with a registered provider, while the other is now in more suitable, self-contained temporary accommodation awaiting a permanent offer. Another household was retained in B&B to maintain access to employment and has now transitioned into permanent accommodation with a registered provider. The final household, currently excluded from Gainsborough, is still being supported by the team as they work to secure a suitable outcome.

## Performance Exceptions




KPI	Q2 (2024/25)	Target	Q2 (2025/26)	Perf	DoT
HME01 - Number of homelessness approaches with positive outcomes	149	N/A	163	-	-
HME02 - % of homelessness approaches with positive outcomes	81%	75%	85%		↑
HME03 - Total number of households in leased/B&B accommodation	70	N/A	74	-	-
HME04 - % utilisation of temporary leased accommodation	83%	75%	95%		↑
HME05 - % of households spending 56 nights or more in temporary leased accommodation	20%	40%	7%		↑
HME06 - Number of households in B&B accommodation	44	N/A	62	-	-
HME07 - % of households spending more than 42 nights in B&B accommodation <b>**Included in PIP**</b>	16%	0%	12%		↑

# Homes, Health and Wellbeing

**HHW01/02** - The average number of working days to complete a Disabled Facilities Grant (DFG) has decreased from 166 to 110 when compared to quarter two of the previous year. This trend has continued from quarter one, which reported an average of 117 days, consistently exceeding the target. Additionally, 66% of DFG referrals in quarter two were completed within 120 working days, surpassing the 50% target and showing improvement from the 46% reported in quarter one.

Currently £237k of the DFG budget remains not committed, which continues to be monitored carefully and reviewed appropriately to ensure no overspend on budget but it is meaning there is no requirement to hold cases back currently due to budget constraints.

## Performance Exceptions

KPI	Q2 (2024/25)	Target	Q2 (2025/26)	Perf	DoT
HHW01 - The average number of working days from DFG application to completion of works	166 days	120 days	110 days		↑
HHW02 - % of DFG referrals completed within 120 working days	34%	50%	66%		↑
HHW04 - Long term empty properties as a percentage of all housing stock in the district	1.44%	2%	1.52%		↓

# Communities

**COM01/02** - During quarter two, 75 grants were awarded - 71 from the Councillor Initiative Fund totalling £18,330, three from the Community Action Fund totalling £7,000, and one from the Community Facilities Fund totalling £1,230.

**COM03** - A total of £63,201 of match funding has been secured by four projects supported with grant funding awards.

## Performance Exceptions

KPI	Q2 (2024/25)	Target	Q2 (2025/26)	Perf	DoT
COM01 - Total number of grants awarded	34	N/A	75	-	-
COM02 - Total value of grants awarded	£7,310	N/A	£26,560	-	-
COM03 - External community funds levered by WLDC	0	N/A	£63,201	-	-
COM04 - The number of Good Causes registered with West Lindsey Lottery	68	N/A	68	-	-
COM05 - The amount of funds raised for Good Causes registered with the West Lindsey Lottery	£7,350	N/A	£8,914	-	-

# Development Management





**DEV01** - Planning application fees for quarter two totalled £569,826, representing a 111% increase on quarter two 2024/25, while pre-application enquiries generated £17,312 (up 47%). This growth was driven by several high-fee major applications for residential, agricultural (poultry farms), and renewable energy projects.

**DEV02** - A total of 387 planning applications was received during quarter two, compared to the 407 applications received in quarter two of 2024/25. Of these, 12 were major planning applications, an increase from eight in the same period last year.

**DEV03/04** - A total of 92% of major applications (11 out of 12) have been determined in time; and 100% of non-major applications (167 out of 167) determined in time.

**DEV05/06** - During quarter two, seven appeal decisions were issued; six of which were dismissed, including two major appeals, with one major appeal allowed for a battery energy storage system.

Performance Exceptions

KPI	Q2 (2024/25)	Target	Q2 (2025/26)	Perf	DoT
DEV01 - Planning and pre-application income	£281,785	N/A	£587,138	-	-
DEV02 - Received planning applications	407	N/A	387	-	-
DEV03 - % of major planning applications determined within 13 weeks or within agreed timescales	75%	90%	92%		↑
DEV04 - % of non-major planning applications determined within 8 weeks or within agreed timescales	96%	94%	100%		↑
DEV05 - % of major development applications, allowed on appeal	0%	8%	8%		↓
DEV06 - % of non-major development applications, allowed on appeal	1%	8%	0%		↑

# Local Land Charges


As part of the restructuring of the Land Based Admin team, the Local Land Charges team moved portfolio, moving from Change Management ICT and Regulatory Services to the Planning, Regeneration and Communities portfolio.

**LLC01/03** - Quarter two saw an increase of 55 searches (7%) compared to the same period in 2024/25. The team continues to deliver a high-performing service, consistently completing searches within one working day. This performance has been maintained throughout the year to date, well within the agreed target of 10 working days.

**LLC02** - The target for the Local Land Charges Market Share measure has been removed for the 2025/26 reporting year. Although the measure will no longer be performance-targeted, it will continue to be monitored through the Progress and Delivery report to maintain visibility.

Performance Exceptions

KPI	Q2 (2024/25)	Target	Q2 (2025/26)	Perf	DoT
LLC01 - Number of Local Land Charge searches received	741	N/A	796	-	-

KPI	Q2 (2024/25)	Target	Q2 (2025/26)	Perf	DoT
LLC02 - Market Share	25%	N/A	19%	-	-
LLC03 - Average number of working days taken to process a search	2 days	10 days	1 day		↑
LLC05 - Income Received	£37,921	N/A	£28,869	-	-

# Operational and Commercial Services Performance Summary

## Services Included:

- Building Control
- Crematorium
- Markets
- Trinity Arts Centre
- Leisure
- Street Cleansing
- Waste Management





## Measures where performance is above target for at least two consecutive quarters.

KPI	Q1 (2025/26)	Target	Q2 (2025/26)	Perf
TAC01 - Total number of performance and screenings held	64	35	43	●
TAC02b - Live theatre audience figures as a percentage of capacity	71%	60%	80%	●
TAC03 - Total number of engagement activities held	180	100	142	●
TAC05 - Average spend per head on secondary sales	£3.36	£3.00	£4.01	●
WAS02 - Amount of residual waste collected per household	42kg	45 kg	41kg	●
WAS04 - % of missed black, blue, green and purple lidded bins collected within 5 working days	97%	95%	95%	●

## Measures where performance is below target for at least two consecutive quarters.

KPI	Q1 (2025/26)	Target	Q2 (2025/26)	Perf
MKT01 - Average weekly number of market stalls – Tuesday **Included in PIP**	21	37	22	●
MKT03 - Average weekly number of market traders – Tuesday **Included in PIP**	9	20	10	●

KPI	Q1 (2025/26)	Target	Q2 (2025/26)	Perf
MKT04 - Average weekly number of market traders-- Saturday <b>**Included in PIP**</b>	5	10	6	
LFC01 - Services Held <b>**Included in PIP**</b>	136	155.5	123	

## Building Control

Following the introduction of the new Building Safety Regulations, representing the most significant change to Building Control practices since the 1984 Act, the way the service operates has been fundamentally transformed.

The updated regulations, introduced in response to the public inquiry into the Grenfell Tower fire, have introduced numerous additional steps and checks through the Operating Standards Rules, the introduction of 43 new KPIs and mandatory professional competency requirements.

These changes have had a profound impact on Building Control teams nationwide, further exacerbated by a national shortage of Registered Building Inspectors, which has affected both practices and performance.

What was once a commercially competitive market, where market share was a key indicator of service success, it is now viewed differently. Pursuing market share, particularly for local authority building control services, is no longer encouraged and should not be prioritised.

As such, in light of this change in emphasis for the service it is recommended that market share is no longer reported on and that in the short term the presentation of factual information relating to income and applications received is maintained to provide members with an overview of the service until the annual review of Performance and Delivery measures is completed and options for future reporting on the building control team performance can be reviewed and potentially aligned with the new nationally collated KPIs.

### Performance Exceptions

KPI	Q2 (2024/25)	Target	Q2 (2025/26)	Perf	DoT
BDG01 - Income Received	£65,368	N/A	£59,582	-	-
BDG02 - Applications Received	135	N/A	143	-	-
BDG03 - Market Share	71%	78%	No data available	-	-




# Crematorium

**LFC01** - Services held reported below target for quarter two, this is the second quarter the measure has reported below target. As a result, this measure has now been incorporated into the performance improvement plan. At the half-year point, 259 services were delivered out of the 311 planned, leaving a shortfall of 52 services, equating to 42% of the annual (622) target being delivered at the half year as set out in the business plan.

Lea Fields Crematorium successfully applied for Corporate Membership with the Federation of Burial and Cremation Authorities (FBCA). Prior to acceptance, a comprehensive inspection was carried out in September, assessing all operational areas and procedures. This resulted in a detailed report, with the crematorium achieving an overall score of 95.5%.

Quarter two saw Lea Fields Crematorium hosted its annual Funeral Directors and Celebrant meeting, an invaluable opportunity to exchange ideas and gather feedback from key stakeholders.

## Performance Exceptions

KPI	Q2 (2024/25)	Target	Q2 (2025/26)	Perf	DoT
LFC01 - Services Held <b>**Included in PIP**</b>	139	155.5	123		↓
LFC03 - Income received	£115,686	N/A	£110,793	-	-
LFC04 - Secondary sales	£2,499	N/A	£574	-	-
LFC05a - % of services that are full services <b>*new measure*</b>	N/A	71%	66%	-	-
LFC05b - % of services that are direct	N/A	20%	22%	-	-
LFC05c - % of services that are Farewell (attended direct) services <b>*new measure*</b>	N/A	4%	3%	-	-
LFC05d - % of services that are early start services <b>*new measure*</b>	N/A	5%	9%	-	-
LFC05e - % of services that are Saturday services <b>*new measure*</b>	N/A	0.3%	1%	-	-

# Markets

**MKT02/04** - The definitions for the measures MKT02 - Average weekly number of market stalls on a Saturday market and MKT04 - Average weekly number of market traders on a Saturday market have been updated. These measures now exclude Farmers' Market and special event stalls, which have been removed and are instead recorded under newly introduced measures. This change ensures that these KPIs reflect only regular market activity, while data related to Farmers' Markets and special events is captured separately. The 2024/25 data is not included within the report due to the data no longer being comparable due to the changes in measure definition.

Table 2. Includes data for measures, MKT01, MKT02, MKT03 and MKT04:

Date	Tuesday Stalls	Tuesday Traders	Date	Saturday Stalls	Saturday Traders
01/07/2025	26	12	05/07/2025	12	5
08/07/2025	24	11	12/07/2025	13	5
15/07/2025	20	10	19/07/2025	8	3
22/07/2025	23	10	26/07/2025	12	5
29/07/2025	18	7	02/08/2025	13	6
05/08/2025	20	9	09/08/2025	13	6
12/08/2025	21	8	16/08/2025	12	6
19/08/2025	24	11	23/08/2025	14	7
26/08/2025	22	9	30/08/2025	13	6
02/09/2025	15	9	06/09/2025	12	4
09/09/2025	21	10	13/09/2025	13	5
16/09/2025	21	11	20/09/2025	12	6
23/09/2025	26	12	27/09/2025	14	8
30/09/2025	29	14	x	x	x
<b>Total Sum Q2</b>	<b>310</b>	<b>143</b>	<b>Total Sum Q2</b>	<b>161</b>	<b>72</b>
<b>Total Average Q2</b>	<b>22</b>	<b>10</b>	<b>Total Average Q2</b>	<b>12</b>	<b>6</b>

Table 2.




The programme of supporting events run by the Council alongside the Gainsborough market for quarter two included the following:

- Saturday 12th July: Farmers and Craft Market
- Saturday 9<sup>th</sup> August: Farmers and Craft Market
- Saturday 13<sup>th</sup> September: Farmers and Craft Market & Literature Village

**MKT01/03** - The average weekly number of market stalls on a Tuesday continued to fall below target in quarter two when compared with the same period last year. However, there was a slight improvement from quarter one, which reported an average of 21 stalls. Similarly, the average weekly number of market traders remained below target, with 10 reported for quarter two compared to 11 in the same quarter last year. This also reflects a slight increase from quarter one, which recorded nine traders. Both measures

**MKT02/04** - The average weekly number of market stalls on Saturdays stood at 12.33 in quarter two, which falls within the approved tolerance range for the target. Meanwhile, the average number of market traders was six, below the target of ten, but this reflects a slight improvement from quarter one, which reported five traders.

## Performance Exceptions

KPI	Q2 (2024/25)	Target	Q2 (2025/26)	Perf	DoT
MKT01 - Average weekly number of market stalls – Tuesday <b>**Included in PIP**</b>	22	37	22		→
MKT03 - Average weekly number of market traders – Tuesday <b>**Included in PIP**</b>	11	20	10		↓
MKT04 - Average weekly number of market traders– Saturday <b>**Included in PIP**</b>	N/A	10	6		-
MKT05 - Average monthly number of farmers market traders – Saturday <b>*new measure*</b>	N/A	N/A	4	-	-
MKT06 - Total number of special event market traders – Saturday <b>*new measure*</b>	N/A	N/A	8	-	-
MKT07 - Average monthly number of farmers market stalls – Saturday <b>*new measure*</b>	N/A	N/A	4	-	-
MKT08 - Total number of special event market stalls – Saturday <b>*new measure*</b>	N/A	N/A	8	-	-

# Trinity Arts Centre

**TAC03** - Engagement activities experienced a slight decline over the summer holidays, as many of our regular sessions paused during this period. However, September saw the launch of two new initiatives: one focused on visual arts - marking a fresh direction for Trinity - and another centered on heritage, with the introduction of backstage tours at the venue.





**TAC02a** - As expected, the mid-July opening of the Savoy Cinema in Gainsborough had a noticeable impact on Trinity Arts Centre’s cinema attendance. Quarter Two recorded a decline in audience numbers, with occupancy levels falling to 7%. This in part due to the screening which has been programmed well in advance at Trinty Arts Centre being shows at the Savoy over the same period.

**TAC02b** - Live theatre audience figures have increased compared to the previous year’s quarter two, with 80% capacity reported in the 200-seat auditorium, which is in excess of the 60% target.

**TAC05** - In addition to the strong attendance at live events, quarter two also reported an increase in average spend per head, rising to £4.01. This represents an uplift from £3.36 in the previous quarter and the same figure recorded in Quarter Two of the previous year.

Trinity Arts Centre has been named a finalist in the ‘Best Service Team: Sports, Leisure & Cultural Service’ category at the prestigious APSE (Association for Public Service Excellence) Annual Service Awards 2025. The awards, which celebrate excellence in public services, will take place in September. Although Trinity Arts Centre did not win, it was proudly recognised for its excellence in customer service, high levels of customer satisfaction, increased community engagement, innovative use of technology, and strong commitment to staff development.

Performance Exceptions

KPI	Q2 (2024/25)	Target	Q2 (2025/26)	Perf	DoT
TAC01 - Total number of performance and screenings held	41	35	43		↑
TAC02a - Cinema Screening audience figures as a percentage of capacity	20%	N/A	7%	-	-
TAC02b - Live theatre audience figures as a percentage of capacity	76%	60%	80%		↑
TAC03 - Total number of engagement activities held	153	100	142		↓
TAC04 - Income Received	£46,354	N/A	£38,538	-	-
TAC05 - Average spend per head on secondary sales	£3.36	£3.00	£4.01		↑

# Leisure

**LEI01** - Quarter two reports an increase in full fee-paying memberships at the Gainsborough site, rising to 2,108 compared to 2,065 in the same period of 2024/25 and 2,073 in quarter one. Market Rasen recorded 635 members in quarter two, up from 616 in the same period last year, but slightly lower than quarter one, which reported 653 members at the end of June.

**LEI04** - Everyone Active delivers low-intensity sports sessions such as walking netball and football at both facilities, along with cricket and wheelchair basketball at Market Rasen. In-centre activities include Easy Line, SIT Fitness, and Stretch and Sculpt, all operating at over 90% capacity, with total participation across West Lindsey reaching 1,194 in quarter two. At Market Rasen, active seniors sessions feature zumba gold, pilates gold, and walking sports, with total participation for these activities recorded at 777 in quarter two.

**LEI05** - In quarter two, the average number of non-members using both sites increased to 10,276, up from 9,078 in the same period last year and 8,743 in quarter one. Gainsborough accounted for 9,471 visits, while Market Rasen recorded 805. This represents a slight decrease for Market Rasen compared to 934 in quarter two of 2024/25, but an improvement on quarter one, which reported 704 non-member visits.

**LEI08** - With the free Exercise on Prescription scheme supported by One You Lincolnshire ending in 2024/25, Everyone Active introduced its own programme offering the same service at a significantly reduced cost for a 12-week period. In quarter two, 25 new participants joined the scheme - 20 at West Lindsey Leisure Centre and five at Market Rasen.

**LEI09** - A new performance measure introduced for 2025/26 tracks the cumulative percentage of the contractual annual maintenance plan delivered in-year, providing visibility on Everyone Active's compliance with their agreed maintenance schedule. In quarter two, completed activities included repairing all wet-side lockers by the end of July in preparation for the summer holidays, servicing the Munters wheel to ensure adequate airflow throughout the building, completing the annual health suite service (including the sauna and salt room), servicing sports hall equipment in August, and carrying out all PAT testing.

**LEI10** - The number of complaints includes all comments submitted through the Single Customer View (SCV) across both sites. Gainsborough received 44 comments and Market Rasen 17, mainly relating to gym facilities, group exercise sessions, swimming, and swim lessons. In response to the question, *"How would you rate the overall cleanliness of the centre (Gainsborough)?"*, the results show that 61% rated cleanliness as good or very good, an improvement from 47% in quarter one.

## Performance Exceptions

KPI	Q2 (2024/25)	Target	Q2 (2025/26)	Perf	DoT
LEI01a - Number of individual full fee-paying Gainsborough leisure centre members	2,065	N/A	2,108	-	-
LEI01b - Number of individual full fee-paying Market Rasen leisure centre members	616	N/A	635	-	-
LEI02a - % of members visiting the Gainsborough leisure centre at least once a week	77%	N/A	87%	-	-
LEI02b - % of members visiting the Market Rasen leisure centre at least once a week	57%	N/A	64%	-	-
LEI04a - Number of users of the Seniors Active Programme at Gainsborough Leisure Centre	1,396	N/A	1,194	-	-
LEI04b - Number of users of the Seniors Active Programme at Market Rasen Leisure Centre	633	N/A	777	-	-
LEI05a - Average number of non-members using Gainsborough Leisure Centre per month	8,144	N/A	9,471	-	-

KPI	Q2 (2024/25)	Target	Q2 (2025/26)	Perf	DoT
LEI05b - Average number of non-members using Market Rasen Leisure Centre per month	934	N/A	805	-	-
LEI06 - Number of outreach sessions held	6	N/A	6	-	-
LEI07 - Number of outreach users	124	N/A	138	-	-
LEI08 - Number of leisure centre users referred through the Healthy Lifestyle scheme	96	N/A	25	-	-
LEI09 - % of the contractual annual maintenance plan delivered in year <b>*new measure*</b>	N/A	N/A	50%	-	-
LEI10a - Number of complaints received – Gainsborough leisure centre <b>*new measure*</b>	N/A	N/A	44	-	-
LEI10b - Number of complaints received – Market Rasen leisure centre <b>*new measure*</b>	N/A	N/A	17	-	-



# Waste Management

**WAS02** - Residual waste levels remained at 41kg when compared with the same quarter last year, however, there has been a slight decrease from the 42kg reported in quarter one.

**WAS04** - In quarter two, 95% of all missed bins were collected within the service level agreement of five working days. This marks a slight decrease compared to both quarter two of the previous year and the preceding quarter, which reported a 97% collection rate.

The team continues preparations for the rollout of the new weekly food waste collection service. From 2026, Lincolnshire will introduce this initiative in line with the legal requirements set out in the Environment Act 2021, with the aim of increasing recycling rates and reducing environmental harm. Coordinated by Lincolnshire County Council and the Lincolnshire Waste Partnership, the rollout will begin in March with West Lindsey, Lincoln City, North Kesteven, and South Kesteven, with specific dates to follow. Each household will receive a 5-litre indoor caddy, a 23-litre outdoor caddy, and a roll of liners, with the option to use other soft plastic bags. These secure, odour-resistant caddies will be emptied weekly using dedicated vehicles, and residents will be provided with full guidance. Collected food waste will be sent to a local anaerobic digestion facility to be converted into biogas and fertiliser, supporting clean energy and agriculture.

Performance Exceptions

KPI	Q2 (2024/25)	Target	Q2 (2025/26)	Perf	DoT
WAS02 - Amount of residual waste collected per household	41kg	45kg	41kg		→
WAS04 - % of missed bins collected within 5 working days	99%	95%	95%		↓







**Corporate Policy and  
Resources Committee**

**Thursday 11 December  
2025**

**Subject: Local Council Tax Support Scheme 2026/27**

Report by:	Director of Finance and Assets and Section 151 Officer
Contact Officer:	Angela Matthews, Benefits Manager Alison McCulloch, Revenues Manager  angela.matthews@west-lindsey.gov.uk, alison.mcculloch@west-lindsey.gov.uk
Purpose / Summary:	To adopt a Local Council Tax Support Scheme for 2026/27

## **RECOMMENDATION(S):**

1. Note the content of the report; and
2. **Recommend to Full Council** the adoption of Option 1 of the report for the Local Council Tax Support Scheme for West Lindsey District Council for 2026/27. That being;
  - to make no changes to the current council tax support scheme apart from to apply any new legislative requirements and the uprating of the non-dependent charges, applicable amounts and household allowances and deductions, used in the calculation of the reduction in accordance with the Department for Works and Pensions (DWP) annual 'up-ratings'
  - to apply any additional changes to mirror government welfare benefit regulations during the year which are intended to increase the income of benefit recipients to avoid unintended consequences to customers.

**Legal:**

The Council has to determine a local scheme for council tax reduction by 31 January 2026.

**Financial : FIN/118/26/SSc**

The cost of the Local Council Tax Support scheme (LCTS) is shared between Lincolnshire County Council (75%), West Lindsey District Council (WLDC) (12.5%) and Lincolnshire Police (12.5%).

Year	Total	LCC 75%	PCC 12.5%	WLDC 12.5%
2025/26	7,216,610	5,412,458	902,076	902,076
2026/27 Option 1	7,433,108	5,574,832	929,138	929,138
2026/27 Option 2	7,216,610	5,412,458	902,076	902,076

Recommendation is Option1, to apply uprating.

To make no changes to the current council tax support scheme apart from to apply any new legislative requirements and the uprating of the non-dependent charges, applicable amounts, and household allowances and deductions, used in the calculation of the reduction in accordance with the Department for Works and Pensions (DWP) annual 'Up-ratings'

Option 2 do not apply uprating.

If we do not apply the applicable amount up-ratings to working age claimants their Department for Works and Pensions (DWP) income will exceed their applicable amount, and they will be entitled to less council tax support. This in turns means their council tax bills will increase which will require more council tax to be collected.

**Staffing :**

The changes are minimal and therefore should not impact on staff.

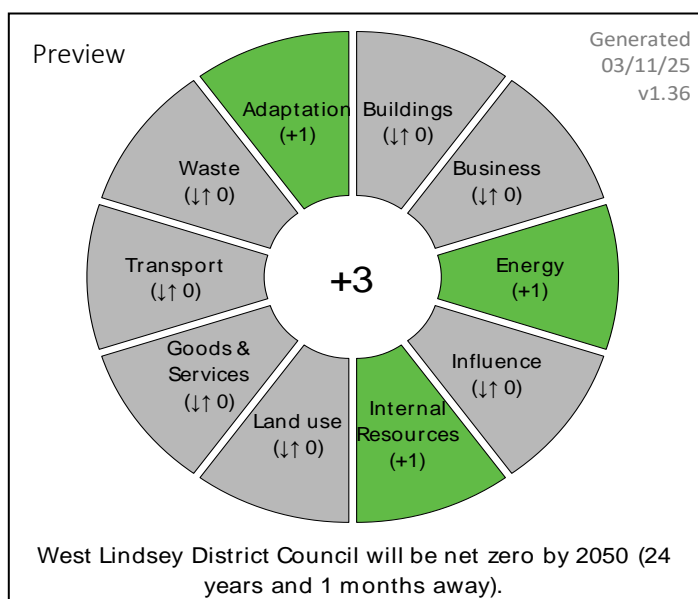
**Equality and Diversity including Human Rights :**

Please see appendix A – Local Council Tax Support Scheme 2026/27 Equality Impact Assessment.

**Data Protection Implications :**

None arising from this report.

## Climate Related Risks and Opportunities :



The Local Council Tax Support Scheme 2026/27 has minimal direct environmental impacts, as it is primarily a social welfare policy providing financial support towards the council tax. The preferred Option 1 maintains current support levels and has minor indirect positive environmental benefits through supporting household financial resilience and potentially preventing deeper fuel poverty.

From an environmental perspective, there is no significant reason to prefer either option, as both have minimal climate impact. The decision should appropriately be made based on social, economic, and administrative considerations rather than environmental factors.

The assessment supports proceeding with Option 1 as it maintains consistency, provides adequate support to vulnerable households, and preserves the minor indirect environmental benefits of preventing fuel poverty. However, it's important to be clear that these environmental considerations are marginal compared to the scheme's primary social welfare objectives.

## Section 17 Crime and Disorder Considerations :

None arising from this report.

## Health Implications:

None arising from this report.

Title and Location of any Background Papers used in the preparation of this report:

Local Government Finance Act 2012

<https://www.legislation.gov.uk/ukpga/2012/17/contents/enacted>

**Risk Assessment :**

- a. If Council Tax Support caseloads rise or fall, then WLDC and the other major precepting authorities will have to absorb those expenditure variations through the Collection Fund. It is therefore vital that the financial implications of the scheme decisions made are realistic in terms of bridging the funding gap.
- b. If there is a downturn in the local economy or where there have been major redundancies if a major company ceases trading, Council Tax Support caseloads could rise significantly.
- c. Each Council must approve their local Council Tax Support scheme by 31<sup>st</sup> January otherwise a default scheme, similar to the current Council Tax Support default scheme applied to customers of pension age, will have to be implemented. Applying a similar scheme to all working age customers would increase the annual expenditure on Council Tax Support.
- d. The amount of council tax support awarded last year was slightly over £7million; however, this is estimated to increase possibly to £7.2 million by the end of the financial year.

**Call in and Urgency:**

**Is the decision one which Rule 14.7 of the Scrutiny Procedure Rules apply?**

i.e. is the report exempt from being called in due to urgency (in consultation with C&I chairman)

Yes

☐

No

X

**Key Decision:**

A matter which affects two or more wards, or has significant financial implications

Yes

X

No

☐

## **Executive Summary**

Council Tax Benefit was a national scheme providing means-tested financial help for low-income households to pay their Council Tax liability. This was abolished on 31 March 2013 by the Local Government Finance Act 2012 which placed a legal requirement on every billing authority to adopt a Localised Council Tax Support (LCTS) scheme.

Since the inception of the LCTS scheme on 1<sup>st</sup> April 2013 relatively minor changes have been made which has enabled claimants to receive a similar level of support each year and enabled the council to maintain an annual council tax collection rate of around 98% which is just in the top quartile collection rate in the country.

In 2020, 2021, 2022 and 2023, following the Covid-19 pandemic, the Government awarded a grant to all local authorities for a payment to be paid to all working aged council tax support claimants. This was paid directly to council tax accounts and it also permitted the use of any surplus to support economically vulnerable people and households. No such grant has been made available since 2023/24 and therefore those still struggling financially since the pandemic have not had any additional assistance since 31 March 2024.

A significant change to the LCTS scheme for 2026/27 is likely to have a negative impact on the collection rate and reduce the yield over the year. It currently remains an affordable system that is able to provide assistance to low income households.

When considering the scheme for 2026/27 consideration must be given to the government's plans for Local Government Reorganisation which will see West Lindsey District Council restructured into an upper tier Unitary Council. This restructure means that the current council tax reduction scheme will require modifications to consider new populations and to consider all the schemes in force at each district council at that time. Therefore, any significant changes for 2026/27 could have to be changed within a year or two which may have a negative impact on council tax support claimants navigating entitlement to new awards.

Full Council must approve and adopt the finalised LCTS scheme by 31<sup>st</sup> January 2026 at the latest.

## **1 Introduction**

- 1.1 The Local Government Finance Act 2012 replaced Council Tax Benefit with a Council Tax support scheme. Unlike Council Tax Benefit (CTB) which is set by Central Government, the new Council Tax support scheme must be defined by individual Local Authorities (albeit with much central prescription).
- 1.2 Claimants who have reached state pension age are protected by the prescribed regulations which means local schemes must give the same pre-2013 level of assistance to pensioners. West Lindsey District Council also made the decision in 2013/14 to protect those in receipt of a War Pension and those claimants receiving a Disability Benefit.

## **2 Current Situation**

We currently have 6,013 council tax support claimants and of these 2,416 are pensioners and 3,597 are working age claimants. This equates to 60% of our total caseload who would be impacted by any changes to the scheme.

Our council tax collection rate for 2024/25 was 97.70% which, although was lower than the previous year, was in the top quartile performance being 72<sup>nd</sup> position out of 295 local authority reported outturns. The national average was only 96.15% so this is considerably higher.

The Council recognise that many of our residents are feeling the effects of the increased cost of energy and food prices. We are working with our partners across the public and voluntary sectors to support our residents, and particularly those who are vulnerable and hardest hit by the cost-of-living crisis. The current West Lindsey scheme is one of the most generous in Lincolnshire and if we were to look at changing the scheme, we may be impacting on those most affected by the cost-of-living increases and adding to their financial burden.

## **3. Consultation**

- 3.1 Consultation was undertaken between 26 August 2025 and 6 October 2025. The consultation was undertaken using an online survey which was advertised through social media, the West Lindsey District Council website, the resident newsletter, the West Lindsey Councillor newsletter and the Parish Council newsletter. Direct invites were sent to the 968 members of the West Lindsey Citizen Panel and all members of the Housing Register. Any resident is able to write or email into this consultation rather than complete the survey, although on this occasion none were received.

### 3.2 The questions asked are detailed below:

1. Do you agree that the only change that should be made to the scheme is the up rating of all allowances and premiums in line with the Department for Work and Pensions allowances?

Yes	No	Don't Know
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2. Are you currently in receipt of Council Tax Support?

Yes	No	Don't Know
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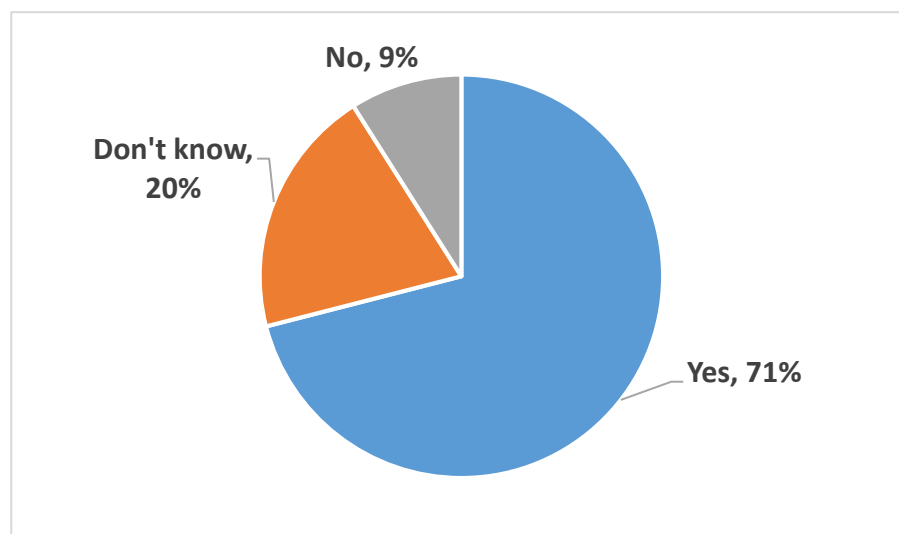
3. Any other comments you wish to make regarding the Local Council Tax Support Scheme

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### 3.3 The Responses are detailed below:

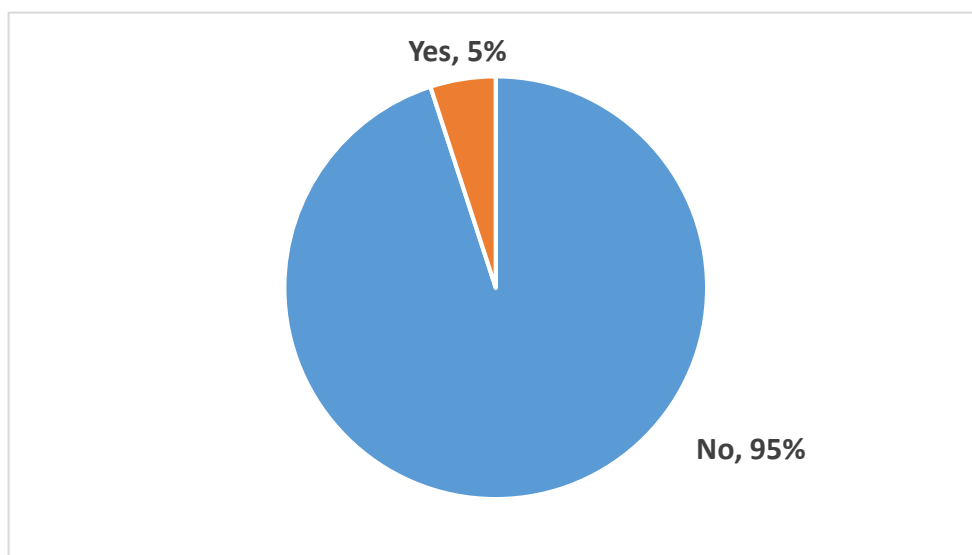
- 3.3.1 **Do you agree that the only change that should be made to the scheme is the uprating of all allowances and premiums in line with Department for Work and Pensions allowances?**

Just over 2 thirds of the respondents felt that they do agree that the only changes should be the uprating of the allowances and premiums. Only 9% felt this shouldn't be the case.



### 3.3.2 Are you currently in receipt of Council Tax Support?

Out of the 95 who responded to this question, only 5 of them are in receipt of Council Tax Support.



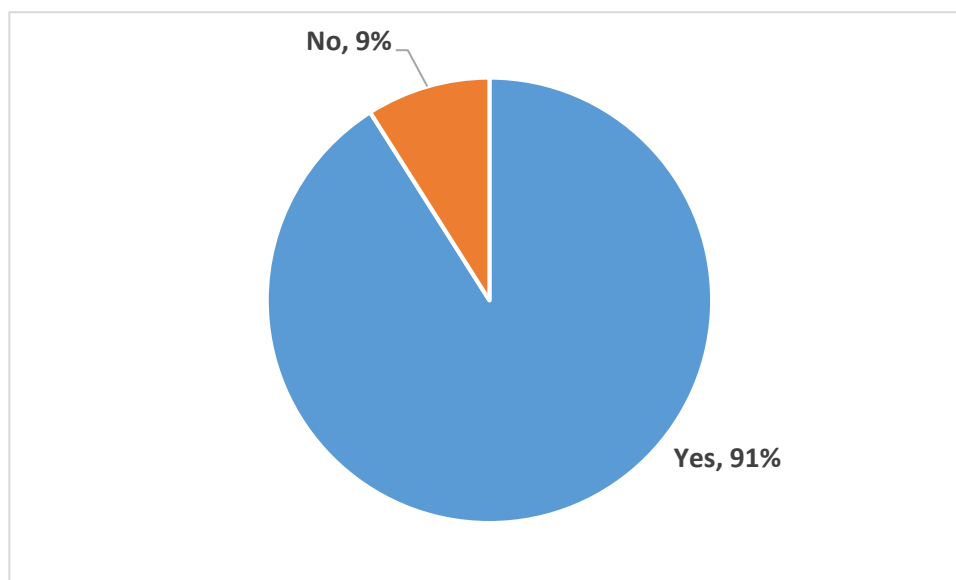
To compare this, question 1 has been mapped against question 2 of the survey which outlines that out of the 67 who agreed that the only change should be to the allowances and premiums, 63 of those are not in receipt of Council Tax Support. In comparison, out of the 9 who believe this should not be the only change, 100% of those also are not in receipt.

		In receipt of Council Tax Support?			
		Total	Yes	No	Don't know
Agreement to uprating?	Base	95	5	90	-
	Yes	67	4	63	-
	No	9	-	9	-
	Don't know	19	1	18	-



### 3.3.3 Are you a resident of West Lindsey?

While this survey looks at how this may affect our residents, we did open the survey up to anyone. However only 9% of those who responded are not a resident of West Lindsey.



### 3.3.4 Comments from the consultation

Respondents were asked if there were any comments they would like to make in regard to this topic. The comments were:

- Worked for 50 years, always paid my rates and council tax. Too many lazy people taking advantage.
- council tax is incredibly expensive but necessary.
- Are the subsidies for the scheme paid for by WLDC or the Govt? If WLDC pay, then ultimately all paying residents pay more.
- Question 1 is ambiguous: Yes, is straightforward. No - does this indicate that the up-rating should be higher than the DWP allowance, or lower?
- I believe up-rating of all allowances and premiums in line with Department for Work and Pensions allowances may not be sufficient in some cases.
- Get rid of this scheme and reduce council spending. All residents should pay the same at the lowest level of tax needed for essential services only.
- Extremely grateful for all help available, makes a difference to my day to day living.
- Calculations need to be apportioned better. There appears to be a huge jump in the rates of help even though my income hasn't increased much.
- I feel that a working plan to reduce council waste within all departments and areas should be implemented to minimise or even reduce council

tax, rather than just increasing the tax as per instructions, therefore no incentives are initiated, and everything just carries on as per normal. Forward thinking needs to be included in such areas which greatly affect people's lives.

- Too many people are getting allowances, who do not deserve it. We are tired of taxpayers money going to people who work part time because they would lose benefits if they worked full time. We could go on and on about this subject. We have a few living not far from us.
- I believe it is important to ensure those on lower incomes are fairly supported by the rest of us.

It is worth noting that out of the 11 comments above, 4 did not agree with the uprating, 3 didn't know and 4 agreed with it.

### 3.3 5 **The results**

These results show that more than three quarters of those who responded believe that the allowances and premiums should be uprated in line with Department for Work and Pensions allowances.

## 4. **Consultation with major preceptors**

Before a Council can determine to revise or replace its LCTS scheme it must consult with any major precepting authority which have the powers to issue a precept to it.

Consultation has taken place with both the Lincolnshire County Council and the Police and Crime Commissioner for Lincolnshire and both have submitted responses approving the request to make no change to the scheme for 2026/27 but both would support the request to increasing the uprating of all allowances and premiums in line with Department for Work and Pensions allowances (option 1 of this report).

## 5. **Costings**

The recent estimates for the cost of the current 2025/26 scheme are £7,216,610 being split as below:

<b>Total</b>	<b>LCC – 75%</b>	<b>PCC – 12.5%</b>	<b>WLDC – 12.5%</b>
£7,216,610	£5,412,458	£902,076	£902,076

## 6. Options

Two options have been considered for the 2026/27 scheme being to maintain or slightly reduce the level of financial support as detailed below:

### 6.1 Option 1 (Preferred)

To make no changes to the current council tax support scheme apart from to apply any new legislative requirements and the uprating of the non-dependent charges, applicable amounts, and household allowances and deductions, used in the calculation of the reduction in accordance with the Department for Works and Pensions (DWP) annual 'Up-ratings'.

To also apply any additional changes to mirror government welfare benefit regulations during the year which are intended to increase the income of benefit recipients to avoid unintended consequences to customers.

#### Costs/Savings

Initial estimates for 2026/27 show that there would be no direct saving to the council under this option as it would just maintain the current scheme. Any reductions in the cost of the scheme would be due to a reduction in council tax support claimants.

Based on a 3% overall increase in the council tax liability this equates to an approximate cost of:

Total	LCC – 75%	PCC – 12.5%	WLDC – 12.5%
£7,433,108	£5,574,832	£929,138	£929,138

Advantages	Disadvantages
The financial modelling shows that West Lindsey District Council can still bridge the funding by continuing with the current scheme for a further year.	
The existing scheme works well and offers a high level of support for low-income families who may otherwise find themselves in debt.	
There has been a slight decrease this year in the number of households claiming LCTS which suggests that the situation is improving gradually as more claimants return to work or are	

receiving private pensions that reduces their CTR entitlement.	
This option ensures the LCTS rules stay consistent with the DWP rules which avoids confusion for claimants.	
Retaining existing policy principles of keeping LCTS in line with other key welfare benefits promotes equality.	

## 6.2 Option 2

To make no changes to the current scheme for 2026/27 i.e: do not apply the up-rate household allowances and deductions.

### Costs/Savings

Initial estimates for 2026/27 show that there would be a slight saving to the council under this option however, it would effectively create a reduction in income for those affected.

If we do not apply the applicable amount up-ratings to working age claimants their Department for Works and Pensions (DWP) income will exceed their applicable amount and they will be entitled to less council tax support. This in turns means their council tax bills will increase which will require more council tax to be collected. The approximate savings by not applying income upratings would be 3-5% thus keeping the total CTR for 2026-27 the same as the current year despite allowing for a 3% increase in Council Tax charges.

Based on no increase in up-ratings this equates to an approximate cost of:

<b>Total</b>	<b>LCC – 75%</b>	<b>PCC – 12.5%</b>	<b>WLDC – 12.5%</b>
£7,216,610	£5,412,458	£902,076	£902,076

<b>Advantages</b>	<b>Disadvantages</b>
Slight reduction in costs to the council	The Council would have three sets of rules to apply for families applying for financial help. This will cause confusion for the claimants, will lead to increased modification to ICT, additional training for the Benefits Team and an additional set of

	regulations to be prepared and implemented.
	Loss of reputation to the council in that it would show a lack of support to those in most financial hardship during the cost-of-living crisis.
	It would set the West Lindsey scheme outside the schemes adopted by the rest of Lincolnshire in respect to non-uprated incomes – almost all LAs uprate their incomes in line with the Government levels each April.

## **7. Local Council Tax Support Scheme 2026/27**

It is recognised that whatever decision is reached this would only be a scheme for 2026/27. A review of the scheme is undertaken annually when more knowledge of the impact of that year's scheme and collection rates are available. Monitoring will also take place to analyse the impact and any unintended consequences it has had on council taxpayers and benefit recipients.

## Appendix A – Local Council Tax Support Scheme 2026/27 - EQUALITY IMPACT ASSESSMENT

<b>Name, brief description and objectives of policy, procedure, function?</b>	<p>For Council to agree the Local Council Tax Support Scheme for West Lindsey DC for 2026/27.</p> <p>To ensure that all council tax payers are treated fairly under the local scheme.</p> <p>To ensure that council tax support is payable to the most vulnerable residents of the district.</p>
<b>Have you consulted on the policy, procedure, function and if so, what were the outcomes?</b>	<p>Consultation has taken place with Lincolnshire County Council and the Crime and Police Commissioner for Lincolnshire who have both agreed to the recommendation.</p> <p>Consultation has taken place digitally with the residents of West Lindsey and the majority of people who completed the consultation agreed with the process of applying the 2026-27 up-ratings of income and allowances.</p>
<b>What barriers may these individuals or groups face, and how can you promote equality (where possible)</b>	
<b>Gender</b>	<p>There is no evidence that this policy would impact on people in any way because of this characteristic.</p>
<b>Age</b>	<p>Working age claimants of Council Tax Support may receive a reduced level of assistance as compared with the former Council Tax Benefit Scheme. This scheme aims to redistribute support and be more generous to those applicants on the lowest incomes.</p> <p>The government has stated that council tax support for older people will not be reduced as a result of the introduction of the council tax reduction scheme reform. This is because the government wants to ensure that low-income pensioners, who would struggle to pay council tax without additional support, and whom the government does not expect to work to increase their income, will continue to receive support for their council tax.</p> <p>Pensioner protection will be achieved by keeping in place national rules which broadly replicate the former council tax benefit scheme.</p>
<b>Disability</b>	<p>There is no evidence that this scheme would impact on people in any way because of this characteristic except in the case of War Pension and those claimants receiving a Disability Benefit who are protected by the Government.</p>
<b>Race</b>	<p>There is no evidence that this policy would impact on people in any way because of this characteristic.</p>

<b>Religion or Belief</b>	There is no evidence that this policy would impact on people in any way because of this characteristic.
<b>Sexual Orientation</b>	There is no evidence that this policy would impact on people in any way because of this characteristic.
<b>Gender Reassignment</b>	There is no evidence that this policy would impact on people in any way because of this characteristic.
<b>Pregnancy, maternity or paternity</b>	There is no evidence that this policy would impact on people in any way because of this characteristic.
<b>Marriage and Civil Partnership</b>	There is no evidence that this policy would impact on people in any way because of this characteristic.
<b>Rural Isolation</b>	There is no evidence that this policy would impact on people in any way because of this characteristic.
<b>Socio-economic factors</b>	There is no evidence that this scheme would impact on people in any way because of this characteristic. However, any person unable to complete the application form will be offered assistance from the Benefits Teams in completing the application form and also be signposted to outside agencies such as Citizens Advice and Money Advice Service
<b>Other (e.g. those with dependants/caring responsibilities, asylum seeker and refugee communities, children in the care system etc)</b>	There is no evidence that this scheme would impact on people in any way because of this characteristic. However, any person unable to complete the local council tax support application form will be offered assistance from the Benefits Team in completing the form and also be signposted to outside agencies such as Citizens Advice, Stepchange and Money Advice Service
<b>Is there any evidence or research that demonstrates why some individuals or groups are, or are not, affected?</b>	There is no evidence or research available. This policy is based on nationally applicable legislation and it covers all applicants who must all meet a set of standards and criteria intended to ensure that evidence of hardship justifies a reduction in council tax liability.
<b>If there is a potential adverse impact, please state why and whether this is justifiable.</b>	There is no potential adverse impact from this policy.
<b>Outcome of EIA</b>	<div> <b>No major change needed</b> <input checked="" type="checkbox"/> <b>Adjust the policy /proposal</b> <input type="checkbox"/> <b>Adverse impact but continue</b> <input type="checkbox"/> <b>Stop and remove the policy/proposal</b> <input type="checkbox"/> </div>

<p><b>How will you monitor your policy, procedure, function to ensure there is no adverse effect on the protected characteristics (e.g. gender, age, etc) in the future?</b></p>	<p>Due to the nature of the reductions in the level of support, all working age claimants have the potential to have reductions in their support, however, they can be considered for further assistance under the exceptional hardship policy.</p>
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**Corporate Policy and  
Resources Committee**

**11 December 2025**

**Subject: Member Attendance at the District Councils Network (DCN) Conference 2026 and the Local Government Association (LGA) Annual Conference 2026**

Report by: Chief Executive

Contact Officer: Katie Storr  
Democratic and Elections Team Manager

Purpose / Summary:

The Council's Constitution (Members Allowance Scheme) states that the relevant Committee Chairman (or their nominee) can attend approved conferences.

Any places in addition to the Chairman and or nominee is subject to available budget and approval by the relevant committee.

This report seeks approval for additional Members to attend both the District Councils Network (DCN) and Local Government Association (LGA) conferences in 2026

**RECOMMENDATION(S):**

**That two additional Member spaces be reserved at both the District Councils Network (DCN) Conference and the Local Government Association (LGA) Annual Conference, and delegated authority be granted to the Chief Executive in consultation with the Leader to determine which Members shall attend.**

## IMPLICATIONS

### **Legal:**

The Council's Constitution (Members Allowance Scheme) states that the relevant Committee Chairman (or their nominee) can attend approved conferences.

Any places in addition to the Chairman and or nominee is subject to available budget and approval by the relevant committee.

### **Financial : FIN/131/26/CPR/SL**

The two additional places at the DCN conference will cost £549 (plus VAT) per person and includes overnight accommodation and meals.

The two additional places at the LGA Conference (excluding accommodation but including all meals and refreshments) will cost £549 (plus VAT), per person, if an early bird booking is made prior to 31 December or £599 (plus VAT) per person after that date.

There will also be additional costs relating to travel for both events and accommodation in respect of the LGA Conference. Accommodation and Travel bookings will be made with best value in mind.

All costs can be met from existing Member Training, Member Conference and Member Expenses and Travel budgets.

The costs for the DCN conference will be incurred during the 2025/2026 financial year, whilst those costs relating to the LGA conference will be incurred during the 2026/2027 financial year.

### **Staffing :**

None

### **Equality and Diversity including Human Rights :**

None

### **Data Protection Implications :**

None

### **Climate Related Risks and Opportunities:**

None

**Section 17 Crime and Disorder Considerations:**

None

**Health Implications:**

None

**Title and Location of any Background Papers used in the preparation of this report :****Risk Assessment :****Call in and Urgency:****Is the decision one which Rule 14.7 of the Scrutiny Procedure Rules apply?**

i.e. is the report exempt from being called in due to urgency (in consultation with C&I chairman)

**Yes**☐**No**☐**Key Decision:**

A matter which affects two or more wards, or has significant financial implications

**Yes**☐**No**☐

## 1. Introduction

1.1 Attendance at conferences by Members is a matter covered by the Constitution, namely the Members Allowance Scheme.

1.2 The Scheme advises, Part VI, Page 11, para 16: -

“The attendance by the appropriate Committee Chairman or his/her nominee at any of the following conferences approved by the Council –

- Chartered Institute of Housing
- Local Government Association Conference
- CIPFA Conference
- Rural Services Network Conference
- APSE conference
- DCN conference

Any conference attendance out outside the list ***or places in addition to the Chairman and or nominee is subject to available budget and approval by the relevant committee.***”

1.3 This report seeks approval for **two additional** member places to be reserved at both the DCN Conference, Thursday 19 to Friday 20 March at the De Vere Beaumont State Windsor, and the LGA Conference 7 – 9 July 2026 in Bournemouth. These are regarded as the two main conferences each year for local authorities and district councils.

## 2. Rationale for Additional Places and Budget Implications

2.1 Local Government is operating in an environment of significant change and challenge and over the next three years and beyond will undergo some of the most radical changes since the last major re-organisation of 1972 with the proposed reorganisation of local government.

2.2 It is important that the Council and its elected Member representatives are in position to understand, influence and effect where possible, as the Council navigates the challenges and opportunities of Local Government re-organisation, for the benefit of residents and businesses across the district.

2.3 Attendance at such events provides opportunity to build networks, share experiences, compare practice and gain experience and knowledge.

2.4 A larger number of Members attending key conferences supports an increase in Member knowledge across a wider co-hort and allows for great learning opportunities, dissemination and application of learning back into the authority.

2.5 As set out in the financial implications, no additional budget is required for the additional places, as the costs can be met from existing budgets.

### **3. Recommendation**

- 3.1 That two additional Member spaces be reserved at both the District Councils Network (DCN) Conference and the Local Government Association (LGA) Annual Conference, and delegated authority be granted to the Chief Executive in consultation with the Leader to determine which Members shall attend.

# Agenda Item 6f



**Corporate Policy &  
Resources Committee**

**Thursday, 11 December  
2025**

**Subject: Review of Civic Transport Arrangements**

Report by:

Monitoring Officer

Contact Officer:

Katie Storr  
Democratic Services & Elections Team Manager

[katie.storr@west-lindsey.gov.uk](mailto:katie.storr@west-lindsey.gov.uk)

Ele Snow  
Senior Democratic Services and Civic Officer

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Purpose / Summary:

To present an appraisal of the options available in relation to transport arrangements for the Civic Head, including the retention or sale of the civic car, following deferral of the paper presented to the Corporate Policy & Resources Committee in February 2025.

## **RECOMMENDATION(S):**

**That Members approve the civic car be sold and proceeds from the sale be held in an earmarked reserve, and Officers undertake to arrange civic transport for the Chairman and Vice-Chairman of the Council on an 'as required' basis. Use of the earmarked reserve to be reviewed in line with current Financial Procedure Rules.**

## IMPLICATIONS

**Legal:** There are no legal implications arising from this report or decisions to be made.

### **Financial: FIN/116/26/CPR/SL**

The civic car has a market value of between £15-20k.

The 'Civic Reserve' has a balance of £30k in 2025/26, with a further £5k being contributed each financial year from 2026/27 through the Medium-Term Financial Plan (MTFP).

#### **Option a) – to sell the vehicle:**

The proceeds from the sale would be transferred to capital receipts (estimated sale value of between £15-£20k).

The balance of £30k on the Civic Car Reserve will be reviewed through the annual Review of Reserves report which is presented to Committee later in the year.

The annual contribution of £5k pa to the Civic Car Reserve would be removed from 2026/27.

There is existing revenue budget of £6.2k pa for the employment of a chauffeur, which will be transferred as a base revenue budget for civic transport for ad hoc transport arrangements (e.g. private hire vehicles).

It is anticipated based on the current event schedule, that transport arrangements would be required on circa 12 occasions per year (once a month). Whilst the cost of ad hoc arrangements would of course vary depending on the event and transport requirements, it is considered that £0.2k would be a reasonable estimated average. Annual costs are therefore anticipated to be circa £2.5k.

The revenue budget is anticipated to be in greater than the estimated costs of ad hoc transport arrangements, however activity against this budget would be monitored during 2026/27 and the amount required reviewed for the 2027/28 MTFP.

The 'Civic Car Replacement' scheme would be removed from the capital programme.

**Option b) – to retain the vehicle and employ a chauffeur:** covered by existing revenue budget of £6.2k pa.

Annual maintenance costs include the MOT and servicing, with car insurance being included within the council's fleet insurance policy.

All options are covered by existing budgets.

**Staffing:** Currently, the Democratic Services Team carries a vacancy for a Civic Chauffeur. Subject to the decision made by the Committee, this post will either be deleted or recruited to. Given the time elapsed since the last recruitment to this post, it is anticipated there would be a review of the contract and terms and conditions of employment. In the event of this being required, Officers would liaise with the HR Team to ensure adherence with employment law / best practice.

**Equality and Diversity including Human Rights:** Consideration must be given to the diversity of individuals who may be Chairman or Vice-Chairman of the Council, and any enacted decision must ensure equity of possibility for all. To this end, it would remain the responsibility of the Democratic Services and Civic Team to undertake transport arrangements to ensure the Chairman and Vice-Chairman of Council remained able to fulfil their civic duties regardless of individual needs or requirements.

**Data Protection Implications:** There are no data protection implications arising from this report or decisions to be made.

**Climate Related Risks and Opportunities:** Presently, usage of the civic car remains at its lowest level since before 2020. Therefore, there have already been opportunities for lowering the carbon footprint of the Civic Office simply by reduced journeys and therefore lower emissions. Of the two options presented, no one option would deliver greater or lesser climate related risks or opportunities as the number of journeys would remain the same whether undertaken in the civic car or by alternative arrangements. The use of public transport is unlikely to be a feasible option given the rurality of the district and security concerns with the civic regalia.

**Section 17 Crime and Disorder Considerations:** There are no crime and disorder implications arising from this report or decisions to be made.

**Health Implications:** There are no health implications arising from this report or decisions to be made.

**Title and Location of any Background Papers used in the preparation of this report :**

[Update report on Civic Car replacement CP&R Feb 2024](#)

[Minutes of meeting CP&R 8 Feb 2024](#)

[Update report on Civic Car Replacement CP&R Feb 2025](#)

[Minutes of meeting CP&R 13 Feb 2025](#)



N/A

**Call in and Urgency:**

**Is the decision one which Rule 14.7 of the Scrutiny Procedure Rules apply?**

i.e. is the report exempt from being called in due to urgency (in consultation with C&I chairman)

**Yes**

☐

**No**

**X**

**Key Decision:**

A matter which affects two or more wards, or has significant financial implications

**Yes**

☐

**No**

**X**

## **Executive Summary**

The purpose of this report is to consider the future of the council-owned civic car and transport arrangements for the Chairman and Vice-Chairman of the Council whilst undertaking their Civic duties.

In the preparation of this report Officers have considered:

- Current usage of the civic car and associated costs
- Geographical area of civic functions, location of car, logistics of use
- Market value of the civic car
- Alternative arrangements such as:
  - Public transport
  - Shared usage with another council
  - The use of private hire vehicles on an ad hoc basis
  - The possibility of an hours or miles-based contract with one private hire vehicle provider *[NB: this option would be subject to standard procurement processes]*

The report presents two options which are considered to be the most viable, those being:

1. That Members approve the civic car be sold and Officers undertake to arrange civic transport for the Chairman and Vice-Chairman of the Council on an 'as required' basis.

OR

2. That Members approve to retain the current civic car for use by the Chairman and Vice-Chairman of the Council whilst on civic duties, and to recruit to the vacant post of Civic Chauffeur.

Having regard to the limited use of the vehicle, the operational requirements associated with employment of a chauffeur, and management and maintenance of the civic car, this report recommends option 1.

## **1 Background**

- 1.1 For decades, West Lindsey District Council has owned and operated a vehicle for the sole purpose of transporting the Chairman or Vice-Chairman of Council to and from civic events, herein known as the civic car.
- 1.2 Alongside the civic car, the council has continuously employed a Civic Chauffeur whose role was to not only drive the civic car, but to accompany the Chairman or Vice-Chairman and assist with, for example, chaining ceremonies, flag bearing, and to be a trusted companion.
- 1.3 In March 2020, in response to the covid-19 pandemic, the government announced a nationwide lockdown. This led to all previously booked events being cancelled. Covid-19 restrictions continued well into 2021 and directly impacted the number and nature of civic events being organised. Since that time, civic offices across the country have not returned to the pre-2020 levels of civic function, meaning invitations to the Chairman have reduced significantly, thereby reducing the requirement for the civic car and chauffeur.
- 1.4 As a result of this reduction in need, and in consideration of the previous arrangements to replace the car every four years, the Corporate Policy and Resources Committee received a report in February 2024 regarding the potential replacement of the civic car, and to consider alternative options.
- 1.5 At that meeting it was: “resolved that the existing civic car be maintained for 2024-25 with no further contribution made to the reserve for its replacement in 2024-25. A further decision for later replacement be brought back to the Corporate Policy and Resources Committee no later than 28 February 2025.” *[Minutes of meeting 8 February 2024]*
- 1.6 Subsequently, in February 2025, the Corporate Policy and Resources Committee received a second report to revisit the options to replace the civic car or otherwise. There was significant discussion amongst Members regarding the benefits or otherwise of retaining the civic car, replacing it, or disposing of it and exploring alternative transport arrangements. With no clear decision forthcoming, at that meeting it was: “resolved that the paper be deferred until a later date for further details to be provided.” *[Minutes of meeting 13 February 2025]*
- 1.7 During the course of the debate at the meeting, guidance was provided to Officers to explore option for extending the use of the civic car beyond exclusive use for the Chairman or Vice-Chairman, noting there were security considerations regarding transportation of the Chairman and the Civic Regalia.
- 1.8 This report therefore presents options for the future of the civic car and possible transport arrangements, for the consideration of the Committee.

## **2 Current Use of the Civic Car and Associated Costs**

- 2.1 The civic car is a Skoda Superb, first registered in March 2020 and has under 10,000 miles on the clock. Prior to 2020, the car was kept with the chauffeur who was responsible for the general upkeep, maintenance, and cleanliness of the car between the various functions which regularly took place. With the now limited use, and the chauffeur role being vacant, the car is stored by the council and checked over on an ad hoc basis. There have been notable difficulties with the vehicle when it has not been used, for example the battery being flat on more than one occasion.
- 2.2 The value of the car is estimated between £15,000 and £20,000 depending on mode of sale and further specifics being confirmed ahead of a potential sale. Annual maintenance costs include the MOT and servicing, with car insurance being included within the council's fleet insurance policy. In March 2025, the extended warranty was renewed for a period of 12 months, at a cost of £243. With the current rate of use, it is not anticipated that this would be renewed again in March 2026.
- 2.3 In the current civic year, use of the car has been sporadic. Due to the resignation of the civic chauffeur, and with the stand-by drivers having left the employment of the council, the last use of the car was in May 2025 for attendance at the Royal Garden Party at Buckingham Palace. Events since then have either seen the Chairman or Vice-Chairman driving themselves, or transport has been arranged by way of private hire vehicles appropriate for the occasion.
- 2.4 Attendance by the Chairman at the Lincolnshire Show was facilitated by a private hire company, at a cost of £400 for two days travel, return journeys. There has been one other instance of transport being arranged for the Vice Chairman to attend the Lincoln University Graduation Ceremony. This was also facilitated by a private hire company, at a cost of £70 for the return journey. However, as the autumn and winter period tends to be busier for civic engagements, it is anticipated that whilst there will be a requirement to make similar arrangements in due course, this will reduce through January to March 2026.
- 2.5 For those journeys where the Chairman or Vice-Chairman transport themselves, claims are submitted in the usual process and paid from the civic budget.
- 2.6 As there is currently no civic chauffeur, there are no associated staffing costs with the civic car, however, retention of the car would necessitate the recruitment of a chauffeur. The budget for this remains within the civic office, although it is likely there would be a review of the contract and terms and conditions of employment which may impact on longer terms costs, for example, if the rate of pay were to increase or if a monthly 'retainer' was to be factored in.
- 2.7 Civic engagements for the Chairman and Vice-Chairman are not restricted to the boundaries of the district. Current arrangements with the

civic car see the driver travelling from their home to the storage location, from the storage location to the Chairman or Vice-Chairman's home address, before travelling to the location of the event. This currently impacts on not only the fuel costs, but also the time taken for journeys and return arrangements. It is anticipated that this arrangement would be reviewed should the car be retained and a chauffeur employed.

- 2.8 It should be noted that use of the civic car in recent months would have been more than it has been, had there been a civic chauffeur available to drive. However, it has not been considered feasible to justify recruitment of a new chauffeur when there has been uncertainty as to whether the car would be retained and use of it has not been sufficient to provide employment to a dedicated driver.
- 2.9 A review of the civic calendar from May 2024 indicates that the number of civic engagements requiring the use of the civic car averages one per month, acknowledging there are busier and quieter periods in the year. On this basis, it is not considered prudent to retain a vehicle, and employ a chauffeur, for such limited use.
- 2.10 It is recognised that the Chauffeur's role was not only to drive the civic car, but to accompany the Chairman or Vice-Chairman and assist with, for example, chaining ceremonies, flag bearing, and to be a trusted companion.

### **3 Alternative Use of the Civic Car**

- 3.1 At the meeting of the Corporate Policy and Resources Committee in February 2025, Officers were asked to consider extending the use of the civic car. This encompassed anything from enabling use by members of Management Team, to converting the civic car into something of a pool car which could be booked out as needed.
- 3.2 Whilst increased use of the car may be seen as a positive as there are risks of maintenance issues or degradation of parts if it is left standing over long periods of time, currently, members of Management Team use their own vehicles to travel on council business, or have public transport arranged, for example when on business in London. It should be noted that there have been no concerns raised regarding existing arrangements leading to the requirement of use of a council-owned vehicle.
- 3.3 Considerations for extending the use beyond the Chairman or Vice-Chairman included priority of use, logistics of shared use, budget management, the employment or otherwise of a civic chauffeur, and overall responsibility for the car and associated upkeep. On thorough review, there are no viable options for extending the use of the car.

## **4 Alternative Transport Arrangements**

- 4.1 Members had previously enquired as to options for sharing a civic vehicle with a neighbouring local authority, and Officers undertook to explore the possibility. In the report presented to Members in February 2025, it was explained that there was no appetite for such an arrangement, particularly as it would likely be impractical with Chairmen often attending the same events, and as such, Officers at this time have not revisited those conversations.
- 4.2 Public transport, whilst used for functions such as attendance at conferences by senior Councillors or Officers, has rarely been used to transport the Chairman or Vice-Chairman to their engagements and would not be considered to be appropriate having regard to the role and status of the Chairman, and the role they are undertaking in representing the district. Furthermore, the logistics of public transport journeys have been excessive in comparison to using the civic car or a private hire vehicle. Additionally, the cost of using public transport (such as train travel) has not provided the value for money it might have done in the past. Finally, the value of the civic regalia is such that there are security considerations if using public transport. It is recognised that local authorities in urban areas may be able to rely more heavily on public transport, however as a predominantly rural district, it is not considered feasible across West Lindsey and Lincolnshire.
- 4.3 Based on the current usage levels of the civic car, it would be feasible for required journeys to be facilitated by the use of a private hire vehicle (taxi). These can be pre-booked as functions and engagements are confirmed, and there are options for the taxi firm to invoice the council or for the Chairman or Vice-Chairman to pay, receive a receipt, and use the standard claim form to recoup expenses. There are limitations on this arrangement, in that there must be agreed 'pick-up' times with limited flexibility once details are confirmed, and there is no guarantee on availability or reliability. The cost of this arrangement is not possible to anticipate as it would depend entirely on the specifics of each taxi use.
- 4.4 Based on the arrangements for the Lincolnshire Show in June 2025, Officers have initiated enquiries as to whether it would be possible to have an annualised hours or mileage-based contract with a private hire vehicle company. The premise of this would be ensure consistency of availability, flexibility of arrangements, and ultimately value for money as a civic car alternative. Any contractual arrangement would be subject to procurement processes.
- 4.5 It is recognised that not all civic engagements will require the use of transportation, therefore alternative options would be enacted only on the request of the Chairman or Vice-Chairman.

## **5 Summary and Conclusion**

- 5.1 The Committee is presented with two main options:

- To sell the civic car and return the proceeds of the sale to an earmarked reserve.
- To retain the civic car and employ a chauffeur to continue a council-owned transport provision for use on civic occasions.

5.2 Having regard to the limited use of the vehicle, the operational requirements associated with employment of a chauffeur, and management and maintenance of the civic car, this report recommends option 1. That being:

5.2.1 That Members approve the civic car be sold and proceeds from the sale be held in an earmarked reserve, and Officers undertake to arrange civic transport for the Chairman and Vice-Chairman of the Council on an 'as required' basis. Use of the earmarked reserve to be reviewed in line with current Financial Procedure Rules.

## Corporate Policy & Resources Committee Work Plan (as at 3 December 2025)

### Purpose:

This report provides a summary of items of business due at upcoming meetings.

### Recommendation:

1. That Members note the contents of this report.

Date	Title	Lead Officer	Purpose of the report	Date First Published
<b>11 DECEMBER 2025</b>				
11 Dec 2025	Review of Civic Transport Arrangements	Katie Storr, Democratic Services & Elections Team Manager	To present a detailed options appraisal for retention and use of the civic car, or alternative arrangements, following deferral of the paper presented to the Corporate Policy & Resources Committee in February 2025.	04 June 2025
11 Dec 2025	Progress and Delivery Quarter Two (2025/26)	Claire Bailey, Senior Change, Projects and Performance Officer, Darren Mellors, Performance & Programme Manager	Progress and Delivery Quarter Two (2025/26)	04 June 2025
11 Dec 2025	Council Debts for Write Off 2025/26	Alison McCulloch, Revenues Manager	Council Debts for Write Off 2025/26	04 June 2025
26 Jan 2026	Local Council Tax Support Scheme 2026/27	Angela Matthews, Benefits Manager, Alison McCulloch, Revenues Manager	Local Council Tax Support Scheme 2026/27	04 June 2025
11 Dec 2025	People Development: Managing Performance and Capability Procedure	Lynne Thomsett, People Services Manager	Managing Performance- to replace the current process for annual appraisals Capability- to replace the existing capability procedure	05 November 2025



11 Dec 2025	Community Grants Programme	Grant White, Communities Manager	To update on the Community Grants Programme spend and approve allocation from earmarked reserve.
11 Dec 2025	Contract Exemption Report - Customer Relationship Management System	Tom Hamilton, Senior Systems Development Officer	Exemption report due to financial regulation rules
11 Dec 2025	Building Control and Commercial Waste Services Fees and Charges 2026/27	Sue Leversedge, Financial Services Manager (Deputy Section 151)	Proposed Building Control and Commercial Waste Fees and Charges 2026/27
<b>15 JANUARY 2026</b>			
15 Jan 2026	Committee Timetable 2026/27 for approval and Draft Timetable for 2027/28 for noting	Ele Snow, Senior Democratic and Civic Officer	For Members to consider and approve the timetable for the 2026/27 civic year, and note the early indicated dates for 2025/26
15 Jan 2026	Review of Earmarked Reserves 2025/26	Sue Leversedge, Financial Services Manager (Deputy Section 151)	To receive the annual review of earmarked reserves in advance of the formal Section 25 report (Section 151 Review of Robustness of Reserves) being brought to Council on 2nd March 2026.
15 Jan 2026	Change to Terms of Reference of the Savings Board	Peter Davy, Director of Finance and Assets (Section 151 Officer)	To make changes to the Terms of Reference of the Savings Board
15 Jan 2026	Homelessness reserve draw down	Sarah Elvin, Homes, Health & Wellbeing Team Manager	report to outline a proposed drawn down from the homelessness reserve
<b>12 FEBRUARY 2026</b>			
12 Feb 2026	2026/27 Progress & Delivery Measure Set	Claire Bailey, Senior Change, Projects and	Recommendations for the 2025/26 Progress and Delivery measure set, 17 September 2025

Performance Officer,  
Darren Mellors,  
Performance &  
Programme Manager

12 Feb 2026	WLDC Corporate Plan	Ellen King, Policy & Strategy Officer – Corporate Strategy & Business Planning	This report presents for approval the Council's proposed Corporate Plan covering the period 2026 - 2028	05 November 2025
12 Feb 2026	Review of the Anti Money Laundering and Financial Crime Policy	Peter Davy, Director of Finance and Assets (Section 151 Officer)	To review the updated policy which outlines the Council's approach to preventing and identifying all forms of Money Laundering and Financial Crime	
12 Feb 2026	Budget and Treasury Monitoring Qtr. 3 2025/2026	Sue Leversedge, Financial Services Manager (Deputy Section 151)	This report sets out the revenue, capital and treasury management activity from 1st April 2025 to 31st December 2025.	16 July 2025
12 Feb 2026	Corporate Policy and Resources Committee Draft Budget 2026/2027 and estimates to 2030/2031	Sue Leversedge, Financial Services Manager (Deputy Section 151)	The report sets out the draft Revenue Budget 2026/2027 including that of this Committee and those recommended by the Prosperous Communities Committee for the period 2026/2027. It also includes estimates to 2030/2031 to be included in the Medium Term Financial Plan.	
12 Feb 2026	Medium Term Financial Plan 27/28-31/32, the budget 27/28, capital programme 27/28 to 31/32	Peter Davy, Director of Finance and Assets (Section 151 Officer)	The purpose of the Medium-Term Financial Plan (MTFP) is to set a robust overall framework for the Council's Financial Strategy and spending plans over the next 5 years in support of delivering the Corporate Plan. The report also sets out the Council Tax for 2026/27. The Medium Term Financial Analysis includes the budget for 2026/27 and estimates to 2030/31. It is based on assumptions of levels of	

futures Government Funding and revises previous estimates up to 2029/30. The Capital Investment Strategy and Capital Programme records the Council's five year investment plan. The Treasury Management Strategy details the Council's Investment, Borrowing Strategies and Minimum Revenue Provision Policy.

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**16 APRIL 2026**

16 Apr 2026	Review of Officer Code of Conduct	Lynne Thomsett, People Services Manager	To review the Officer Code of Conduct in light of associated updated policies.	05 November 2025
16 Apr 2026	Annual Treasury Management Report 2025/26	Caroline Capon, Corporate Finance Team Leader	To report on Annual Treasury Management activities and prudential indicators for 2025/26 in accordance with the Local Government Act 2003	

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# Agenda Item 8a

By virtue of paragraph(s) 1, 2 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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of the Local Government Act 1972.

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# Agenda Item 8b

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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# Agenda Item 8c

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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