

**Guildhall Gainsborough
Lincolnshire DN21 2NA
Tel: 01427 676676 Fax: 01427 675170**

AGENDA

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

**Overview and Scrutiny Committee
Tuesday, 8th September, 2026 at 6.30 pm
Council Chamber - The Guildhall**

Members: Councillor Jeanette McGhee (Chairman)
Councillor Roger Patterson (Vice-Chairman)
Councillor David Dobbie
Councillor Jacob Flear
Councillor Lynda Mullally
Councillor Maureen Palmer
Councillor Roger Pilgrim
Councillor Mrs Lesley Rollings
Councillor Mrs Mandy Snee

1. Apologies for Absence

2. Minutes of the previous meeting (PAGES 3 - 6)

To confirm as a correct record the Minutes of the Meeting of the Overview and Scrutiny Committee held on Tuesday, 30 June 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 7)

Matters arising schedule setting out current position of previously agreed actions as at 28 August 2026

5. Public Reports

- i) Markets Performance Improvement Plan Progress Report (PAGES 8 - 16)
- ii) Overview of Local Government Reorganisation Transition (PAGES 17 - 29)
- iii) Scrutiny of Thematic Business Plans through the Policy Committees (PAGES 30 - 95)

6. General Work Items

- i) Forward Plan (PAGES 96 - 109)
- ii) Committee Workplan (PAGES 110 - 112)

7. Exclusion of Public and Press

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

8. Closed Session: Preparation Session for Lincolnshire Police (VERBAL REPORT)

Paul Burkinshaw
Head of Paid Service
The Guildhall
Gainsborough

Friday, 28 August 2026

WEST LINDSEY DISTRICT COUNCIL

MINUTES of the Meeting of the Overview and Scrutiny Committee held in the Council Chamber - The Guildhall on 30 June 2026 commencing at 6.30 pm.

Present: Councillor Jeanette McGhee (Chairman)
Councillor Roger Patterson (Vice-Chairman)
Councillor Jacob Flear
Councillor Maureen Palmer
Councillor Roger Pilgrim
Councillor Mrs Mandy Snee

In Attendance:
Lisa Langdon Assistant Chief Executive - Governance (Monitoring Officer)
Molly Spencer Democratic & Civic Officer

Apologies: Councillor Lynda Mullally

Visiting Members: Councillor Stephen Bunney

1 MINUTES OF THE PREVIOUS MEETING

RESOLVED that the minutes of the Overview & Scrutiny Committee meeting held on Tuesday, 14 April 2026 be confirmed and signed as a correct record.

2 MEMBERS' DECLARATIONS OF INTEREST

There were no declarations of interest made.

3 MATTERS ARISING SCHEDULE

There were no matters arising.

4 OVERVIEW & SCRUTINY COMMITTEE - OPERATING METHODOLOGY

The Committee considered a report presenting the Overview and Scrutiny Committee Operating Methodology for the 2026/27 civic year. It was noted that the methodology set out how the Committee would undertake its core functions, including performance management, and that the Constitution required the document to be reviewed annually. Following a review undertaken in April 2026, no substantive changes had been proposed other than minor housekeeping amendments to reflect revised policy committee arrangements.

During discussion, the Chairman referred to the section of the methodology relating to project work and expressed concern that the Committee was currently limited in the number

of topics it could initiate independently, outside of pre scrutiny referrals, performance management work, or referrals from other committees. Given the forthcoming Local Government Reorganisation, it was suggested that greater flexibility may be required to enable the Overview and Scrutiny Committee to undertake additional in-depth reviews where necessary.

The Chairman requested that the matter be added to the Matters Arising Schedule for Officers to examine the potential of increasing the Committee's ability to undertake additional project work in future. Members indicated their agreement.

The Chairman also noted that only six meetings of the Committee were scheduled during the civic year, compared with eight in the previous year, resulting in fewer opportunities for scrutiny activity. Members were supportive of the matter also being added to the Matters Arising Schedule for further consideration of the mechanisms which would be used to increase the number of meetings.

Reference was also made to broadband provision, which had been discussed at the previous evening's meeting of Council. Members were advised that it had been agreed the matter should be referred to the Overview and Scrutiny Committee. It was suggested that Officers liaise with the Chairman of Council to formalise the referral as a piece of project work for the Committee.

In discussing potential project work arrangements, Members highlighted the value of task and finish groups, providing previous examples including work relating to renewable energy and flooding. It was noted that such groups provided an effective means of undertaking detailed scrutiny and developing recommendations, provided that clear terms of reference, timescales and reporting arrangements were established to ensure work was completed within a defined period.

Having concluded discussion, the Committee indicated its support for the methodology as presented.

RESOLVED that the Overview and Scrutiny Committee Operating Methodology be approved for implementation throughout the 2026/27 civic year.

5 FORWARD PLAN

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

6 COMMITTEE WORKPLAN

The Committee considered the updated Work Plan for the 2026/27 civic year.

Members of the Committee were advised that Inspector Head's annual attendance had been

scheduled for the meeting on 20 October 2026 and that Futures 4 Me had confirmed attendance at the meeting on 23 February 2027. It was also noted that preparation sessions ahead of both visits had been included within the Work Plan. It was also noted that Scrutiny of Thematic Business Plan Progress Updates had been scheduled for September, November and February in line with the Council's reporting arrangements.

The Committee was advised that several potential scrutiny topics had been identified for consideration following suggestions from the Head of Paid Service. These included:

- an update on West Lindsey District Council's approach to Local Government Reorganisation;
- the food waste service rollout;
- attendance by the Chairman of the Pride in Place Neighbourhood Board;
- progress relating to the Asset Management and Community Asset Transfer Policy.

In discussing the proposed topics, Members expressed support for the inclusion of updates relating to Local Government Reorganisation and Pride in Place. Whilst recognising the importance of the food waste service, Members noted that the rollout had been successful and was already subject to consideration elsewhere. It was therefore suggested that further scrutiny may not be necessary at the present time.

A Member queried how the additional items would be accommodated within the existing meeting schedule. Officers advised that the proposals would need to be reviewed alongside reporting timescales and officer work programmes before being incorporated into the Work Plan.

In relation to the Asset Management and Community Asset Transfer Policy, the Chairman suggested that any scrutiny activity be scheduled later in the civic year to allow sufficient time for the policy to become established and its effectiveness to be assessed.

The Chairman also highlighted several items for inclusion within the Work Plan. These comprised scrutiny of the Warm Homes Grants and consideration of the Homelessness Action Plan, particularly in relation to the use and performance of temporary accommodation provision. Members indicated their support for these topics being added to the Work Plan. It was also noted that the previously received Good Homes Alliance paper had been presented to the Corporate Policy and Resources Committee where it had been suggested that a future review may also be referred to the Overview and Scrutiny Committee.

The Chairman noted that Everyone Active did not currently appear on the Work Plan and queried whether it should be included. During discussion, Members acknowledged that oversight of Everyone Active formed part of the remit of the Leisure, Culture, Events and Tourism Working Group. It was agreed that the matter should continue to be considered through that Working Group and that any issues requiring further examination could be

referred to the Overview and Scrutiny Committee for scrutiny if necessary.

The Committee noted that the Work Plan remained a live document and could be amended throughout the year as further matters arose, it was therefore

RESOLVED that:

a) the Work Plan be noted; and

b) the following topics be added to the Work Plan:

- West Lindsey District Council's approach to Local Government Reorganisation;
- Pride in Place Neighbourhood Board;
- Asset Management and Community Asset Transfer Policy;
- the Homelessness Prevention Strategy, including temporary accommodation provision.

The meeting concluded at 6.50 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	Consideration of amendments to Section 3 of the Overview & Scrutiny Operating Methodology relating to Committee initiated project work	Further consideration to be given to the mechanisms which would be used to increase the ability to undertake additional project work in future, as stipulated in the Overview & Scrutiny Operating Methodology (Section 3. Ongoing Project Work).	Email circulated 19 August 2026 advising Members of the mechanisms for reviewing the number of cttee-identified project work items (can be revisited at a future meeting).	(blank)	Molly Spencer
Black	Consideration of increasing the number of scheduled Committee meetings within the civic year	Further consideration to be given to the mechanisms which would be used to increase the number of meetings	Email circulated 19 August 2026 advising Members of the mechanisms for calling additional meetings (through Head of Paid Service).	(blank)	Molly Spencer



Overview and Scrutiny
Committee

Tuesday 8 September 2026

**Subject: Gainsborough Market Performance Improvement Plan –
Progress Report**

Report by:

Cara Thornhill
Head of Leisure and Cultural Services

Contact Officer:

Cara Thornhill
Head of Leisure and Cultural Services

Cara.Thornhill@west-lindsey.gov.uk

Executive Summary:

This report provides Members with an update on the progress of the Gainsborough Market Performance Improvement Plan and highlights positive performance improvements achieved during 2026.

The market continues to show encouraging growth, with significant increases in trader numbers and stall occupancy compared to the same period in 2025. A strong programme of events and community engagement activities has contributed to increased footfall, positive trader feedback, and improved perceptions of the Market Place.

Several initiatives are being introduced to further support weekly trading activity, including live music and family-friendly activities. A substantial programme of themed markets and events is planned for the remainder of the year to maintain momentum and encourage repeat visits.

The report demonstrates that actions taken through the Improvement Plan are delivering positive outcomes and contributing to the vitality of Gainsborough town centre.

RECOMMENDATION(S):

- (a) That Members note the progress made in implementing the Markets Performance Improvement Plan.
- (b) That Members acknowledge the positive growth in trader numbers, market occupancy and community engagement.
- (c) That Members support the continuation of the current programme of events and trader development initiatives.

1. Introduction

- 1.1 Gainsborough Market plays a significant role in supporting local businesses, attracting visitors to the town centre and contributing to the local economy.
- 1.2 The Markets Performance Improvement Plan was established to increase trader participation, improve customer experience, strengthen market sustainability and enhance the profile of the Market Place.
- 1.3 This report provides an update on progress made during 2026 and outlines planned activities for the remainder of the year.

2 Progress Against the Improvement Plan

- 2.1 **Trader Growth and Market Occupancy**
Performance data shows significant growth in trader interest and participation during 2026.
A total of **23 new traders** have applied to trade at Gainsborough Market during 2026.

2.2 Tuesday Market

The Tuesday market currently has:

- 23 traders
- Potential occupancy of 43 stalls/pitches.
- 13 registered traders.
- 10 casual traders.

For comparison, during the equivalent period in 2025:

- 13 traders

- Potential occupancy was 27 stalls/pitches.
- 10 registered traders.
- 3 casual traders.

This represents a substantial increase in both trader and stall numbers.

2.3 Saturday Market

The Saturday market currently has:

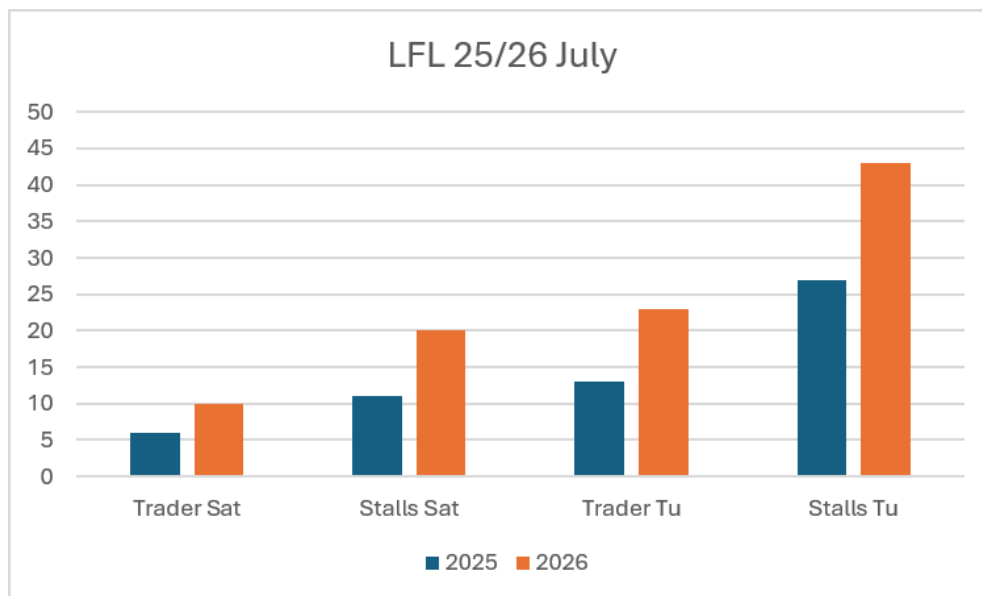
- 10 traders.
- Potential occupancy of 20 stalls/pitches.

During the equivalent period in 2025:

- 5 traders
- Potential occupancy was 12 stalls/pitches.

This demonstrates growing confidence in the market offer and reflects ongoing efforts to recruit and retain traders.

2.3 The table below demonstrates the increases as a like for like comparisons from 2025 to 2026.



2.4 The market team continues to work closely with traders to build confidence and encourage regular attendance. Two additional registered traders have joined the market during the current reporting period.

3 Annual Events and Community Engagement

3.1 Events delivered as part of the wider market delivery with the Cultural Team.

1. Heritage Skills Fair
2. GO Festival
3. The Zone
4. Word Fest
5. Remembrance Day
6. Christmas Lights Festival
7. Christmas Market

The programme of events makes a significant contribution to the reputation and appeal of the Market Place, creating opportunities for residents and visitors of all ages to engage with culture, leisure, and community activities. By attracting families, tourists, collectors, and heritage enthusiasts, these events strengthen the town centre's identity and increase its visibility as a destination of choice.

3.2 Positive feedback has been received through visitor conversations and social media channels.

These comments demonstrate the value of event programming in increasing footfall, supporting traders and improving perceptions of the town centre.

Feedback received includes:

"Dave and I had an enjoyable day. People are interested in our food history and how many of the old ways are disappearing. Thank you to everyone involved in making it a well organised and successful day."

Jan and Dave, Forgotten Fair

"I hope you are encouraged to organise more events like this given the fantastic atmosphere experienced on Saturday. I had many comments from the public about how lovely it was to have the market so full and with so many interesting stalls and displays. I had some wonderful conversations and several firm orders arising from them."

Laurance White

3.3 Future Events planned for 2026

The Farmers' and Crafts Market programme continues to develop and will be delivered monthly alongside family-friendly activities including:

- Craft stations.
- Photo booth activities.
- Children's doodle boards.
- Seasonal themes.

September 2026 - WordFest themed market activity in partnership with wider cultural programming.

October 2026 - "Dragon Protects the Harvest" event, which proved particularly popular with visitors in previous years.

November 2026 - Remembrance themed market event, brought forward to 7 November following discussions with Marshalls Yard.

December 2026 - "Singing Around the Tree" event. Following the success of previous years, this event will be expanded and will include choirs, a brass band and seasonal market activities.

4. Improvements to the Place

- 4.1 As part of the Townscape Heritage Fund, the Levelling Up Fund and the UK Shared Prosperity Fund, the Gainsborough Market Place benefitted significantly from improvements to the shop fronts, seating, lighting and market stalls refurbishments.
- 4.2 The Market Place has welcomed new tenants and introduced attractive new offers, making the town centre a more appealing destination for traders, businesses, residents, and visitors.
- 4.3 Officers will continue to work alongside the Economic Growth, Communications and Cultural Team to continue to drive positive change and further investment into the town.

5. Marketing and Advertising

- 5.1 Social Media platforms (WLDC):
 - Cross-sharing with community pages
 - On the day photos and content shared through social stories for real-time engagement.
 - Events advertised by comms with detailed description and professionally designed pictures
 - Regular 'call for traders' posts
- 5.2 Lincolnshire Life Magazine 2-3 times a year (last issue featured our market in May, next in November 2026)

- 5.3 Other online platforms include the West Lindsey website, Discover Gainsborough website and Discover Gainsborough social platforms
- 5.4 New traders are actively sought through visiting existing markets and events – postcard style handouts are left with traders for consideration and followed up by email or phone call.
- 5.5 The Communications Team produces regular press releases that are shared across all platforms, highlighting new traders and celebrating positive developments within the market.

6. Market Stall/Pitch Pricing

- 6.1 The market stall prices have remained frozen for several years to ensure pricing is competitive, this is reviewed on an annual basis with the Finance Business Partner.
- 6.2 The reduction in fees for van traders introduced in April 2026 was very well received and has helped to encourage business growth among existing traders. As a result, two regular market traders expanded their operations by introducing catering vans.
- 6.3 Incentives are offered to traders.
 - 1. Young Market Traders (aged from 16 to 30 years old) will get a 50% discount when trading for 12 continuous weeks.
 - 2. New traders will get a 50% discount when trading for 12 continuous weeks.
 - 3. Specialist market organisers bringing between 8 and 25 stalls will be offered a fee of £10 per stall.
 - 4. Specialist market organisers bringing more than 25 stalls to Gainsborough market on either a Tuesday or Saturday will be offered a fee of £7.50 per stall or pitch.

7. Conclusion

- 7.1 The Gainsborough Market Performance Improvement Plan is delivering positive results, with clear growth in trader numbers and stall occupancy compared with 2025.
- 7.2 A stronger events programme has helped improve public perception of the Market Place while generating positive feedback from traders and visitors.

- 7.3 Continued focus on trader recruitment, market animation and family-oriented events will be important in sustaining growth and supporting the long-term success of the market.

ASSOCIATED IMPLICATIONS

Legal:

There are no direct legal implications arising from this report.

Financial:

The activities outlined in this report are being delivered through approved budgets and specific event funding where available.

Staffing:

The delivery of events and market operations continues to be managed within existing staffing resources.

LGR implications:

There are no immediate Local Government Reorganisation implications arising from this report.

Equality and Diversity including Human Rights:

The market and associated events are open and accessible to all members of the community and support inclusive participation.

Data Protection Implications:

There are no data protection implications associated with this report.

Climate Related Risks and Opportunities:

A thriving local market supports local supply chains, encourages local shopping and can contribute positively to sustainability objectives.

Section 17 Crime and Disorder Considerations:

No significant crime and disorder implications have been identified.

Health Implications:

The market supports community wellbeing by providing opportunities for social interaction and access to local goods and services.

Risk Assessment:

Key risks include:

- Failure to maintain trader growth.
- Reduced visitor attendance.
- Adverse weather affecting trading activity.
- Economic pressures affecting trader viability.

These risks are mitigated through continuous market development, promotion and trader engagement.

Call in and Urgency:

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

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

Yes

☐

No

x

Key Decision:

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

Yes

☐

No

x



**Overview & Scrutiny
Committee**

**Tuesday, 08th September
2026**

Subject: Overview of Local Government Reorganisation Transition

Report by:

Chief Executive – Paul Burkinshaw

Contact Officer:

Rachael Hughes
Assistant Chief Executive Policy and Strategy
rachael.hughes@west-lindsey.gov.uk

Darren Mellors
Head of PMO and Performance
darren.mellors@west-lindsey.gov.uk

Executive Summary:

This report builds on the report being presented to Full Council on 7th September and provides an overview of the Council's approach to Local Government Reorganisation from receipt of the statutory invitation to the Government's decision. It summarises the national process and assessment criteria, the proposals submitted for Greater Lincolnshire and the Secretary of State's intention, subject to legislation, to establish two new unitary councils for Lincolnshire.

The report also outlines the Council's response and role to date, including its governance, programme readiness, communication and engagement arrangements, and an overview of the independent readiness health check which will inform the next steps.

Finally, the report provides assurance of the continued focus on maintaining high-quality services for residents, businesses and communities throughout the transition, and provides an overview of the next steps towards shadow authority elections, implementation and Vesting Day on 1 April 2028.

No appendices included in this report

RECOMMENDATION(S):

- a) That the Overview and Scrutiny Committee considers the progress made in preparing for Local Government Reorganisation, the findings of the independent readiness health check and the next steps set out in the report

1.0 Summary of Local Government Reorganisation (LGR) process by Government to date

- 1.1 Local Government Reorganisation (LGR) forms part of the Government's programme to simplify local government in England by replacing the remaining two-tier county and district arrangements with single-tier unitary councils.
- 1.2 The statutory process is principally governed by the Local Government and Public Involvement in Health Act 2007. The English Devolution White Paper, published in December 2024, set out the Government's view that simpler structures could strengthen accountability, support financial resilience, improve public services and enable areas to make fuller use of devolved powers. On 5 February 2025, councils in two-tier areas and neighbouring smaller unitary areas were formally invited to develop proposals.
- 1.3 Proposals were assessed against the Government's criteria, including whether they represented a sensible geography; were supported by evidence and reflected local identity; were financially sustainable; would support high-quality and innovative services; considered the needs of vulnerable people; demonstrated local engagement; supported devolution; and enabled stronger neighbourhood arrangements.
- 1.4 Greater Lincolnshire councils submitted final proposals by 28 November 2025, after which the Government undertook statutory consultation between 5 February and 26 March 2026. There were 6 proposals which covered 4 geographical areas submitted.
- 1.5 On 16 July 2026, the Secretary of State announced an intention to proceed, subject to legislation, with two new unitary councils for Lincolnshire: an expanded Lincoln City authority, including seven West Lindsey wards and 12 North Kesteven wards; and a Rural Lincolnshire authority covering the remaining areas of the county. North Lincolnshire and North East Lincolnshire will remain unchanged.
- 1.6 The decision means that the existing and established West Lindsey and North Kesteven districts will be divided between two successor authorities; Therefore, the decision requires the disaggregation of district and county council services, resources and systems.
- 1.7 The next statutory stage is the making of a Structural Changes Order, followed by elections to the shadow authorities in May 2027, a transition period and Vesting Day on 1 April 2028. Existing councils will remain responsible for services until that date.

2.0 West Lindsey District Council (The Council) response to LGR & role in Greater Lincolnshire

- 2.1 The Council has engaged throughout the Government's process, however, did not submit a formal final proposal of its own.

- 2.2 Following receipt of the statutory invitation, Council considered interim options on 18 March 2025. Further update reports were considered by Council on 7 July and 8 September 2025, and the Corporate Policy and Resources Committee considered programme resources on 25 September 2025.
- 2.3 On 10 November 2025, Council agreed principles against which the final proposals that has been submitted would be assessed. The Council did not submit or endorse a single final proposal; instead, it wrote to the Government setting out the Council's position and subsequently assessed each proposed geography on its own merits.
- 2.4 On 16 March 2026, Council considered the Government's statutory consultation and agreed that the Council's response should be informed by the previously approved principles and the statutory consultation questions. Final approval was delegated to the Chief Executive, in consultation with the Leader.
- 2.5 Alongside this work, the Council adopted "Our West Lindsey, Our Future: Corporate Plan 2026–2030" on 2 March 2026. Its themes of Thriving People, Thriving Places and Thriving Council, supported by refreshed thematic business plans, promoting the Council's priorities and ensuring a clear focus on service delivery during the transition.
- 2.6 The refreshed Corporate Plan and governance demonstrate commitment to high-quality services, sound governance, financial resilience and a forward-looking Council which provides a clear framework for balancing LGR activity with continued delivery for residents, businesses and communities.
- 2.7 In preparation for the final decision by Government, the Council established an LGR Ready programme and Project Management Office (PMO) to co-ordinate preparatory activity across finance and council tax, workforce, digital, data and technology, contracts and procurement, assets, legal and governance, communications and wider service readiness.
- 2.8 Initial governance and reporting arrangements were focussed on pre-decision "no-regret" phase, with activity aligned to the collaborative Greater Lincolnshire programme. The PMO developed plans, reported templates and risk arrangements, while supporting workstreams to improve the Council's data, contract, asset and workforce readiness.

3.0 Approach to Communication & Engagement

Greater Lincolnshire Statutory Invitation Area

- 3.1 A Greater Lincolnshire communications group was established after the statutory invitation in February, bringing together representatives from all ten councils to support clear, consistent and respectful communication.

- 3.2 The developed shared principles focussed on transparency, respect, proactivity and collaboration, while recognising that prior to decision, councils may hold different views. The approach was developed to ensure information is factual and focused on residents, businesses and staff, reinforcing that maintaining services remains the priority for all Councils involved throughout the transition.
- 3.3 The Council led the development and implementation of the shared Greater Lincolnshire LGR Hub. The Hub is designed to provide a single, impartial source of information on the process, proposals, selected model, frequently asked questions and key dates across Greater Lincolnshire.
- 3.4 It also includes a postcode tool to help residents identify their proposed future council. The Hub will continue to be updated as legislation, governance arrangements and implementation plans are confirmed and will continue to be the core shared platform for all Lincolnshire Councils involved in reorganisation.

Internal Comms & Engagement

- 3.5 Internal engagement has combined formal decision-making with regular, informal opportunities for Members and staff to ask questions and understand emerging issues.
- 3.6 Members have received Council reports, briefing sessions and updates as key milestones have been reached, as well as copies of relevant Government correspondence received. These arrangements will be developed further during implementation so that Members understand both the Greater Lincolnshire programme and West Lindsey's responsibilities within it.
- 3.7 Members have also received informal briefings, and all-Member sessions, to support a shared understanding of the process, timetable and likely transition requirements. A dedicated MS Teams Channel is in place as an additional channel for sharing key information with all members.
- 3.8 For staff, a dedicated LGR area on Minerva brings together Government correspondence, local updates, frequently asked questions and an "Ask us Anything" facility. Regular all-staff updates, dedicated sessions and manager-led discussions are used to share information as it becomes available.
- 3.9 LGR is also a standing item for the Leadership Team, and Head of Service Network, with further updates and discussion through the Wider Management Team. The emphasis remains on timely and transparent communication, staff wellbeing and the maintenance of services while more detailed workforce implications are developed.

- 4.1 In order to assess the council's work to date and future programme, an independent health check of the current programme was commissioned and undertaken by Newtrality in July 2026. The report identified strong and visible leadership, an established PMO, organisational commitment and a clear willingness to move into delivery. It also recognised the additional complexity arising from the division of West Lindsey between two successor authorities.
- 4.2 The health check concluded that the Council is well placed to move into the next phase, but that its arrangements now need to develop rapidly following LGR decision from proportionate, pre-decision preparation into a more structured delivery programme.
- 4.3 This will require clearer governance and accountability, milestone-led workstream plans, appropriate resources and assurance, and a consistent approach to managing the division of services, people, assets, contracts, systems and data between the two successor authorities.
- 4.4 The findings will inform the Council's mobilisation and resilience planning, enabling it to support LGR across Greater Lincolnshire while continuing to be a well-run Council that provides good quality services to the communities and residents it serves.

5.0 Overview of next steps & timeline

- 5.1 The immediate focus is to translate Government and Greater Lincolnshire requirements into a clear West Lindsey mobilisation plan. This will include strengthening governance, establishing the local Implementation Team, confirming workstream leads and resources, completing service transition and disaggregation plans, and maintaining a single, consistent view of milestones, risks, dependencies and readiness evidence.
- 5.2 Work will be sequenced with the Greater Lincolnshire Implementation Team so that local and system-wide activity is complementary, while statutory and critical services continue without interruption.
- 5.3 Subject to Parliamentary approval, the Structural Changes Order is expected to establish the formal transitional arrangements. Elections to the new shadow councils are planned for May 2027.
- 5.4 Between those elections and 1st April 2028, the shadow authorities will appoint senior officers, agree initial budgets and priorities, establish governance, systems and operating arrangements, and assure service readiness.
- 5.5 Existing councils will dissolve on 31 March 2028, with the new councils assuming full responsibility on 1 April 2028. Leaders across Lincolnshire have confirmed their commitment to work together constructively, with residents, staff, service continuity and a safe and legal transition at the centre of implementation.

- 5.6 Lincolnshire Chief Executives continue to meet regularly, with two such meetings in August to progress discussions relating to the role and structure of the central implementation team, and the workstreams that the team will be responsible for. Key messages continue to be shared with staff on progress with these arrangements.

ASSOCIATED IMPLICATIONS

Legal:

The statutory process for Local Government Reorganisation is principally governed by the Local Government and Public Involvement in Health Act 2007. Following publication of the English Devolution White Paper in December 2024, the Government issued a statutory invitation on 5 February 2025 to councils in two-tier areas and neighbouring smaller unitary areas, including the Council, to submit proposals for single-tier local government.

Greater Lincolnshire councils submitted six final proposals by 28 November 2025, covering four geographical configurations. The Government subsequently undertook statutory consultation between 5 February and 26 March 2026, to which the Council responded as a named consultee.

On 16 July 2026, the Secretary of State announced an intention, subject to the necessary legislation, to establish two new unitary councils for Lincolnshire. The proposed arrangements comprise an expanded Lincoln City authority, including seven West Lindsey wards and 12 North Kesteven wards, and a Rural Lincolnshire authority covering the remaining county area. North Lincolnshire and North East Lincolnshire will remain unchanged.

This report is presented to the Overview and Scrutiny Committee for noting and comment. It does not itself approve the reorganisation, alter the Council's existing statutory functions or confer authority to implement structural change. The Council will remain responsible for the lawful discharge of its functions and the continuity of services until Vesting Day.

The next statutory stage is expected to be the making of a Structural Changes Order, subject to Parliamentary approval. This will establish the formal transitional arrangements and may impose requirements affecting governance, decision-making, assets, contracts and financial commitments. Specific legal implications will therefore be considered as the legislation and implementation arrangements are confirmed, with further decisions referred through the Council's appropriate governance processes and legal advice obtained where required.

Financial: FIN/72/27/OS/SL

Now the Government has made a decision on how LGR will be delivered across Greater Lincolnshire, legislative changes will be enacted, including a Structural Changes Order to create the new unitary authority(s).

After the Structural Order is laid, a Section 24 notice will come into effect. This places legally binding financial restrictions on existing local authorities involved in Local Government Reorganisation, including the Council.

Specifically, a Structural Changes Order will mean that any land disposals over £100k, entering into any capital contracts over £1million, and entering into any non-capital contracts over £100k will require written consent from the successor Council.

Based on current timelines and information, it can be anticipated that the Structural Changes Order will be laid in winter 2026, with the Section 24 notice coming into effect shortly after the elections to the new shadow authorities in May 2027.

The decision letter issued to leaders on 16 July 2026 confirmed a £63 million national capacity fund for local government reorganisation. This includes £900,000 in transition support for each new unitary authority, up to a further £150,000 per new unitary to support leadership capacity and continuity in children's services, adult social care and public health, and up to £1 million nationally for areas with complex fire and rescue authority transitions.

Taken together, the Government expects each new unitary authority to receive more than £1 million in capacity funding, with detailed allocations to be confirmed in due course.

Further details of the financial and resource implications for the Council will be presented to the Thriving Council Committee as transition arrangements and implementation requirements become clearer.

Staffing:

Local Government Reorganisation is a significant, whole-council change programme which is placing additional demands on staff capacity across corporate and service areas. Preparatory and mobilisation activity must continue alongside the Council's statutory duties, existing service commitments and corporate priorities. The Council will therefore need to manage priorities and resources carefully to maintain business-as-usual delivery and service continuity through to Vesting Day on 1 April 2028.

The proposed division of the current district between two successor authorities creates particular workforce and delivery complexity for West Lindsey. Officers will need to contribute to local and Greater Lincolnshire implementation arrangements, including service disaggregation and work on workforce information, finance, legal and governance, digital and data, contracts, assets, communications and service design. As plans develop, this may require the reprioritisation of activity and additional temporary or specialist capacity; any resulting resource requirements will be considered through the Council's appropriate governance and budget processes.

This report is presented for noting and comment and does not seek approval of specific changes to staffing structures, roles or terms and conditions. Detailed workforce implications will be developed as the statutory and implementation arrangements become clearer and will be subject to appropriate engagement and consultation with staff and recognised trade unions, together with separate decisions where required. In the meantime, the Council will continue to keep staff informed and supported through its established communication and engagement arrangements, with continued attention to staff wellbeing and service continuity.

LGR implications:

This paper deals specifically with LGR and as such implications are considered and assessed throughout the paper, removing the need to include specific implications in this section.

Equality and Diversity including Human Rights:

In appraising the final LGR proposals, consideration has been given to Equality, Diversity and Human Rights implications by Government. However, it is acknowledged that Equality, Diversity and Inclusion will be a key consideration as part of the development of the LGR programme and implementation.

Data Protection Implications:

Effective collaboration through the development of shared assumptions and datasets is a key requirement within the government's assessment criteria. It is therefore expected that councils will openly and effectively share data and information, with government prepared to intervene where this is not the case.

In Greater Lincolnshire, a data sharing agreement is in place, including provisions to safeguard and ensure handling of data is GDPR compliant and that high standards of data management are adhered to at all times.

This data sharing agreement remains under review to ensure that it remains suitable for each of the stages of LGR and detail and sensitivity of data being shared at any given point during reorganisation.

Climate Related Risks and Opportunities:

None arising from this report.

Section 17 Crime and Disorder Considerations:

None arising from this report.

Health Implications:

None arising from this report.

Risk Assessment:

This report is presented for noting and comment and does not seek approval of a specific operational decision.

The principal risks arise from the scale, pace and complexity of transition, particularly the division of West Lindsey's services, people, assets, contracts, systems and data between two successor authorities. If these risks are not managed effectively, there is potential for reduced service continuity, insufficient organisational capacity, unclear accountability, loss of local influence and adverse impacts on residents, communities, staff and the Council's financial and legal position.

These risks are being managed through the LGR Ready programme and Project Management Office, alignment with the Greater Lincolnshire implementation arrangements, strengthened governance and assurance, milestone-led workstream planning, and the maintenance of a consistent view of risks, dependencies and readiness evidence. Active engagement will remain important to protect West Lindsey's interests and support a safe and legal transition.

Detailed risks, mitigations and any matters requiring decision will continue to be reviewed through the Council's established risk management and governance arrangements as the statutory and implementation requirements become clearer.

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

[English Devolution White Paper 2024](#)

[Statutory Invitation from the Minister for Local Government & English Devolution to Greater Lincolnshire Council Leaders - 05.02.2025.](#)

[Local Government Boundary Commission for England LGR FAQs](#)

[WLDC LGR Interim Proposal Report to Full Council 18.03.2025](#)

[MHCLG: Summary of Feedback on Interim Plans - 03.06.2025](#)

[WLDC LGR Update Paper to Full Council - 07.07.2025](#)

[WLDC LGR Update Paper to Full Council - 08.09.2025](#)

[WLDC LGR Resources Paper to CPR 25.09.25](#)

[MHCLG Statutory Consultation for Greater Lincolnshire, North Lincolnshire & North-East Lincolnshire](#)

[WLDC LGR Consultation Response to Full Council 16.03.26](#)

Call in and Urgency:

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

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

Yes

☐

No

X

Key Decision:

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

Yes

X

No

Agenda Item 5c



Overview and Scrutiny
Committee

Tuesday, 8 September 2026

Subject: Scrutiny of Thematic Business Plans through the Policy Committees

Report by:

Chief Executive – Paul Burkinshaw

Contact Officer:

Rachael Hughes
Assistant Chief Executive Policy and Strategy
rachael.hughes@west-lindsey.gov.uk

Claire Bailey
Change, Projects and Performance Officer
claire.bailey@west-lindsey.gov.uk

Executive Summary:

The purpose of this report is to consider the responses arising from the Council's three policy committees with regards to quarter one of the Thematic Business Plan reporting.

The Overview and Scrutiny Committee is not expected to scrutinise the details of the three Thematic Business Plans, rather, the Committee should consider whether there has been sufficient scrutiny through the policy committees, and, if necessary, identify areas where additional focus may be required.

Appendices to Report

- Appendix 1: Excerpt from Minutes – Thriving Places Committee, 14 July 2026
- Appendix 2: Thriving Places Thematic Business Plan
- Appendix 3: Excerpt from Minutes – Thriving People Committee, 16 July 2026
- Appendix 4: Thriving People Thematic Business Plan
- Appendix 5: Excerpt from Minutes – Thriving Council Committee, 30 July 2026
- Appendix 6: Thriving Council Thematic Business Plan
- Appendix 7: Thematic Business Plan Supporting Information

RECOMMENDATION(S):

- (a) That the Committee examine the responses provided by the Thriving Council, Thriving People and Thriving Places Committees, and Members satisfy themselves that the three policy committees are applying an appropriate level of challenge to the information contained in the reports.**

1. Introduction

- 1.1 Members of the Overview and Scrutiny Committee are required to scrutinise the challenge of the three 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 is provided to the Committee, as well as all three Thematic Business Plan reports.
- 1.3 Minutes of the Thriving Places Committee, where the report was presented on 14 July 2026, are summarised at section two of this report, with the full minute attached at Appendix 1, and the Thematic Business Plan attached at Appendix 2.
- 1.4 Minutes of the Thriving People Committee, where the report was presented on 16 July 2026, are summarised at section three of this report, with the full minute attached at Appendix 3, and the Thematic Business Plan attached at Appendix 4.
- 1.5 Minutes of the Thriving Council Committee, where the report was presented on 30 July 2026, are summarised at section three of this report, with the full minute attached at Appendix 5, and the Thematic Business Plan attached at Appendix 6.
- 1.6 The supporting information which was provided alongside the Thematic Business Plans is also appended to this report and can be found at Appendix 7. Members are asked to examine the responses provided by the three policy committees, and assure themselves that the appropriate level of challenge is being made to the information contained in the report.

2 Summary of Minutes – Thriving Places Committee 14 July 2026

- 2.1 Members of the Thriving Places Committee welcomed the presentation of the report. Positive comments highlighted the ongoing work and improvements in the town centre of Gainsborough whilst questioning the **number of vacant units**. Officers responded that this was a highlighted deliverable under the themes of the Corporate Plan.
- 2.2 The **reduced percentage rates of fly-tipping being collected** was noted, particularly whether this was due to an increased amount of fly-tipping, or because there was slippage in making the collections. Officers undertook to share the relevant data with the Committee.
- 2.3 The Committee debated the **market performance indicators**, and whether an indoor market would be viable. Officers explained this was not an option, but offered assurance that in comparison to the performance of the markets in previous years, there was a notable improvement. Officers highlighted close working relationships with stall holders and local businesses.

- 2.4 Discussions also covered aspects such as the success of local traders offering mobile services, for example food and drinks trucks at local events, and how local business owners were involved in conversations concerning the growth of Gainsborough town centre.

- 2.5 The webcast of the meeting can be accessed via the West Lindsey District Council website:

https://west-lindsey.public-i.tv/core/portal/webcast_interactive/1097643

3 Summary of Minutes – Thriving People Committee 16 July 2026

- 3.1 Members sought clarification regarding performance relating to **housing benefit and council tax support claims**. Officers advised that performance remained within tolerance, with a small number of more complex cases taking longer to process.

- 3.2 Members sought assurance regarding **temporary accommodation provision**, and the impact of newly acquired accommodation units and the level of support available to residents. Officers explained that the full impact of the new units would be assessed over time.

- 3.3 Discussion also took place regarding the **Leisure Centre project** with Officers advising efforts would continue to be made to engage all Members in the development of proposals.

- 3.4 Clarification was sought regarding performance relating to **Disabled Facilities Grants**. Members welcomed the improvement achieved and queried whether targets remained appropriate. Officers advised that current performance was above target, although the measure remained subject to funding pressures and future demand.

- 3.5 The webcast of the meeting can be accessed via the West Lindsey District Council website:

https://west-lindsey.public-i.tv/core/portal/webcast_interactive/1097642

4 Summary of Minutes – Thriving Council Committee 30 July 2026

- 4.1 Members welcomed the report and the strong overall performance position reflected within the indicators.

- 4.2 Assurance was sought regarding the monitoring of **workforce wellbeing and organisational resilience** considering preparations for Local Government Reorganisation (LGR). Officers outlined the measures in place to support staff, and assurance was provided that the impact of LGR on staff would continue to be closely monitored and reported.

- 4.3 Members welcomed the new reporting format and the inclusion of trend data, which was considered to provide greater clarity when assessing performance.
- 4.4 The webcast of the meeting can be accessed via the West Lindsey District Council website:

https://west-lindsey.public-i.tv/core/portal/webcast_interactive/1097640

5 Conclusion

- 5.1 The Committee are asked to examine the responses provided by the Thriving Council, Thriving People and Thriving Places Committees, and that Members satisfy themselves that the three policy committees are applying an appropriate level of challenge to the information contained in the report.

ASSOCIATED IMPLICATIONS

Legal:

If there are legal implications – then the MO should be consulted and provide a ref

Financial:

All reports must include a fin ref

Staffing:

If there are staffing implications – then HR should be consulted and provide a ref

LGR implications:

Does LGR effect this decision in away.

Equality and Diversity including Human Rights:

An impact assessment must be completed for new Polices

Data Protection Implications:

If you think there are DP implications, please consult the DPO /MO

Climate Related Risks and Opportunities:

Section 17 Crime and Disorder Considerations:

Health Implications:

Risk Assessment:

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

These are not appendices – you should list here any supporting information used to inform your report – eg government guidance –

Call in and Urgency:

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

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

Yes

☐

No

☐

Key Decision:

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

Yes

☐

No

☐

Appendix 1

Excerpt of Minutes Thriving Places Committee 14 July 2026

5 THRIVING PLACES THEMATIC BUSINESS PLAN PROGRESS REPORT

Members gave consideration to the progress report for the Thriving Places Thematic Business Plan, as introduced by the Director for Planning, Regeneration & Communities. She explained that the report provided an update for deliverables, performance and strategic risks aligned to the Thriving Places aim of West Lindsey District Council's Corporate Plan. The Thematic Business Plan set out how the Council's priorities for 2026/27 would be delivered, ensuring services and programmes contributed effectively to the Corporate Plan aims. The plan provided a clear line of sight from strategic objectives through to delivery, performance measurement, and risk management.

Members heard details of the three core components presented within the report, those being Key Performance Indicators (KPIs), with performance assessed against agreed targets using a Red/Amber/Green (RAG) rating; Key Deliverables, with projects being managed through the Council's Project Management Office (PMO) to provide a consistent and robust approach to project delivery; and Strategic Risks, which were considered as those faced by the Council which, if materialised, would adversely impact the delivery of corporate priorities.

The report replaced the biannual performance and delivery reports previously considered by committees. It was noted that the performance indicators representing the performance of the markets in Gainsborough remained in red, with the performance improvement plan having also been refreshed. Members heard the performance was moving steadily in the right direction and it was expected to move out of the improvement plan. Other indicators highlighted included the food, health and safety inspections, which were being affected by the implementation of a new case management system and the retirement of a long serving member of staff. Additionally, the performance of the waste service indicator relating to missed bins was reporting as red, and the Committee was joined by the Head of Waste and Street Cleansing to answer any specific queries relating to that service.

Members welcomed the report and, in particular, praised the ongoing work and improvements in the town centre of Gainsborough. In response to a question regarding vacant units in the town centre, it was explained that, whilst there was not a performance indicator relating to that data, it was a highlighted deliverable under the themes of the Corporate Plan. Members were advised that the response to a similar question posed to Full Council would be shared with the Committee.

In response to a question from a Visiting Member regarding the reduced percentage rates of fly-tipping being collected, it was agreed that the breakdown of data would be circulated to the Committee. Specifically, it was enquired as to whether the drop in collection rates was due to an increased amount of fly-tipping, or because there was slippage in making the collections.

A Member of the Committee reiterated praise for the improvements in Gainsborough town centre, and, in relation to the market performance indicators, enquired as to whether an indoor market could be a feasible option. It was confirmed this had been considered in the past, however was not viable in Gainsborough. It was noted that, in comparison to the performance of the markets in previous years, there was a notable improvement, with Officers working closely with stall holders and traders, and local businesses providing anecdotal evidence of the benefits of the improved offering. It was acknowledged that there were challenges, however Officers were committed to ensuring the continued growth and success of the markets.

Members also praised the success of local traders offering mobile services, for example food and drinks trucks at local events. It was noted that there was now a meeting of local business owners which aided the continuity of growth, and involved them in the conversations around the town centre.

With no further comments or questions, the Chairman noted the recommendations contained within the report and, having been proposed, seconded, and voted upon, it was

RESOLVED that

- a) the aligned deliverables, performance, and strategic risks of the associated Corporate Plan aim had been duly assessed; and
- b) the Quarter One Thematic Business Plan report be approved.

THEMATIC BUSINESS PLAN QUARTERLY PROGRESS REPORT - 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.”

CORPORATE PLAN AIM: ENABLING INCLUSIVE LOCAL GROWTH AND REGENERATION**Corporate Plan Objectives:**

1. Delivering our Economic Growth Strategy to unlock investment, support businesses and drive regeneration
2. 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.
3. Collaborating with key partners to drive improved transport connectivity across West Lindsey and the wider region

CORPORATE PLAN AIM: DELIVERING HOMES THAT MEET LOCAL NEED**Corporate Plan Objectives:**

1. Maintaining a sustainable Local Plan for Central Lincolnshire that meets housing need and drives regeneration and investment.
2. Refresh our Housing and Homelessness Strategy to deliver quality, affordable and sustainable housing that meets the needs of our communities.
3. 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 local need.

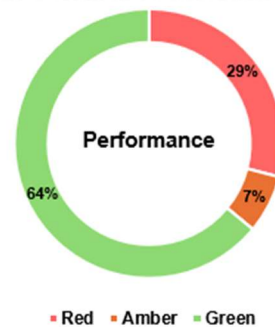
CORPORATE PLAN AIM: CLEAN, GREEN AND SAFE COMMUNITIES**Corporate Plan Objectives:**

1. Delivering our Environment & Sustainability Strategy by working in partnership with communities to reduce carbon emissions and to mitigate the impacts of climate change.
2. Develop and enhance Council owned green spaces.
3. 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.

QUARTER ONE 2026/27 KEY PERFORMANCE INDICATOR OVERVIEW

PERFORMANCE BY SERVICE AREA									
				Red		Amber		Green	
	Not reported Q1	Statistic	KPI	No.	%	No.	%	No.	%
Markets	0	0	2	2	100%	-	-	-	-
Development Management	2	0	2	-	-	-	-	2	100%
Homes Health and Wellbeing	0	1	1	-	-	-	-	1	100%
Enforcement	0	0	2	-	-	-	-	2	100%
Street Cleansing	0	0	1	-	-	1	100%	-	-
Communities	0	2	0	-	-	-	-	-	-
Licensing	0	0	1	-	-	-	-	1	100%
Environmental Protection	0	0	1	-	-	-	-	1	100%
Food Health and Safety	0	0	2	1	50%	-	-	1	50%
Economic Development	1	0	0	-	-	-	-	-	-
Operational Services	2	1	2	1	50%	-	-	1	50%
Total	5	4	14	4	-	1	-	9	-
Previous Quarter Total	-	-	-	-	-	-	-	-	-

Q1 Overall KPI Performance (%)



PERFORMANCE IMPROVEMENT PLAN – QUARTER ONE 2026/2027

The Performance Improvement Plan focuses on measures that have underperformed for two or more consecutive quarters. It provides additional context on the reasons for underperformance, associated impacts, and the actions in place to drive improvement, including expected timescales.

Portfolio / Service	Measure	Reason	Impact	When will we see an improvement?
Markets	PLA-M01 - Average weekly number of general market traders on a Tuesday PLA-M02 - Average weekly number of general market traders on a Saturday	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.	The number of traders and stalls are increasing, with ongoing work to build on this positive trend.
Actions – what can we do to improve?				
- Refurbished market stalls, supported by a clear brand and marketing plan, a strong focus on trader relationships, and high-quality street cleansing and CCTV provision, will help create a safe and welcoming environment. - Improvements to the marketplace, delivered through the Levelling Up Fund, continue to attract new traders and increase footfall from shoppers. - In the short term, ongoing activity will focus on trader retention, sustainability and satisfaction, supported by refreshed marketing materials, an updated communications plan, and continued delivery of events to drive footfall. - New traders are being actively targeted through visits to competitor markets and enhanced social media activity, including real-time promotional posts. - The application process has been streamlined to improve accessibility and consistency for traders. - Pitch fees have been reviewed and reduced for vans, rather than stalls, to better reflect operational costs. - Market performance progress report is due at O&S committee 08 September 2026.				

KEY PERFORMANCE INDICATOR – QUARTER ONE 2026/2027

CORPORATE PLAN AIM: ENABLING INCLUSIVE LOCAL GROWTH AND REGENERATION

					Preceding four quarters				2026/27	
Service Area	Ref	Key Performance Indicator	Perspective	Q1 Target	Q1 25/26	Q2 25/26	Q3 25/26	Q4 25/26	Q1 26/27	Trend
Markets	PLA-M01	Average weekly number of general market traders on a Tuesday	More is better	20	9	10	11	12	13	↑
Markets	PLA-M02	Average weekly number of general market traders on a Saturday	More is better	10	5	6	6	6	7	↑
Economic Development	PLA-M03	New commercial floor space delivered	More is better	Stat	Annual					N/A

PLA-M01: The average weekly number of general market traders on a Tuesday is currently below target and has been included in the quarter one Performance Improvement Plan. However, performance is showing a positive upward trend, with trader numbers increasing. This is also reflected in the number of stalls, as many traders operate more than one, with an average of 29 stalls on a Tuesday compared to 21 in quarter one 2025/26 and 23 in quarter four 2025/26.

PLA-M02: The average weekly number of general market traders attending the Saturday market has improved compared with previous periods; however, performance remains below target for quarter one and therefore is included in the Performance Improvement Plan. An average of 15 stalls were recorded during the quarter, representing an increase from 12 stalls in quarter one 2025/26 and 13 stalls in quarter four 2025/26, demonstrating a positive upward trend

CORPORATE PLAN AIM: DELIVERING HOMES THAT MEET LOCAL NEED

Service Area	Ref	Key Performance Indicator	Perspective	Q1 Target	Preceding four quarters				2026/27	
					Q1 25/26	Q2 25/26	Q3 25/26	Q4 25/26	Q1 26/27	Trend
Development Management	PLA-M04	New homes delivered	More is better	Stat	Annual					N/A
Development Management	PLA-M05	% of affordable homes delivered	More is better	Stat	Annual					N/A
Development Management	PLA-M06	% of major planning applications determined within 13 weeks or within agreed timescales	More is better	90%	100%	92%	100%	100%	100%	→
Development Management	PLA-M07	% of non-major planning applications determined within 8 weeks or within agreed timescales	More is better	94%	99%	100%	97%	97%	98%	↑
Homes, Health and Wellbeing	PLA-M08	Long term empty properties as a percentage of all housing stock in the district	Less is better	2%	1.47%	1.52%	1.67%	1.66%	1.68%	↓
Enforcement	PLA-M09	% of planning enforcement cases closed within 6 months	More is better	75%	86%	98%	81%	78%	80%	↑

CORPORATE PLAN AIM: CLEAN, GREEN AND SAFE COMMUNITIES

Service Area	Ref	Key Performance Indicator	Perspective	Q1 Target	Preceding four quarters				2026/27	
					Q1 25/26	Q2 25/26	Q3 25/26	Q4 25/26	Q1 26/27	Trend
Operational Services	PLA-M10	Amount of residual waste (black bins) collected per household (kg)	Less is better	45kg	42kg	41kg	41kg	43kg	37kg	↑
Operational Services	PLA-M11	Amount of food waste collected per household (kg)	More is better	Stat	No data	No data	No data	No data	3.15kg	N/A
Operational Services	PLA-M12	Recycling rate	More is better	50%	Annual					N/A
Operational Services	PLA-M13	% of missed bins collected within 5 working days	More is better	95%	97%	95%	99%	96%	TBC	↓
Operational Services	PLA-M14	Garden subscription take-up	More is better	55%	Annual					N/A
Street Cleansing	PLA-M15	% of fly-tipping collected within 10 working days	More is better	90%	90%	88%	85%	94%	86%	↓
Food Health and Safety	PLA-M16	% of registered food premises rated 3 stars or above	More is better	96%	98%	98%	98%	97%	97%	→
Food Health and Safety	PLA-M17	% of Food Standard Agency inspections completed	More is better	22.5%	32%	N/A	N/A	N/A	17%	↓
Communities	PLA-M18	Incidents monitored by the council's CCTV Service	N/A	Stat	702	944	802	765	927	N/A
Licensing	PLA-M19	% of licensing applications processed within target time	More is better	96%	100%	100%	100%	100%	100%	→
Environmental Protection	PLA-M20	% of environmental protection cases closed within 6 months	More is better	75%	100%	100%	100%	100%	100%	→
Homes, Health and Wellbeing	PLA-M21	Number of properties with an improved energy	More is better	Stat	No data	No data	No data	No data	15	N/A

					Preceding four quarters				2026/27	
Service Area	Ref	Key Performance Indicator	Perspective	Q1 Target	Q1 25/26	Q2 25/26	Q3 25/26	Q4 25/26	Q1 26/27	Trend
		efficiency (SAP) rating following receipt of a Warm Homes Grant								
Enforcement	PLA-M22	% of housing enforcement cases closed within 6 months	More is better	75%	92%	92%	100%	90%	89%	↓
Communities (Corporate Health)	COR-M12	Number of safeguarding referrals	Less is better	Stat	No data	No data	No data	No data	16	N/A

QUARTER ONE PERFORMANCE COMMENTARY:

PLA-M10: A reduction in residual waste is reported. While this is based on early data, it indicates that the removal of food waste from residual collections is beginning to have the intended impact. Data will continue to be collected and reported to identify ongoing trends.

PLA-M11: The average amount of food waste collected per household in quarter one reports at 3.15kg, based on bins presented for collection. A total of 826 tonnes of food waste has been collected to date.

PLA-M13: Due to the five-working-day lag in collecting and recording missed bin data, the latest position will be provided as a verbal update at the Thriving Places Committee. Performance for missed bins reported below target throughout April and May, primarily due to driver shortages impacting service capacity and operational resilience.

PLA-M15: The percentage of fly-tipping incidents collected within 10 working days remained within the approved tolerance level for quarter one, achieving an overall quarterly average of 86%. Performance improved throughout the quarter, increasing month-on-month and reaching 90% in June. Performance impacted by larger incidents requiring JCB and staff reallocation impacting delivery.

PLA-M17: The percentage of Food Standards Agency inspections completed is a cumulative measure. The quarter target represents 22.5% of the annual 90% target, with performance compared against quarter one of the previous year.

The percentage of inspections completed is currently below target and is expected to remain below target into at least quarter three. Performance is currently 5.5% below target, equivalent to approximately 23 inspections, and is around 50% lower than the same period last year. The implementation of the new case management system has significantly impacted on inspection capacity, compounded by staff absences and a retirement during the reporting period. The team is also onboarding two new officers during June and July, who will require a period of training and development before being

able to undertake food hygiene inspections independently. As demand and statutory obligations continue, a request for additional or agency resource may be required during quarter three to support delivery of the required inspection programme.

PLA-M18: This measure captures the total number of incidents monitored by the council's 24/7 CCTV service across the district. It represents a minor amendment to the originally approved measure, which focused on top-tier offences only; the revised measure now includes all CCTV incidents.

KEY DELIVERABLES PROGRESS UPDATE – QUARTER ONE 2026/2027

CORPORATE PLAN AIM: ENABLING INCLUSIVE LOCAL GROWTH AND REGENERATION

Ref	Key Deliverable	Head of Service	Status	Confidence	Commentary
PLA-D01 Project	Heritage-led Commercial Centre Regeneration programme. <i>To deliver heritage led- regeneration throughout the district, including villages, improving historic building condition, enhancing public realm, and strengthening cultural and economic vitality</i>	J Makinson-Sanders	Healthy	High	The Heritage-led Commercial Centre Regeneration programme continues to make good progress across multiple strands. Under the Gainsborough Townscape Heritage Initiative, 21 schemes have been completed, with 2 further schemes in progress. Preparatory work is in progress to review options to continue with the scheme, including cost analysis and review of funding options. Without further funding, this scheme will cease in September 2025. In Market Rasen, within the Heritage Building Grant scheme, the panel is due to convene shortly to allocate the remaining funding; works at 4–5 Market Place were completed in March 2026, with 16 King Street nearing completion. The West Lindsey Shop Front Improvement Scheme has most recently supported works at 16 Silver Street, which is on site, with minimal funds remaining.

Ref	Key Deliverable	Head of Service	Status	Confidence	Commentary
PLA-D06 Project	Sector: Agri tech. <i>A transformative, corridor-wide programme that delivers the infrastructure, spatial vision, and innovation ecosystem needed to unlock the A15 Growth Corridor and Ag-Zone as a competitive, sustainable, high-growth economic cluster.</i>	J Makinson-Sanders	Healthy	High	All live projects on track against programme profile. Stage 3: A15 Growth Corridor Stage 1: A15 Improvements Stage 1: Ag Zone Infrastructure & Innovation Accelerator (AZIIA) Stage 1: Ag-Zone Strategic Framework & Infrastructure Readiness Study (AZSF/IRS)
PLA-D07 Project	Sector: Defence. <i>Realise the potential of the former RAF Scampton site while delivering a district-wide Defence Vision that strengthens Greater Lincolnshire's role in defence-led growth, skills, and supply-chain development.</i>	J Makinson-Sanders	Healthy	High	All live projects on track against programme profile. Stage 3: Scampton Redevelopment Stage 3: Greater Lincolnshire Defence Vision
PLA-D08 Project	Sector: Clean Energy. <i>A coordinated programme to position West Lindsey and the Gainsborough–West Burton corridor as a leading Clean Energy Supercluster by delivering the vision, infrastructure, skills, innovation ecosystem and enabling works required to unlock investment, sustainable growth and high-quality jobs</i>	J Makinson-Sanders	Healthy	High	All live projects on track against programme profile. Stage 3: Clean Energy Supercluster Workstreams Stage 3: STEP Investment Plan Stage 3: GLCCA UKSPF Transport (STEP) Interventions
PLA-D09 Project	Sector: Advanced Manufacturing. <i>A strategic framework delivering the vision, enabling works and investment proposition required to establish Gainsborough and North Lincolnshire as a competitive Advanced</i>	J Makinson-Sanders	Healthy	High	All live projects on track against programme profile. Stage 3: GLCCA UKSPF Advanced Manufacturing Site Development Study

Ref	Key Deliverable	Head of Service	Status	Confidence	Commentary
	Manufacturing cluster linked to STEP and the wider Clean Energy Supercluster.				Stage 1: Somerby Park Advanced Manufacturing Campus Phase 1
PLA-D10 Project	Delivery of UKSPF 2025-27 programme. <i>Delivery of the UKSPF 2025–27 programme will ensure the effective implementation of funded projects that drive inclusive local growth, regeneration, and community benefit across the district in line with UK Shared Prosperity Fund priorities</i>	J Makinson-Sanders	Healthy	High	Stage 3: Three elements of the Council's 2025–27 UKSPF/REPF programme are currently live and progressing in line with planned delivery and expenditure profiles. Spend profiles have been updated to align with the extended programme delivery period through to September 2026. The Retail Business Advisor project has been fully delivered, while the 'Supporting Innovation' strand has now concluded its allocated UKSPF-funded activity. Several programme areas have already achieved or exceeded their forecast outputs and outcomes, and no significant delivery or expenditure risks have been identified at this stage.
PLA-D02 Strategy	Markets Delivery Plan. <i>Implementation of a market's delivery plan with the aim to increase market traders and footfall.</i>	C Thornhill	N/A	N/A	A standard operating procedure is being developed to ensure service quality and resilience. Annual review of fees to be part of the budget setting process. A policy review will be conducted in 2027/28, unless changes required prior to then.
PLA-D03 Policy/Funding Initiative	Pride in Place Programme establishment. <i>To establish and support a Neighbourhood Board to commence delivery of the Pride in Place programme in Gainsborough West in accordance with funding parameters</i>	J Makinson-Sanders	N/A	N/A	The Pride in Place Programme is progressing well, with regular Neighbourhood Board meetings helping to shape the emerging vision and priorities. Work to develop the investment approach is ongoing, supported by evidence, community insight, and local engagement. Extensive consultation has taken place, including engagement with local groups, events, and young people, with a strong level of community participation to date. Further analysis

Ref	Key Deliverable	Head of Service	Status	Confidence	Commentary
					of consultation feedback will be completed in July to inform the next stage of the programme. More information is available at: www.gainsboroughprideinplace.co.uk
PLA-D04 BaU	Economic Growth Strategy action plan 2025-30. <i>Delivery of the economic growth strategy (adopted 2025) through the associated action plan. The Strategy sets a clear vision for sustainable, inclusive, and innovation-led growth across the district from 2025 to 2030.</i>	J Makinson-Sanders	N/A	N/A	The strategy was approved by committee in July 2025, with agreement that an annual infographic update on progress would be circulated via the Members' Newsletter. Delivery is supported through a rolling medium-term Action Plan (https://www.west-lindsey.gov.uk/growth-regeneration/economic-growth-strategy), aligned to the strategy's key themes. The Action Plan is designed to be dynamic, enabling it to respond to changing economic conditions and capitalise on emerging opportunities. In line with committee requirements, the Action Plan will be reviewed annually and updated as necessary in terms of both composition and delivery timescales, with the first review scheduled for September 2026 (publication October 2026). Progress will be monitored and evaluated using a combination of overarching economic metrics, developed in partnership with the Greater Lincolnshire Local Enterprise Partnership, and project-specific analysis to demonstrate the impact of interventions. Monitoring arrangements are in place, including established

Ref	Key Deliverable	Head of Service	Status	Confidence	Commentary
					data tracking processes and scheduled engagement with contributors. Metrics will assess performance, trends and benchmarking against comparators, and will be reviewed annually to ensure continued relevance. Progress will be reported to stakeholders annually through summary infographics and, where appropriate, supporting case studies
PLA-D05 BaU	Visitor Economy Strategy delivery of action plan. <i>Delivery of the refreshed visitor economy strategy through the associated action plan. The Strategy strengthens the district's tourism offer, enhances place identity, and supports sustainable growth in visitor numbers, spend, and experience quality.</i>	J Makinson-Sanders	N/A	N/A	Delivery of the Visitor Economy Action Plan is ongoing, with progress being made across a range of actions. Activity during the reporting period has focused on enhancing the district's visitor offer, including the refresh of Viking Way walking leaflets and the installation of updated village tourist information boards. Promotion of local walking routes has also continued, with a new promotional video produced for the Tealby walk.

CORPORATE PLAN AIM: DELIVERING HOMES THAT MEET LOCAL NEED

Ref	Key Deliverable	Responsible Officer	Status	Confidence	Commentary
PLA-D11 Strategy	Refresh of Central Lincolnshire Local Plan. <i>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.</i>	R Hughes	N/A	N/A	The CLJSPC has agreed to review the Central Lincolnshire Local Plan (CLLP), recognising it can continue to cover multiple areas despite potential LGR changes, with separate plans for new unitaries possible in future. Recent NPPF proposals introduce a requirement to review plans every five years and adopt them within a 30-month timeframe, although preparatory work can be completed in advance. The CLLP team has already begun early work on evidence and priorities, with an indicative timetable including informal consultation from October 2026 and formal review starting in early 2027. Timescales may be adjusted depending on LGR outcomes, but joint working is ongoing to minimise impacts.
PLA-D12 Strategy	Review and update the Housing strategy. <i>Review, update and delivery of the Housing strategy</i>	S Elvin	N/A	N/A	The Housing Strategy has been reviewed and shared with Members. A new approach to housing delivery will be agreed and implemented in 2026, including the development of a Housing Delivery Plan setting out what can be achieved by March 2028.
PLA-D13 BaU	Increase supply of affordable and appropriate housing. <i>Work with the combined authority, registered providers, developers and Homes England to create a pipeline and deliver affordable and appropriate housing that meets local need.</i>	S Elvin	N/A	N/A	Work on the Gainsborough Housing Delivery Plan is progressing in partnership with Homes England. A review of the Housing Zone is underway and will be shared with Members upon completion. A paper outlining S106 options and priorities will be presented to Committee in September, setting out proposed approaches for the prioritisation of held S106 funding.

CORPORATE PLAN AIM: CLEAN, GREEN AND SAFE COMMUNITIES

Ref	Key Deliverable	Responsible Officer	Status	Confidence	Commentary
PLA-D15 Project	Safer Gainsborough project. <i>To support the delivery of targeted, place -based interventions in Gainsborough that reduces serious violent crime, strengthens community safety, and improves local wellbeing as well as an understanding of other projects in other areas of the district.</i>	A Gray	Healthy	Concerns	Stage 1: The Safer Gainsborough Programme continues to progress, with governance arrangements and programme support now established through Lincolnshire County Council's Safer Lincolnshire Partnership. Activity across the programme is being aligned to maximise impact and ensure effective use of available resources. During June and July, the programme is being refocused to strengthen delivery around support for young people and preventative initiatives. Supporting evidence and performance data are currently being finalised and will be shared with Members to inform future programme development and decision-making.
PLA-D16 Project	Develop and enhance council owned green spaces. <i>To improve the quality, accessibility, and biodiversity of council-owned green spaces, supporting wellbeing, climate resilience, and community enjoyment.</i>	G White	Healthy	High	Stage 1: Maintenance and improvement plan for 2026/27 are currently being updated. Routine green space maintenance and enhancement works are ongoing.
PLA-D19 Project	Lea Fields Crematorium Memorial Garden. <i>Carry out the work required on the Memorial Garden</i>	C Thornhill	Healthy	High	Stage 1: Awaiting the outcome of the Lea Fields Crematorium Market Analysis. The final report from Federation of Burial and Cremation Authorities (FBCA) is now expected in July 2026 and will be used to inform the development of a subsequent action plan. Further updates will be provided once the report has been received and reviewed.
PLA-D17 Strategy	Joint Municipal Waste Strategy. <i>To collaborate with Lincolnshire partners to refresh and deliver the Joint</i>	R Gilliot	N/A	N/A	Current legislative changes are shaping the work of the Lincolnshire Waste Partnership (LWP) and will continue to do so through to

Ref	Key Deliverable	Responsible Officer	Status	Confidence	Commentary
	<i>Municipal Waste Strategy, ensuring a consistent, sustainable, and future-proof approach to waste management.</i>				2027. In response, the LWP is working collaboratively to implement these changes, with an updated version planned for 2027 incorporating recent data and outcomes. The partnership meets quarterly to review emerging changes and monitor current trends.
PLA-D14 Strategy	Develop and adopt a renewable energy community benefit policy. <i>To create a clear, consistent policy framework that ensures communities benefit directly from renewable-energy developments, supporting local investment, resilience, and fairness.</i>	E King	N/A	N/A	The committee report, policy appendices and legal briefing have now been drafted, and the item has been included in the Forward Plan ahead of the Thriving Places Committee. The draft policy is scheduled to be presented to the Committee on 14 July.

STRATEGIC RISKS PROGRESS UPDATE – QUARTER ONE 2026/2027

A strategic risk register is maintained to provide a structured approach to identifying, monitoring and proactively managing strategic risks, ensuring potential issues are understood, mitigated, and appropriately governed to support the successful delivery of council priorities.

Ref	Risk	Risk Owner	Direction of Travel/ Response	Risk Score	Planned Actions
PLA-R01	The threat is that the local housing market and our housing related services do not meet demand due to lack of suitable homes to meet local needs or a deterioration in condition of existing housing stock resulting in increased pressure on housing services	S Elvin	→ Treat	9	• Completion of Housing Stock Condition Survey to inform approach to Private Sector Housing action • Delivery of additional temporary accommodation across the district to meet growing demands • Continuation of S106 funding to deliver additional affordable housing • Delivery of specialist accommodation to meet identified needs • Review of Central Lincolnshire Local Plan • Deliver energy efficiency intervention
PLA-R02	The threat is that the local economy does not grow sufficiently due to lack	J Makinson-Sanders	→ Treat	9	• Delivery of the Economic Growth Strategy 25/30 Action Plan.

Ref	Risk	Risk Owner	Direction of Travel/ Response	Risk Score	Planned Actions
	of inward investment or loss of employers resulting in reduced job creation, lower economic resilience, reduced income to the council and greater pressure on Council services and resources				• Ensure profile and reputation of WLDC as place to invest and do business remains strong through networking and promotion of success. • Revisit economic evidence base in support of next phase of Local Plan review aligned with development of economic growth / development strategy. • Ongoing work to acquire and subsequently deliver the development agreement for the investment and regeneration of Scampton. • Submission of funding bids to organisations to support ongoing ED • Development and ongoing delivery of Pride in Place • Engagement with Greater Lincolnshire Combined County Authority to ensure Local Growth Plan and supporting work aligns with and represents the economic growth opportunities for the district. • Secure further funding for town centres heritage interventions.
PLA-R03	The threat is that we are unable to create a cleaner and safer district due to lack of capacity to respond to service demand or the ability to implement new legislation resulting in a lack of feeling safe, reputational damage or adverse effect on natural wildlife habitats and biodiversity	R Gilliot	→ Treat	8	• Continue to work with the Lincolnshire Waste Partnership (LWP). • Ensure continual review of the Municipal Waste Strategy. • Determine level of enforcement resources needed in advance of Fixed Term contract ending.
PLA-R04	The threat is that the review of the Central Lincolnshire Local Plan does	R Hughes	→ Treat	6	• Review timetable agreed - formal review planned Feb/Mar 2027 - CLJSPC signed off with

Ref	Risk	Risk Owner	Direction of Travel/ Response	Risk Score	Planned Actions
	not go ahead against the current timetable, resulting in a challenging supply of land and an inability to meet the needs of our residents, businesses and communities				oversight at their quarterly meetings • Preparatory work underway - HoPs leading & updates reported to CLSG monthly • WLDC officer and member engagement in review of Central Lincolnshire Local Plan.

Appendix 3

Excerpt of Minutes Thriving People Committee 16 July 2026

8 THRIVING PEOPLE THEMATIC BUSINESS PLAN PROGRESS REPORT

Members gave consideration to the Quarter One Thriving People Thematic Business Plan Progress Report presented by the Assistant Chief Executive (Policy and Strategy). Members were advised that the report provided an update on performance, key deliverables and strategic risks aligned to the Thriving People theme of the Corporate Plan. Reference was made to performance measures relating to temporary accommodation, Disabled Facilities Grants and the introduction of new measures relating to audience satisfaction and attendance at cultural events.

During the debate, a Member of the Committee sought clarification regarding performance relating to housing benefit and council tax support claims. Officers advised that performance remained within tolerance, with a small number of more complex cases taking longer to process.

Further discussion took place regarding temporary accommodation provision. Members sought assurance regarding the impact of newly acquired accommodation units and the level of support available to residents. Members were advised that properties had recently been handed over and it was too early to assess their full impact on performance indicators. It was noted that support arrangements formed part of the accommodation model and would continue to be monitored.

A Member of Committee highlighted the importance of reviewing the adequacy of temporary accommodation provision as further evidence became available and welcomed the inclusion of support arrangements for residents.

Discussion also took place regarding the Leisure Centre feasibility project and its relationship to the Committee structure. Officers advised that, whilst the project was aligned to the Thriving People theme within the Corporate Plan, efforts would continue to be made to engage all Members in the development of proposals.

Clarification was sought regarding performance relating to Disabled Facilities Grants. Members welcomed the improvement achieved and queried whether targets remained appropriate. Officers advised that current performance was above target, although the measure remained subject to funding pressures and future demand.

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

RESOLVED that

- a) the aligned deliverables, performance and strategic risks associated with the Thriving People aim of the Corporate Plan had been assessed; and
- b) the Quarter One Thematic Business Plan Report be approved.

THEMATIC BUSINESS PLAN QUARTERLY PROGRESS REPORT - 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.”

CORPORATE PLAN AIM: CHAMPION HEALTH, WELLBEING, CULTURE AND ACTIVE LIFESTYLES

Corporate Plan Objectives:

1. Working effectively with our partners to deliver the districts Health & Wellbeing Strategy and to ensure equity of access to services
2. Delivering our emerging Sport & Active Leisure Strategy to increase district wide opportunities for participation in sport and leisure activities
3. Delivering our Cultural Strategy to increase district wide opportunities for participation in cultural events and activities

CORPORATE PLAN AIM: SUPPORTING COMMUNITIES TO THRIVE

Corporate Plan Objectives:

1. Delivering our emerging Sport & Active Leisure Strategy to increase district wide opportunities for participation in sport and leisure activities
2. Promoting social capital and cohesion
3. Reducing overall inequality across the district and supporting our identified communities at risk through specific area action plans
4. Empowering communities to enhance their resilience to emergency events by promoting effective and robust local emergency planning

CORPORATE PLAN AIM: ENABLE INDEPENDENT LIVING, IMPROVE HOUSING CONDITIONS & SUPPORT VULNERABLE RESIDENTS

Corporate Plan Objectives:

1. Support vulnerable residents to live independently at home by delivering services that promote dignity, choice and belonging
2. Preventing homelessness through early intervention and targeted support
3. Improving housing standards by developing and delivering our response to Private Rented Sector housing reforms

CORPORATE PLAN AIM: BOOSTING SKILLS AND PATHWAYS INTO EMPLOYMENT

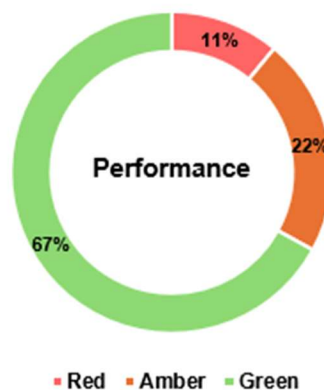
Corporate Plan Objectives:

1. Working collaboratively to ensure appropriate skills training and provision is in place Preventing homelessness through early intervention and targeted support
2. Delivering our Employment and Skills Strategy to strengthen opportunities for residents to gain the skills and confidence needed for sustainable employment
3. Increasing pathways into sustainable employment
4. Playing a key role in developing the STEP Fusion skills collaborative business plan

QUARTER ONE 2026/27 KEY PERFORMANCE INDICATOR OVERVIEW

PERFORMANCE BY SERVICE AREA									
				Red		Amber		Green	
	Not reported Q1	Statistic	KPI	No.	%	No.	%	No.	%
Trinity Arts Centre	0	1	1	-	-	-	-	1	100%
Culture	0	2	0	-	-	-	-	-	-
Communities	0	2	0	-	-	-	-	-	-
Housing Benefit and Local Council Tax Support	0	0	2	-	-	1	50%	1	50%
Home Choices	0	1	4	1	25%	1	25%	2	50%
Homes Health and Wellbeing	0	0	2	-	-	-	-	2	100%
Total	0	6	9	1	-	2	-	6	-
Previous Quarter Total	-	-	-	-	-	-	-	-	-

Q1 Overall KPI Performance (%)



PERFORMANCE IMPROVEMENT PLAN – QUARTER ONE 2026/2027

The Performance Improvement Plan focuses on measures that have underperformed for two or more consecutive quarters. It provides additional context on the reasons for underperformance, associated impacts, and the actions in place to drive improvement, including expected timescales.

Portfolio / Service	Measure	Reason	Impact	When will we see an improvement?
Homelessness	PPL-M12 - % of households spending more than 42 nights in B&B accommodation	• Due to the unsuitability of temporary accommodation in Gainsborough for some cases. • Since the only temporary accommodation is located in the town, if someone cannot be accommodated in Gainsborough, the only alternative is to use B&B accommodation. • The Homelessness Code of Guidance states it is not acceptable for anyone to spend more than 42 nights in B&B accommodation. For this reason, the target for this measure was set at zero.	• Increased use of B&B accommodation. • B&B accommodation is only considered suitable for short-term use, due to the lack of amenities. • Financial impact to the Council for the use of B&B accommodation.	• The temporary accommodation/Local Authority Housing Fund (LAHF) project is underway to ensure the Council are delivering within the code of guidance to have this measure at zero.
Actions – what can we do to improve?				
• End of financial year 2026/2027 • Completion of all five properties as part of this project has now occurred and the final lease agreements to hand the properties over are being finalised. • Lease agreements on-going, with them expected to be handed over to Framework by the end July 2026				

KEY PERFORMANCE INDICATOR – QUARTER ONE 2026/2027

CORPORATE PLAN AIM: CHAMPION HEALTH, WELLBEING, CULTURE AND ACTIVE LIFESTYLES

Service Area	Ref	Key Performance Indicator	Perspective	Q1 Target	Preceding four quarters				2026/27	
					Q1 25/26	Q2 25/26	Q3 25/26	Q4 25/26	Q1 26/27	Trend
Trinity Arts Centre	PPL-M01	Cinema audience figures as a % of capacity	More is better	Stat	15%	7%	17%	9%	8%	↓
Trinity Arts Centre	PPL-M02	Live theatre audience figures as a % of capacity	More is better	60%	71%	80%	70%	83%	65%	↓
Culture	PPL-M03	Audience satisfaction score from legacy events (go-festival, illuminate, Christmas lights and Wordfest)	More is better	Stat	No data	No data	No data	No data	4.6	N/A
Culture	PPL-M04	Number of visitors to legacy events (go-festival, illuminate, Christmas lights and Wordfest)	More is better	Stat	No data	No data	No data	No data	4,352	N/A

QUARTER ONE PERFORMANCE COMMENTARY:

PPL-M02: Performance for live theatre audience figures as a percentage of capacity remained above target during the quarter, although lower than typical levels. Attendance averaged 53% in April and 60% in May before increasing to 81% in June. The lower performance at the start of the quarter reflects a reduced programme of live events, as the team focused on maintaining core operations and ensuring a safe, high-quality experience for audiences attending scheduled performances.

PPL-M03/M04: During June, the Cultural Team delivered three events: GO Festival Market Rasen, GO Festival Gainsborough and Welton WordFest. The events attracted an estimated combined footfall of 4,352 attendees. Feedback collected through QR codes and online surveys reported an average audience satisfaction score of 4.6 out of 5 across all three events.

CORPORATE PLAN AIM: SUPPORTING COMMUNITIES TO THRIVE

					Preceding four quarters				2026/27	
Service Area	Ref	Key Performance Indicator	Perspective	Q1 Target	Q1 25/26	Q2 25/26	Q3 25/26	Q4 25/26	Q1 26/27	Trend
Communities	PPL-M05	% of identified communities that have their own emergency plan	More is better	Stat	No data	No data	No data	No data	62.5%	N/A
Housing Benefit and Local Council Tax Support	PPL-M06	End to end processing times (days)	Less is better	5	4	4	4	3	4	↓
Housing Benefit and Local Council Tax Support	PPL-M07	Claims older than 50 calendar days	Less is better	6	4	4	6	4	7	↓

CORPORATE PLAN AIM: ENABLE INDEPENDENT LIVING, IMPROVE HOUSING CONDITIONS & SUPPORT VULNERABLE RESIDENTS

					Preceding four quarters				2026/27	
Service Area	Ref	Key Performance Indicator	Perspective	Q1 Target	Q1 25/26	Q2 25/26	Q3 25/26	Q4 25/26	Q1 26/27	Trend
Home Choices	PPL-M08	% of homelessness approaches with positive outcomes	More is better	75%	83%	85%	88%	80%	77%	↓
Home Choices	PPL-M09	% utilisation of temporary leased accommodation	More is better	75%	45%	95%	81%	86%	68%	↓
Home Choices	PPL-M10	% of households spending more than 56 nights in Temporary leased accommodation	Less is better	40%	19%	7%	36%	53%	16%	↑
Home Choices	PPL-M11	Total number of households in temporary leased/B&B accommodation	Less is better	Stat	68	74	85	122	89	Stat

Service Area	Ref	Key Performance Indicator	Perspective	Q1 Target	Preceding four quarters				2026/27	
					Q1 25/26	Q2 25/26	Q3 25/26	Q4 25/26	Q1 26/27	Trend
Home Choices	PPL-M12	% of households spending 42 nights or more in B&B accommodation	Less is better	0%	17%	12%	26%	30%	30%	→
Homes, Health and Wellbeing	PPL-M13	The average number of working days from DFG referral to completion of works	Less is better	120	117	110	106	105	102	↑
Homes, Health and Wellbeing	PPL-M14	% of DFG referrals completed within 120 working days	More is better	50%	46%	66%	69%	67%	75%	↑
Communities	PPL-M15	Number of completed target hardening referrals completed	N/A	Stat	No data	No data	No data	No data	10	N/A

QUARTER ONE PERFORMANCE COMMENTARY:

PPL- M09: The utilisation of temporary leased accommodation has been impacted this quarter, despite an increase in provision from five to seven units. A number of challenges relating to repairs, maintenance and void periods have reduced utilisation levels below the desired target. Work is ongoing to implement a waiting list to reduce sign-up times and to ensure repairs are completed as quickly as possible.

PPL-M13/14: Demand for Disabled Facilities Grants (DFGs) continues to rise, alongside an increasing complexity of cases. This is placing growing pressure on the available budget and is likely to result in a need to temporarily hold applications to avoid overspend. Careful management is required to strike a balance between minimising delays to essential adaptations and ensuring financial risk to West Lindsey remains controlled.

In addition, a number of referrals require works that exceed current mandatory grant parameters. A process is being developed to assess and manage these cases, ensuring that discretionary funding can be considered in exceptional circumstances where all other options have been exhausted.

KEY DELIVERABLES PROGRESS UPDATE – QUARTER ONE 2026/2027

CORPORATE PLAN AIM: CHAMPION HEALTH, WELLBEING, CULTURE AND ACTIVE LIFESTYLES

Ref	Key Deliverable	Head of Service	Status	Confidence	Commentary
PPL-D01 Project	Health Centre Feasibility Study. <i>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.</i>	J Makinson Sanders	Healthy	High	Stage 2: Feasibility study due to be presented Thriving People Committee 16th July.
PPL-D02 Project	Changing Places. <i>Development of an approved changing places facility in Gainsborough and assessment of opportunities of provision in other areas of the district.</i>	G Reeve	Healthy	High	Stage 3: The tender process successfully completed and the contract awarded. Contract meeting held in June, with fortnightly progress meetings scheduled, marking the transition into the delivery phase.
PPL-D03 Project	Housing related projects (Greater Lincs Pipeline & Local Needs Assessment). <i>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.</i>	S Elvin	Healthy	High	Stage 1: Participated in GLCCA housing strategy and pipeline, awaiting publication of prioritised list of sites. Completed review of Housing Zone and Housing Delivery Plan. GLCCA Brownfield Land Fund opens for applications 29 June 2026, bids to be made to seek funding. Housing Needs Assessment update commissioned by Local Plans Team to inform review of Local Plan Policies.
PPL-D05 Project	Leisure Centre Feasibility Study. <i>To evaluate the future of leisure provision in the district, including the feasibility of refurbishing, replacing, or reconfiguring existing leisure</i>	C Thornhill	Healthy	Concerns	Stage 2: Core elements of RIBA 3 to be presented to concurrent meeting of Thriving People and Thriving Council (date to be confirmed) with recommendation to proceed to RIBA 4.

Ref	Key Deliverable	Head of Service	Status	Confidence	Commentary
	<i>centre facilities at Gainsborough Leisure Centre.</i>				
PPL-D35 Project	Review of facilities at Market Rasen. <i>To evaluate the future of leisure provision at Market Rasen Leisure Centre.</i>	C Thornhill	N/A	N/A	Work is underway to scope the requirements for the refurbishment of West Lindsey Leisure Centre as a priority. At an appropriate time, enhancement opportunities will then be considered for the Market Rasen Leisure Centre, with options brought forward for consideration and decision.
PPL-D06 Project	Trinity Arts Centre Feasibility Study. <i>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</i>	C Thornhill	Healthy	Concerns	Stage 2: Funding for capital works identified and subsequent applications to be submitted over the next quarter.
PPL-D04 Strategy	Develop and deliver Sport & Physical Activity Strategy. <i>To create and implement a district-wide Sport and Physical Activity Strategy that promotes health, wellbeing, participation, and community cohesion.</i>	G White	N/A	N/A	Delivered: Sport & Physical Activity Strategy and the Active Together Action Plan was approved at Prosperous Communities Committee in March 2026. As such, this action is considered complete and can be removed from the Thematic Business Plan.
PPL-D36 Strategy	Deliver Sport & Physical Activity Strategy Action Plan. <i>Delivery of the Sport & Physical Activity Strategy Action Plan to deliver the aims of the strategy.</i>	G White	N/A	N/A	Approved at Prosperous Communities Committee in March 2026. On-going development work supporting sports clubs and groups across West Lindsey. School Games delivery continuing in 2026/27 with additional funding awarded to the Council from Sport England.
PPL-D07 Strategy	Update the cultural programme to support delivery of the cultural strategy. <i>Develop a cultural programme that reflects local</i>	C Thornhill	N/A	N/A	Enhanced cultural programme now in delivery. £100k Arts Council England submission planned for end of July 2026 to support delivery.

Ref	Key Deliverable	Head of Service	Status	Confidence	Commentary
	<i>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</i>				
PPL-D08 Strategy	Develop cultural outreach plan <i>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</i>	C Thornhill	N/A	N/A	An initial draft of the operational workplan is being developed, incorporating learning from the completion of the GO and WordFest series.

CORPORATE PLAN AIM: SUPPORTING COMMUNITIES TO THRIVE

Ref	Key Deliverable	Responsible Officer	Status	Confidence	Commentary
PPL-D09 Project	Youth Provision. <i>Conduct a feasibility study for youth provision facilities within the district</i>	G White	N/A	N/A	Currently being scoped.
PPL-D10 Project	Village Halls and Community Facilities. <i>Identify a programme of works to ensure the long-term sustainability of village halls and community facilities to be supported through grant funding opportunities.</i>	G White	Healthy	High	Stage 1: Community Grants Programme paper due to be presented Thriving People Committee 16th July.
PPL-D11 Strategy	Refresh the Communities at Risk Strategy. <i>Refresh the Strategy to ensure it reflects current needs, emerging risks, and the Council's ambition for prevention, resilience and targeted support.</i>	G White	N/A	N/A	An initial officer review of the strategy has commenced, with wider stakeholder engagement scheduled for quarter two and quarter three of 2026/27. A refreshed strategy and associated action plans are expected to be presented to committee in quarter four of 2026/27.

Ref	Key Deliverable	Responsible Officer	Status	Confidence	Commentary
PPL-D12 BaU	Access to high-speed broadband. <i>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.</i>	G White	N/A	N/A	WLDC-provided Community Wi-Fi hotspots are currently being delivered, with completion expected in quarter three of 2026/27.
PPL-D13 BaU	Supporting the Armed Forces community. <i>Support the delivery of the Armed Forces Community Covenant</i>	G White	N/A	N/A	Ongoing officer representation is maintained at Armed Forces Community Covenant Partnership meetings and events. Funding has been secured for 2026/27 to support the Armed Forces Community Covenant Officer post, hosted by North Kesteven District Council.
PPL-D15 Policy/ funding initiative	Deliver Communities at Risk Action Plans. <i>Develop and deliver targeted action plans that respond to identified communities at risk.</i>	G White	N/A	N/A	Action Plans will be developed following the adoption of a new Communities at Risk Strategy. Linked to PPL-D11.
PPL-D35 BaU	Parish Forums. <i>Continue to engage with Parish and Town Councils across the district, including an annual programme of district wide Parish forums.</i>	G White	N/A	N/A	Parish Forum events are currently being organised for 2026/27, with delivery planned for quarter two and quarter three.

CORPORATE PLAN AIM: ENABLE INDEPENDENT LIVING, IMPROVE HOUSING CONDITIONS & SUPPORT VULNERABLE RESIDENTS

Ref	Key Deliverable	Responsible Officer	Status	Confidence	Commentary
PPL-D14 BaU	Review the approach to homelessness services. <i>Review the allocation of funding and work with partners to understand how homelessness services will be funded in the future.</i>	S Elvin	N/A	N/A	Approach to Homelessness paper agreed at Prosperous Communities Committee in March 2026. These will be monitored for progress and updated where required. Next steps to adopt and deliver the required action plan.
PPL-D16 BaU	Develop and deliver the councils response to the Renters' Rights Act 2025. <i>To ensure the Council is fully prepared for, compliant with, and proactive in implementing the Renters' Rights Act 2025.</i>	A Gray	N/A	N/A	The Renters Reform Act came into effect on 1 May 2026, and the Council has subsequently reviewed and approved the relevant policies in response. To date, there has been limited engagement from tenants regarding the changes. The Council has agreed to recruit a Tenant Liaison Officer on a two-year fixed-term basis to strengthen its capacity in this area. The broader implications of the Act are still emerging and will continue to be monitored.

CORPORATE PLAN AIM: BOOSTING SKILLS AND PATHWAYS INTO EMPLOYMENT

Ref	Key Deliverable	Responsible Officer	Status	Confidence	Commentary
PPL-D17 Strategy	Review the Employment and Skills Strategy and action plan <i>To ensure the strategy is relevant and effective, local needs are identified and stay aligned with the changing skills and employment landscape.</i>	G White	N/A	N/A	Workshop took place in June 2026 with Employment & Skills Partnership members. Updated strategy and delivery plan due to be presented Thriving People Committee 16th July.
PPL-D18 BaU	Start Small Dream Big - raising aspirations for young people <i>To connect young learners with the world of work in a cost-effective and meaningful way through aspirational assemblies.</i>	G White	N/A	N/A	Raising Aspirations Assemblies won the One Big Idea UK REiIF award in May 2026. Delivery of aspirational assemblies continues across schools within the DN21 postcode, aligned to the academic year.

STRATEGIC RISKS PROGRESS UPDATE – QUARTER ONE 2026/2027

A strategic risk register is maintained to provide a structured approach to identifying, monitoring and proactively managing strategic risks, ensuring potential issues are understood, mitigated, and appropriately governed to support the successful delivery of council priorities.

Ref	Risk	Risk Owner	Direction of Travel/ Response	Risk Score	Planned Actions
PPL-R01	The threat is that we are unable to boost employment and skills due to limited opportunities within the labour market and low aspirations within our communities	G White	→ Treat	9	• Refresh the Employment and Skills Strategy and action plan • Development of projects to identify and address specific skills shortages (technical and vocational) within key employers/sectors, with a focus on key growth sectors including Agri Tech, Care, Manufacturing, Defence, Alternative Energy and the Visitor Economy. • Hold annual jobs and careers fair in partnership with DWP (as part of network of Job Centres delivery model) • Fully participate in UKAEA Skills Collaboration to ensure final tender submitted as provider collaboration for early skills delivery • Members and Officers of WLDC to engage in the Greater Lincolnshire Combined Authority Employment and Skills Board, including strategic development work wherever possible. Develop appropriate internal governance to ensure timely feed into and out of CCA activity. • Secure further funding in partnership with LCC for the Youth Aspiration Programme which provides mentoring opportunities, supports the development of young people and facilitates activities between schools and local employers

Ref	Risk	Risk Owner	Direction of Travel/ Response	Risk Score	Planned Actions
PPL-R02	The threat is that we are unable to provide adequate support for vulnerable groups and communities due to lack of funding and capacity to deliver resulting in a widening of health inequalities and further demand on services and resources	G White	→ Treat	9	• Refresh the Communities at Risk Strategy and deliver the action plans • Develop and deliver a Sport and Physical Activity Strategy • Develop and deliver the council's response to the Renters Rights Act 2025
PPL-R03	The threat is that the health and wellbeing of our residents does not improve due to a failure to meet wellbeing, housing and leisure demand resulting in an increased burden on services and budgets and reduction in life expectancy and health for residents	S Elvin	→ Treat	9	• Refresh engagement with ICB post merger with Notts/Derbyshire and changes to Chief Exec • Continue strategic and political engagement with partners to secure review of funding mechanism for DFGs • Produce annual update on Health and Wellbeing Strategy • Supported Housing Strategy in place by March 2027 • Robust data and evidence of housing need and demand in all areas to ensure needs are met. • Continuation of Good Homes Alliance to assist people with housing related issues. • Health centre feasibility study • Development and delivery of Sports and Physical Activity Strategy

Appendix 5

Excerpt of Minutes Thriving Council Committee 30 July 2026

20 THRIVING COUNCIL THEMATIC BUSINESS PLAN PROGRESS REPORT

Members heard again from the Section 151 Officer, who presented the Quarter One Thriving Council Thematic Business Plan Progress Report for 2026/27.

Members were advised that the report provided an update on performance, delivery of key priorities, and strategic risks associated with the Thriving Council theme of the Corporate Plan. It was noted that the new reporting format brought together performance measures, deliverables and risks into a single report and incorporated trend data to assist Members in assessing performance over time.

The Committee heard that overall performance remained positive, with most key performance indicators achieving target. Strengths were reported across financial services, digital services, information governance, and technology. Reference was made to customer satisfaction and complaints performance, which had been affected by the introduction of the food waste collection service, although complaint response times remained within target.

Members were also advised that several key projects had been completed and were recommended for removal from future reporting, including the food waste collection project, depot electrification feasibility study, Community Asset Transfer Policy and Workforce Plan.

During the debate, Members welcomed the report and the strong overall performance position reflected within the indicators. Whilst noting the small number of indicators reporting below target, it was acknowledged that these were linked to operational pressures previously discussed elsewhere on the agenda.

A Member sought assurance regarding the monitoring of workforce wellbeing and organisational resilience considering preparations for Local Government Reorganisation (LGR). In response, the Chief Executive outlined the measures in place to support staff, including engagement activities, staff focus groups, leadership development, workforce planning, and regular monitoring through the thematic business plan framework. Assurance was provided that the impact of LGR on staff would continue to be closely monitored and reported.

Members welcomed the new reporting format and the inclusion of trend data, which was considered to provide greater clarity when assessing performance.

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

RESOLVED that

- a) the aligned deliverables, performance measures and strategic risks associated with the Thriving Council aim of the Corporate Plan had been assessed; and
- b) the Quarter One Thriving Council Thematic Business Plan Progress Report be approved.



THEMATIC BUSINESS PLAN QUARTERLY PROGRESS REPORT - 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.”

CORPORATE PLAN AIM: TO DELIVER GOOD QUALITY SERVICES FOR RESIDENTS AND BUSINESSES

Corporate Plan Objectives:

1. 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
2. Ensure our communication with residents, businesses and communities is clear, consistent and concise

CORPORATE PLAN AIM: TO BE A WELL-MANAGED COUNCIL

Corporate Plan Objectives:

1. Providing services that deliver value for money
2. Ensuring our governance arrangements are robust and our decision-making is transparent and ethical
3. Ensuring local democracy operates in an effective and ethical manner

CORPORATE PLAN AIM: TO BE A FORWARD-LOOKING COUNCIL

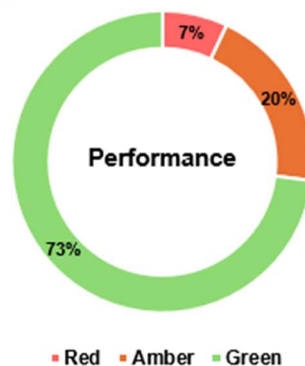
Corporate Plan Objectives:

1. Supporting our services with the transformation required for Local Government Reorganisation
2. Supporting the delivery of a safe and legal unitary council from day one
3. Ensuring our workforce is skilled, supported and high-performing and that the Council demonstrates a culture of continuous learning and improvement

QUARTER ONE 2026/27 KEY PERFORMANCE INDICATOR OVERVIEW

PERFORMANCE BY SERVICE AREA									
				Red		Amber		Green	
	Not reported Q1	Statistic	KPI	No.	%	No.	%	No.	%
Customer Services	0	3	6	1	16.5%	1	16.5%	4	66%
Financial Services	1	2	2	-	-	-	-	2	100%
Information Governance	0	0	1	-	-	-	-	1	100%
Council Tax & NNDR	0	0	2	-	-	1	50%	1	50%
Trinity Arts	0	0	1	-	-	1	100%	-	-
Digital	0	0	1	-	-	-	-	1	100%
Data & Technology	0	0	1	-	-	-	-	1	100%
Property & Assets	0	1	0	-	-	-	-	-	-
People and Organisational Development	2	2	1	-	-	-	-	1	100%
Total	3	8	15	1	-	3	-	11	-
Previous Quarter Total	-	-	-	-	-	-	-	-	-

Q1 Overall KPI Performance (%)



KEY PERFORMANCE INDICATOR – QUARTER ONE 2026/2027

CORPORATE PLAN AIM: TO DELIVER GOOD QUALITY SERVICES FOR RESIDENTS AND BUSINESSES

					Preceding four quarters				2026/27	
Service Area	Ref	Key Performance Indicator	Perspective	Q1 Target	Q1 25/26	Q2 25/26	Q3 25/26	Q4 25/26	Q1 26/27	Trend
Customer Services	COU-M01	% of calls answered	More is better	90%	91%	94%	94%	92%	91%	↓
Customer Services	COU-M02	% of on-line demands received	More is better	30%	37%	30%	28%	54%	42%	↓
Customer Services	COU-M03	% of complaints where the Council is at fault	Less is better	30%	28%	26%	20%	6%	64%	↓
Customer Services	COU-M04	Average number of calendar days taken to resolve a Stage 1 complaint	Less is better	14	No data	No data	No data	No data	5	-
Customer Services	COU-M05	Average number of calendar days taken to resolve a Stage 2 complaint	Less is better	28	No data	No data	No data	No data	18	-
Customer Services (Corporate Health)	COR-M01	Customer Satisfaction	More is better	80%	86%	83%	82%	81%	71%	↓
Customer Services (Corporate Health)	COR-M02	Stage 1 Complaints received	Less is better	Stat	46	51	33	34	74	Stat
Customer Services (Corporate Health)	COR-M02	Stage 2 Complaints received	Less is better	Stat	No data	No data	No data	No data	11	Stat
Customer Services (Corporate Health)	COR-M03	Compliments received	More is better	Stat	392	380	325	438	330	Stat

CORPORATE PLAN AIM: TO BE A WELL-MANAGED COUNCIL

					Preceding four quarters				2026/27	
Service Area	Ref	Key Performance Indicator	Perspective	Q1 Target	Q1 25/26	Q2 25/26	Q3 25/26	Q4 25/26	Q1 26/27	Trend
Financial Services (Corporate Health)	COR-M04	Budget variance (£)	N/A	£0	Annual					-
Financial Services (Corporate Health)	COR-M05	Overall Council budget forecast outturn variance (%)	N/A	0%	-0.90%	-0.83%	-1.84%	-8.14%	0.37%	↑
Financial Services	COU-M06	Value of savings identified	More is better	Stat	£0	£61.2k	£61.2k	£61.2k	£0	Stat
Financial Services	COU-M07	Value of savings delivered	More is better	Stat	£0	£10.2k	£25.5	£35.7k	£0	Stat
Financial Services	COU-M08	% of invoices paid within 30 days from date of receipt of invoice. (Not including invoices in dispute)	More is better	98%	99%	98.5%	98.8%	99.4%	99.3%	↓
Information Governance	COU-M09	% of FOIs and EIRs completed within the statutory timeframe	More is better	97%	93%	95%	96%	96%	95%	↓
Council Tax and NNDR	COU-M10	Council Tax in-year collection rate	More is better	28.29%	28.29%	N/A	N/A	N/A	28.12%	↓
Council Tax and NNDR	COU-M11	NNDR in-year collection rate	More is better	31.94%	31.94%	N/A	N/A	N/A	32.16%	↑

Service Area	Ref	Key Performance Indicator	Perspective	Q1 Target	Preceding four quarters				2026/27	
					Q1 25/26	Q2 25/26	Q3 25/26	Q4 25/26	Q1 26/27	Trend
Trinity Arts Centre	COU-M12	Average spend per head on secondary sales	More is better	£3.70	£3.36	£4.01	£3.68	£3.67	£3.50	↓
Digital	COU-M13	Website availability	More is better	98%	99.9%	100%	100%	100%	100%	→
Data and Technology	COU-M14	System availability	More is better	98%	100%	100%	100%	100%	100%	→
Property and Assets	COU-M15	% of void property (by rental income)	Less is better	Stat	0.9%	0.75%	0.74%	2.5%	4.8%	Stat
People and Organisational Development (Corporate Health)	COR-M11	Health & Safety incidents	Less is better	Stat	18	18	19	12	19	Stat

QUARTER ONE PERFORMANCE COMMENTARY:

COU-M03/COR-M01/COR-M02: The increase in complaints and reduction in customer satisfaction relates to the introduction of the new food waste service, where higher levels of customer feedback are expected, particularly for a service delivered to all properties across the district. The rise in upheld complaints primarily relates to missed collections, which is to be expected whilst new crews adjust to the new service.

COR-M05: Quarter four figures are subject to final audit of the statement of accounts. Quarter one currently shows a debit of 0.37%, equating to £73k.

***COU-M09:** The percentage of FOIs and EIRs completed within the statutory timeframe has been updated for 2026/27, with a revised tolerance applied. Performance below 90% will be reported as red, while performance between 91% and 96% will fall within the approved tolerance and be reported as amber.

COU-M10: The Council Tax in-year collection rate is a cumulative measure. The quarter one target represents 28.29% of the annual 97.73% target, with performance compared against the same period in the previous year.

The number of customers opting to pay over 12 monthly instalments, rather than 10, continues to increase, with 16,708 Council Tax accounts now set to pay over 12 months compared to 15,785 at the same point last year, which impacts the year-on-year comparison/target.

COU-M11: Similarly, the NNDR in-year collection rate is a cumulative measure. The quarter target represents 31.94% of the annual 97.42% target, with performance compared against quarter one of the previous year.

COU-M12: Average spend per head on secondary sales has a revised target for 2026/27, increasing from £3.00 to £3.70.

COU-M15: The current monthly rent roll is based on a lettable unit list of 86 properties. There are six void units (including the former BM Bargains and Savoy units), resulting in a rent loss of 4.8% for the period.

CORPORATE PLAN AIM: TO BE A FORWARD-LOOKING COUNCIL

					Preceding four quarters				2026/27	
Service Area	Ref	Key Performance Indicator	Perspective	Q1 Target	Q1 25/26	Q2 25/26	Q3 25/26	Q4 25/26	Q1 26/27	Trend
People and Organisational Development (Corporate Health)	COR-M07	% of staff turnover	Less is better	Stat	0.64%	0.87%	0.86%	0.70%	0.68%	Stat
People and Organisational Development (Corporate Health)	COR-M08	Staff absenteeism (days)	Less is better	1.5	0.42	0.51	0.63	0.60	0.72	↓
People and Organisational Development (Corporate Health)	COR-M09	Overall, I am satisfied with my job at the council	More is better	Annual						
People and Organisational Development (Corporate Health)	COR-M10	Would you recommend WLDC as a good place to work?	More is better	Annual						

KEY DELIVERABLES PROGRESS UPDATE – QUARTER ONE 2026/2027

CORPORATE PLAN AIM: TO DELIVER GOOD QUALITY SERVICES FOR RESIDENTS AND BUSINESSES

Ref	Key Deliverable	Head of Service	Status	Confidence	Commentary
COU-D15 Project	Revenues & Benefits Self-Serve feasibility. <i>To assess the feasibility, costs, benefits, and operational implications of introducing enhanced self-serve capabilities for Revenues and Benefits services</i>	P Davy (Interim)	Healthy	High	Stage 3: A feasibility study has been carried out, looking at the procurement of a Revenues & Benefits Self-Serve Portal solution to increase self-serve provision across these services. The findings of the study show that Self-Serve is not a viable solution at this time. As such, it is proposed that this deliverable be removed from the Thriving Council Thematic Business Plan.
COU-D04 Project	Depot Electrification feasibility study. <i>To deliver a feasibility study for the electrification of the depot, enabling the shift to low-carbon vehicles and reducing operational emissions</i>	E King	Healthy	High	Stage 3: A study was carried out, with the findings considered by the Environment and Sustainability Member Working Group and officers. The announcement on Local Government Reorganisation means that any further work on this has been paused. As such, this action is considered complete and can be removed from the Thematic Business Plan.
COU-D05 Project	Food Waste Collections. <i>To design and implement a district-wide food-waste collection service in line with national waste-reform requirements, improving recycling rates and reducing landfill</i>	R Gilliot	Healthy	High	Stage 4: The FWC service was successfully launched on 30 March 2026, meeting all statutory deadlines. The project has now transitioned into business-as-usual (BAU), with a supporting metric included in the Thriving Places report to monitor ongoing usage. As delivery is complete and the service is embedded in BAU, this project can now be removed from the Thematic Business Plan.

Ref	Key Deliverable	Head of Service	Status	Confidence	Commentary
COU-D02 Project	In Cab Technology feasibility. <i>To assess the feasibility of implementing in-cab technology for waste and street-scene services, improving operational efficiency, data accuracy, and service responsiveness</i>	R Gilliot	Healthy	High	Stage 3: Work is underway to gather the information required to determine the feasibility of this project before the findings are presented for consideration and decision.
COU-D03 Strategy	Customer Experience Strategy refresh. <i>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</i>	L Marlow	N/A	N/A	The strategy is being reviewed against the Corporate Plan to ensure continued alignment. A full review is scheduled for 2028, although this is subject to change depending on the outcome of Local Government Reorganisation (LGR).
COU-D40 Strategy	Refresh the Equalities Strategy. <i>To refresh the Council's Equalities Strategy, ensuring it reflects current legislation, local needs and best practice</i>	L Langdon	N/A	N/A	The Equality, Diversity, Inclusion and Belonging Strategy is currently in development. Consultation on the proposed objectives has been completed, and the strategy is scheduled to be presented to the Thriving Council Committee in December 2026.
COU-D01 Strategy	Refresh the Car Parking Strategy and deliver the action plan. <i>To refresh the district-wide Parking Strategy to ensure effective management of parking assets that, in turn, support economic vitality, accessibility, and sustainability</i>	G Reeve	N/A	N/A	The refreshed Parking Strategy and associated action plan was approved by the Thriving Council Committee on 25 June 2026. Members agreed that the strategy should be reviewed and refreshed in five years' time (2031–32), noted the progress of the two-hour free parking trial in Gainsborough and approved an extension of the trial until 31 January 2027.

CORPORATE PLAN AIM: TO BE A WELL-MANAGED COUNCIL

Ref	Key Deliverable	Responsible Officer	Status	Confidence	Commentary
COU-D06 Strategy	Communities Asset Transfer. <i>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</i>	G Reeve	N/A	N/A	Delivered: The Community Asset Transfer Policy was approved by Corporate Policy and Resources Committee 16th April 2026. As such, this action is considered complete and can be removed from the Thematic Business Plan.
COU-D39 BaU	Local Code of Governance. <i>Operate in accordance with the Local Code of Governance and deliver against the Annual Governance Statement Action Plan</i>	L Langdon	N/A	N/A	Local Code of Governance was approved at Governance and Audit Committee 25th November 2025. Ongoing monitoring and discussion at the Corporate Governance Group.
COU-D08 Strategy	Strategic Asset Management Plan. <i>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</i>	G Reeve	N/A	N/A	A Strategic Asset Management Plan is in place and supports the effective management of council assets and long-term planning. The Strategic Asset Management Policy and Strategy are due to be refreshed to reflect revised governance arrangements, with an updated Strategic Asset Management Plan to follow.

Ref	Key Deliverable	Responsible Officer	Status	Confidence	Commentary
COU-D09 BaU	Review the Member / Officer protocol. <i>To review and update the Member / Officer Protocol to ensure clarity, professionalism, and effective working relationships across the organisation</i>	L Langdon	N/A	N/A	The refreshed version has been approved. Political awareness training for officers has been arranged, with Member training to be scheduled.
COU-D10 BaU	Review the WLDC Constitution <i>To undertake a comprehensive review of the Council's Constitution to ensure it is modern, legally compliant, accessible, and aligned with current governance arrangements</i>	L Langdon	N/A	N/A	Progress has already been made, with this remaining an ongoing area of work.
COU-D11 BaU	Review the Officer Delegation Scheme <i>To update the Officer Delegation Scheme to ensure clarity, efficiency, and accountability in decision-making</i>	L Langdon	N/A	N/A	Final amendments are in progress, with the work nearing completion.

CORPORATE PLAN AIM: TO BE A FORWARD-LOOKING COUNCIL

Ref	Key Deliverable	Responsible Officer	Status	Confidence	Commentary
COU-D12 Project	LGR Ready. <i>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).</i>	D Mellors	Healthy	High	Stage 3: Work is progressing in coordination with Greater Lincolnshire authorities to ensure a consistent approach to data collation across the county. Regular progress updates are being provided to Chief Executives and Leaders.
COU-D13 Project	LGR Transition. <i>To manage the transition into the new local government arrangements, ensuring continuity of services, staff support, and effective integration into new structures</i>	R Hughes	Concerns	High	Stage 3: Working Group ToR have been adopted and meetings scheduled. Component actions have been identified, and delivery work is underway. Weekly meetings with component leads have been scheduled to track progress. Issues with resources to deliver however this is scheduled to be discussed at June's Working Group.
COU-D14 Strategy	Workforce Plan. <i>To deliver a Workforce Plan that ensures the organisation has the skills, capacity, and culture needed to meet current and future challenges, including LGR.</i>	L Thomsett	N/A	N/A	Delivered: The Workforce Plan 2026 - 2030 was approved at Corporate Policy and Resources Committee 12 th February 2026. As such, this action is considered complete and can be removed from the Thematic Business Plan.

STRATEGIC RISKS PROGRESS UPDATE – QUARTER ONE 2026/2027

A strategic risk register is maintained to provide a structured approach to identifying, monitoring and proactively managing strategic risks, ensuring potential issues are understood, mitigated, and appropriately governed to support the successful delivery of council priorities.

Ref	Risk	Risk Owner	Direction of Travel/ Response	Risk Score	Planned Actions
COU-R01	The threat is that the Council does not have enough money due to cuts in government funding resulting in the inability to deliver services	S Leversedge	→ Treat	8	• The MTFP is prepared on an annual basis, presented to Leadership Team (LT) and Committee before final approval by Council February 26 (for the MTFS 27/28 to 31/32). • Performance against the approved budgets is monitored throughout the year with regular meetings between Budget Managers and their Finance Business Partner. • The forecast outturn position for both revenue and capital is reported quarterly to LT and Committee to identify significant variances, and any mitigating actions
COU-R02	The threat is that the council does not meet realistic customer expectations due to lack of adequate resources resulting in reputational and financial loss and risk of harm to vulnerable customers	L Marlow	→ Treat	6	• Regular Performance reviews, including tracking satisfaction • Monitor Workforce Capacity • Set & Monitor Early Warning Triggers • Track Improvement Actions • Periodic Checks and Control Testing
COU-R03	The threat that the council is underprepared for the impact of extreme weather due to a change in environmental conditions resulting in a lack of support for residents and businesses	A Gray	→ Tolerate	6	• Under Review
COU-R04	The threat is that the council's governance arrangements are unable to support quality decision	L Langdon	→ Treat	6	• Ensure completion of the annual Internal Audit Plan and reporting of associated reports during 2026/27. Audits to start June 2026 and reporting

Ref	Risk	Risk Owner	Direction of Travel/ Response	Risk Score	Planned Actions
	making due to an ineffective governance framework resulting in poor Internal Audit assessments, poorly made decisions and/or legal challenges.				to follow. • Ensure updating and reporting of the Strategic Risk Register is undertaken as part of the new delivery panels and to G&A six monthly. • Reporting to start for July delivery panels as part of new process
COU-R05	The threat is that our ICT Security & Information Governance arrangements are ineffective due to data extortion attack, state-aligned actors, significant data breach or cyber loss of data, targeted malicious attack to gain access to devices & data or cyber enabled fraud resulting in a significant adverse impact on service	C Dean	→ Treat	12	• Deploy security operations centre.
COU-R06	The threat is that we are unable to maintain service delivery due to the amount of change initiatives resulting in the inability to deliver critical/key services, reputation or financial loss and increased risk of harm to vulnerable customers	D Mellors	→ Treat	8	• The risk reflects a period in time pre-LGR momentum. The risk will be reviewed post LGR decision to accurately reflect the ongoing risk.
COU-R07	The threat is that we fail to comply with legislation due to a breach or non-compliance of policies and procedures resulting in a legal challenge, financial or reputational damage or injury to employee, member of public or contractor	L Langdon	→ Tolerate	8	•To continue regular client liaison meetings with Lincolnshire Legal Service. •To monitor external legal resource requirement for LGR work and procure as necessary. •To raise awareness of sector related legal issues through email, Minerva, and wider management team as appropriate.

Ref	Risk	Risk Owner	Direction of Travel/ Response	Risk Score	Planned Actions
COU-R08	The threat is that we fail to deliver the Council's strategic priorities (the Corporate Plan) due to lack of approved, clearly defined delivery programme or lack of capacity to deliver resulting in the need to revise the Medium Term Financial Plan, reputational damage and inability to deliver and implement	E King	→ Treat	9	•Ensure the requirements of LGR are considered in the delivery of the Corporate Plan - Ellen King, ongoing.
COU-R09	The threat is that we are unable to maintain critical services due to an emergency event resulting in the inability to deliver critical or key services and leading to possible increased risk of harm to vulnerable customers or financial or reputational damage	A Gray	→ Treat	8	•Under review
COU-R10	The threat is that we are unable to deliver the Environment and Sustainability action plan due to lack of supporting systems and processes resulting in the failure to meet the duties and obligations under the Environment Act 2021	E King	→ Treat	4	• Member working group terms of reference to be reviewed
COU-R11	The threat is that due to the timing and outcome of the decision made by government, the Council is underprepared for the transition required by Local Government Reorganisation resulting in the	R Hughes	↑ Treat	8	• To be reviewed once the decision is received

Ref	Risk	Risk Owner	Direction of Travel/ Response	Risk Score	Planned Actions
	inability to effectively support staff, members and residents through the transition process to a new authority.				



Thematic Business Plan: Supporting Information

Thematic Business Plan: Introduction

The Thematic Business Plans sets out how we will deliver the Council’s priorities for 2026/27, ensuring our services and programmes contribute effectively to the Corporate Plan aims. This plan provides a clear line of sight from strategic objectives through to delivery, performance measurement, and risk management.

The report presents three core components: Key Performance Indicators, Key Deliverables and Strategic Risks.

Key Performance Indicators (KPIs).

The plan sets out the KPIs for 2026/27, with performance assessed against agreed targets using a Red/Amber/Green (RAG) rating. Progress is also shown using trend arrows, indicating whether performance has improved, declined, or remained stable when compared with the previous quarter.

Trend (compared with the previous qtr)		RAG Ratings	
Page 92	↑	Performance is improving	Green Performance met/exceeded approved target
	↓	Fall in performance	Amber Performance within approved tolerances
	→	No change	Red Performance below target

The Performance Improvement Plan (PIP) forms part of the Council’s performance framework and includes key performance measures that have been below target for two or more consecutive quarters. The PIP provides additional detail on the causes of underperformance, its impact, the actions being taken to improve results, and the expected timescales for recovery.

Key Deliverables - Projects.

Projects within the TBP are managed through the Council's Project Management Office (PMO), which provides a consistent and robust approach to project delivery. This ensures that projects are delivered efficiently, on time, within scope, and within budget. Projects are monitored using agreed principles and frameworks. Each project included in the TBP is assessed using the following measures:

Element	Green	Amber	Red
Status. An overall assessment of how effectively a project is performing against its agreed scope, schedule, cost, quality, and risk parameters.	Healthy. Project is progressing without any issues	Concerns. Potential issues that need monitoring	Serious issues. Critical issues or areas that require immediate action
Confidence. A measured level of certainty regarding the project's ability to successfully meet its objectives, based on current performance, assumptions, and known constraints.	High. On track; low risk; stable resources; credible delivery	Concerns. Some concerns; moderate risks; recoverable with action	Low. Major issues; high risk; low confidence in delivery

Projects follow a four-stage lifecycle to provide a structured and consistent approach with clear governance and expectations.

Stage one. Initiation – defines why the project is needed and whether it is viable

Stage two. Scoping / Planning – works out what needs to be done and how

Stage three: Delivery / Execution – carries out the work

Stage four: Closure – finalises the project and re-views benefits

Strategic Risks.

Strategic risks are considered as being those faced by the Council that, if materialised, would adversely impact the delivery of corporate priorities.

To ensure that these risks are updated consistently across the three areas, a matrix and guidance are used to score, assessed against the likelihood and impact of the risk.

Score	RAG Ratings
1-3	Green
4-9	Amber
12-16	Red

The four risk responses -Tolerate, Treat, Terminate and Transfer - are used to determine how a risk should be managed to reduce its likelihood or impact. Planned actions set out the specific measures to be implemented.

Response	What it means
Treat	Accept & monitor
Tolerate	Reduce likelihood/impact
Terminate	Stop the activity entirely
Transfer	Pass to third party

Reporting of the Strategic Risks will also continue to be reported to the Governance and Audit Committee on a six-monthly basis.

Contacts.

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

Darren Mellors

Head of PMO and Performance

darren.mellors@west-lindsey.gov.uk

Claire Bailey

Senior Transformation and Performance Officer

claire.bailey@west-lindsey.gov.uk

Full Forward Plan for all Committees (as at 28 August 2026)

Purpose:

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

Recommendation:

1. That members note the contents of this report.

Date	Title	Lead Officer	Purpose of the report	Date First Published
COUNCIL				
7 SEPTEMBER 2026				
7 Sep 2026	Local Government Reorganisation Update	Ellen King, Head of Policy	This report presents members with the latest update on Local Government Reorganisation following the announcement of the decision on 15th July 2026.	03 August 2026
06 Sep 2026	National scheme of delegation for planning decisions	Russell Clarkson, Head of Planning	To confirm measures in preparation of a national scheme of delegation for planning decisions, due to come into force on 31st October 2026.	03 August 2026
9 NOVEMBER 2026				
18 JANUARY 2027				
18 Jan 2027	Mid-Year Treasury Management Report 2026-27	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	20 May 2026
18 Jan 2027	Collection Fund - Council Tax Surplus 2026-27 & Council Tax Base 2027-28	Sue Leversedge, Head of Finance (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 2027 and how it is shared amongst the constituent precepting bodies.	22 June 2026

It also sets out the Council tax base calculation for 2027/28. The tax base is a key component in calculating both the budget requirement and the council tax charge

22 FEBRUARY 2027

22 Feb 2027	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, Capital Investment Strategy and Treasury Management Practices to facilitate effective financial management and planning	20 May 2026
22 Feb 2027	Medium Term Financial Plan 2027/28 to 2031/32 The Budget 2027/28 Capital Programme 2027/28 to 2030/31	Sue Leversedge, Head of Finance (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 sets out the revised financial plans within the Financial Analysis for changes in Government Funding, the economic environment, local engagement and the priorities for the Council. The plan reflects the revisions to previous estimates and covers the period 2027/28 to 2031/32. The Capital Investment Strategy and Capital Programme records the Council's five year investment plan.	22 June 2026

The Treasury Management Strategy details the Council's Investment, Borrowing Strategies and Minimum Revenue Provision Policy.

5 APRIL 2027

GOVERNANCE & AUDIT

29 SEPTEMBER 2026

29 Sep 2026	Presentation Item: Procurement Lincolnshire Update	Sue Leversedge, Head of Finance (Deputy Section 151)	Committee to receive a presentation from Megan Rice, Lincolnshire County Council, providing a procurement update.	03 August 2026
29 Sep 2026	Internal Audit Progress Report	Katy Allen, Corporate Governance Officer	Latest progress report on completed audits for information	11 June 2026

24 NOVEMBER 2026

24 Nov 2026	Final AGS	Lisa Langdon, Assistant Chief Executive - Governance (Monitoring Officer)	To present the final Annual Governance Statement for approval	11 June 2026
24 Nov 2026	Annual External Audit Report 2024/2025	Caroline Capon, Corporate Finance Team Leader	To present to Members with the Annual External Audit report summarising all external work carried out pertaining to 2025/26 financial statements and other returns.	20 May 2026
24 Nov 2026	Audited Statement of Accounts 2025/26	Caroline Capon, Corporate Finance Team Leader	The 2025/26 Statement of Accounts are presented for Scrutiny and adoption.	20 May 2026
24 Nov 2026	Internal Audit Progress report	Katy Allen, Corporate Governance Officer	Latest progress report on completed audits for information	11 June 2026
24 Nov 2026	Report to those charged with Governance - EXTERNAL AUDIT COMPLETION REPORT - ISA 260	Sue Leversedge, Head of Finance (Deputy Section 151)	To present to those charged with governance, the External Audit report on the quality of the Statement of	06 July 2026

			Accounts and Annual Governance Statement 2025/26.	
24 Nov 2026	Procurement Exceptions	Sue Leversedge, Head of Finance (Deputy Section 151)	To present a list of procurement exceptions granted under delegation between 1 October 2025 and 30th September 2026 to Governance and Audit Committee.	06 July 2026
19 JANUARY 2027				
19 Jan 2027	Six monthly Strategic Risk Report	Katy Allen, Corporate Governance Officer	Overview of the Strategic Risk Register	11 June 2026
19 Jan 2027	Internal Audit progress report	Katy Allen, Corporate Governance Officer	Latest progress report on completed audits for information	11 June 2026
13 APRIL 2027				
13 Apr 2027	Accounts Closedown 2026/27 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 2026/27 accounts.	20 May 2026
13 Apr 2027	Internal Audit progress report	Katy Allen, Corporate Governance Officer	Latest progress report on completed audits for information	11 June 2026
JOINT STAFF CONSULTATIVE COMMITTEE				
8 OCTOBER 2026				
8 Oct 2026	6 Monthly Review of the Implementation of the new Two Stage Complaints Process	Natalie Kostiuk, Customer Experience Officer	A review and update on the new two stage complaints process that was implemented on the 1st April 2026	22 June 2026
	Equality, Diversity, Inclusion and Belonging Strategy			22 June 2026
8 Oct 2026	LGR Staff Engagement Update	Lynne Thomsett, Head of People Services	This report provides an update on staff engagement activity in relation to Local Government Reorganisation (LGR). It	06 July 2026

summarises engagement undertaken to date, including the staff survey, and outlines further planned activity. It also sets out the anticipated outcomes and intended impact of this work.

The report provides a consolidated position and offers assurance to Members and staff representatives on the approach being taken and progress made to date.

14 JANUARY 2027

18 MARCH 2027

LICENSING

17 SEPTEMBER 2026

17 DECEMBER 2026

1 MARCH 2027

OVERVIEW & SCRUTINY

8 SEPTEMBER 2026

8 Sep 2026	Markets Performance Improvement Plan Progress Report	Judit Ablonczy, Markets Development Officer, Cara Thornhill, Head of Leisure and Cultural Services	This report provides an update on progress against the Markets Performance Improvement Plan, outlining key actions taken, current performance, and ongoing work to improve the Markets service. Members are invited to review and scrutinise progress, supported by input from relevant Officers and stakeholders.	11 June 2026
8 Sep 2026	Overview of Local Government Reorganisation Transition	Rachael Hughes, Assistant Chief Executive - Policy, Strategy and Performance	To provide members with an update on the current LGR project management arrangements and next steps.	03 August 2026

8 Sep 2026	Scrutiny of Thematic Business Plans through the Policy Committees	Rachael Hughes, Assistant Chief Executive - Policy, Strategy and Performance, Claire Bailey, Senior Change, Projects and Performance Officer	To consider the responses arising from the Council's policy committees with regards to quarter one of the Thematic Business Plan reporting	
	Closed Session: Preparation for Lincolnshire Police			22 June 2026
20 OCTOBER 2026				
20 Oct 2026	Presentation Item: Lincolnshire Police	Molly Spencer, Democratic & Civic Officer	Presentation by Inspector Michael Head	22 June 2026
	Homelessness Action Plan			03 August 2026
20 Oct 2026	Broadband and Mobile Connectivity in West Lindsey	Grant White, Head of Localities and Community Services, Carl Knight, Community Broadband Officer	To provide Members with an overview of broadband and mobile connectivity across West Lindsey, including current provision, known areas of concern, planned infrastructure improvements and ongoing projects. This report will support the Committee in defining the scope and focus of a review arising from concerns raised by residents and businesses regarding connectivity across the district.	
17 NOVEMBER 2026				
17 Nov 2026	TBC: Community Asset Transfer Policy			03 August 2026
17 Nov 2026	Scrutiny of Thematic Business Plans through the Policy Committees			22 June 2026
17 Nov 2026	Closed Session: Preparation for Futures 4 Me			22 June 2026
23 FEBRUARY 2027				

23 Feb 2027	Presentation Item: Futures 4 Me	Molly Spencer, Democratic & Civic Officer	Presentation by Tracey Evans from Lincolnshire County Council	22 June 2026
	Scrutiny of Thematic Business Plans through the Policy Committees			22 June 2026
	TBC Closed Session: Preparation for Presentation for Pride in Place			03 August 2026
6 APRIL 2027				
	TBC Presentation Item: Price in Place			03 August 2026
6 Apr 2027	Housing Strategy Review	Sarah Elvin, Head of Housing, Health and Wellbeing	Update of the Housing Strategy and Action Plan	03 August 2026
9 Apr 2027	DRAFT Overview & Scrutiny Annual Report 2025/26 and Review of Operating Methodology	Molly Spencer, Democratic & Civic Officer	FOR O&S: To present the draft annual report for Members' comment and agreement prior to submission to Annual Council FOR ANNUAL COUNCIL: To present the Annual Report from the Chairman of the Overview and Scrutiny Committee	11 June 2026
REGULATORY				
17 SEPT 2026				
17 DECEMBER 2026				
17 Dec 2026	Food, Health and Safety Work Plan - Mid Year Update	Andy Gray, Head of Environmental Services	To provide a six monthly update on progress made against the work plan	06 July 2026
11 MARCH 2027				
11 Mar 2027	Hemswell Cliff Public Space Protection Order	Andy Gray, Head of Environmental Services	To determine whether to extend the PSPO at Hemswell Cliff	06 July 2026
STANDARDS				

15 DECEMBER 2026

THRIVING COUNCIL

24 SEPTEMBER 2026

24 Sep 2026	Squaddie Box	Sarah Elvin, Head of Housing, Health and Wellbeing	Paper to discuss installation of a Squaddie Box in West Lindsey	03 August 2026
24 Sep 2026	Estate Rationalisation - S062 Gainsborough House	Gary Reeve, Head of Property and Assets	Freehold disposal of Gainsborough House, Parnell Street, Gainsborough DN21 2NB	03 August 2026
24 Sep 2026	Community Asset Transfer – Market Rasen Town Council	Gary Reeve, Head of Property and Assets	To consider and approve the transfer of the Festival Hall offices to Market Rasen Town Council	03 August 2026
24 Sep 2026	Closure of the Environment & Sustainability Working Group	Ellen King, Head of Policy	Per the Terms of Reference, this paper seeks formal approval from Thriving Council Committee as the parent committee to close the Environment & Sustainability Member Working Group.	03 August 2026
24 Sep 2026	Approval to Extend Accommodation Cleaning and Grounds Maintenance Contracts	Anna Grieve, Business Development Officer Contracts & Procurement	This report seeks approval from Members to extend two existing service contracts to ensure continuity of essential council services and provide value for money during a period of significant organisational change associated with Local Government Reorganisation (LGR). The extensions will ensure continuity of service, avoid operational disruption and provide an efficient and proportionate approach while the Council prepares for future service arrangements.	
24 Sep 2026	Approval for the renewal of the NEC Revenues	Tom Hamilton, Senior	This report seeks Members' approval to	

and Benefits system contract

Systems Development
Officer

renew the Revenues and Benefits system contract, ensuring the continued delivery of critical council services while securing value for money during a period of significant organisational change associated with Local Government Reorganisation (LGR).

12 NOVEMBER 2026

12 Nov 2026	Thriving Council Thematic Business Plan Progress Report	Peter Davy, Director Corporate Services (Section 151 Officer)	To present the progress report for the Thriving Council Thematic Business Plan	11 June 2026
12 Nov 2026	Budget and Treasury Monitoring - Quarter 2 2026/2027 (1st April 2026 to 30th September 2026)	Sarah Scully, Finance Business Support Team Leader	This report sets out the revenue, capital and treasury management activity from 1st April 2026 to 30th September 2026	22 June 2026
12 Nov 2026	Review of Usable Reserves	Sue Leversedge, Head of Finance (Deputy Section 151)	To review the Council's usable reserves as part of the MTFS process.	22 June 2026
12 Nov 2026	Proposed Fees and Charges 2027/2028	Sarah Scully, Finance Business Support Team Leader	Proposed Fees and Charges to take effect from 1 April 2027	22 June 2026
12 Nov 2026	Strategic Asset Management Plan	Gary Reeve, Head of Property and Assets	To review the Strategic Asset Management Plan in relation to the annual budget setting process.	03 August 2026
12 Nov 2026	Guildhall passive fire stopping	Luke Matthews, Senior Building and Projects Officer	To present the findings of the recent Passive Fire Protection Survey, provide details of the remedial works required, and seek approval for the allocation of funding to undertake the recommended works.	
12 Nov 2026	In-Cab tech	Robert Gilliot, Head of Waste and Street Cleansing	Look into the functions and costings of installing in-cab tec to all vehicles	

12 Nov 2026	Community Asset Transfer - The Levelling's - Gainsborough Town Council	Gary Reeve, Head of Property and Assets	Report to recommend the Freehold transfer of The Levelling's grounds in Gainsborough to Gainsborough Town Council via the Community Asset Transfer Policy	
10 DECEMBER 2026				
10 Dec 2026	Customer Experience Strategy - update	Lyn Marlow, Head of Customer Services	Amendments made to Customer Experience Strategy to bring in line with the recently updated Corporate Plan	
10 Dec 2026	Installation of "Sign In" Application	Lyn Marlow, Head of Customer Services	Obtaining permission to install "Sign In" Application for the registering of visitors and officers to the Guildhall.	
10 Dec 2026	Safeguarding Policy & Procedures 2026-2029	Grant White, Head of Localities and Community Services	To approve the Council's Safeguarding Policy & Procedures following a 3 year full review.	22 June 2026
10 Dec 2026	Equality, Diversity, Inclusion and Belonging Strategy	Katy Allen, Corporate Governance Officer	New Strategy for 2026 -2029	11 June 2026
10 Dec 2026	Free Parking Periods Review and Options	Luke Matthews, Senior Building and Projects Officer	This paper provides an overview of free parking periods across the district, including a review of the Gainsborough two-hour free parking trial. It presents feedback from local businesses, together with the outcomes of the public consultation, to inform Members' consideration of future parking arrangements.	03 August 2026
11 FEBRUARY 2027				
11 Feb 2027	Thriving Council Thematic Business Plan Progress Report	Peter Davy, Director Corporate Services (Section 151 Officer)	To present the progress report for the Thriving Council Thematic Business Plan	11 June 2026
11 Feb 2027	Thriving Council Committee Draft Budget 2027/2028 and estimates to 2031/2032.	Sarah Scully, Finance Business Support Team	The report sets out details of the Committee's draft revenue budget for	22 June 2026

Leader

the period of 2027/2028 and estimates to 2031/2032.

11 Feb 2027	Budget and Treasury Monitoring - Quarter 3 2026/2027 (1st April 2026 to 31st December 2026)	Sarah Scully, Finance Business Support Team Leader	This report sets out the revenue, capital and treasury management activity from 1st April 2026 to 31st December 2026.	22 June 2026
11 Feb 2027	Crisis & Resilience Fund Update 2026-27	Angela Matthews, Benefits Manager	An update on the distribution of the Crisis & Resilience Fund 2026-27	03 August 2026
11 Feb 2027	Medium Term Financial Plan 2027/28 to 2031/32 The Budget 2027/28 Capital Programme 2027/28 to 2031/32	Sue Leversedge, Head of Finance (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 sets out the revised financial plans within the Financial Analysis for changes in Government Funding, the economic environment, local engagement and the priorities for the Council. The plan reflects the revisions to previous estimates and covers the period 2027/28 to 2031/32. 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.	22 June 2026
22 APRIL 2027				
22 Apr 2027	Thriving Council Thematic Business Plan	Peter Davy, Director	To present the progress report for the	11 June 2026

THRIVING PLACES**3 NOVEMBER 2026**

3 Nov 2026	Pride in Place Investment Plan	Wendy Osgodby, Economic Growth Team Leader	Pride in Place Investment Plan review ahead of submission	11 June 2026
3 Nov 2026	Thriving Places Thematic Business Plan Progress Report	Sally Grindrod-Smith, Director Planning, Regeneration & Communities	To present the progress report for the Thriving Places Thematic Business Plan	11 June 2026
3 Nov 2026	Proposed Fees and Charges 2027/2028	Sarah Scully, Finance Business Support Team Leader	Proposed Fees and Charges to take effect from 1 April 2027.	22 June 2026
Nov 2026	Seasonal operating hours	Robert Gilliot, Head of Waste and Street Cleansing	Looking at altering our operating hours (seasonal), and therefore our operational policy and procedures so residents put out bins/bags/caddies for 6am during seasonal operating hours.	

26 JANUARY 2027

26 Jan 2027	Central Lincolnshire Local Plan Issues and Options Consultation Response	Rachael Hughes, Assistant Chief Executive - Policy, Strategy and Performance	Committee review of WLDC Local Plan Issues and Options Consultation Response	11 June 2026
26 Jan 2027	Review of NSIP scheme of delegations	Russell Clarkson, Head of Planning	To provide an update on NSIP activity and review NSIP scheme of delegations	11 June 2026
26 Jan 2027	Thriving Places Thematic Business Plan Progress Report	Sally Grindrod-Smith, Director Planning, Regeneration & Communities	To present the progress report for the Thriving Places Thematic Business Plan	11 June 2026
26 Jan 2027	Thriving Places Committee Draft Budget	Sarah Scully, Finance	The report sets out details of the	22 June 2026

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2027/2028 and estimates to 2031/2032.

Business Support Team Leader

Committee's draft revenue budget for the period of 2027/2028 and estimates to 2031/2032

20 APRIL 2027

20 Apr 2027

Housing Strategy Review

Sarah Elvin, Head of Housing, Health and Wellbeing

Update of the Housing Strategy and Action Plan

11 June 2026

20 Apr 2027

Visitor Economy Strategy Refresh

Wendy Osgodby, Economic Growth Team Leader, Faye Pudney, Visitor Economy Officer

Refresh of the Visitor Economy Strategy and Action Plan

11 June 2026

20 Apr 2027

STEP Investment Plan

James Makinson-Sanders, Head of Economic Growth and Regeneration

To review the STEP Investment Plan

11 June 2026

20 Apr 2027

Thriving Places Thematic Business Plan Progress Report

Sally Grindrod-Smith, Director Planning, Regeneration & Communities

To present the progress report for the Thriving Places Thematic Business Plan

11 June 2026

THRIVING PEOPLE

5 NOVEMBER 2026

5 Nov 2026

Homelessness Action Plan

Sarah Elvin, Head of Housing, Health and Wellbeing

To review and adopt the Homelessness Action plan

11 June 2026

5 Nov 2026

Review of Voluntary Sector Funding Contributions

Grant White, Head of Localities and Community Services

Review of Voluntary Sector Funding Contributions

11 June 2026

5 Nov 2026

Proposed Fees and Charges 2027/2028

Sarah Scully, Finance Business Support Team Leader

Proposed Fees and Charges to take effect from 1 April 2027

22 June 2026

28 JANUARY 2027

28 Jan 2027	Communities At Risk Strategy and Action Plan	Shayleen Towns, Senior Community Action Officer, Grant White, Head of Localities and Community Services	Update and refresh the Communities At Risk Strategy and Action Plan	11 June 2026
28 Jan 2027	Supported Housing Strategy	Sarah Elvin, Head of Housing, Health and Wellbeing	Adopt Supported Housing Strategy	11 June 2026
28 Jan 2027	Vulnerable Communities Strategy	Grant White, Head of Localities and Community Services	To approve a new Vulnerable Communities Strategy.	
28 Jan 2027	Thriving People Thematic Business Plan Progress Report		To present the progress report for the Thriving People Thematic Business Plan	11 June 2026
28 Jan 2027	Thriving People Committee Draft Budget 2027/2028 and estimates to 2031/2032	Sarah Scully, Finance Business Support Team Leader	The report sets out details of the Committee's draft revenue budget for the period of 2027/2028 and estimates to 2031/2032.	22 June 2026
15 APRIL 2027				
15 Apr 2027	Thriving People Thematic Business Plan Progress Report		To present the progress report for the Thriving People Thematic Business Plan	11 June 2026

Overview & Scrutiny Committee Work Plan (as at 28 August 2026)

Purpose:

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

Recommendation:

1. That Members note the contents of this report

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8 SEPTEMBER 2026				
8 Sep 2026	Markets Performance Improvement Plan Progress Report	Judit Ablonczy, Markets Development Officer, Cara Thornhill, Head of Leisure and Cultural Services	This report provides an update on progress against the Markets Performance Improvement Plan, outlining key actions taken, current performance, and ongoing work to improve the Markets service. Members are invited to review and scrutinise progress, supported by input from relevant Officers and stakeholders.	
8 Sep 2026	Overview of Local Government Reorganisation Transition	Rachael Hughes, Assistant Chief Executive - Policy, Strategy and Performance	To provide members with an update on the current LGR project management arrangements and next steps.	
08 Sep 2026	Scrutiny of Thematic Business Plans through the Policy Committees	Rachael Hughes, Assistant Chief Executive - Policy, Strategy and Performance	To consider the responses arising from the Council's three policy committees with regards to quarter one of the Thematic Business Plan reporting.	
	Closed Session: Preparation for Presentation by Lincolnshire Police			
20 OCTOBER 2026				
20 Oct 2026	Presentation Item: Lincolnshire Police		Presentation by Inspector Michael Head	

20 Oct 2026	Pre-Decision Scrutiny: Homelessness Action Plan	Sarah Elvin, Head of Housing, Health and Wellbeing	To scrutinise the proposed adoption of the Homelessness Action Plan, prior to its presentation at the Thriving People Committee
20 Oct 2026	Broadband and Mobile Connectivity in West Lindsey	Grant White, Head of Localities and Community Services, Carl Knight, Community Broadband Officer	To provide Members with an overview of broadband and mobile connectivity across West Lindsey, including current provision, known areas of concern, planned infrastructure improvements and ongoing projects. This report will support the Committee in defining the scope and focus of a review arising from concerns raised by residents and businesses regarding connectivity across the district.
17 NOVEMBER 2026			
17 Nov 2026	TBC: Community Asset Transfer Policy		
17 Nov 2026	Scrutiny of Thematic Business Plans through the Policy Committees	Rachael Hughes, Assistant Chief Executive - Policy, Strategy and Performance	To consider the responses arising from the Council's three policy committees with regards to quarter one of the Thematic Business Plan reporting.
17 Nov 2026	Closed Session: Preparation Session for Presentation by Futures 4 Me		
23 FEBRUARY 2027			
23 Feb 2027	Presentation Item: Futures 4 Me		Presentation by Tracey Evans from Lincolnshire County Council
23 Feb 2027	Scrutiny of Thematic Business Plans through the Policy Committees	Rachael Hughes, Assistant Chief Executive - Policy, Strategy and Performance	To consider the responses arising from the Council's three policy committees with regards to quarter one of the Thematic Business Plan reporting.
23 Feb 2027	Closed Session: Preparation for Presentation for Pride in Place		

6 APRIL 2027

6 Apr 2027 Presentation Item: Pride in Place

6 Apr 2027	Pre-Decision Scrutiny: Housing Strategy Review	Sarah Elvin, Head of Housing, Health and Wellbeing	To scrutinise the update of the Housing Strategy and Action Plan prior to its presentation to the Thriving Places Committee
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6 Apr 2027	DRAFT Overview & Scrutiny Annual Report 2025/26 and Review of Operating Methodology	Molly Spencer, Democratic & Civic Officer	FOR O&S: To present the draft annual report for Members' comment and agreement prior to submission to Annual Council FOR ANNUAL COUNCIL: To present the Annual Report from the Chairman of the Overview and Scrutiny Committee
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