

Guildhall Gainsborough  
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## AGENDA

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

**Overview and Scrutiny Committee**  
**Thursday, 29th January, 2026 at 6.30 pm**  
**Council Chamber - The Guildhall**

**Members:** Councillor Jeanette McGhee (Chairman)  
Councillor Roger Patterson (Vice-Chairman)  
Councillor Stephen Bunney  
Councillor David Dobbie  
Councillor Jacob Flear  
Councillor Paul Howitt-Cowan  
Councillor Peter Morris  
Councillor Lynda Mullally  
Councillor Maureen Palmer  
Councillor Roger Pilgrim  
Councillor Mrs Mandy Snee

**1. Apologies for Absence**

**2. Minutes of the previous meeting**

(PAGES 3 - 13)

Meeting of the Overview and Scrutiny Committee held on  
Tuesday, 18 November 2026.

**3. Members' Declarations of Interest**

Members may make any declarations of interest at this point  
and may also make them at any point during the meeting.

**4. Matters Arising Schedule**

(PAGE 14)

Matters arising schedule setting out current position of  
previously agreed actions as at Wednesday, 21 January 2026.

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

Large Clear Print: Braille: Audio: Native Language

## **5. Presentation Item**

Presentation by Lincolnshire Resilience Forum (LRF) regarding Resilience and Emergency Planning.

## **6. Public Reports**

- i) WLDC Corporate Plan 'Our West Lindsey, Our Future' (PAGES 15 - 94)  
2026-2030
- ii) Progress and Delivery Quarter Two (2025/26) (PAGES 95 - 136)

## **7. General Work Items**

- i) Forward Plan (PAGES 137 - 144)
- ii) Committee Workplan (PAGE 145)

Paul Burkinshaw  
Head of Paid Service  
The Guildhall  
Gainsborough

Wednesday, 21 January 2026

# Agenda Item 2

Overview and Scrutiny Committee- 18 November 2025

## WEST LINDSEY DISTRICT COUNCIL

MINUTES of the Meeting of the Overview and Scrutiny Committee held in the Council Chamber - The Guildhall on 18 November 2025 commencing at 6.30 pm.

### Present:

Councillor Jeanette McGhee (Chairman)  
Councillor Roger Patterson (Vice-Chairman)  
Councillor Stephen Bunney  
Councillor David Dobbie  
Councillor Peter Morris  
Councillor Lynda Mullally  
Councillor Maureen Palmer  
Councillor Roger Pilgrim  
Councillor Mrs Mandy Snee

### In Attendance:

Nova Roberts	Director of Change Management, ICT & Regulatory Services
Sally Grindrod-Smith	Director Planning, Regeneration & Communities
Russell Clarkson	Development Management Team Manager
Grant White	Communities Manager
Darren Mellors	Performance & Programme Manager
Claire Bailey	Senior Change, Projects and Performance Officer
Katie Storr	Democratic Services & Elections Team Manager
Molly Spencer	Democratic & Civic Officer

Visiting Members: Councillor Trevor Bridgwood

## 22 MINUTES OF THE PREVIOUS MEETING

On being put to the vote it was

**RESOLVED** that the Minutes of the Meeting of the Overview and Scrutiny Committee held on Tuesday, 14 October 2025 be confirmed and signed as a correct record.

## 23 MEMBERS' DECLARATIONS OF INTEREST

There were no declarations of interest made.

## 24 MATTERS ARISING SCHEDULE

The Democratic and Civic Officer confirmed that, in relation to emergency plans, information had been circulated on behalf of Grant White to the committee members on Tuesday, 11 November. The Enterprising Communities Manager had confirmed that he was happy to

attend the February meeting when the Local Resilience Forum would be presenting, in order to address any further questions. It was stated that this item would be reported as closed at the next committee meeting.

Regarding GP provision, the matter had been marked as completed as the Director for Planning, Regeneration and Communities was present at the meeting to provide an update following the health provision motion to full council.

Through the Chairman's Briefing for the Overview and Scrutiny Committee Lead Members had enquired whether the Committee should review the Corporate Plan. At that time, the corporate plan had not been included on the forward plan but was now scheduled for Full Council in March 2026. This item would remain as "pending" on the work plan and marked as closed on the Matters Arising Schedule.

With no further comments or questions, the Matters Arising Schedule was **DULY NOTED**.

## **25 2026/27 PROGRESS & DELIVERY MEASURE SETTING APPROACH – MEMBER ENGAGEMENT**

The Performance and Programme Manager provided an update regarding the 2026/27 Progress and Delivery Measure Setting Approach and Member Engagement. It was reported that the performance measures were currently being reviewed to create closer linkages to the corporate plan and to ensure that they remained meaningful. Member engagement was highlighted as vital to the success of both the performance framework and the review of measures, and the paper presented recommended member engagement in the process.

Four key engagement activities were proposed. The first was the circulation of draft measure sets to all members for comment. If approved at the meeting, these would be sent the following day, with feedback requested by 30 November 2025. The second activity was an all-members briefing during the week commencing 24 November 2025 to discuss performance management and the move to reporting by corporate plan theme. It was explained that the approach would differ from a traditional session to ensure a consistent message was delivered to all members.

The third activity proposed was the establishment of a Task and Finish Group to review the measure set, as had been done in previous years. Overview and Scrutiny members would be invited to volunteer to sit on this group, and the invitation would also be extended to other members. The fourth activity was the final approval of the measure set by the Corporate Policy and Resources Committee in February. Oversight of the strategic line measures would also be provided as part of the corporate plan sign-off process.

The Performance and Programme Manager concluded the report and confirmed that questions on the paper would be welcomed, along with any volunteers to join the Task and Finish Group.

Members discussed the proposed approach to member engagement in the review of

performance measures. A Member expressed support for the approach and asked whether, when circulating the measures to Members, a feedback form would also be provided. It was noted that when measures were sent without a form, Members often read them but did not respond, even if they had comments. The Member suggested that a simple form could be included to allow Members to indicate which measures they wished to review, without requiring detailed responses.

A Member raised concerns about the timing of the proposed briefing during the week commencing 24 November, suggesting multiple sessions or a recorded option might be necessary.

The Performance and Programme Manager confirmed that a feedback mechanism would be included and that a short, recorded video was being considered to explain performance management and the move to strategic reporting. Councillor Stephen Bunney volunteered to join the Task and Finish Group.

The Chairman confirmed her own willingness to join the group, emphasising the importance of Member involvement.

With no further questions or comments and having been proposed, seconded and voted upon, it was

**RESOLVED** that

- a) member engagement be undertaken through the following forums as detailed within the supporting report.
  - a cross-party member Overview and Scrutiny Task and Finish Group be established comprising of Councillor Stephen Bunney, Councillor Jeanette McGhee and any additional volunteers
  - the KPI review proposal be circulated to all members for comment, introducing Strategic and Operational measures aligned to Corporate Plan themes.
  - an all-member briefing be provided (week of 24th Nov) or an alternative format, as detailed during the debate, in order to present review outcomes and the shift to strategic theme-based reporting
  - Corporate Policy and Resources Committee approval of the 2026/27 measure set be secured

## **26 MANAGING BATTERY ENERGY STORAGE SYSTEMS - PLANNING MATTERS**

The Development Management Team Manager presented an update on battery energy storage systems (BESS), particularly in relation to the planning system. It was reported that, in November 2024, Full Council had considered a motion to lobby the government to make local fire and rescue services statutory consultees on planning applications. This was recommended but not mandatory. Since that time, letters had been issued to the then Secretary of State, the Chair of the Local Government Association, and all nine Greater

Lincolnshire local planning authorities. A private Member's Bill proposing such a measure was now before Parliament and was expected to have its next reading in spring.

Planning policy at both national and local level supported BESS developments in principle, as they were reported as seen as a way of balancing the energy network and contributing towards net zero targets for 2050. The government's Clean Power Action Plan stated that 23 to 27 gigawatts of battery storage would be needed by 2030, compared to 4.5 gigawatts at the end of the previous year, representing a five-fold increase.

A significant rise in BESS applications had been reported nationally, including within West Lindsey, where two applications had been received. Both applications had been refused planning permission by the Planning Committee due to concerns about location, battery safety, fire risk, and potential water contamination when extinguishing fires. One refusal had been overturned on appeal in August 2025, with the Planning Inspector finding that the proposal met national and local policy. The Inspector had also concluded that the Council had acted unreasonably in refusing permission and awarded full costs to the appellant, which were expected to be a five-figure sum.

The Development Management Team Manager explained that the Council's local validation list, which set out requirements for planning applications, was due for review by May next year. It was being proposed that the list include a requirement for a battery safety management plan addressing fire risk and water contamination concerns. National Fire Chiefs' guidance recommended that sites hold two hours' worth of water on site, and the Planning Committee's concerns had related to how this water would be managed to prevent contamination. The paper proposed that future requirements aligned with the National Fire Chiefs Council's guidance and any future updates. Additionally, it was being proposed that an online renewable energy search facility be developed to allow the public easier access to information on proposed developments.

The Chairman thanked the Development Management Team Manager for his presentation and invited Members to comment.

Members discussed the update on battery energy storage systems. A Member expressed appreciation for the report and noted that, while contact had been made with national Government and a private Member's Bill was progressing, it would be worthwhile to continue lobbying to ensure the Bill was supported. The Member also highlighted the importance of raising the matter at relevant meetings of the Central Lincolnshire Plan Committee, given that the plan was now under review and the process could take two to three years. It was stressed that the Council should keep the issue at the forefront of debate, focusing on safety concerns rather than opposing BESS developments in principle. Further concerns about schemes being used for commercial purposes, such as storing electricity for resale, which was not in the spirit of renewable energy storage were raised.

The Development Management Team Manager confirmed that support for the private Member's Bill would be noted and that the Council could continue to promote this position. He explained that the local validation list, which set out requirements for planning

applications, was due for review and would include measures such as battery safety management plans to avoid delays. It was also confirmed that the local plan review had commenced and that policy updates would be considered as part of that process, subject to public consultation.

The Member reiterated the need for clarity between the Council's political ambitions and the regulatory framework and asked for confirmation that the Council's position was understood. The Chairman confirmed that the comments had been noted. The Development Management Team Manager acknowledged the committee's concerns and confirmed that efforts would be made to address them within the legislative framework.

Another Member raised concerns about the costs awarded against the Council following a recent appeal, noting that this could intimidate the Planning Committee in future. The Member also asked whether the appeal process operated under the same terms of reference as standard planning applications. The Development Management Team Manager confirmed that the appeal process followed the same policies and procedures as local determinations. Costs were only awarded where unreasonable behaviour was found, and the Inspector's report provided useful guidance for future decision-making. He emphasised that the outcome should not intimidate the committee but should serve as a learning point.

The Chairman welcomed a visiting Member and expressed thanks for his involvement in initiating the discussion on battery energy storage systems, noting the importance of safety in West Lindsey. The visiting Member raised concerns about the use of lithium-ion technology in battery storage systems, explaining that such batteries generate their own oxygen during thermal runaway, making fires extremely difficult to extinguish. It was noted that suppression systems claimed by applicants were unlikely to be effective, as none had been tested on grid-scale units. The visiting Member highlighted that current fire service guidance was to fight defensively by cooling surrounding areas rather than attempting to extinguish the fire. He stressed that, although incidents were rare, the risks were significant and cited historical disasters as examples of rare but catastrophic events. The Member expressed concern about introducing technology with limited regulation and suggested incorporating the draft National Fire Chiefs' guidance into local documents.

The Development Management Team Manager acknowledged these concerns and confirmed that, in the event of a fire, the accepted approach was to allow the batteries to burn, which could take over 24 hours. He explained that planning guidance required applicants to consult local fire and rescue services. The Development Management Team Manager confirmed that Lincolnshire Fire and Rescue provided valuable input and that the Council maintained a strong working relationship with them. He noted the recommendation to align local requirements with the National Fire Chiefs' guidance and suggested writing to seek clarity on the delay in adopting the guidance. The Development Management Team Manager proposed drafting local documents to ensure compliance with the most up-to-date guidance.

With no further comments and having been proposed, seconded and voted upon, it was

**RESOLVED** that: -

- a) the update and work to date be noted;
- b) WLDC work with the Central Lincolnshire Local Plans team to review and update the Local Validation List to include specific documents required for planning applications for Battery Energy Storage development;
- c) a 'renewables register' be published to provide easier access to information regarding applications for the development of renewable energy in the district.

## **27 PRIDE IN PLACE**

The Chairman introduced the next agenda item, Pride in Place, and advised that the report was presented for noting only, as it had previously been considered and approved by the Prosperous Communities Committee on Tuesday, 4 November 2025. The Director of Planning, Regeneration and Communities was invited to present the update.

An overview of the Pride in Place programme was provided. Gainsborough West had been selected to receive £20 million of funding over the next decade through the government's initiative. The allocation had been based on deprivation and community needs data and was not subject to a bidding process. Approximately £2 million per year would be provided, with around 37% allocated to programme management and delivery.

The Government had published a list of pre-approved interventions, enabling delivery without a full business case. A neighbourhood board would be established to develop a regeneration plan, including a 10-year vision for the area. The board was to include residents, businesses, community representatives, faith leaders, workplace representatives, the local MP, and other stakeholders, and would be chaired by an independent person appointed by the local authority in consultation with the MP. Support would be provided by the Ministry of Housing, Communities and Local Government, and the first meeting with the community delivery unit was scheduled for Thursday, 22 November 2025. Further documentation and details of the interventions would be circulated to Members following the meeting.

Funding priorities would be determined through community engagement across three objectives: building stronger communities, creating thriving places, and empowering people to take back control. West Lindsey was considered to have a strong baseline due to previous regeneration work. The pre-approved interventions covered themes such as regeneration, high street and heritage investment, housing quality and provision, work and skills, community cohesion, health and wellbeing, transport, safety and security, and education and opportunity. Gainsborough West was confirmed as an area comprising several middle-layer super output areas with a population of approximately 10,500.

The Government was expected to provide a data pack to identify local challenges, and full guidance on governance was anticipated before Christmas 2025. By July 2026, the Council were to confirm the neighbourhood board membership, chair, and any boundary proposals.

The regeneration plan was to be submitted by winter 2026–27 for approval, covering a 10-year vision and an initial four-year investment plan.

The Council would act as the accountable body for the funding, ensuring compliance with government requirements. The neighbourhood board would co-produce the plan, with the local community playing a central role. The board would have an independent chair and include the MP, a Councillor from each tier of local government, a senior police representative, and other stakeholders such as businesses and community organisations.

An initial communications plan was being developed to begin engagement, with early steps including forward-looking questions in surveys and discussions at recent business events.

In terms of next steps, a meeting with the MHCLG advisor was scheduled, and guidance was expected by Christmas 2025. Key actions from the communications plan had commenced, and Officers were learning from early adopters, with support from colleagues in Gedling, Bassetlaw, and East Lindsey. Consideration of the neighbourhood board and its membership was identified as a priority, and Members were encouraged to share ideas on its operation and potential candidates for chair.

The Chairman thanked the Director of Planning, Regeneration and Communities for the update and invited questions.

A Member raised two points. Firstly, it was asked whether Gainsborough Town Council had been approached to provide a representative, as their engagement was considered vital given their close involvement with the local community. Secondly, the Member expressed concern that central Gainsborough had already benefited from the Levelling Up Fund and would now receive further investment, while the Uphill area appeared to have been overlooked. It was suggested that improvements in transport and health provision would help ensure benefits were spread more widely across the town and district.

The Director confirmed that Gainsborough Town Council would be expected to play a role in the programme, although no approaches had yet been made pending publication of the guidance. It was emphasised that inclusivity would be a priority. Regarding the boundary and the Uphill area, the Director acknowledged the concern and explained that the guidance required a tight boundary. However, it was noted that interventions could be designed to support the wider town and district, with Gainsborough acting as the primary district centre. The Director stated that the forthcoming data pack would clarify the targeting required and that the programme would aim to deliver multi-layered interventions to spread benefits more broadly.

A Member expressed support for earlier comments and raised concerns regarding the likely introduction of a unitary authority and the potential for delays during the shadow year. It was suggested that any arrangements should ensure continuity and avoid disruption caused by changes in governance. The Member also noted that the Council would appoint the chair of the neighbourhood board and requested clarity on the process for selecting board members, including whether they should be drawn from within or outside the area. It was emphasised

that representation should reflect both the designated area and the wider community, and that criteria for selection should be brought back to Committee for consideration. The Member stressed the importance of appointing individuals who could take a balanced view rather than those who were simply the most vocal.

The Officer confirmed that further guidance was expected to include criteria for selecting representatives and that there was an expectation for a clear and transparent process. It was anticipated that this would be presented to Members in an early paper for input.

Another Member welcomed the programme and acknowledged concerns about the focus on Gainsborough, noting that the Government's criteria had determined the allocation. It was emphasised that benefits could extend beyond the immediate area, for example through improved transport links. The Member stressed the importance of engaging young people, as they would be the future beneficiaries of the programme, and suggested working with schools both within and outside Gainsborough.

The Member expressed hope that the programme would foster pride in the town and encourage positive engagement, despite some negative perceptions. It was noted that the programme should be robust enough to withstand future changes in local government and continue regardless of political priorities. The importance of appointing an inspiring chairperson to lead the neighbourhood board was also highlighted. The Member concluded by stating that the programme represented a significant opportunity for Gainsborough and the wider district.

The Officer thanked Members for their comments and confirmed that key points had been noted. It was highlighted that the fund provided an opportunity to bring partners to the table and leverage additional influence and funding, particularly in areas such as transport. Engagement with children and young people had been discussed, including those educated outside Gainsborough, and the importance of appointing a chairperson with strong leadership qualities was acknowledged.

The Chairman echoed earlier concerns regarding the boundary and expressed a desire to explore ways to extend benefits beyond the designated area. The importance of involving Town Councillors was emphasised. The Chairman raised concerns that funding might become concentrated in the town centre and stressed the need to address community priorities, such as play areas and green spaces, particularly in Southwest Ward. It was noted that the area included locations identified by the police as hotspots for crime and antisocial behaviour, and improvements in safety would be welcomed. The Chairman reiterated the need for an inspiring chairperson and suggested that candidates from education or health backgrounds could bring valuable strategic insight.

A Member asked for clarification on the funding profile, querying whether the £20 million allocation would be paid as four instalments of £5 million or £2 million annually over ten years. The Director advised that the profile had not yet been confirmed but was likely to be tapered, with a smaller initial payment to support programme setup. It was noted that the endowment-style approach would allow flexibility for borrowing or forward funding, and that

37% of the allocation was earmarked for revenue, directing most expenditure towards capital projects. Further details were awaited.

Another Member raised concerns about the certainty of the full £20 million allocation and the potential for political influence. The Director acknowledged the uncertainty and confirmed that clarity would be provided once contracting arrangements and the four-year investment plan were agreed.

Another Member raised two points. Firstly, it was suggested that the Council should use this opportunity to promote the positive impact of previous regeneration schemes across the district, not only in Gainsborough, and to celebrate achievements such as the banking hub and high street improvements in Market Rasen. Secondly, the Member emphasised the need for a long-term investment strategy to ensure continuity beyond the initial funding period. It was noted that £2 million per year was not a large sum when inflation was considered, and the Council should prepare projects and explore additional funding sources to build on the programme and avoid reliance on uncertain promises.

The Enterprising Communities Manager responded that the endowment-style funding approach was increasingly common and confirmed that the Council had experience with similar models, such as the Local Access programme in Gainsborough, which supported social enterprise investment over a ten-year period. This experience would be used to inform the delivery of the Pride in Place programme.

With no further comments or questions, the Pride in Place report was **DULY NOTED**.

## **28 FORWARD PLAN**

A Member expressed concern that local government reorganisation was not sufficiently reflected in the forward plan, noting that it was likely to have a significant impact. It was suggested that the matter should appear on every agenda to ensure regular updates and proactive consideration. The Member highlighted the importance of planning for the standardisation of responsibilities across parishes and towns following reorganisation and urged that this be included in the work plan.

The Democratic Services and Elections Team Manager explained that the next major milestone would be the statutory consultation and confirmed that committee work plans were living documents. It was noted that no changes were expected before the consultation was published, but scrutiny would have an important role in informing policy committees and shaping the Council's response. Assurance was given that reports would be scheduled ahead of the consultation and that the matter would come before the committee and full council.

Another Member suggested that, given the scale of the work, a joint session of the Overview and Scrutiny Committee and the Governance and Audit Committee could be arranged to consider the implications before submission to full council. The Chairman agreed that this would be a constructive approach and would be given further consideration, thanking Members for their contributions.

With no further comments the Forward Plan was **DULY NOTED**.

## **29 COMMITTEE WORKPLAN**

The Democratic and Civic Officer confirmed that Everyone Active were scheduled for the meeting on 14 April 2026 and noted that the corporate plan remained a pending item on the work plan.

The Chairman highlighted that the Markets Member Working Group was still listed as pending and asked whether this should be removed, as the group was no longer meeting. The Democratic and Civic Officer confirmed that this was correct and as such the item would be removed from the work plan.

A Member raised concerns regarding local government reorganisation and asked whether the matter could be included regularly on the committee's agenda. It was suggested that a timetable or target dates would assist in ensuring structured discussion. Another Member noted that all councils would have an opportunity to contribute during the statutory consultation process and emphasised the importance of feeding parish and town council views into the debate.

The Chairman acknowledged that Gainsborough Town Council had expressed a desire for greater involvement and suggested that a briefing could be arranged following the next milestone. It was agreed that engagement should be inclusive and that technology could be used to facilitate communication with all parishes and towns. Members discussed the need to ensure that all councils were aware of how to participate in the process.

The Director of Planning, Regeneration and Communities confirmed that the next deadline in the reorganisation process was 28 November 2025, when the Council would submit its position statement to government. A draft letter outlining West Lindsey's position would be shared with Members and circulated to parish and town councils to assist them in preparing their own responses. It was explained that the statutory consultation process would follow, although the timeframe was not yet known. The Officer noted that communications would form a key workstream within the transition programme and that stakeholder mapping would be undertaken to ensure structured engagement. Assurance was given that officers and leadership were committed to making the process as inclusive as possible.

With no further comments or questions the Committee Workplan was **DULY NOTED**.

## **30 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 involves the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12A of the Act.

**Note:** The meeting entered closed session at 7.44pm

### **31 UPDATE FOLLOWING HEALTH PROVISION MOTION**

The Committee considered matters relating to healthcare provision within the district. An update was received outlining ongoing work to improve access to services and the progress made on feasibility studies and stakeholder engagement. Members acknowledged the complexity of the issues and the need for continued collaboration with external bodies.

It was suggested by the Officer that the presentation be circulated, and this was agreed by the Committee.

It was confirmed that further reports would be presented following the completion of the initial feasibility study and receipt of external assessments. Members emphasised the importance of maintaining dialogue with health authorities to ensure local needs were addressed. It was agreed that close liaison would continue with the Integrated Care Board and that the matter would be revisited at a future meeting once preparatory work had concluded.

The update was **DULY NOTED**.

The meeting concluded at 8.22 pm.

Chairman

## Overview and Scrutiny Matters Arising Schedule

### Purpose:

To consider progress on the matters arising from previous Overview and Scrutiny Committee meetings.

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

### Matters Arising Schedule

Status	Title	Action Required	Comments	Due Date	Allocated To
Black	<a href="#">Emergency Plans: How are WLDC supporting Parish Council's</a>	Contact Andy Gray & Grant White with questions from Cttee - "Members raised concerns about the inconsistent progress of emergency planning across Parish Councils. Difficulties in completing framework plans were noted, particularly in identifying volunteers for key roles. It was clarified by the Chairman that the frameworks were adaptable and could be tailored to local needs. The importance of ensuring preparedness and building confidence at both community and authority levels was emphasised. It was agreed that, if the LRF could not attend earlier, alternative arrangements would be explored."	<b>Update: 11/11/2025 - Emailed Members of the Committee documents which address the questions raised recently at Overview &amp; Scrutiny Committee. Each question has been listed with a corresponding heading for clarity. Also attached was a summary presentation Grant prepared to help explain the Resilient Communities Programme. This is the key initiative that underpins our support to parish and town councils in developing their emergency plans.</b>	(blank)	Molly Spencer
Green	<a href="#">Progress &amp; Delivery Working Group</a>	A working group be established by the Overview & Scrutiny Committee and include representation from Full Council	<b>... It was noted that the move towards a more streamlined reporting structure made considerable sense, particularly in terms of measuring efficiency and supporting the scrutiny function. The importance of holding officers, Members, and the Council collectively to account was emphasised. Support was expressed for the approach, with a suggestion that the working group established by the Committee could be broadened to include representation from Full Council, thereby ensuring a wider range of perspectives... From minutes of the Overview &amp; Scrutiny Committee 14.10.2025</b>	(blank)	Darren Mellors



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# Our West Lindsey, Our Future

West Lindsey District Council Corporate Plan 2026-2030



Agenda Item 6a

## A welcome from the Leader of the Council

Welcome to 'Our West Lindsey, Our Future', the Council's ambitious Corporate Plan, setting out our priorities for improving our places and spaces and enhancing the lives of people across the district.

Since the West Lindsey Administration was formed in September 2025, we have been clear in our commitment to put party politics aside and ensure that all Councillors are empowered to work collectively in the best interests of the residents we serve.

'Our West Lindsey, Our Future' reflects that commitment. Co-produced with Councillors from all political parties, it is a truly shared endeavour. I am proud that, together, we have developed a Corporate Plan that responds to the needs, challenges and opportunities of our large and diverse district.

The Local Government Association's Corporate Peer Challenge in early 2025 highlighted the Council's strengths in delivering positive outcomes through strong governance, sound financial management and effective partnership working. This Corporate Plan builds on those solid foundations, positioning West Lindsey to continue to thrive in the years ahead.

We are publishing our plan at a time of significant change. A central government-led programme of Local Government Reorganisation is likely to reshape how local services are delivered within the next three years.

Against this backdrop, 'Our West Lindsey, Our Future' provides clarity and stability, placing the needs of our residents, businesses and partners at the heart of any transition.

Some of our ambitions will be delivered directly by the Council; others will be achieved by working closely with our communities and partners in an enabling role.

Whatever the changes ahead, this Corporate Plan sets out a clear roadmap for supporting a successful and resilient future for the whole of West Lindsey.



Leader of the Council  
Cllr Jackie Brockway

*J Brockway*



## Delivering Our Plan - Chief Executive

'Our West Lindsey, Our Future' is the Council's principal corporate strategy and provides a clear roadmap for coordinating delivery and our resources across the three key themes of 'Thriving People', 'Thriving Places' and a 'Thriving Council' over the next four years and beyond.

The Corporate Plan will shape our key policies and strategies, ensuring that the whole organisation is aligned in delivering our shared vision for the district.

Central to this plan is our commitment to being a well-managed and high-performing council that delivers high-quality local government services in the district which we will achieve through strong governance, sound financial management and a continued focus on the needs of our customers.

I recognise that how we operate and go about our work is fundamentally important and our core Values and Behaviours as set out in this document will guide this and be demonstrated daily by our dedicated workforce, whose professionalism and commitment are vital to delivering positive outcomes for residents and businesses across West Lindsey.

The operating landscape for local government is complex and subject to ongoing change which we will continue to effectively navigate in delivering this plan, and central to this will be planned Local Government Reorganisation across Greater Lincolnshire and various other areas of the country.

We will ensure underpinning delivery of the plan is robust performance management, with activity monitored regularly to ensure we remain on track, and our delivery programme refreshed annually to ensure it remains focused, responsive and aligned with the Council's budget-setting process.

Alongside in-year monitoring, we will publish an annual report setting out progress against the Corporate Plan and demonstrating how our actions are improving outcomes across West Lindsey. This approach ensures transparency, strengthens accountability for the decisions we make, and reinforces our role as a trusted provider of high-quality local services.



**Chief Executive**  
Paul Burkinshaw

*Paul Burkinshaw*



## Our Vision

To shape our future and deliver our ambitions, it is essential that we have a clear and shared vision for West Lindsey. As a forward-looking authority, we are ambitious for the future of Our People and Our Place, captured in our central vision.



“To be a trusted provider of good quality services that strive to improve the lives of people and communities across the district, and enhance our places and spaces.”

This vision is central to everything we do as a council. Whether it is collecting household waste, using our regulatory functions to keep our communities safe, supporting our vulnerable residents, or driving economic growth and regeneration, everyone at the Council has a role to play in ensuring our priorities and work reflect the aspirations of our residents, businesses and communities. We will achieve this in three ways:



By delivering good quality local government services to residents and businesses.



By being a well-managed and forward-thinking authority.



By acting as a place-shaper; shaping the district through priorities that will improve peoples lives, and enhance our places and spaces.



These three strands will guide our decision-making and foster collaboration, allowing us to develop clear and targeted plans to drive delivery across three core Corporate Plan themes:

- **Thriving People:** Supporting people and communities to thrive by addressing inequality, tackling homelessness, improving housing conditions, boosting skills, adapting homes, improving health and wellbeing, and supporting those most in need.
- **Thriving Places:** Enabling sustainable and inclusive economic growth in our towns and rural communities, preserving our heritage, delivering new homes that meet local needs, and ensuring our places and spaces are clean, green and safe.
- **Thriving Council:** Delivering high-quality services through trusted governance, financial resilience, and continuous improvement to ensure positive outcomes for residents now and in the future.



## Our Values and Behaviours

Working collaboratively is central to our ethos. Whether that is officers working across teams to deliver a joined-up service for our residents, elected members of all parties working together to develop policies, officers and members collaborating to drive delivery, or working in partnership with our key stakeholders, we know that we can achieve far more for our people and our place by working together.

We recognise that how we work is as important as how we deliver. To foster a positive, collaborative culture that is focused on delivering the central vision of this Corporate Plan, our way of working is driven by the following set of core Values and Behaviours.

West Lindsey staff and members will display the following Values and Behaviours in everything we do:



Helpful



Kind



Trustworthy



Open



Reliable

The culture at West Lindsey is:



Collaborative



Supportive



Positive



Friendly



Open



Inclusive



## Delivering Good Quality Services

Our primary role is to deliver good quality services that meet the needs of our residents and businesses. Whether it is through daily interaction with our customers, processing applications, ensuring high standards of compliance, or keeping our communities safe and clean, every single one of our teams has an important role to play in delivering good quality services that support our residents and businesses and enhance our district through our role as place-shapers.



Benefits



Customer Services



As a district council, we deliver hundreds of different functions and services on a daily basis.

These include:

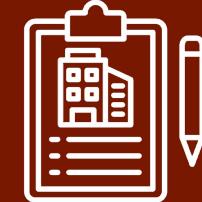
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Street Cleansing



Homelessness prevention



Planning Services



Electoral and Democratic Services



Community services such as community grant funding



Waste and recycling collection



Community safety including planning and housing enforcement and CCTV



Leisure, Arts and Culture



Building Control



Homelessness Services



Council Tax and Business rates Collection



Car Parking



Economic Development



## Opportunities and Challenges

We have developed our Corporate Plan at a time of significant challenge and change. For our residents, the cost of living continues to add pressure to household finances. For businesses, the impact of increasing global instability continues to have a very real impact on the national and local economy. Climate change continues to impact our rural communities and agriculture, with flooding a particular issue in parts of the district. As a Council, Local Government Reorganisation, budget constraints, increased demand for services, and fast-paced technological change means uncertainty has never been higher.

Alongside challenge comes opportunity. Local Government Reorganisation presents a unique opportunity for public-sector reform, with the ability to transform our services sustainably and centred around the whole needs of our residents. Having significant national infrastructure programmes like STEP Fusion on our doorstep unlocks millions of pounds of inward investment, creating significant opportunities for job creation, housing and improved infrastructure right in the heart of West Lindsey.                     <img alt="Left and right and up and down and left and right and up and down and left and right and up and down and left and right and up and down arrow icon" data-bbox="4

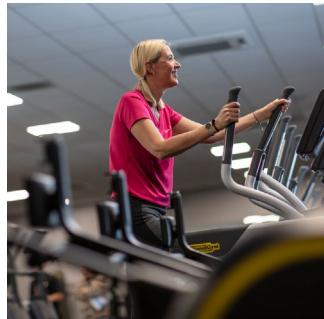
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The total population is 99,208

The Gross Value Added of the West Lindsey economy is £2.06 billion

88.5% of the population hold at least a level 2 qualification, higher than the national average (86.5%)



The unemployment rate (3.2%) is lower than the national average (4.1%)

Each resident has the equivalent of two football pitches

90.7% of premises have access to superfast broadband



13% of households are in fuel poverty, higher than the national average (11.4%)

48.2% of children regularly take part in physical activity compared with 59.3% of adults.

19.6% of children are living in poverty which is on a par with the national average

West Lindsey is the 2nd most sparsely populated area in the East Midlands.

At 24.4%, economic inactivity remains higher than the national average (21.2%)

The rate of crime (61.3 offences per 1,000 population) is lower than the national average (85.4)

At 21.8%, childhood obesity is lower than the national average, however adult obesity rates (38.8%) are higher than average



The average house price is £215k

# Thriving People

Supporting people and communities to thrive by addressing inequality, tackling homelessness, improving housing conditions, boosting skills, adapting homes, improving health and wellbeing, and supporting those most in need.

As a large, rural district West Lindsey is home to local communities with a diverse range of needs; from some of the most deprived neighbourhoods in England to some of the most prosperous communities in the country, each with their own unique needs. Pockets of deprivation, and high levels of fuel and child poverty underlines the importance of the Council's role in supporting and enabling our most vulnerable communities through services such as Homes, Health & Wellbeing, and Housing Benefit and Council Tax Support which provide a safety net for our most vulnerable residents during times of crisis. Community initiatives and grant funding allows us to support local communities to grow and thrive, becoming sustainable and resilient as a result. Our Culture and Events Programme reaches right across the district, making arts accessible to all. Our evolving sports, leisure and physical activity offer supports our aim to improve health and wellbeing and increase physical activity, whether that is by visiting one of our Leisure Centres, or by accessing activities within local communities. With a proud military history, we recognise the importance of supporting our Armed Forces communities. And with exciting opportunities such as STEP Fusion on our doorstep, we are committed to growing and retaining talent in the district by working with key partners to provide good quality skills and employment training.

Our priorities for the 'Thriving People' theme are:

- Champion health, wellbeing, culture and active lifestyles
- Supporting our communities to thrive
- Enable independent living, improve housing conditions, and support vulnerable residents



## Champion health, wellbeing, culture and active lifestyles

We will achieve this through the following objectives:

Working effectively with our partners to deliver the Districts' Health & Wellbeing Strategy and to ensure equity of access to services

Delivering our emerging Sport & Active Leisure Strategy to increase district wide opportunities for participation in sport and leisure activities

Which will deliver the following outcomes:

A reduction in the gap in health inequalities between the most deprived and least deprived neighbourhoods

Improved leisure facilities across the district

The right partnerships in place to meet the holistic needs of our residents

A co-ordinated programme of sport, leisure and physical activity programme that meets the needs of our local communities across the district

Improved mental and physical health outcomes across all age groups

Improved leisure and community sports facilities across the district

# Supporting our communities to thrive

We will achieve this through the following objectives:

Delivering our emerging Communities Strategy to transform and improve our local communities

Promoting social capital and social cohesion

Reducing overall inequality across the district and supporting our identified communities at risk through area specific action plans

Empowering communities to enhance their resilience to emergency events by promoting effective and robust local emergency planning

The creation of community hubs that bring together health and wellbeing services into existing community facilities

Increased community engagement and a strong sense of community pride

A reduction in the levels of deprivation and inequality in our most deprived neighbourhoods

Robust emergency plans are in place for every community that wants one

Increased access to high-speed broadband

Growth in the local social economy and sustainable levels of volunteering and community-led activity

Appropriate solutions are in place to meet the needs of our identified communities at risk

An increase in facilities and activities for young people

Appropriate support is available to enable the community and voluntary sector to thrive and be sustainable



# Enable independent living, improve housing conditions, and support vulnerable residents

We will ~~support~~ through the following objectives:

Support vulnerable residents to live independently at home by delivering services that promote dignity, choice and belonging

Preventing homelessness through early intervention and targeted support

Improving housing standards by developing and delivering our response to Private Rented Sector housing reforms

Which will deliver the following outcomes:

Appropriate housing solutions are in place to meet need and demand

A reduction in the use of temporary accommodation

An end to “no-fault” evictions

Housing solutions that provide choice and support people to live independently at home



A reduction in the number of households living in excess cold and living with hazards.



A reduction in levels of fuel poverty across the district

An increase in the number of responsible landlords

An increase in the levels of tenancy sustainment



# Boosting skills and pathways into employment

We will achieve through the following objectives:

Working collaboratively to ensure appropriate skills training and provision is in place

Delivering our Employment and Skills Strategy to strengthen opportunities for

Increasing pathways into sustainable employment

Playing a key role in developing the STEP Fusion skills collaborative business plan

Which will deliver the following outcomes:

Delivery of skills and training programmes that meet recognised standards and are tailored to key sectors

A reduction in the skills gap across key sectors

Low levels of unemployment and increased numbers of people who are economically active

Increased and sustained numbers of young people who are in education or training

The removal of barriers that prevent people from accessing employment

Our young people choose to live, learn and work in West Lindsey

Increased opportunities for young people in education to experience the workplace

Employers are actively engaged with employment and skills programmes

West Lindsey becomes a key anchor for employment and training opportunities linked to the STEP Fusion Programme



# Thriving Places

Enabling sustainable and inclusive economic growth in our towns and rural communities, preserving our heritage, delivering homes that meet local needs, and ensuring our places and spaces are clean, green and safe.

We are proud and ambitious place leaders, with an innate understanding of how to drive economic growth across our district. We continue to nurture strong relationships with key partners to unlock opportunities for our place both now and in the future. With the STEP Fusion Programme on our doorstep, we are working closely with regional Mayors in both Greater Lincolnshire and the East Midlands to maximise the economic benefits for West Lindsey. Through our Investment Plan, we remain committed to unlocking the significant investment potential of the former RAF Scampton site. Locally, we provide a strong support offer for local businesses, helping our business community to thrive and facilitating the creation of employment opportunities. The Central Lincolnshire Local Plan provides our long-term plan for meeting housing needs, creating increased investment via Section 106 spend in the process. By increasing the quality and provision of green space, we are connecting our rural communities. Our statutory and regulatory functions help to ensure our communities are clean and safe; ensuring high standards of quality and compliance across all regulated area. Together, these functions work to keep our streets clean, reduce instances of environmental crime, and increase people's feelings of safety in their local communities.

Our priorities for this theme are:

- Enabling inclusive local growth and regeneration
- Delivering homes that meet local need
- Clean, green and safe communities

## Enabling inclusive local growth and regeneration

We will achieve this through the following objectives:

Delivering our Economic Growth Strategy to unlock investment, support businesses and drive regeneration

Acting as a key partner and enabler, collaborating with public, private and community partners to diversify the economic base and support the creation of highly skilled jobs

Collaborating with key partners to drive improved transport connectivity across West Lindsey and the wider region

Which will deliver the following outcomes:

Increased economic performance and higher levels of rural productivity across the district

New start-ups, existing businesses, and rural enterprises receive tailored advice and guidance that supports them to grow and develop

A circular local economy that reduces waste and contributes to environmental sustainability

An increase in the number of new jobs and employment opportunities

An increase in the number of businesses located in West Lindsey

Increased participation in physical activity across all age groups

Increased opportunities for, and levels of, active travel across the district

Improved transport connectivity



# Delivering homes that meet local need

We will achieve this through the following objectives:

Maintaining a sustainable Local Plan for Central Lincolnshire that meets housing need and drives regeneration and investment

Delivering the homes and jobs required to meet identified need and to drive sustainable economic growth

Delivering regeneration that maximises benefits for our most deprived communities, promotes access to services, improves health outcomes, and reduces social exclusion

Ensures Central Lincolnshire is a net zero area, resilient to the effects of climate change through careful planning and design of the built and natural environment

Refresh our Housing and Homelessness Strategy to deliver quality, affordable and sustainable housing that meets the needs of our communities

Improved quality and choice across the housing market

Housing that is affordable, relative to people's income

Neighbourhood Plans that are developed and delivered in line with local needs and aspirations



Efficient collection, and effective use of, developer contributions to mitigate the impact of development on strategic and local infrastructure and deliver affordable housing that meets identified need

Increased investment, and delivery of additional affordable housing



# Clean, green and safe communities

We will achieve this through the following objectives:

Delivering our Environment & Sustainability Strategy by working in partnership with communities to reduce carbon emissions and to mitigate the impacts of climate change

Communities are supported appropriately to manage the impacts of extreme weather events such as flooding

An increase in energy derived from renewable sources and an increase in carbon reduction initiatives across the district

West Lindsey becomes an anchor for clean energy innovation as part of the STEP Fusion Programme

Reduced levels of non-recyclable waste and air pollution

Develop and enhance Council owned green spaces

Green spaces that are well-maintained, safe and welcoming public spaces

Established nature recovery networks which promote and conserve biodiversity and geodiversity



Using our statutory and regulatory functions effectively to ensure high levels of compliance in regulated areas, and low levels of antisocial behaviour and environmental related crime

A sustained increase in people's feelings of safety in their local community

A reduction in levels of environmental related crime such as littering and fly-tipping

A reduction in incidences of antisocial behaviour

High levels of quality and compliance across all regulated areas such as Planning and Housing Enforcement, Building Control, Licensing and Food Health and Safety

Which will deliver the following outcomes:

# Thriving Council

Delivering high-quality services through trusted governance, financial resilience, and continuous improvement to ensure positive outcomes for residents now and in the future.

Our ability to deliver good quality services for our residents, and improved outcomes for our people and our place is first and foremost dependent on being a well-managed, forward-looking Council. One that understands what is important to our residents and designs our services to meet their needs. One that is financially responsible, well-governed, and provides effective democratic representation for the district we serve. Having the right processes, governance and financial management in place supports good decision-making, keeps us accountable and supports us to be financially sustainable. Supporting our staff and members with training and development means a motivated organisation focused on delivering quality services for our customers. As a forward-looking authority, we strive for continuous improvement, using systems, technology, data and intelligence to provide modern, sustainable services that are fit for the future. Finally, engaging and communicating with our customers helps us to know what we are doing well and where we can improve.

Over the next two years, this guiding principle will help us with the transformation of services required as part of preparing for LGR. Our priorities for this theme are:

- To deliver good quality services for residents and businesses
- To be a well-managed Council
- To be a forward-looking Council

## To deliver good quality services for residents and businesses

We will achieve this through the following objectives:

Ensuring our Customer Experience Strategy supports delivery of efficient, reliable services that offer a consistently good customer experience

Providing an efficient, joined-up service across the Council and with our partners

Ensure our communication with residents, businesses and communities is clear, consistent and concise

Which will deliver the following outcomes:

High levels of customer satisfaction

Consistently high standards of service delivery

An inclusive approach, that supports the needs of our vulnerable customers

A 'tell it once' approach that is efficient and effective for our customers

Service delivery that meets differing needs across the whole district

Working collaboratively with our partners to support strategic understanding of the current and future needs of our residents

Consistently good levels of uptake in consultation and engagement events

Consistently high levels of engagement with Council communications



# To be a well-managed Council

We will achieve this through the following objectives:

Providing services that deliver value for money

Ensuring our governance arrangements are robust and our decision-making is transparent and ethical

Ensuring local democracy operates in an effective and ethical manner

Which will deliver the following outcomes:

Consistently high standards of financial performance and financial decision-making.

Adherence to our Local Code of Governance, and the CIPFA / SOLACE Principles of Good Governance.

Strong and collaborative political leadership that works hand in hand with officers to deliver in the best interests of the district.

A sustainable Medium-Term Financial Plan that is aligned to our Corporate Plan and supports efficient service delivery.

Improvement actions related to good governance are addressed and highlighted in our Annual Governance Statement.

A collaborative relationship with Parish and Town Councils so that they feel supported and empowered throughout the period of Local Government Reorganisation.

A financially responsible approach to Local Government Reorganisation that supports the future of community assets and prioritises local

Our Constitution is fit for purpose and supports effective decision-making.

Strong and effective relationships with the Greater Lincolnshire Mayor, and our partner authorities across Greater Lincolnshire in the best interests of our residents.



# To be a forward-looking Council

We will achieve this by:

Supporting our organisation through the transition required for Local Government Reorganisation.

Supporting the delivery of a safe and legal unitary council from day one

Ensuring our workforce is skilled, supported and high-performing and that the Council demonstrates

Which will deliver the following outcomes:

An efficient and effective transition to the new unitary authority

Levels of service for the customer are maintained throughout the transition period

A healthy organisational culture that is driven by our shared Values and Behaviours

Staff and members are supported through the transition

Staff and members are supported with appropriate training and development opportunities

Having regard to the requirements of Local Government Reorganisation in the delivery of our Corporate Plan.



If you would like a copy of this document in large, clear print, audio, Braille or in another language, please contact us via the details below.

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欲了解更多信息, 请致电 01427 676676

Get In Touch:

[corporate.plan@west-lindsey.gov.uk](mailto:corporate.plan@west-lindsey.gov.uk)  
01427 676676





# Our West Lindsey, Our Future

## West Lindsey District Council Corporate Plan 2026-2030



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## A welcome from the Leader of the Council

Welcome to 'Our West Lindsey, Our Future', the Council's ambitious Corporate Plan, setting out our priorities for improving our places and spaces and enhancing the lives of people across the district.

Since the West Lindsey Administration was formed in September 2025, we have been clear in our commitment to put party politics aside and ensure that all Councillors are empowered to work collectively in the best interests of the residents we serve.

'Our West Lindsey, Our Future' reflects that commitment. Co-produced with Councillors from all political parties, it is a truly shared endeavour. I am proud that, together, we have developed a Corporate Plan that responds to the needs, challenges and opportunities of our large and diverse district.

The Local Government Association's Corporate Peer Challenge in early 2025 highlighted the Council's strengths in delivering positive outcomes through strong governance, sound financial management and effective partnership working. This Corporate Plan builds on those solid foundations, positioning West Lindsey to continue to thrive in the years ahead.

We are publishing our plan at a time of significant change. A central government-led programme of Local Government Reorganisation is likely to reshape how local services are delivered within the next three years.

Against this backdrop, 'Our West Lindsey, Our Future' provides clarity and stability, placing the needs of our residents, businesses and partners at the heart of any transition.

Some of our ambitions will be delivered directly by the Council; others will be achieved by working closely with our communities and partners in an enabling role.

Whatever the changes ahead, this Corporate Plan sets out a clear roadmap for supporting a successful and resilient future for the whole of West Lindsey.



**Leader of the Council**  
**Cllr Jackie Brockway**

A handwritten signature in black ink that reads "J Brockway".



## Delivering Our Plan - Chief Executive

Our West Lindsey, Our Future is the Council's principal corporate strategy and provides a clear roadmap for coordinated delivery across the three key themes of Thriving People, Thriving Places and a Thriving Council over the next four years and beyond.

The Corporate Plan shapes our key policies and strategies, ensuring that the whole organisation is aligned in delivering our shared vision for the district.

Central to this plan is our commitment to being a well-managed and high-performing council that delivers high-quality local government services.

We will achieve this through strong governance, sound financial management and a continued focus on the needs of our customers.

These principles are embedded within our core Values and Behaviours and demonstrated daily by our dedicated workforce, whose professionalism and commitment are vital to delivering positive outcomes for residents and businesses across West Lindsey.

Our elected Members have worked collaboratively to identify a clear set of priority deliverables that will drive progress against our overarching vision.

Delivery will be supported by robust performance management, with activity monitored regularly and our delivery programme refreshed annually to ensure it remains focused, responsive and aligned with the Council's budget-setting process.

Alongside in-year monitoring, we will publish an annual report setting out progress against the Corporate Plan and demonstrating how our actions are improving outcomes across West Lindsey. This approach ensures transparency, strengthens accountability for the decisions we make, and reinforces our role as a trusted provider of high-quality local services.



**Chief Executive**  
Paul Burkinshaw

*Paul Burkinshaw*



## Our Vision

To shape our future and deliver our ambitions, it is essential that we have a clear and shared vision for West Lindsey. As a forward-looking authority, we are ambitious for the future of Our People and Our Place, captured in our central vision.



“To be a trusted provider of good quality services that strive to improve the lives of people and communities across the district, and enhance our places and spaces.”

This vision is central to everything we do as a council. Whether it is collecting household waste, using our regulatory functions to keep our communities safe, supporting our vulnerable residents, or driving economic growth and regeneration, everyone at the Council has a role to play in ensuring our priorities reflect the aspirations of our residents, businesses and communities. We will achieve this in three ways:



By delivering good quality local government services to residents and businesses.



By being a well-managed and forward-thinking authority.



By setting strategic priorities that will enhance ‘Our Place’ and improve the lives of ‘Our People’.



These three strands will guide our decision-making and foster collaboration, allowing us to develop clear and targeted plans to drive delivery across three core Corporate Plan themes:

**Thriving People:** Supporting people and communities to thrive by addressing inequality, tackling homelessness, improving housing conditions, boosting skills, adapting homes, improving health and wellbeing, and supporting those most in need.

**Thriving Places:** Enabling sustainable and inclusive economic growth in our towns and rural communities, preserving our heritage, delivering homes that meet local needs, and ensuring our places and spaces are clean, green and safe.

**Thriving Council:** Delivering high-quality services through trusted governance, financial resilience, and continuous improvement to ensure positive outcomes for residents now and in the future.



## Our Values and Behaviours

Working collaboratively is central to our ethos. Whether that is officers working across teams to deliver a joined-up service for our residents, elected members of all parties working together to develop priorities, officers and members collaborating to drive delivery, or working in partnership with our key stakeholders, we know that we can achieve far more for our people and our place by working together.

To foster a positive, collaborative culture that is focused on delivering our central vision, our way of working is driven by a core set of Values and Behaviours, which all staff and members at the Council are expected to sign up to:

West Lindsey staff and members will display the following Values and Behaviours in everything we do:



Helpful



Kind



Trustworthy



Open



Reliable

The culture at West Lindsey is:



Collaborative



Supportive



Positive



Friendly



Open



Inclusive



## Delivering Good Quality Services

Our primary role is to deliver good quality services that meet the needs of our residents and businesses. Whether it is through daily interaction with our customers, processing applications, ensuring high standards of compliance, or keeping our communities safe and clean, every single one of our teams has an important role to play in delivering good quality services that support our residents and businesses and enhance our district.



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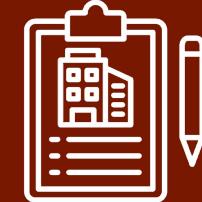
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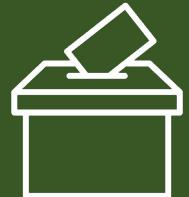
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 Below is a snapshot of just some of the key facts and figures that tell the story of West Lindsey in numbers. You can learn more by exploring the interactive [State of the District Dashboards](#) on our website.

Knowing our challenges and opportunities helps us to decide our priorities as a Council both now and looking ahead to the future in a world of Local Government Reorganisation. Over the next few pages, we will set out the priorities to be delivered through our core themes of 'Thriving People', 'Thriving Places' and 'Thriving Council'.



Thriving People



Thriving Places

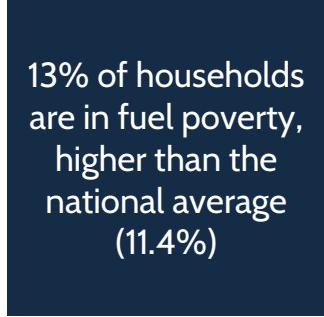


Thriving Council





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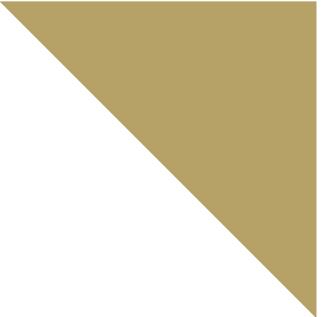


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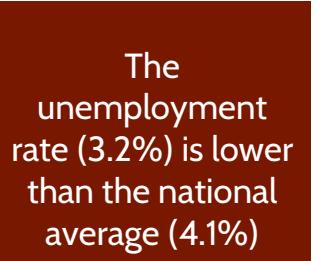


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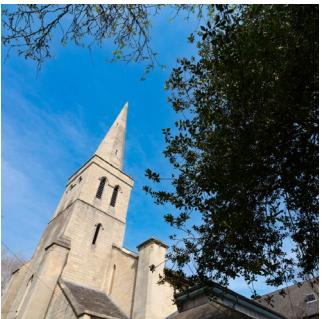


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The creation of community hubs that bring together health and wellbeing services into existing community facilities

Increased community engagement and a strong sense of community pride

A reduction in the levels of deprivation and inequality in our most deprived neighbourhoods

Robust emergency plans are in place for every community that wants one

Increased access to high-speed broadband

Growth in the local social economy and sustainable levels of volunteering and community-led activity

Appropriate solutions are in place to meet the needs of our identified communities at risk

An increase in facilities and activities for young people

Appropriate support is available to enable the community and voluntary sector to thrive and be sustainable



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Appropriate housing solutions are in place to meet need and demand

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An end to “no-fault” evictions

Housing solutions that provide choice and support people to live independently at home



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A reduction in the number of households living in excess cold

A reduction in the number of households living with hazards

An increase in the number of responsible landlords

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We will achieve this through the following objectives:

Working collaboratively to ensure appropriate skills training and provision is in place

Delivering our Employment and Skills Strategy to strengthen opportunities for

Increasing pathways into sustainable employment

Playing a key role in developing the STEP Fusion skills collaborative business plan

Which will deliver the following outcomes:

Delivery of skills and training programmes that meet recognised standards and are tailored to key sectors

A reduction in the skills gap across key sectors

Low levels of unemployment and increased numbers of people who are economically active

Increased and sustained numbers of young people who are in education or training

The removal of barriers that prevent people from accessing employment

Our young people choose to live, learn and work in West Lindsey

Increased opportunities for young people in education to experience the workplace

Employers are actively engaged with employment and skills programmes

West Lindsey becomes a key anchor for employment and training opportunities linked to the STEP Fusion Programme



## Thriving Places

Enabling sustainable and inclusive economic growth in our towns and rural communities, preserving our heritage, delivering homes that meet local needs, and ensuring our places and spaces are clean, green and safe.

We are proud and ambitious place leaders, with an innate understanding of how to drive economic growth across our district. We continue to nurture strong relationships with key partners to unlock opportunities for our place both now and in the future. With the STEP Fusion Programme on our doorstep, we are working closely with regional Mayors in both Greater Lincolnshire and the East Midlands to maximise the economic benefits for West Lindsey. Through our Investment Plan, we remain committed to unlocking the significant investment potential of the former RAF Scampton site. Locally, we provide a strong support offer for local businesses, helping our business community to thrive and facilitating the creation of employment opportunities. The Central Lincolnshire Local Plan provides our long-term plan for meeting housing needs, creating increased investment via Section 106 spend in the process. By increasing the quality and provision of green space, we are connecting our rural communities. Our statutory and regulatory functions help to ensure our communities are clean and safe; ensuring high standards of quality and compliance across all regulated areas. Together, these functions work to keep our streets clean, reduce instances of environmental crime, and increase people's feelings of safety in their local communities.

Our priorities for this theme are:

### Enabling inclusive local growth and regeneration

We will achieve this through the following objectives:

Delivering our Economic Growth Strategy to unlock investment, support businesses and drive regeneration

Acting as a key partner and enabler, collaborating with public, private and community partners to diversify the economic base and support the creation of highly skilled jobs

Collaborating with key partners to drive improved transport connectivity across West Lindsey and the wider region

Which will deliver the following outcomes:

Increased economic performance and higher levels of rural productivity across the district

New start-ups, existing businesses, and rural enterprises receive tailored advice and guidance that supports them to grow and develop

A circular local economy that reduces waste and contributes to environmental sustainability

An increase in the number of new jobs and employment opportunities

An increase in the number of businesses located in West Lindsey

Increased participation in physical activity across all age groups

Increased opportunities for, and levels of, active travel across the district

Improved transport



## Delivering homes that meet local need

We will achieve this through the following objectives:

Maintaining a sustainable Local Plan for Central Lincolnshire that meets housing need and drives regeneration and investment

Delivering the homes and jobs required to meet identified need and to drive sustainable economic growth

Delivering regeneration that maximises benefits for our most deprived communities, promotes access to services, improves health outcomes, and reduces social exclusion

Ensures Central Lincolnshire is a net zero area, resilient to the effects of climate change through careful planning and design of the built and natural environment

Refresh our Housing and Homelessness Strategy to deliver quality, affordable and sustainable housing that meets the needs of our communities

Improved quality and choice across the housing market

Housing that is affordable, relative to people's income

Neighbourhood Plans that are developed and delivered in line with local needs and aspirations



Efficient collection, and effective use of, developer contributions to mitigate the impact of development on strategic and local infrastructure and deliver affordable housing that meets identified need

Increased investment, and delivery of additional affordable housing



## Clean, green and safe communities

We will achieve this through the following objectives:

Delivering our Environment & Sustainability Strategy by working in partnership with communities to reduce carbon emissions and to mitigate the impacts of climate change

Communities are supported appropriately to manage the impacts of extreme weather events such as flooding

An increase in energy derived from renewable sources and an increase in carbon reduction initiatives across the district

West Lindsey becomes an anchor for clean energy innovation as part of the STEP Fusion Programme

Reduced levels of non-recyclable waste and air pollution

Develop and enhance Council owned green spaces

Green spaces that are well-maintained, safe and welcoming public spaces

Established nature recovery networks which promote and conserve biodiversity and geodiversity



Using our statutory and regulatory functions effectively to ensure high levels of compliance in regulated areas, and low levels of antisocial behaviour and environmental related crime

A sustained increase in people's feelings of safety in their local community

A reduction in levels of environmental related crime such as littering and fly-tipping

A reduction in incidences of antisocial behaviour

High levels of quality and compliance across all regulated areas such as Planning and Housing Enforcement, Building Control, Licensing and Food Health and Safety

Which will deliver the following outcomes:

## Thriving Council

Delivering high-quality services through trusted governance, financial resilience, and continuous improvement to ensure positive outcomes for residents now and in the future.

Our ability to deliver good quality services for our residents, and improved outcomes for our people and our place is first and foremost dependent on being a well-managed, forward-looking Council. One that understands what is important to our residents and designs our services to meet their needs. One that is financially responsible, well-governed, and provides effective democratic representation for the district we serve. Having the right processes, governance and financial management in place supports good decision-making, keeps us accountable and supports us to be financially sustainable. Supporting our staff and members with training and development means a motivated organisation focused on delivering quality services for our customers. As a forward-looking authority, we strive for continuous improvement, using systems, technology, data and intelligence to provide modern, sustainable services that are fit for the future. Finally, engaging and communicating with our customers helps us to know what we are doing well and where we can improve.

Over the next two years, this guiding principle will help us with the transformation of services required as part of preparing for LGR. Our priorities for this theme are:

### To deliver good quality services for residents and businesses

We will achieve this through the following objectives:

Ensuring our Customer Experience Strategy supports delivery of efficient, reliable services that offer a consistently good customer experience

Providing an efficient, joined-up service across the Council and with our partners

Ensure our communication with residents, businesses and communities is clear, consistent and concise

Which will deliver the following outcomes:

High levels of customer satisfaction

Consistently high standards of service delivery

An inclusive approach, that supports the needs of our vulnerable customers

A 'tell it once' approach that is efficient and effective for our customers

Service delivery that meets differing needs across the whole district

Working collaboratively with our partners to support strategic understanding of the current and future needs of our residents

Consistently good levels of uptake in consultation and engagement events

Consistently high levels of engagement with Council communications



## To be a well-managed Council

We will achieve this through the following objectives:

Providing services that deliver value for money

Ensuring our governance arrangements are robust and our decision-making is transparent and ethical

Ensuring local democracy operates in an effective and ethical manner

Which will deliver the following outcomes:

Consistently high standards of financial performance and financial decision-making

Adherence to our Local Code of Governance

Strong and collaborative political leadership that works hand in hand with officers to deliver in the best interests of the district.

A sustainable Medium-Term Financial Plan that is aligned to our Corporate Plan and supports efficient service delivery

Adherence to the CIPFA/ SOLACE Principles of Good Governance

A collaborative relationship with Parish and Town Councils so that they feel supported and empowered throughout the period of Local Government Reorganisation

A financially responsible approach to Local Government Reorganisation that supports the future of community assets and prioritises local investment

Our internal governance is efficient, effective and focused on delivery

Strong and effective relationships with the Greater Lincolnshire Mayor, and our partner authorities across Greater Lincolnshire in the best interests of our residents



## To be a forward-looking Council

We will achieve this in the following objectives:

Supporting our services with the transformation required for Local Government

An efficient and effective transition to the new unitary authority

Staff and members are supported through the transition



Supporting the delivery of a safe and legal unitary council from day one

Levels of service for the customer are maintained throughout the transition period



Ensuring our workforce is skilled, supported and high-performing and that the Council demonstrates

A healthy organisational culture that is driven by our shared Values and Behaviours

Staff and members are supported with appropriate training and development opportunities

Consistently high standards of performance across the Council



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Get In Touch:

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01427 676676





# ‘Thriving People’ Thematic Business Plan

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## Introduction

Welcome to the Council’s ‘Thriving People’ Thematic Business Plan for 2026-2027, designed to deliver the priorities articulated within “Our West Lindsey, Our Future,” the Council’s Corporate Plan for 2026-2030.

Each deliverable has been tested against a set of key principles to ensure they meet our commitment to being a well-managed, forward-thinking authority that strives to deliver positive outcomes for our people and our place. Taken together, these principles ensure our Thematic Business Plans:

1. Contribute to delivering a balanced budget through robust business cases that are fully costed and resourced.
2. Reflect and enable delivery of the priorities of the Council via a clear and strategic programme of activity.
3. Meet the Council's statutory and regulatory requirements.
4. Are evidence-based to address the known risks, challenges and opportunities facing the district now and, in the future, as identified through data contained in the Council's [State of the District data dashboards](#).

### **Monitoring Corporate Plan delivery**

The Council's overarching delivery programme has been split into three Thematic Business Plans, one for each theme of the Corporate Plan. These business plans are strategic in nature, designed to allow effective monitoring and management of Corporate Plan delivery through three corresponding Theme Boards which will manage Corporate Plan activity on a day-to-day basis.

The Boards shall provide oversight and co-ordination to ensure effective and efficient delivery of the Corporate Plan. The relevant policy committee will receive quarterly progress reports on key strategic activity contained within the Thematic Business Plans. Annually, a high-level Corporate Plan progress report will also be presented to Full Council to demonstrate overall progress and direction of travel and shall be published on the council's website

This reporting framework will be supported by the Council's usual decision-making, governance and reporting processes that, taken together, presents members with a regular and joined-up picture of service delivery, and delivery of the Corporate Plan.

### **How to Navigate the Thematic Business Plans**

To support members in their decision-making, and to support officers in the day-to-day management of Council activity, each Thematic Business Plan contains the following key information:

- **Key Deliverables** – those projects, strategies, initiatives or interventions that directly influence delivery of the Council's Corporate Plan priorities. Once the Thematic Business Plans have been approved, delivery will be monitored and reported to the relevant Policy committee using a RAG rating to show progress and to flag any issues that may require a decision.
- **Key Performance Indicators** – the Council's Progress and Delivery measures are in the process of being reviewed and aligned to a Corporate Plan theme. This is one way in which members can monitor performance in a more strategic and holistic way, linked to key priorities.
- **Strategic Risk** – each Plan will include the relevant strategic risks and an update on how these are being monitored, managed and mitigated. Please note that the strategic risks are currently in the process of being updated to reflect the new Corporate Plan.

Bringing these key strands of information into one place improves transparency and provides members with greater strategic insight which will enable members to more easily monitor progress against the delivery of key priorities; enhancing decision-making in the process.

The Business Plans will be agile to respond to changing circumstances as they arise but shall be subject to formal review annually.

# Thriving People Thematic Business Plan

## Deliverables

<b>Corporate Plan Priority: Champion health, wellbeing, culture and active lifestyles</b>
<b>Health Centre Feasibility Study.</b> To address the urgent need for improved healthcare services in Gainsborough by establishing a new General Practitioner (GP) service to cater for the growing population and current demand.
<b>Changing Places.</b> Development of an approved changing places facility in Gainsborough and assessment of opportunities of provision in other areas of the district.
<b>Housing related projects.</b> To strengthen the Council's strategic housing position through two linked workstreams; contributing to the Greater Lincolnshire Housing Pipeline to support regional planning and investment and delivering a robust Local Housing Needs Assessment to inform policy, development decisions, and future housing delivery.
<b>Develop and deliver a Sport and Physical Activity Strategy.</b> To create and implement a district-wide Sport and Physical Activity Strategy that promotes health, wellbeing, participation, and community cohesion.
<b>Leisure Centre Feasibility Study.</b> To evaluate the future of leisure provision in the district, including the feasibility of refurbishing, replacing, or reconfiguring existing leisure centre facilities at Gainsborough Leisure Centre and review of facilities at Market Rasen.
<b>Trinity Arts Centre Feasibility Study.</b> To assess the long-term viability, development potential, and investment requirements for the Trinity Arts Centre, ensuring it remains a vibrant, financially sustainable cultural asset for the district
<b>Refresh Cultural Strategy and Cultural programme.</b> To update the district's Cultural Strategy and develop a refreshed cultural programme that reflects local identity, supports creative industries, and enhances community participation and wellbeing across the district, and develop a strategic approach to lever in funds from sponsors to assist in the delivery of cultural activities
<b>Develop a cultural outreach plan.</b> To design a district-wide cultural outreach plan that expands access to arts and culture, strengthens community participation, and supports cultural inclusion across all localities
<b>Corporate Plan Priority: Supporting communities to thrive</b>
<b>Youth Provision.</b> Conduct a feasibility study for youth provision facilities within the district
<b>Refresh the Communities at Risk Strategy.</b> Refresh the Strategy to ensure it reflects current needs, emerging risks, and the Council's ambition for prevention, resilience and targeted support.
<b>Access to high-speed broadband.</b> To improve digital connectivity across the district by supporting the expansion of high-speed broadband infrastructure, reducing digital exclusion, and enabling residents and businesses to benefit from modern digital services. This is dependent on the extension of current fixed-term contract.

<b>Supporting the Armed Forces community.</b> Support the delivery of the Armed Forces Community Covenant.
<b>Corporate Plan Priority: Enable independent living, improve housing conditions &amp; support vulnerable residents</b>
<b>Review the approach to homelessness services.</b> Review the allocation of funding and work with partners to understand how homelessness services will be funded in the future.
<b>Deliver Communities at Risk Action Plans.</b> Develop and deliver targeted action plans that respond to identified communities at risk.
<b>Develop and deliver the councils response to the Renters' Rights Act 2025.</b> To ensure the Council is fully prepared for, compliant with, and proactive in implementing the Renters' Rights Act 2025.
<b>Corporate Plan Priority: Boosting skills and pathways into employment</b>
<b>Review the Employment and Skills Strategy and action plan.</b> To ensure the strategy is relevant and effective, local needs are identified and stay aligned with the changing skills and employment landscape.
<b>Start Small Dream Big - raising aspirations for young people.</b> To connect young learners with the world of work in a cost-effective and meaningful way through aspirational assemblies.

## Performance Metrics

Corporate Plan Priority: Champion health, wellbeing, culture and active lifestyles			
Service	Measure	2025/26 Target	2026/27 Target
Trinity Arts Centre	<b>PPL-M01 Cinema audience figures as a % of capacity.</b> % of TAC capacity (200 seats) that has been filled during cinema screening as an average during the reporting period. <b>Target to be set</b>	Baseline year	tbc
	<b>PPL-M02 Live theatre audience figures as a % of capacity.</b> % of TAC capacity (200 seats) that has been filled during live theatre as an average during the reporting period <b>No Change</b>	60%	60%
Culture	<b>PPL-M03 Audience satisfaction score from legacy events.</b> Average satisfaction score reported by attendees of legacy cultural events (Go-Festival, Illuminate, Christmas Lights and Word Fest) during the reporting period. <b>New</b>	N/A	Baseline year
	<b>PPL-M04 Number of visitors to legacy events.</b> Number of attendees at legacy cultural events (Go-Festival, Illuminate, Christmas Lights and Word Fest) during the reporting period. <b>New</b>	N/A	Baseline year

Corporate Plan Priority: Supporting communities to thrive			
Service	Measure	2025/26 Target	2026/27 Target
Communities	<b>PPL-M05 % of identified communities that have their own emergency plan.</b> The % of identified communities within the district that have a formally documented and locally owned emergency plan in place during the reporting period. <b>New</b>	N/A	Baseline year
Housing Benefit and Local Council Tax Support	<b>PPL-M06 End to end processing times.</b> The average number of calendar days taken to process a benefit claim or change of circumstances during the reporting period. <b>Target stretched</b>	7	5
	<b>PPL-M07 Claims older than 50 calendar days.</b> The number of new benefit (Housing Benefit and Council Tax Support) claims that have been open for more than 50 calendar days during the reporting period. <b>No Change</b>	6	6

Corporate Plan Priority: Enable independent living, improve housing conditions & support vulnerable residents			
Service	Measure	2025/26 Target	2026/27 Target
Home Choices	<b>PPL-M08 % of homelessness approaches with positive outcomes.</b> The percentage of homelessness approaches to the service that result in a positive outcome. This could be that the homelessness has prevented, relieved, or accepted. Negative outcomes include no further response from the customer. <b>No Change</b>	75%	75%
	<b>PPL-M09 % utilisation of temporary leased accommodation.</b> The percentage of time the Council temporary leased accommodation is fully utilised. <b>No Change</b>	75%	75%
	<b>PPL-M10 % of households spending more than 56 nights in temporary leased accommodation.</b> % of households that spend 56 nights or more in temporary leased accommodation. 56 nights is the relief duty of the homelessness service as set by Government legislation. <b>No Change</b>	40%	40%
	<b>PPL-11 Total number of households in temporary leased/B&amp;B accommodation.</b> The number of households that are residing in temporary or B&B accommodation. There is a statutory obligation to provide temporary accommodation, and this measure allows the Council to monitor the severity of received homelessness cases. <b>No Change</b>	N/A Statistic	
	<b>PPL-M12 % of households spending 42 nights or more in B&amp;B accommodation.</b> % of households that spend 42 nights or more in bed and breakfast accommodation. 42 nights is the maximum number of	0%	0%

Corporate Plan Priority: Enable independent living, improve housing conditions & support vulnerable residents			
Service	Measure	2025/26 Target	2026/27 Target
	nights a household should stay in B&B accommodation based on best practice/government advice. <b>No Change</b>		
Homes, Health, and Wellbeing	<b>PPL-M13 The average number of working days from DFG referral to completion of works.</b> The average number of DFG referrals days to complete a DFG works from referral date (not including complex cases - any grant that is not procured through existing contractor Framework or Obam contract). <b>No Change</b>	120	120
	<b>PPL-M14 % of DFG referrals completed within 120 working days.</b> % of DFG referrals completed where the work is completed within 120 working days (not including complex cases). <b>No Change</b>	50%	50%
Communities	<b>PPL-M15 Number of completed target hardening referrals complete.</b> The number of domestic abuse cases where target hardening measures (e.g. security upgrades, locks, alarms) were completed by the council, enabling the victim to remain safely in their property following intervention. <b>New</b>	N/A	Baseline year

Corporate Plan Priority: Boosting skills and pathways into employment			
Service	Measure	2025/26 Target	2026/27 Target
-	No P&D related measures	-	-



# 'Thriving Places' Thematic Business Plan

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# Thriving Places Thematic Business Plan

## Deliverables

<b>Corporate Plan Priority: Enabling inclusive local growth and regeneration</b>
<b>Gainsborough Townscape Heritage Scheme.</b> To deliver heritage-led regeneration within Gainsborough's historic core, improving building condition, enhancing public realm, and strengthening the town's cultural and economic vitality.
<b>Shop Front Improvement Scheme.</b> To enhance the visual appeal and commercial attractiveness of town-centre businesses through targeted investment in high-quality shop-front improvements.
<b>Market Rasen Heritage Building Grant Scheme.</b> To protect and enhance Market Rasen's historic built environment by supporting property owners to repair, restore, and revitalise heritage buildings.
<b>Markets Delivery Plan.</b> To develop and implement a comprehensive plan for revitalising local markets, strengthening their economic role, and enhancing their contribution to place-making and community life.
<b>Parking Strategy.</b> Refresh the Parking Strategy that supports economic vitality, accessibility, and effective management of parking assets.
<b>Pride in Place.</b> To deliver the Pride in Place programme in accordance with funding parameters.
<b>Agri Tech - Spatial Vision (the A15 Growth Corridor).</b> To create a spatial vision that positions the district as a leader in Agri-tech innovation, supporting sustainable food production, rural productivity, and green growth.
<b>Clean Energy (STEP Fusion and the wider supercluster) - Spatial Development.</b> To develop a spatial framework that identifies strategic sites, infrastructure needs, and development opportunities for clean-energy growth through the Central Lincolnshire Local Plan, and seek to influence the development of Step Fusion at West Burton to benefit the district
<b>Defence - Scampton Redevelopment.</b> To support the redevelopment of the former RAF Scampton site into a strategic employment, innovation, and heritage destination, maximising economic, cultural, and community benefits
<b>Defence - Defence Vision.</b> To develop a strategic vision for the district's role in the defence sector, identifying opportunities for growth, innovation, skills development, and supply-chain expansion.
<b>Economic Growth Strategy and delivery plan 2025-30.</b> To develop and implement a forward-looking Economic Growth Strategy and Delivery Plan that sets a clear vision for sustainable, inclusive, and innovation-led growth across the district from 2025 to 2030. The strategy will guide investment, partnership activity, and policy decisions to strengthen productivity, skills, business resilience, and place-based competitiveness.

### Corporate Plan Priority: Delivering homes that meet local need

**Refresh of Central Lincolnshire Local Plan.** To undertake a comprehensive refresh of the Central Lincolnshire Local Plan to ensure it remains up-to-date, evidence-based, and aligned with national policy, local priorities, and emerging spatial, economic, and environmental needs.

**Review and update Housing and Homelessness strategy.** Review, update and delivery of the Housing and Homelessness strategy

### Corporate Plan Priority: Clean, green and safe communities

**Develop and adopt renewable energy community benefit policy.** To create a clear, consistent policy framework that ensures communities benefit directly from renewable-energy developments, supporting local investment, resilience, and fairness.

**Depot Electrification.** To transition council depots to support electric fleet operations, enabling the shift to low-carbon vehicles and reducing operational emissions.

**Gainsborough Place Based Projects - serious violent crime.** To deliver targeted, place-based interventions in Gainsborough that reduce serious violent crime, strengthen community safety, and improve local wellbeing as well as an understanding of other projects in other areas of the district.

**Green spaces.** To protect, enhance, and activate the district's green spaces so they deliver high-quality environments, improved biodiversity, and meaningful community value. This is dependant on the extension of current fixed-term contract.

**Joint Municipal Waste Strategy.** To collaborate with Lincolnshire partners to refresh and deliver the Joint Municipal Waste Strategy, ensuring a consistent, sustainable, and future-proof approach to waste management.

**Redevelop Lea Fields Memorial Gardens.** To redesign and enhance Lea Fields Memorial Gardens to create a respectful, accessible, and high-quality space for remembrance, reflection, and community use

## Performance Metrics

### Corporate Plan Priority: Enabling inclusive local growth and regeneration

Service	Measure	2025/26 Target	2026/27 Target
Markets	<b>PLA-M01 Average number of general market traders on a Tuesday.</b> The average number of Tuesday market traders in the reporting period. This is the number of paid traders and not stalls. <span style="background-color: #e6f2ff; border: 1px solid #80c080; padding: 2px;">No Change</span>	20	20

Corporate Plan Priority: Enabling inclusive local growth and regeneration			
Service	Measure	2025/26 Target	2026/27 Target
	<b>PLA-M02 Average number of general market traders on a Saturday.</b> The average number of Saturday market traders in the reporting period. This is the number of paid traders and not stalls. <b>No Change</b>	7	7
Development Management	<b>PLA-M03 New commercial floor space delivered.</b> The total gross internal area (GIA) of new commercial, industrial, and employment-related floor space completed within the district during the reporting period. Includes retail, office, warehousing, and mixed-use developments. <b>New</b>	N/A	Baseline year

Corporate Plan Priority: Delivering homes that meet local need			
Service	Measure	2025/26 Target	2026/27 Target
Development Management	<b>PLA-M05 New homes delivered.</b> The total number of newly constructed residential units completed within the district during the reporting period, including all tenures (private, affordable, social, etc.). This excludes conversions and changes of use unless they result in net additional dwellings. <b>New</b>	N/A	Baseline year
	<b>PLA-M06 % affordable homes delivered.</b> The % of newly completed dwellings classified as affordable housing (including social rent, affordable rent, shared ownership, and other intermediate tenures) delivered within the district during the reporting period. <b>New</b>	N/A	Baseline year
	<b>PLA-M07 % of major planning applications determined within 13 weeks or within agreed timescales.</b> % of major planning applications that are determined within the statutory time limit or within agreed timescales i.e. extensions of time. <b>No Change</b>	90%	90%
	<b>PLA-M08 % of non-major planning applications determined within 8 weeks or within agreed timescales.</b> % of non-major planning applications that are determined within the statutory time limit or within agreed timescales i.e. extensions of time. <b>No Change</b>	94%	94%
Planning Enforcement	<b>PLA-M09 % of planning enforcement cases closed within 6 months.</b> The % of planning enforcement cases that are closed within 6 months of receipt as a percentage of all planning enforcement cases <b>No Change</b>	75%	75%

Corporate Plan Priority: Delivering homes that meet local need			
Service	Measure	2025/26 Target	2026/27 Target
Homes, Health, and Wellbeing	<b>PLA-M10 Long term empty properties as a percentage of all housing stock in the district.</b> The number of long-term empty properties as a % of all housing stock in the district. <b>No Change</b>	2%	2%

Corporate Plan Priority: Clean, green and safe communities			
Service	Measure	2025/26 Target	2026/27 Target
Operational Services	<b>PLA-M11 Amount of residual waste (black bins) collected per household.</b> The amount, in kg, of residual waste collected via black bins per household across the district. <b>No Change</b>	45kg	45kg
	<b>PLA-M12 Amount of food waste collected per household.</b> The amount, in kg, of food waste collected via food waste caddies per household across the district. <b>New</b>	N/A	Baseline year
	<b>PLA-M13 Recycling rate.</b> The amount of waste sent for recycling (Green, Blue and Purple Lidded) as a percentage of all waste collected in the district. <b>No Change</b>	50%	50%
	<b>PLA-M14 % of missed bins collected within 5 working days.</b> % of missed black, blue, green and purple lidded bin collections that are collected within the service level agreement of 5 working days. Bins which were presented but were then subsequently not collected. <b>No Change</b>	95%	95%
	<b>PLA-M15 Garden subscription take-up.</b> % take-up of garden waste subscribers. Households which are not eligible for the service are not included within the figure. <b>No Change</b>	54%	tbc
Street Cleansing	<b>PLA-M16 % of fly-tipping collected within 10 working days.</b> % of all fly-tipping reported to the Council that is collected within the service level agreement (10 working days). <b>No Change</b>	90%	90%
Food Health and Safety	<b>PLA-M17 % of registered food premises rated 3 stars or above.</b> % of registered food premises rated at 3 stars or above following inspection. <b>No Change</b>	96%	96%
	<b>PLA-M18 % of FSA inspections completed.</b> % of Food Standards Agency inspections that are completed within the reporting period <b>No Change</b>	90%	90%
Communities	<b>PLA-M19 CCTV - top tier offences.</b> The number of incidents captured by council-operated CCTV systems that are flagged as potential top-tier offences, including antisocial behaviour (ASB), criminal damage, public order offences, and shoplifting. <b>New</b>	N/A	Baseline year

Corporate Plan Priority: Clean, green and safe communities			
Service	Measure	2025/26 Target	2026/27 Target
Licensing	<b>PLA-M20 % of licensing applications processed within target time.</b> % of licensing applications that have been processed within the service standard. <b>No Change</b>	96%	96%
Environmental Protection	<b>PLA-M21 % of environmental protection cases closed within 6 months.</b> % of environmental protection cases that are closed within 6 months of receipt. <b>No Change</b>	75%	75%
Homes, Health and Wellbeing	<b>PLA-M22 Warm homes fund measures</b> – in development. <b>New</b>	N/A	Baseline year
Enforcement	<b>PLA-M23 % of housing enforcement cases closed within 6 months.</b> The number of housing enforcement cases that are closed within 6 months of receipt as a percentage of all housing enforcement cases. <b>No Change</b>	75%	75%



# 'Thriving Council' Thematic Business Plan

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## Introduction

Welcome to the Council's 'Thriving People' Thematic Business Plan for 2026-2027, designed to deliver the priorities articulated within "Our West Lindsey, Our Future," the Council's Corporate Plan for 2026-2030.

Each deliverable has been tested against a set of key principles to ensure they meet our commitment to being a well-managed, forward-thinking authority that strives to deliver positive outcomes for our people and our place. Taken together, these principles ensure our Thematic Business Plans:

1. Contribute to delivering a balanced budget through robust business cases that are fully costed and resourced.
2. Reflect and enable delivery of the priorities of the Council via a clear and strategic programme of activity.
3. Meet the Council's statutory and regulatory requirements.
4. Are evidence-based to address the known risks, challenges and opportunities facing the district now and, in the future, as identified through data contained in the Council's [State of the District data dashboards](#).

## Monitoring Corporate Plan delivery

The Council's overarching delivery programme has been split into three Thematic Business Plans, one for each theme of the Corporate Plan. These business plans are strategic in nature, designed to allow effective monitoring and management of Corporate Plan delivery through three corresponding Theme Boards which will manage Corporate Plan activity on a day-to-day basis.

The Boards shall provide oversight and co-ordination to ensure effective and efficient delivery of the Corporate Plan. The relevant policy committee will receive quarterly progress reports on key strategic activity contained within the Thematic Business Plans. Annually, a high-level Corporate Plan progress report will also be presented to Full Council to demonstrate overall progress and direction of travel and shall be published on the council's website

This reporting framework will be supported by the Council's usual decision-making, governance and reporting processes that, taken together, presents members with a regular and joined-up picture of service delivery, and delivery of the Corporate Plan.

## How to Navigate the Thematic Business Plans

To support members in their decision-making, and to support officers in the day-to-day management of Council activity, each Thematic Business Plan contains the following key information:

- **Key Deliverables** – those projects, strategies, initiatives or interventions that directly influence delivery of the Council's Corporate Plan priorities. Once the Thematic Business Plans have been approved, delivery will be monitored and reported to the relevant Policy committee using a RAG rating to show progress and to flag any issues that may require a decision.
- **Key Performance Indicators** – the Council's Progress and Delivery measures are in the process of being reviewed and aligned to a Corporate Plan theme. This is one way in which members can monitor performance in a more strategic and holistic way, linked to key priorities.
- **Strategic Risk** – each Plan will include the relevant strategic risks and an update on how these are being monitored, managed and mitigated. Please note that the strategic risks are currently in the process of being updated to reflect the new Corporate Plan.

Bringing these key strands of information into one place improves transparency and provides members with greater strategic insight which will enable members to more easily monitor progress against the delivery of key priorities; enhancing decision-making in the process.

The Business Plans will be agile to respond to changing circumstances as they arise but shall be subject to formal review annually.

# Thriving Council Thematic Business Plan

## Deliverables

<b>Corporate Plan objective: To deliver good quality services for residents and businesses</b>
<b>R&amp;B Self-Serve feasibility.</b> To assess the feasibility, costs, benefits, and operational implications of introducing enhanced self-serve capabilities for Revenues and Benefits services.
<b>In Cab Technology feasibility.</b> To assess the feasibility of implementing in-cab technology for waste and street-scene services, improving operational efficiency, data accuracy, and service responsiveness
<b>Customer Experience Strategy refresh.</b> Review the Council's Customer Experience Strategy, ensuring it reflects modern expectations, digital opportunities, and the organisation's commitment to accessible, efficient, and high-quality services
<b>Food Waste Collections.</b> To design and implement a district-wide food-waste collection service in line with national waste-reform requirements, improving recycling rates and reducing landfill
<b>Corporate Plan objective: To be a well-managed Council</b>
<b>Communities Asset Transfer.</b> To update the Assets in Communities Policy to safeguard key community assets during the Local Government Reorganisation (LGR) process, ensuring continuity, transparency, and community benefit
<b>Local Code of Governance.</b> Operate in accordance with the Local Code of Governance and deliver against the Annual Governance Statement Action Plan
<b>Strategic Asset Management Plan.</b> To develop a Strategic Asset Management Plan that sets out how the Council will manage, invest in, and rationalise its property portfolio to support service delivery, financial sustainability, and regeneration
<b>Review member / officer protocol.</b> To review and update the Member / Officer Protocol to ensure clarity, professionalism, and effective working relationships across the organisation
<b>Review of WLDC Constitution.</b> To undertake a comprehensive review of the Council's Constitution to ensure it is modern, legally compliant, accessible, and aligned with current governance arrangements.
<b>Review of Officer Delegation Scheme.</b> To update the Officer Delegation Scheme to ensure clarity, efficiency, and accountability in decision-making.

<b>Corporate Plan objective: To be a forward-looking Council</b>
<b>LGR Ready.</b> To ensure the Council is fully prepared for Local Government Reorganisation (LGR) by establishing clear governance, accurate data, up-to-date documentation, and robust organisational readiness. This work will include the updating of organisation information including contract registers, workforce data and associated strategies (as a minimum).
<b>LGR Transition.</b> To manage the transition into the new local government arrangements, ensuring continuity of services, staff support, and effective integration into new structures
<b>Workforce Plan.</b> To develop and deliver a Workforce Plan that ensures the organisation has the skills, capacity, and culture needed to meet current and future challenges, including LGR.

## Performance Measures

<b>Corporate Plan objective: To deliver good quality services for residents and businesses</b>			
Service	Measure	2025/26 Target	2026/27 Target
Customer Services	<b>COU-M01 % of calls answered.</b> The percentage of inbound calls into the Customer Contact Centre that are answered by a Customer Services Officer. <span style="background-color: #e0f2f1;">New</span>	Baseline year	90%
	<b>COU-M02 % of on-line demands received.</b> The percentage of service requests received through on-line methods via Customer Services. <span style="background-color: #ff9999;">Target set</span>	Baseline year	30%
	<b>COU-M03 % of complaints where the Council is at fault.</b> % of complaints where the Council is found to be at fault. <span style="background-color: #ff9999;">Target stretched</span>	40%	30%
	<b>COU-M04 Average number of calendar days taken to resolve a Stage 1 complaint.</b> The average number of calendar days taken to resolve a Stage 1 complaint, calculated from the date the complaint is received to the date a formal response is issued. A Stage 1 complaint refers to a new complaint submitted by a member of the public regarding council services, decisions, or conduct. <span style="background-color: #e0f2f1;">New</span>	Baseline year	14
	<b>COU-M05 Average number of calendar days taken to resolve a Stage 2 complaint.</b> The average number of calendar days taken to resolve a Stage 2 complaint, calculated from the date the complaint is escalated to Stage 2 to the date a formal Stage 2 response is issued. A Stage 2 complaint is triggered when the complainant has received a Stage 1 response but believes that West Lindsey District Council has	Baseline year	20

Corporate Plan objective: To deliver good quality services for residents and businesses			
Service	Measure	2025/26 Target	2026/27 Target
	not fully addressed their concerns, that new or additional evidence supports their case, or that they are dissatisfied with either the proposed resolution or the outcome of the initial investigation. <b>New</b>		

Corporate Plan objective: To be a well-managed Council			
Service	Measure	2025/26 Target	2026/27 Target
Financial Services	<b>COU-M06 Value of savings identified.</b> Savings identified which enable an in year and future year revenue budget reduction which results in tangible reductions. To be monitored through the Savings Board. <b>No Change</b>	To be determined by Savings Board	
	<b>COU-M07 Value of savings delivered.</b> Delivered savings that have enabled in year and future budget reduction which results in tangible reductions. To be monitored through the savings board. <b>No Change</b>		
	<b>COU-M08 % of invoices paid within 30 days from date of receipt of invoice. (Not including invoices in dispute)</b>	98%	98%
Information Governance	<b>COU-M09 % of FOIs and EIRs completed within the statutory timeframe.</b> % of FOIs completed within the statutory timeframe, this includes the 20 working days statutory timeframe and where the timeframe is paused to request additional information. <b>No Change</b>	97%	97%
Council Tax and NNDR	<b>COU-M10 Council Tax In-year collection rate.</b> The amount of Council Tax collected during the reporting period as a percentage of total available to collect during the reporting period. <b>No Change</b>	97.70%	Tbc
	<b>COU-M11 NNDR In-year collection rate.</b> The amount of NNDR collected during the reporting period as a percentage of total available to collect during the reporting period. <b>No Change</b>	97.93%	Tbc
Trinity Arts Centre	<b>COU-M12 Average spend per head on secondary sales.</b> Total spend per head on secondary sales (drinks, snacks, merchandise) at TAC. <b>Target stretched</b>	£3.00	£3.70
Digital	<b>COU-M13 Website availability.</b> % of time that the Council's website is available. <b>No Change</b>	98%	98%
ICT	<b>COU-M14 System availability.</b> % of time that the Council's server and systems are operating as planned. <b>No Change</b>	98%	98%

Corporate Plan objective: To be a well-managed Council			
Service	Measure	2025/26 Target	2026/27 Target
Property & Assets	<b>COU-M15 % of void property (by rental income).</b> The total % of void rental properties by their rental income. <span style="background-color: #c8f7e4;">No Change</span>	N/A Statistic	

Corporate Plan objective: To be a forward-looking Council			
Service	Measure	2025/26 Target	2026/27 Target
-	No P&D related measures	-	-

## Corporate Health Measures

Corporate Health Measures				
Service	Measure	2025/26 Target	2026/27 Target	
Customer Services	<b>COR-M01 Customer Satisfaction.</b> % of customers who have given a satisfaction score of 4 stars or above. <span style="background-color: #ffccbc;">Target stretched</span>	75%	80%	
	<b>COR-M02 Complaints received.</b> The total number of complaints received in the reporting period broken down by either Stage 1 or Stage 2. A complaint is any expression of dissatisfaction or concern about the way in which a service is provided or the standard of that service or lack of action on the part of the Council or its employees. <span style="background-color: #c8f7e4;">No Change</span>	N/A Stat		
	<b>COR-M03 Compliments received.</b> The total number of compliments received in the reporting period. <span style="background-color: #c8f7e4;">No Change</span>	N/A Stat		
Financial Services	<b>COR-M04 Budget variance (£).</b> £ variance between outturn (actual expenditure) and Council's budget. <span style="background-color: #c8f7e4;">No Change</span>	£-	£-	
	<b>COR-M05 Overall Council budget forecast outturn variance (%).</b> % of forecast outturn (expenditure) variance against the approved budget for the year. <span style="background-color: #c8f7e4;">No Change</span>	0%	0%	

Corporate Health Measures				
Service	Measure	2025/26 Target	2026/27 Target	
	<b>COR-M06 Draft Annual Statement of Accounts Published by Deadline.</b> Publication date of the draft Statement of Accounts to auditors. <b>No Change</b>	30-Jun	30-Jun	
People and Organisational Development	<b>COR-M07% of staff turnover.</b> Staff turnover is the total number of leavers divided by the average number employed- then divided by 100 for the percentage. The number of leavers includes employees who left voluntarily or involuntarily. For this measure, headcount is used and not FTE. <b>No Change</b>	N/A Stat	tbc	
	<b>COR-M08 Staff absenteeism.</b> The average number of sickness absence days per month per FTE. <b>No Change</b>	1.5	1.5	
	<b>COR-M09 Overall I am satisfied with my job at the council.</b> The percentage of staff member who respond 'strongly agree' or 'agree' to the corresponding question in the annual staff survey <b>New</b>	N/A	Baseline year	
	<b>COR-M10 Would you recommend WLDC as a good place to work.</b> The percentage of staff member who respond 'strongly agree' or 'agree' to the corresponding question in the annual staff survey <b>New</b>	N/A	Baseline year	
	<b>COR-M11 Health &amp; Safety incidents.</b> The number of health & safety incidents reported within the reporting period. Covers all staff and customers. <b>No Change</b>	N/A Stat		
Communities	<b>COR-M12 Number of safeguarding referrals.</b> The total number of safeguarding concerns formally referred to the council from any source (internal or external) during the reporting period. <b>New</b>	N/A	Baseline year	



# Thriving People Strategic Delivery Panel

## Terms of Reference

<b>Management Team Lead</b>	
<b>Month Approved</b>	
<b>Month of Next Review</b>	

### Ambition

Supporting people and communities to thrive by addressing inequality, tackling homelessness, improving housing conditions, boosting skills, adapting homes, improving health and wellbeing, and supporting those most in need.

### Purpose

The Theme Board provides strategic direction, oversight, and governance to deliver the Corporate Plan's Thriving People theme. It ensures alignment with organisational priorities, delivery of measurable benefits, effective risk and performance. The Programme Theme Board aims to successfully deliver of the following strategic priorities.

1. Champion health, wellbeing, culture and active lifestyles
2. Supporting our communities to thrive.
3. Enable independent living, improve housing conditions, and support vulnerable residents
4. Boosting skills and pathways into employment.

### Programme Scope – The Delivery Plan

Activity assigned to the Programme Theme Board will be aligned to a supporting Delivery Plan which will guide work initiatives. The Delivery Plan will be linked to the associated aims and outcomes of the themes and consist of the following elements.

#### Project Management

- o Ensure the programme, and supporting projects, remain aligned within the theme.
- o Monitor project progress commissioning remedial action as and when required.

- Remove blockers, manage risks and resolve escalated issued
- Track and validate delivery of project benefits in line with approved Business Cases.
- Ensure compliance with WLDC PMO governance frameworks.

### **Performance Management**

- Recommend theme-related Progress & Delivery KPIs
- Oversee KPI performance.
- Identify / monitor Performance Improvement Plans for measures underperforming for two consecutive periods
- Escalation of underperforming KPI performance to Management Team
- Have oversight of theme-related operational measures

### **Strategic Risk Management**

- Maintain / review the Corporate Strategic Risk Register for the relevant, ensuring risks are defined, managed and closed in alignment with the council's Risk Management Strategy.
- Escalate critical risks are escalated to Management Team with visibility on the Forward Plan.
- Ensure risk ownership are assigned and mitigation actions are monitored.
- Approval of risk control and mitigating actions prior sign-off at Management Team and Governance and Audit committee.

### **Strategies / Policies**

- Identify and review policies that directly impact programme delivery, performance or risk.
- Ensure programme activities comply with relevant council policies.
- Oversee the periodic review of associated strategies.

### **Meeting Structure**

- Boards will meet quarterly, chaired by the designated Management Team Sponsor with technical and administrative support from the assigned Transformation Officer.
- In the absence of the MT Sponsor, the board will be chaired by the Lead Officer.
- Meetings will be held during office hours.
- Board packs will be distributed one week in advance of each meeting, with summary minutes and updated Board action log etc are to be issued within five working days.
- Meeting minutes will be generated using Copilot, then checked and verified to ensure consistency, accuracy and efficiency.

- A dedicated MS Teams channel will serve as the programme's central workspace, providing a single point of access for board packs, meeting minutes, action log and monthly project updates.

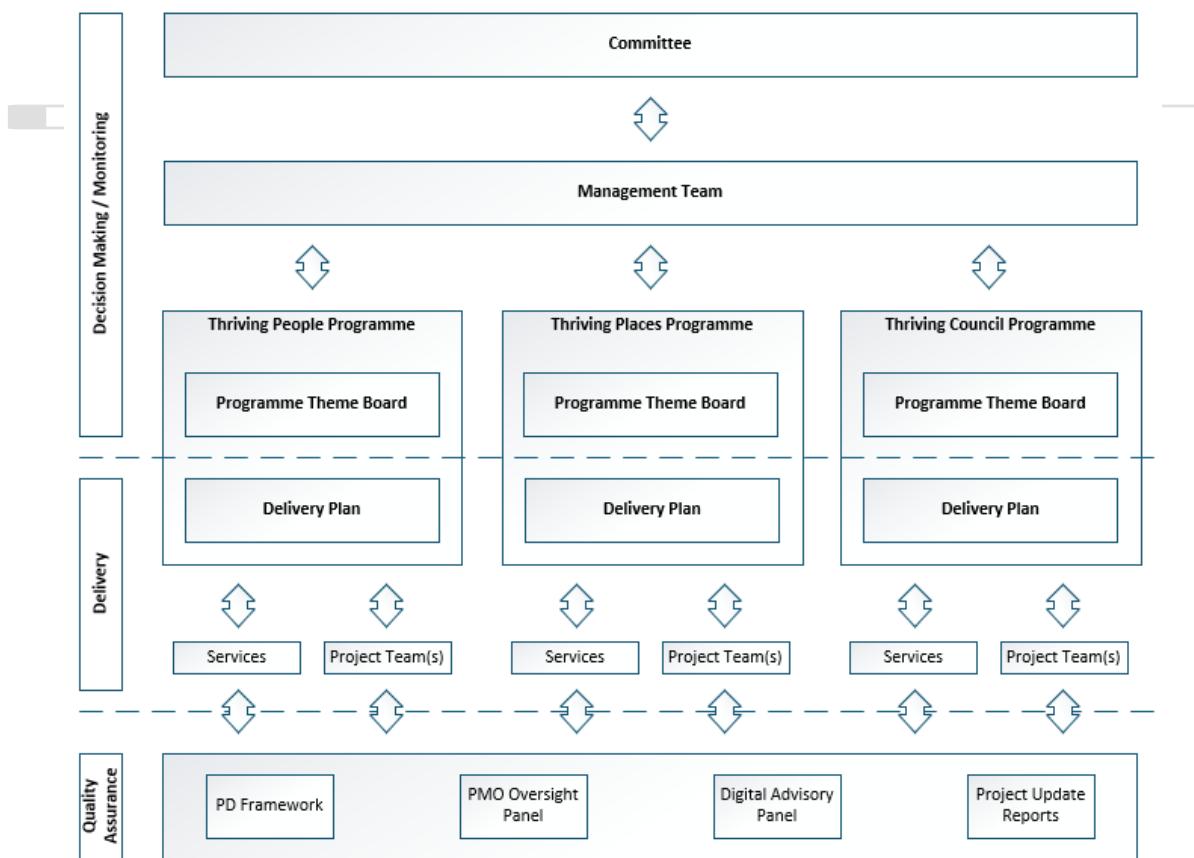
## Quorum

For the Programme Board to be quorate, at least 50% of members must be present including the Management Team Sponsor (or Lead Officer) and one Member Sponsor. Meetings that are not quorate will not proceed.

## Change Control

- Thriving People theme related KPIs must be approved by the board. This includes the identification of emerging measures or the reconfiguration of current measures.
- The ToR is to be reviewed annually or upon major programme change. Any changes are to be reported to Management Team.

## Organisation



## Programme Membership

Role	Officer	Responsibility
Management Team Sponsor *Chair*	N Roberts (Director - Change Management, ICT & Regulatory Services)	<ul style="list-style-type: none"> <li>◦ Owns the vision for the theme.</li> <li>◦ Provides leadership / champions the programme.</li> <li>◦ Sponsors associated projects.</li> </ul>
Lead Officer *Vice chair*	tbc	<ul style="list-style-type: none"> <li>◦ Manage day-to-day delivery of the programme.</li> </ul>
Lead Member Sponsor	tbc	<ul style="list-style-type: none"> <li>◦ Provide political leadership, direction and ensure alignment with WLDC priorities.</li> </ul>
Deputy Member Sponsor	tbc	<ul style="list-style-type: none"> <li>◦ Offer strategic challenge, scrutiny and feedback.</li> </ul>
PMO Lead	D Mellors (Change, Programme & Performance Manager)	<ul style="list-style-type: none"> <li>◦ Provides highlight reports, risk / issue updates.</li> <li>◦ Ensures consistency with WLDC PMO and Performance Management frameworks.</li> </ul>
Performance Lead	Cl Bailey (Senior Transformation & Performance Officer)	<ul style="list-style-type: none"> <li>◦ Provide updates on KPIs through P&amp;D reports.</li> <li>◦ Assist in the identification / monitoring of project benefits.</li> </ul>
Finance Lead	S Scully (Finance Business Support Team Leader)	<ul style="list-style-type: none"> <li>◦ Provide updates on finances for projects in delivery.</li> </ul>
Comms Lead	J Heath (Communications & Engagement Manager)	<ul style="list-style-type: none"> <li>◦ Develops / monitors communications and engagement.</li> </ul>
Risk & Equalities Lead	K Allen (Corporate Governance Officer)	<ul style="list-style-type: none"> <li>◦ Maintain oversight of theme related strategic risks.</li> <li>◦ Ensure risks are accurately recorded, monitored / escalated in line with WLDCs Risk Management Strategy.</li> </ul>
Strategy & Policy Lead	E King (Policy & Strategy Officer)	<ul style="list-style-type: none"> <li>◦ Oversee / review policies &amp; strategies that impact programme delivery, ensuring compliance with WLDC priorities.</li> </ul>
Subject Matter Experts	A Gray (Housing & Environmental Enforcement Manager)	<ul style="list-style-type: none"> <li>◦ Offer expert advice to inform the theme delivery plan.</li> <li>◦ Identify emerging risks, issues or opportunities relating to their area.</li> <li>◦ Support the delivery of theme relating projects and performance improvement activity.</li> </ul>
	S Elvin (Homes & Health Team Manager)	
	C Markham (Commercial Development Manager)	
	G White (Enterprising Communities Manager)	
	M Snee (Corporate Projects Officer)	
	A Bouttell (Senior Project & Growth Officer)	
	Ca Bailey (Projects Officer)	
	N Masterton (Projects Officer)	
Change & Governance	Ellie Carter (Transformation Officer)	<ul style="list-style-type: none"> <li>◦ Provide updates in the absence of board members.</li> <li>◦ Prepares agendas / packs and updates in channel.</li> <li>◦ Manage the programme action list.</li> <li>◦ Develop / deliver Change Management Plans for theme related works.</li> </ul>

Substitutes must be made in the event of board members not being able to attend.

## Appendix A: Definitions

- **Performance Management.** The systematic process of setting goals, monitoring progress, evaluating outcomes, and improving the efficiency and effectiveness of council services. A robust performance management framework is crucial to organisational success as it provides a structured approach for strategic and employee goals to be aligned.
- **Progress & Delivery Framework.** The council's performance management framework is named Progress and Delivery which is commonly referred to as P&D. This framework consists of statistics and measures enabling the council to manage performance it its statutory requirements, service delivery against customer needs and wants, service specific requirements and corporate plan identified priorities.
- **Statistic.** A measure whose performance is outside of out control for example the number of applications for a service that we receive within a period. For these we don't assign a target. *Example – number of applications received.*
- **KPI.** A measure that is within the control of the council. We assign a target to our KPIs and show performance against **red**, **amber**, or **green** (commonly known as RAG rating). A **red** rating is where performance is below expected targets, **amber** is where performance is aligned to the target and **green** is shown if the measure is performing better than target. *Example – time taken to process received applications.*
- **Project Management Office (PMO).** WLDCs centralised function that governs, standardises, and supports project delivery. It ensures alignment with strategic goals and drives continuous improvement through a hybrid model of hands-on and consultative support. *Example - Oversight of all council projects, ensuring consistent methodology and strategic alignment.*
- **Programme.** A coordinated set of related projects and activities managed together to deliver strategic benefits that individual projects alone could not achieve. Programmes are long-term, benefit-focused, and adaptable. *Example - Digital Transformation Programme including CRM implementation and legacy system removal.*
- **Project.** A temporary initiative with a defined scope, budget, and timeline, undertaken to deliver a product, new service, or improved result for stakeholders. *Example - Implementation of a new IT system.*
- **Business as Usual.** Ongoing operational work, aligned to approved business/service plans, that sustain or improve daily council functions and service delivery. BAU is repetitive tasks or

processes, continuous, and focused on maintaining services rather than delivering significant change. *Example - Monthly payroll processing.*

- **Project Update Reports.** A structured summary that provides a snapshot of a project's current status, including progress against milestones, RAG-rated performance, key risks or issues, and any submitted or approved change requests. It supports oversight, accountability, and timely decision-making. *Example – Monthly update for the new IT system implementation Project highlighting timeline slippage and a pending scope change request.*
- **Risk.** An uncertain event (or set of events) which, should it occur, will influence the achievement of project objectives. The risk may not be detrimental as a risk can be either a threat or an opportunity
- **Issue.** A known event, condition, or deviation from plan that has already occurred or is actively unfolding, and which may adversely affect the delivery, performance, or strategic alignment of the project
- **PMO Oversight Panel.** A cross-programme assurance forum that reviews project progress, tracks benefits, and escalates issues to Programme Sponsors and Programme Theme Boards. It promotes consistency, captures lessons learnt, and supports continuous improvement of the PMO.
- **Project Advisory Panel.** A forum for subject matter experts to discuss and feed into projects. The core functions of the panel are to ensure that project scoping is aligned with the council frameworks and procedures. The panel will allow for expertise to be applied to project scoping ensuring that Business Cases are robust prior to approval. The panel will be responsible for the informal approval of project Business Cases before they are formally approved.



# Thriving Places Strategic Delivery Panel

## Terms of Reference

<b>Management Team Lead</b>	
<b>Month Approved</b>	
<b>Month of Next Review</b>	

### Ambition

Enabling sustainable and inclusive economic growth in our towns and rural communities, preserving our heritage, delivering homes that meet local needs, and ensuring our places and spaces are clean, green and safe.

### Purpose

The Theme Board provides strategic direction, oversight, and governance to deliver the Corporate Plan's Thriving Places theme. It ensures alignment with organisational priorities, delivery of measurable benefits, effective risk and performance. The Programme Theme Board aims to successfully deliver of the following strategic priorities.

1. Enabling inclusive local growth and regeneration.
2. Delivering homes that meet local need.
3. Clean, green and safe communities.

### Programme Scope – The Delivery Plan

Activity assigned to the Programme Theme Board will be aligned to a supporting Delivery Plan which will guide work initiatives. The Delivery Plan will be linked to the associated aims and outcomes of the themes and consist of the following elements.

### Project Management

- Ensure the programme, and supporting projects, remain aligned within the theme.
- Monitor project progress commissioning remedial action as and when required.
- Remove blockers, manage risks and resolve escalated issues

- Track and validate delivery of project benefits in line with approved Business Cases.
- Ensure compliance with WLDC PMO governance frameworks.

### **Performance Management**

- Recommend theme-related Progress & Delivery KPIs
- Oversee KPI performance.
- Identify / monitor Performance Improvement Plans for measures underperforming for two consecutive periods
- Escalation of underperforming KPI performance to Management Team
- Have oversight of theme-related operational measures

### **Strategic Risk Management**

- Maintain / review the Corporate Strategic Risk Register for the relevant, ensuring risks are defined, managed and closed in alignment with the council's Risk Management Strategy.
- Escalate critical risks are escalated to Management Team with visibility on the Forward Plan.
- Ensure risk ownership are assigned and mitigation actions are monitored.
- Approval of risk control and mitigating actions prior sign-off at Management Team and Governance and Audit committee.

### **Strategies / Policies**

- Identify and review policies that directly impact programme delivery, performance or risk.
- Ensure programme activities comply with relevant council policies.
- Oversee the periodic review of associated strategies.

### **Meeting Structure**

- Boards will meet quarterly, chaired by the designated Management Team Sponsor with technical and administrative support from an assigned Transformation Officer.
- In the absence of the Management Team Sponsor, the board will be chaired by the Lead Officer.
- Meetings will be held during office hours.
- Board packs will be distributed one week in advance of each meeting, with summary minutes and updated Board action log etc are to be issued within five working days.
- Meeting minutes will be generated using Copilot, then checked and verified to ensure consistency, accuracy and efficiency.

- A dedicated MS Teams channel will serve as the programme's central workspace, providing a single point of access for board packs, meeting minutes, action log and monthly project updates.

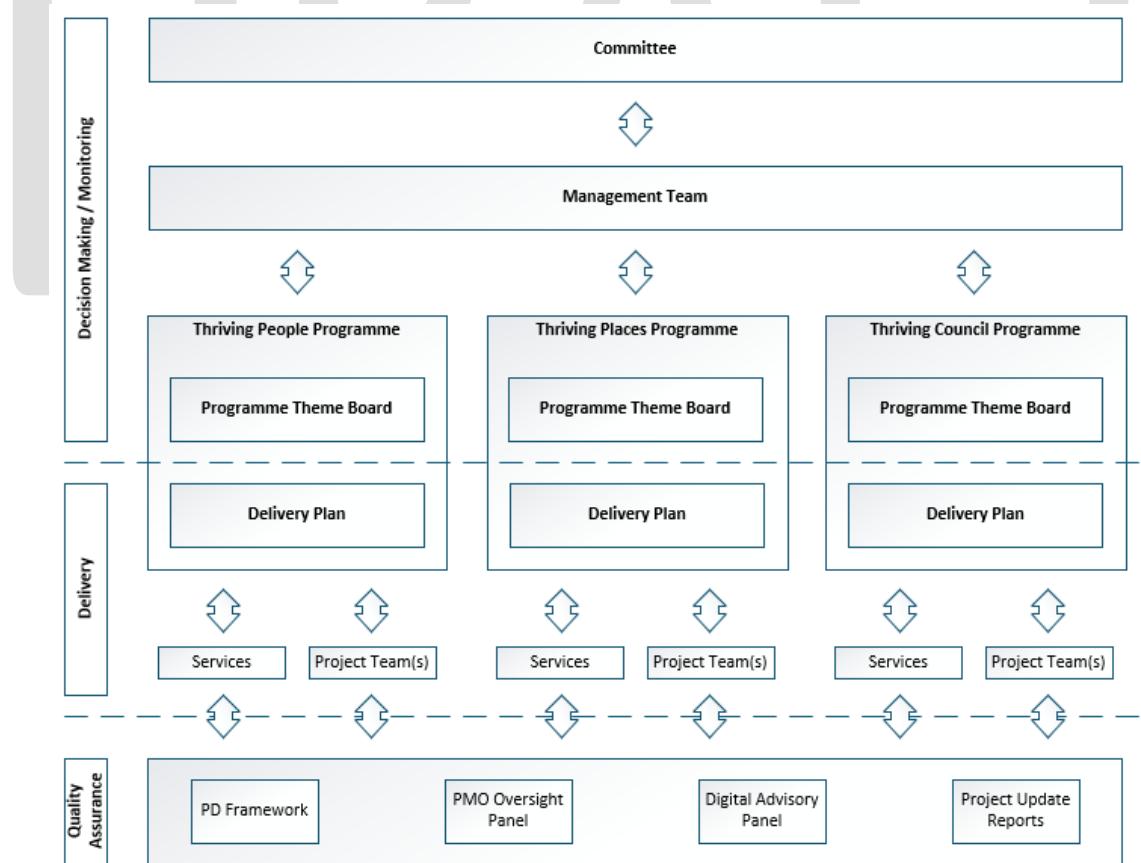
## Quorum

For the Programme Board to be quorate, at least 50% of members must be present including the Management Team Sponsor (or Lead Officer) and one Member Sponsor. Meetings that are not quorate will not proceed.

## Change Control

- Thriving Places theme related KPIs must be approved by the board. This includes the identification of emerging measures or the reconfiguration of current measures.
- The ToR is to be reviewed annually or upon major programme change. Any changes are to be reported to Management Team.

## Organisation



## Programme Membership

Role	Officer	Responsibility
Management Team Sponsor *Chair*	S Grindrod-Smith (Director - Planning, Regeneration & Communities)	<ul style="list-style-type: none"> <li>◦ Owns the vision for the theme.</li> <li>◦ Provides leadership / champions the programme.</li> <li>◦ Sponsors associated projects.</li> </ul>
Lead Officer *Vice chair*	Tbc	<ul style="list-style-type: none"> <li>◦ Manage day-to-day delivery of the programme.</li> </ul>
Lead Member Sponsor	Tbc	<ul style="list-style-type: none"> <li>◦ Provide political leadership, direction and ensure alignment with WLDC priorities.</li> </ul>
Deputy Member Sponsor	Tbc	<ul style="list-style-type: none"> <li>◦ Offer strategic challenge, scrutiny and feedback.</li> </ul>
PMO Lead	D Mellors (Change, Programme & Performance Manager)	<ul style="list-style-type: none"> <li>◦ Provides highlight reports, risk / issue updates.</li> <li>◦ Ensures consistency with WLDC PMO and Performance Management frameworks.</li> </ul>
Performance Lead	Cl Bailey (Senior Transformation & Performance Officer)	<ul style="list-style-type: none"> <li>◦ Provide updates on KPIs through P&amp;D reports.</li> <li>◦ Assist in the identification / monitoring of project benefits.</li> </ul>
Finance Lead	C Capon (Corporate Finance Team Leader)	<ul style="list-style-type: none"> <li>◦ Provide updates on finances for projects in delivery.</li> </ul>
Comms Lead	J Heath (Communications & Engagement Officer)	<ul style="list-style-type: none"> <li>◦ Develops / monitors communications and engagement.</li> </ul>
Risk & Equalities Lead	K Allen (Corporate Governance Officer)	<ul style="list-style-type: none"> <li>◦ Maintain oversight of theme related strategic risks.</li> <li>◦ Ensure risks are accurately recorded, monitored / escalated in line with WLDCs Risk Management Strategy.</li> </ul>
Strategy & Policy Lead	R Hughes (Head of Policy & Strategy)	<ul style="list-style-type: none"> <li>◦ Oversee / review policies &amp; strategies that impact programme delivery, ensuring compliance with WLDC priorities.</li> </ul>
Subject Matter Experts	R Clarkson (Development Management Team Manager)	<ul style="list-style-type: none"> <li>◦ Offer expert advice to inform the theme delivery plan.</li> <li>◦ Identify emerging risks, issues or opportunities relating to their area.</li> <li>◦ Support the delivery of theme relating projects and performance improvement activity.</li> </ul>
	G White (Enterprise Communities Manager)	
	C Markham (Commercial Development Manager)	
	J Makinson-Sanders (Economic Growth Team Manager)	
	S Elvin (Homes & Health Team Manager)	
	G Reevell (Team Manager Property & Assets)	
	M Snee (Corporate Projects Officer)	
	N Masterton (Projects Officer)	
	Ca Bailey (Projects Officer)	
Change & Governance	Tasha Mitcheson (Transformation Officer)	<ul style="list-style-type: none"> <li>◦ Provide updates in the absence of board members.</li> <li>◦ Prepares agendas / packs and updates in channel.</li> <li>◦ Manage the programme action list.</li> </ul>

Role	Officer	Responsibility
		<ul style="list-style-type: none"> <li>◦ Develop / deliver Change Management Plans for theme related works.</li> </ul>

Substitutes must be made in the event of board members not being able to attend.

## Appendix A: Definitions

- **Performance Management.** The systematic process of setting goals, monitoring progress, evaluating outcomes, and improving the efficiency and effectiveness of council services. A robust performance management framework is crucial to organisational success as it provides a structured approach for strategic and employee goals to be aligned.
- **Progress & Delivery Framework.** The council's performance management framework is named Progress and Delivery which is commonly referred to as P&D. This framework consists of statistics and measures enabling the council to manage performance it its statutory requirements, service delivery against customer needs and wants, service specific requirements and corporate plan identified priorities.
- **Statistic.** A measure whose performance is outside of out control for example the number of applications for a service that we receive within a period. For these we don't assign a target. *Example – number of applications received.*
- **KPI.** A measure that is within the control of the council. We assign a target to our KPIs and show performance against **red**, **amber**, or **green** (commonly known as RAG rating). A **red** rating is where performance is below expected targets, **amber** is where performance is aligned to the target and **green** is shown if the measure is performing better than target. *Example – time taken to process received applications.*
- **Project Management Office (PMO).** WLDCs centralised function that governs, standardises, and supports project delivery. It ensures alignment with strategic goals and drives continuous improvement through a hybrid model of hands-on and consultative support. *Example - Oversight of all council projects, ensuring consistent methodology and strategic alignment.*
- **Programme.** A coordinated set of related projects and activities managed together to deliver strategic benefits that individual projects alone could not achieve. Programmes are long-term, benefit-focused, and adaptable. *Example - Digital Transformation Programme including CRM implementation and legacy system removal.*
- **Project.** A temporary initiative with a defined scope, budget, and timeline, undertaken to deliver a product, new service, or improved result for stakeholders. *Example - Implementation of a new IT system.*

- **Business as Usual.** Ongoing operational work, aligned to approved business/service plans, that sustain or improve daily council functions and service delivery. BAU is repetitive tasks or processes, continuous, and focused on maintaining services rather than delivering significant change. *Example - Monthly payroll processing.*
- **Project Update Reports.** A structured summary that provides a snapshot of a project's current status, including progress against milestones, RAG-rated performance, key risks or issues, and any submitted or approved change requests. It supports oversight, accountability, and timely decision-making. *Example – Monthly update for the new IT system implementation Project highlighting timeline slippage and a pending scope change request.*
- **Risk.** An uncertain event (or set of events) which, should it occur, will influence the achievement of project objectives. The risk may not be detrimental as a risk can be either a threat or an opportunity
- **Issue.** A known event, condition, or deviation from plan that has already occurred or is actively unfolding, and which may adversely affect the delivery, performance, or strategic alignment of the project
- **PMO Oversight Panel.** A cross-programme assurance forum that reviews project progress, tracks benefits, and escalates issues to Programme Sponsors and Programme Theme Boards. It promotes consistency, captures lessons learnt, and supports continuous improvement of the PMO.
- **Project Advisory Panel.** A forum for subject matter experts to discuss and feed into projects. The core functions of the panel are to ensure that project scoping is aligned with the council frameworks and procedures. The panel will allow for expertise to be applied to project scoping ensuring that Business Cases are robust prior to approval. The panel will be responsible for the informal approval of project Business Cases before they are formally approved.



# Thriving Council Strategic Delivery Panel

## Terms of Reference

<b>Management Team Lead</b>	
<b>Month Approved</b>	
<b>Month of Next Review</b>	

### Ambition

Delivering high-quality services through trusted governance, financial resilience, and continuous improvement to ensure positive outcomes for residents now and in the future.

### Purpose

The Theme Board provides strategic direction, oversight, and governance to deliver the Corporate Plan's Thriving Council theme. It ensures alignment with organisational priorities, delivery of measurable benefits, effective risk and performance. The Programme Theme Board aims to successfully deliver of the following strategic priorities.

1. To deliver good quality services for residents and businesses.
2. To be a well-managed Council.
3. To be a forward-looking Council.

### Programme Scope – The Delivery Plan

Activity assigned to the Programme Theme Board will be aligned to a supporting Delivery Plan which will guide work initiatives. The Delivery Plan will be linked to the associated aims and outcomes of the themes and consist of the following elements.

#### Project Management

- Ensure the programme, and supporting projects, remain aligned within the theme.
- Monitor project progress commissioning remedial action as and when required.
- Remove blockers, manage risks and resolve escalated issues
- Track and validate delivery of project benefits in line with approved Business Cases.

- Ensure compliance with WLDC PMO governance frameworks.

### **Performance Management**

- Recommend theme-related Progress & Delivery KPIs
- Oversee KPI performance.
- Identify / monitor Performance Improvement Plans for measures underperforming for two consecutive periods
- Escalation of underperforming KPI performance to Management Team
- Have oversight of theme-related operational measures

### **Strategic Risk Management**

- Maintain / review the Corporate Strategic Risk Register for the relevant, ensuring risks are defined, managed and closed in alignment with the council's Risk Management Strategy.
- Escalate critical risks are escalated to Management Team with visibility on the Forward Plan.
- Ensure risk ownership are assigned and mitigation actions are monitored.
- Approval of risk control and mitigating actions prior sign-off at Management Team and Governance and Audit committee.

### **Strategies / Policies**

- Identify and review policies that directly impact programme delivery, performance or risk.
- Ensure programme activities comply with relevant council policies.
- Oversee the periodic review of associated strategies.

### **Meeting Structure**

- Boards will meet quarterly, chaired by the designated Management Team Sponsor with technical and administrative support from an assigned Transformation Officer.
- In the absence of the Management Team Sponsor, the board will be chaired by the Lead Officer.
- Meetings will be held during office hours.
- Board packs will be distributed one week in advance of each meeting, with summary minutes and updated Board action log etc are to be issued within five working days.
- Meeting minutes will be generated using Copilot, then checked and verified to ensure consistency, accuracy and efficiency.
- A dedicated MS Teams channel will serve as the programme's central workspace, providing a single point of access for board packs, meeting minutes, action log and monthly project updates.

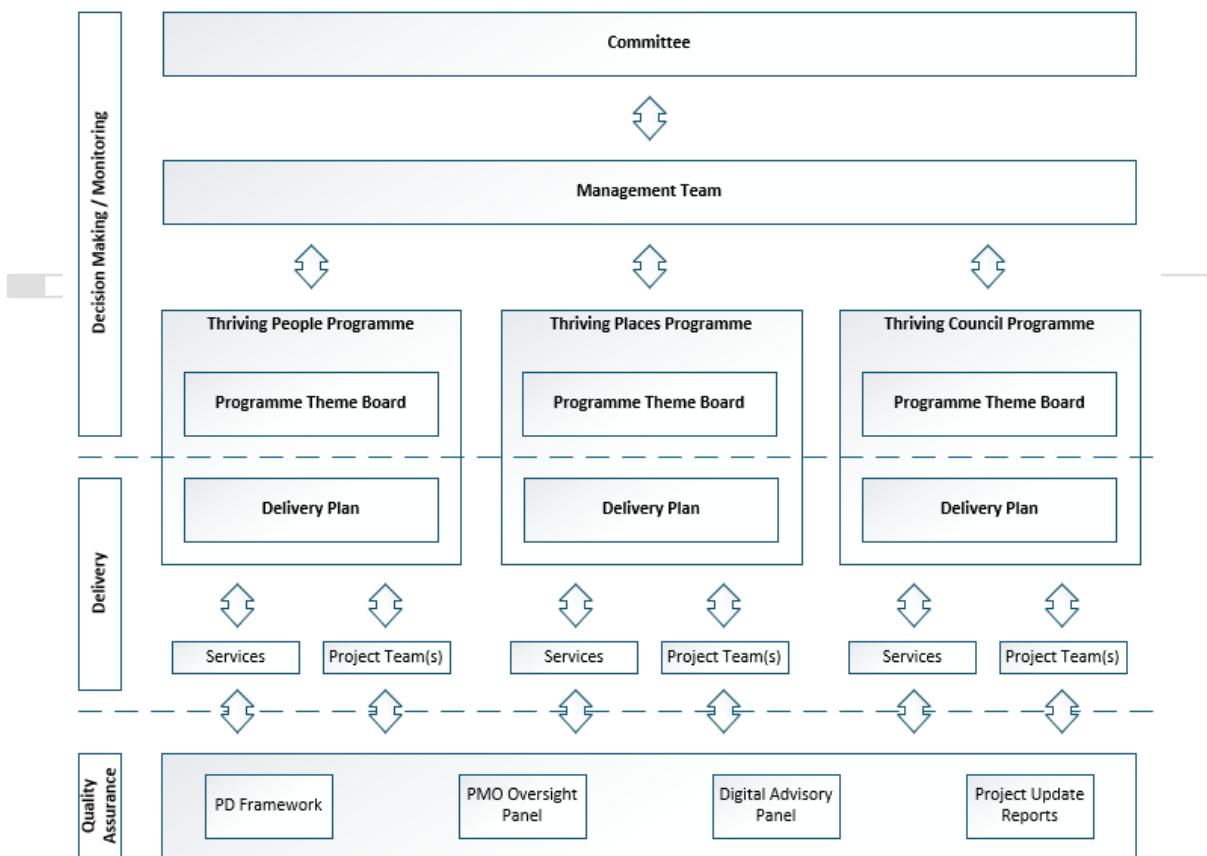
## Quorum

For the Programme Board to be quorate, at least 50% of members must be present including the Management Team Sponsor (or Lead Officer) and one Member Sponsor. Meetings that are not quorate will not proceed.

## Change Control

- Thriving Council theme related KPIs must be approved by the board. This includes the identification of emerging measures or the reconfiguration of current measures.
- The ToR is to be reviewed annually or upon major programme change. Any changes are to be reported to Management Team.

## Organisation



## Programme Membership

Role	Officer	Responsibility
Management Team	P Davey (Director of Finance and Assets)	◦ Owns the vision for the theme.

Role	Officer	Responsibility
Sponsor *Chair*		<ul style="list-style-type: none"> <li>Provides leadership / champions the programme.</li> <li>Sponsors associated projects.</li> </ul>
Lead Officer *Vice chair*	Tbc	<ul style="list-style-type: none"> <li>Manage day-to-day delivery of the programme.</li> </ul>
Lead Member Sponsor	Tbc	<ul style="list-style-type: none"> <li>Provide political leadership, direction and ensure alignment with WLDC priorities.</li> </ul>
Deputy Member Sponsor	Tbc	<ul style="list-style-type: none"> <li>Offer strategic challenge, scrutiny and feedback.</li> </ul>
PMO Lead	D Mellors (Change, Programme & Performance Manager)	<ul style="list-style-type: none"> <li>Provides highlight reports, risk / issue updates.</li> <li>Ensures consistency with WLDC PMO and Performance Management frameworks.</li> </ul>
Performance Lead	CI Bailey (Senior Transformation & Performance Officer)	<ul style="list-style-type: none"> <li>Provide updates on KPIs through P&amp;D reports.</li> <li>Assist in the identification / monitoring of project benefits.</li> </ul>
Finance Lead	S Leversedge	<ul style="list-style-type: none"> <li>Provide updates on finances for projects in delivery.</li> </ul>
Comms Lead	J Heath (Communications & Engagement Officer)	<ul style="list-style-type: none"> <li>Develops / monitors communications and engagement.</li> </ul>
Risk & Equalities Lead	K Allen (Corporate Governance Officer)	<ul style="list-style-type: none"> <li>Maintain oversight of theme related strategic risks.</li> <li>Ensure risks are accurately recorded, monitored / escalated in line with WLDCs Risk Management Strategy.</li> </ul>
Strategy & Policy Lead	R Hughes (Head of Policy & Strategy) E King (Policy & Strategy Officer)	<ul style="list-style-type: none"> <li>Oversee / review policies &amp; strategies that impact programme delivery, ensuring compliance with WLDC priorities.</li> </ul>
Subject Matter Experts	L Langdon (Assistant Director – People and Democratic Services) C Dean (Head of Digital, Data & Technology) K Storr (Democratic & Elections Team Manager) L Marlow (Customer Strategy & Services Lead) L Thomsett (People Services Manager) M Snee (Corporate Projects Officer) N Masterton (Projects Officer) Ca Bailey (Projects Officer)	<ul style="list-style-type: none"> <li>Offer expert advice to inform the theme delivery plan.</li> <li>Identify emerging risks, issues or opportunities relating to their area.</li> <li>Support the delivery of theme relating projects and performance improvement activity.</li> </ul>
Change & Governance	A Beastall (Transformation Officer)	<ul style="list-style-type: none"> <li>Provide updates in the absence of board members.</li> <li>Prepares agendas / packs and updates in channel.</li> <li>Manage the programme action list.</li> <li>Develop / deliver Change Management Plans for theme related works.</li> </ul>

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Overview and Scrutiny Committee

Thursday, 29 January 2026

**Subject: Scrutiny of Progress and Delivery Quarter 2 2025/26**

Report by: Director, Change Management and Regulatory Services

Contact Officer: Claire Bailey  
Senior Transformation and Performance Officer

[Claire.bailey@west-lindsey.gov.uk](mailto:Claire.bailey@west-lindsey.gov.uk)

Purpose / Summary: To consider the responses arising from the Council's policy committees with regards to quarter two of the Progress and Delivery reporting.

### **RECOMMENDATION(S):**

That the Committee examine the responses given to the report by the Prosperous Communities and the Corporate Policy and Resources Committees and assure themselves that the appropriate level of challenge is being made by those committees to the information contained in the report.

## **1      Introduction**

- 1.1 Members of the Overview and Scrutiny Committee are required to scrutinise the challenge of the two policy committees to the content of the council's Progress and Delivery reports.
- 1.2 To assist this scrutiny, a summary of the relevant minutes are provided to the Committee, as well as the full Progress and Delivery report.
- 1.3 The full minute of the Prosperous Communities Committee, where the report was presented on 2 December 2025, is attached at Appendix 1.
- 1.4 The full minute of the Corporate Policy and Resources Committee, where the report was presented on 11 December 2025, is at Appendix 2.
- 1.5 The full Progress and Delivery report for quarter two of financial year 2024/25 is attached at Appendix 3 for information only.
- 1.6 Members are asked to examine the responses given to the report by these two policy committees and assure themselves that the appropriate level of challenge is being made to the information contained in the report.

## **2      Recommendation**

- 3.1 The Committee are asked to examine the responses given to the report by the Prosperous Communities and the Corporate Policy and Resources Committees and assure themselves that the appropriate level of challenge is being made by those committees to the information contained in the report.

## **Appendix 1**

### **Excerpt of Minutes Prosperous Communities Committee 2 December 2025**

The Committee heard from the Senior Transformation and Performance Officer regarding the Progress and Delivery Quarter Two report for 2025/26, including the Performance Improvement Plan. It was highlighted that 81% of all KPIs were exceeding target, 6% were within tolerance, and 17% were below target. This figure equated to six measures, five of which were covered by the Performance Improvement Plan (PIP). The Officer provided further context to those measures included in the plan, and summarised actions being taken to improve performance.

It was noted that there were two new measures contained within the PIP, those being the number of services at Lea Fields Crematorium, and the average weekly number of Tuesday and Saturday market traders. It was explained that awareness campaigns were being rolled out for the crematorium, and in relation to the market traders, work was ongoing and a new Market Officer was now in post.

Members discussed in detail the ongoing concerns regarding the Gainsborough markets, noting the extent of the town centre improvements and questioning the plans for seeing real improvements to the markets. Examples were provided of other areas in the district which were offering successful markets, such as Welton, with concerns raised that the regeneration of the area could falter if efforts were not put in to consistently build footfall and encourage shoppers into the town centre. The markets were seen as having the potential to be a key draw to the town, and Members expressed disappointment that numbers appeared to be falling rather than building.

Officers highlighted that the period covered within the report had been somewhat challenging, with town centre closures in place for building works, as well as staff changes. The cinema had now opened, there were new market hoardings in place and there had been several successful events held, however these fell outside of the reporting period. Members were advised that in real-time data, numbers were increasing, and growth was being seen.

Members acknowledged the ongoing nature of concerns regarding the markets, reiterating the implementation of improvement plans which had brought incremental growth. It was also suggested that those incremental improvements may not appear as a success from one reporting period to the next, however if compared with data from two or three years ago, the offer within the Market Place in Gainsborough was considered drastically improved. The constant challenges of changed shopping habits, for example using supermarkets or online shopping, were highlighted, with Members in agreement that the town centre needed to be seen as an attraction in itself, in order to bring visitors in as well as local residents.

Further discussion highlighted the transport difficulties across the district and beyond, with Members suggesting the Mayor of Greater Lincolnshire should be approached for improving the public transport offering into Gainsborough from surrounding areas. The success of previous focus on, for example, the antiques markets, was noted, with Members highlighting traders who had returned on that basis. The agreed aim from Members was for the markets to be an aspect of the tourist offering in Gainsborough, growing the markets alongside the cinema, the riverside walk, and suchlike.

The Chairman thanked all Members for their comments, and read aloud the recommendation contained within the report..

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

**RESOLVED** that the performance of the Council's services had been assessed through agreed performance measures, and areas where improvements should be made, having regard to the remedial measures set out in the report, had been indicated.

## **Appendix 2**

### **Excerpt of Minutes Corporate Policy & Resources Committee 11 December 2025**

The Committee gave consideration to the Progress and Delivery Quarter Two report for 2025/26, including the Performance Improvement Plan. The Senior Transformation and Performance Officer highlighted that 81% of all KPIs were exceeding target, 6% were within tolerance, and 17% were below target. This figure equated to six measures, five of which were covered by the Performance Improvement Plan. The Officer provided further context to those measures included in the plan, and summarised actions being taken to improve performance.

It was also explained that work was underway to review the Progress and Delivery measure sets for the 2026/27 performance framework. The recommendation was to align measures with the refreshed themes of the Corporate Plan and to transition from portfolio/service-based formats to strategic theme-based structures. The review would also consider introducing new indicators where gaps existed, and reassess targets for measures which consistently exceeded expectations. Those measures not directly aligned to the Corporate Plan themes were proposed to be used to monitor operational service delivery and would form a new operational report.

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

In response to a question regarding secondary sales at the Lea Fields Crematorium, it was explained these included memorial items such as plaques. The reason for the significant drop from previous years was not known, however Officers undertook to request that information from the team. It was also enquired as to why the number of services had reduced, and it was agreed for Officers to share benchmarking data with Members.

A Member of the Committee thanked Officers for the detail provided in the report, however questioned whether there was sufficient focus on improving outcomes, particularly for those areas which were included in the Performance Improvement Plan. He highlighted the connection between the two policy committees and enquired as to why there was no information provided as to what had been raised or noted when the report was presented to the Prosperous Communities Committee. He queried whether the Chairman of that committee could also be present at the meeting of the Corporate Policy and Resources Committee in order to present the outcome of their debate, with the aim of having a consensus across the two committees as to whether sufficient work was being undertaken to improve those areas where it was required.

Members of the Committee agreed with the need for both policy committees to address those performance concerns, and for the policy committees to take responsibility for, and drive forward, continuous improvement. Officers highlighted the inclusion of the Performance Improvement Plan had been as a result of debate and recommendations from the policy committees in the past, and also reiterated the work

in progress to review the Progress and Delivery measure sets for the 2026/27 performance framework.

There was significant debate regarding the role of the policy committees, and the Overview and Scrutiny Committee, in a fourth option council compared to an executive model of governance. Reference was made to a previous communication from Government which aimed to bring all councils into the executive model, however this was no longer a certain outcome. The Monitoring Officer explained the position to date, and offered to address any questions arising in due course.

With regard to the interaction between the two policy committees, and how to ensure performance improvement was driven forward, it was requested that the review of the process and the KPIs was returned to the Committee in a timely manner in order for the focus to be maintained. Officers were in agreement and highlighted the proposed measures and targets would be presented to the Corporate Policy and Resources Committee for approval in February 2026.

With the Chairman thanking all for their comments and involvement in the debate, and having been proposed, seconded, and voted upon, it was

**RESOLVED** that the performance of the Council's services had been assessed through agreed performance measures and areas where improvements should be made had been indicated, having regard to the remedial measures set out in the report.



# 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 or 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

[darren.mellors@west-lindsey.gov.uk](mailto:darren.mellors@west-lindsey.gov.uk)

**Claire Bailey**

Senior Transformation and Performance Officer

[clare.bailey@west-lindsey.gov.uk](mailto:clare.bailey@west-lindsey.gov.uk)

# 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

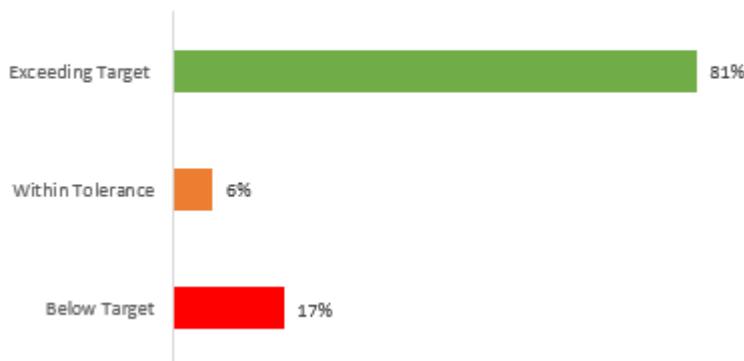


Table 1. identifies a total of 48 KPIs with associated targets, broken down by portfolio, these are measured quarterly and included within this report. Graph 1. shows the percentages based on the figures in table 1.

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 Council's 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>	•End of financial year 2025/2026
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	•Reduced number of stalls/traders - lack of town centre offering in terms of shops and change in habits.	•Potential loss of historic market in the town.	<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>	•Updated stall infrastructure and layout has been delivered, alongside opening of new cinema and leisure scheme.

Portfolio / Service	Measure	Reason	Impact	Actions – what can we do to improve?	When will we see an improvement?
				<p>and ongoing delivery of footfall driving events.</p> <ul style="list-style-type: none"> <li>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.</li> </ul>	
Operational and Commercial Services  Page 110	<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	-	-
Counts of fly-tipping by waste / incident size					
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>	<b>-</b>	<b>↓</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



## 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.

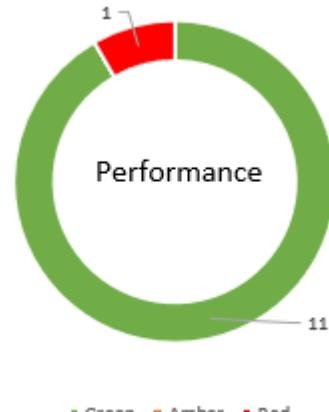
## Performance Exceptions

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%	Green
HME02 - % of homelessness approaches with positive outcomes	82%	75%	85%	Green
HME05 - % of households spending more than 56 nights in leased accommodation	19%	40%	7%	Green
DEV03 - % of major planning applications determined within 13 weeks or within agreed timescales	100%	90%	92%	Green
DEV04 - % of non-major planning applications determined within 8 weeks or within agreed timescales	99%	94%	100%	Green
DEV05 - % of major development applications, allowed on appeal	0%	8%	8%	Green
DEV06 - % of non-major development applications, allowed on appeal	0%	8%	0%	Green
LLC03 - Average number of working days taken to process a search	1 day	10 days	1 day	Green
HHW01 - The average number of working days from DFG application to completion of works	117 days	120 days	110 days	Green

## 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	16%	0%	12%		↑
<b>**Included in PIP**</b>					

# 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

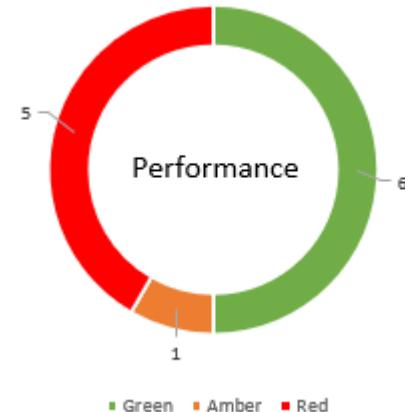
KPI	Q2 (2024/25)	Target	Q2 (2025/26)	Perf	DoT
LLC01 - Number of Local Land Charge searches received	741	N/A	796	-	-

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	Green
TAC02b - Live theatre audience figures as a percentage of capacity	71%	60%	80%	Green
TAC03 - Total number of engagement activities held	180	100	142	Green
TAC05 - Average spend per head on secondary sales	£3.36	£3.00	£4.01	Green
WAS02 - Amount of residual waste collected per household	42kg	45 kg	41kg	Green
WAS04 - % of missed black, blue, green and purple lidded bins collected within 5 working days	97%	95%	95%	Green

## 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 <b>**Included in PIP**</b>	21	37	22	Red
MKT03 - Average weekly number of market traders – Tuesday <b>**Included in PIP**</b>	9	20	10	Red

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 12<sup>th</sup> 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	<span style="color: red;">●</span>	→
MKT03 - Average weekly number of market traders – Tuesday <b>**Included in PIP**</b>	11	20	10	<span style="color: red;">●</span>	↓
MKT04 - Average weekly number of market traders – Saturday <b>**Included in PIP**</b>	N/A	10	6	<span style="color: red;">●</span>	-
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 Trinity 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%		↓



## Full Forward Plan for All Committees (as at 21 January 2026)

### Purpose:

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

### Recommendation:

1. That members note Members note the contents of this report.

Date	Title	Lead Officer	Purpose of the report	Date First Published
<b>CORPORATE POLICY &amp; RESOURCES</b>				
<b>12 FEBRUARY 2026</b>				
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.	18 July 2025
12 Feb 2026	2026/27 Progress & Delivery Measure Set	Claire Bailey, Senior Change, Projects and Performance Officer, Darren Mellors, Performance & Programme Manager	Recommendations for the 2025/26 Progress and Delivery measure set,	06 October 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	09 January 2026
12 Feb 2026	Pride in Place Funding	Sally Grindrod-Smith, Director Planning, Regeneration & Communities	Report to seek approval for initial expenditure required to establish the Pride in Place Programme	
12 Feb 2026	Corporate Policy and Resources Committee Draft Budget 2026/2027 and estimates to	Sue Leversedge, Financial Services	The report sets out the draft Revenue Budget 2026/2027 including that of this	09 January 2026

2030/2031	Manager (Deputy Section 151)	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 26/27-30/31, the budget 27/28, capital programme 27/28 to 31/32	<p>Peter Davy, Director of Finance and Assets (Section 151 Officer)</p> <p>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 future 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.</p>	09 January 2026

**16 APRIL 2026**

**COUNCIL**

**26 JANUARY 2026**

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	18 July 2025
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20 Oct 2025	Review of Licensing Act 2003 Policy	Andy Gray, Housing & Environmental Enforcement Manager	To seek approval for the statutory review of the Licensing Act 2003 policy	18 July 2025
26 Jan 2026	Mid Year Treasury Management Report 2025-26	Caroline Capon, Corporate Finance Team Leader	This report provides the Mid-Year update for Treasury Management Indicators in accordance with the Local Government Act 2003	09 January 2026
26 Jan 2026	Collection Fund - Council Tax Surplus 2025-26 & Council Tax Base 2026-27.	Sue Leversedge, Financial Services Manager (Deputy Section 151)	The report sets out the declaration of the estimated surplus on the Council's Collection Fund relating to Council Tax at the end of March 2026 and how it is shared amongst the constituent precepting bodies. It also sets out the Council tax base calculation for 2026/27. The tax base is a key component in calculating both the budget requirement and the council tax charge	09 January 2026
26 Jan 2026	Revised Member Officer Protocol	Lisa Langdon, Assistant Director People and Democratic (Monitoring Officer)	To present a new Member Officer Protocol in line with LGA guidance for adoption	09 January 2026
26 Jan 2026	Proposed Members Allowance Scheme for 2026/27	Lisa Langdon, Assistant Director People and Democratic (Monitoring Officer), Katie Storr, Democratic Services & Elections Team Manager	To present the recommendations from the Independent Remuneration Panel in respect of Members 'Allowances Scheme for 2026/27	09 January 2026
26 Jan 2026	Proposed Amendment to Council Procedure Rules - Recorded Vote Threshold	Lisa Langdon, Assistant Director People and Democratic (Monitoring Officer), Katie Storr, Democratic Services & Elections Team Manager	To seek to amend the threshold hold at which a recorded vote is held in councils and cttee meetings	09 January 2026

**2 MARCH 2026**

2 Mar 2026	Council response to LGR Statutory Consultation	Rachael Hughes, Head of Policy and Strategy	Council response to LGR Statutory Consultation	09 January 2026
2 Mar 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	10 November 2025
2 Mar 2026	Treasury Management Practices	Caroline Capon, Corporate Finance Team Leader	To report on Treasury Management Practices updated as at November 2025 in accordance with the Chartered Institute of Public Finance and Accountancy (CIPFA) Treasury Management in the Public Services (The Code) as revised in 2021	09 January 2026
2 Mar 2026	Medium Term Financial Plan 26/27-30/31, the budget 27/28, capital programme 27/28 to 31/32	Sue Leversedge, Financial Services Manager (Deputy Section 151)	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 future 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	09 January 2026

			Provision Policy.	
2 Mar 2026	Draft Treasury Management Strategy 2026/27 and Treasury Management Practices	Caroline Capon, Corporate Finance Team Leader	To seek approval for the Treasury Management Strategy, Prudential Indicators, Minimum Revenue Provision Policy and Capital Investment Strategy to facilitate effective financial management and planning. To seek approval of the Treasury Management Practices	09 January 2026
<b>13 APRIL 2026</b>				
<b>11 MAY 2026 - ANNUAL COUNCIL</b>				
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	09 January 2026
11 May 2026	Annual Review of the Constitution	Lisa Langdon, Assistant Director People and Democratic (Monitoring Officer), Katie Storr, Democratic Services & Elections Team Manager	to present the annual review of the constitution	09 January 2026
11 May 2026	Monitoring Officer Annual Report	Katie Storr, Democratic Services & Elections Team Manager	To present the MOs Annual Report	09 January 2026
<b>GOVERNANCE &amp; AUDIT</b>				
<b>10 MARCH 2026</b>				
10 Mar 2026	Partnership Report	Katy Allen, Corporate Governance Officer	Report to outline WLDCs Partnership Register	10 November 2025

10 Mar 2026	Internal Audit Plan 2026/27	Katy Allen, Corporate Governance Officer	Draft Internal Audit plan for 2026/27	09 January 2026
<b>21 APRIL 2026</b>				
21 Apr 2026	Strategic Risk Register	Katy Allen, Corporate Governance Officer	Year-end review of the Strategic Risk Register	18 July 2025
21 Apr 2026	Accounts Closedown 2025/26 Accounting Matters	Caroline Capon, Corporate Finance Team Leader	To review and approve the accounting policies, actuary assumptions and materiality levels that will be used for the preparation of the 2025/26 accounts	09 January 2026
21 Apr 2026	Internal Audit Follow Up Report April 2026	Katy Allen, Corporate Governance Officer	Report on actions due from audit reports. Progress on any actions which are due prior to 1st April 2026 since the previous report.	
<b>JOINT STAFF CONSULTATIVE COMMITTEE</b>				
<b>22 JANUARY 2026</b>				
<b>5 MARCH 2026</b>				
<b>OVERVIEW &amp; SCRUTINY</b>				
<b>29 JANUARY 2026</b>				
13 Jan 2026	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)	18 July 2025
29 Jan 2026	WLDC Corporate Plan 'Our West Lindsey, Our Future' 2026-2030	Rachael Hughes, Head of Policy and Strategy	This report presents, for review and comment, the Council's draft Corporate Plan and associated Thematic Business Plans covering the period 2026-2030.	

**24 FEBRUARY 2026**

24 Feb 2026	Good Homes Alliance	Sarah Elvin, Homes, Health & Wellbeing Team Manager	Report detailing the work undertaken by the Good Homes Alliance since its start in July 2024	09 January 2026
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**14 APRIL 2026****PROSPEROUS COMMUNITIES****27 JANUARY 2026**

27 Jan 2026	Prosperous Communities Committee Draft Budget 2026/2027 and estimates to 2030/2031	Sue Leversedge, Financial Services Manager (Deputy Section 151)	The report sets out details of the Committee's draft revenue budget for the period of 2026/2027 and estimates to 2030/2031	18 July 2025
27 Jan 2026	West Lindsey Homelessness Approach 2026-2028	Sarah Elvin, Homes, Health & Wellbeing Team Manager	A paper which sets out West Lindsey Homelessness Approach for the financial years 2026/2027 and 2027/2028	09 January 2026
27 Jan 2026	Pride in Place	Sally Grindrod-Smith, Director Planning, Regeneration & Communities	Update following publication of prospects and initiate governance arrangements	09 January 2026

**17 MARCH 2026**

17 Mar 2026	Voluntary & Community Sector Funding 2026/27	Grant White, Communities Manager	To present recommendations and approve future core funding awards.	10 November 2025
17 Mar 2026	Sport & Physical Activity Strategy	Grant White, Communities Manager	To present the draft Sport & Physical Activity Strategy for approval.	10 November 2025

**28 APRIL 2026**

28 Apr 2026	Car Parking Strategy 2026-2031	Luke Matthews, Senior Building and Projects Officer	To present the draft Parking Strategy and Action Plan for approval.	10 November 2025
28 Apr 2026	Renters Rights Act - Policy Update	Andy Gray, Housing &	To seek approval from Councillors on	09 January

	Environmental Enforcement Manager	the policy updates as a result of the Renters Rights Act coming into force in May 2026.	2026
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<b>REGULATORY</b>			
<b>12 MARCH 2026</b>			
12 Mar 2026	Review of Pavement Licensing Sub Delegation	Andy Gray, Housing & Environmental Enforcement Manager	To review the sub delegation of pavement licensing powers to Lincolnshire County Council. Sub delegated in June 2024 until September 2026 previously.
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# Agenda Item 7b

## **Overview and Scrutiny Work Plan**

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NB: Please note this is an indicative work plan, pending confirmation of attending presenters.

### **Dates of Meetings:**

24 February 2026

TBC Presentation Item: Acting Chief Superintendent Phil Baker – Police Funding Letter

**Closed Session: Everyone Active Prep**

14 April 2026

Presentation Item: Everyone Active

Draft Annual Overview & Scrutiny Report and Review of Operating Methodology

### **Pending Items**

- Portfolio Overview – per Director