

Guildhall Gainsborough  
Lincolnshire DN21 2NA  
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## AGENDA

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

### Thriving Council Committee

Thursday, 25th June, 2026 at 6.30 pm

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

**Members:** Councillor Owen Bierley (Chairman)  
Councillor Paul Swift (Vice-Chairman)  
Councillor Matthew Boles  
Councillor Karen Carless  
Councillor Ian Fleetwood  
Councillor Paul Howitt-Cowan  
Councillor Paul Key

1. **Apologies for Absence**

2. **Public Participation Period**

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

3. **Minutes of Previous Meeting(s)** (PAGES 3 - 10)

To confirm and sign as a correct record the Minutes of the Meeting of the Corporate Policy and Resources Committee held on Thursday, 16 April 2026

4. **Declarations of Interest**

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

5. **Public Reports for Approval**

- i) Refurbishment of Public toilet Facilities - Caistor, Market (PAGES 11 - 43)  
Rasen and Gainsborough

- ii) West Lindsey District Council Parking Strategy 2026-2031 (PAGES 44 - 140)
- iii) Crisis & Resilience Fund 2026-27 (PAGES 141 - 147)
- iv) Budget and Treasury Monitoring - Final Outturn 2025/2026 (PAGES 148 - 211)
- v) Annual Treasury Management Report 2025/26 (PAGES 212 - 232)
- vi) Committee Work Plan (PAGES 233 - 236)

**6. 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 paragraph 3 of Part 1 of Schedule 12A of the Act.

**7. Exempt Report(s)**

- i) Exempt Appendix: Crisis & Resilience Fund plan 2026-27 (PAGES 237 - 239)

Paul Burkinshaw  
Head of Paid Service  
The Guildhall  
Gainsborough

Wednesday, 17 June 2026

Corporate Policy and Resources Committee – 16 April 2026  
Subject to Call-in. Call-in will expire at 5pm on

## WEST LINDSEY DISTRICT COUNCIL

MINUTES of the Meeting of the Corporate Policy and Resources Committee held in the Council Chamber - The Guildhall, Marshall's Yard, Gainsborough, DN21 2NA on 16 April 2026 commencing at 6.30 pm.

**Present:** Councillor Owen Bierley (Chairman)  
Councillor Paul Swift (Vice-Chairman)

Councillor Matthew Boles  
Councillor Frazer Brown  
Councillor Ian Fleetwood  
Councillor Paul Key  
Councillor Jeanette McGhee  
Councillor Tom Smith  
Councillor Baptiste Velan  
Councillor Moira Westley  
Councillor Paul Howitt-Cowan

**Also Present:** Councillor Stephen Bunney

**In Attendance:**

Peter Davy	Director Corporate Services (Section 151 Officer)
Lisa Langdon	Assistant Chief Executive - Governance (Monitoring Officer)
Rachael Hughes	Assistant Chief Executive - Policy, Strategy and Performance
Veronica Edwards	Senior Homes, Health & Wellbeing Officer
Adam Newman-Pring	Healthy and Accessible Homes Lead
Ele Snow	Senior Democratic and Civic Officer

**Apologies:** Councillor Trevor Young

**Membership:** Councillor P Howitt-Cowan was appointed substitute for Councillor T Young

### 103 PUBLIC PARTICIPATION PERIOD

There was no public participation.

### 104 MINUTES OF PREVIOUS MEETING/S

The Chairman explained there were three sets of minutes, one for approving and two for noting.

Having been moved and seconded it was

**RESOLVED** that the Minutes of the Meeting of the Corporate Policy and Resources Committee held on Thursday, 12 February 2026 be confirmed and signed as a correct record.

With no comments or questions, the minutes of the meetings of the Joint Staff Consultative Committee held on Thursday, 27 November 2025, and Thursday 3 March 2026, were **NOTED**.

## **105 DECLARATIONS OF INTEREST**

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

## **106 MATTERS ARISING SCHEDULE**

With no comments or questions, the Matters Arising Schedule, setting out the position of previously agreed actions as at 8 April 2026, was **DULY NOTED**.

## **107 BUILDING SAFETY LEVY (BSL)**

The Committee gave consideration to a report presented by the Head of Policy and Strategy, seeking approval to spend the Building Safety Levy New Burdens Funding to develop and implement a compliant administration system. It was explained that the Building Safety Levy (BSL) was introduced by Section 58 of the Building Safety Act 2022, which amended the Building Act 1984 to give the Secretary of State powers to impose the charge. The BSL was a key component of the government's response to the Grenfell Tower tragedy in 2017.

Members heard that the government aimed to raise funding from applicable developments across the country to support the remedial works required to make a number of high-rise buildings safe for residents. The Council was required to have arrangements in place to calculate charges, apply exemptions, issue notices, collect payments, and provide accurate reporting and audit information to central government.

The Ministry of Housing, Communities and Local Government (MHCLG) confirmed on 27 January 2026 Building Safety Levy – New Burdens funding of £132,900, payable in 2026/2027. It was explained that the revenue costs of developing the system would be met through the BSL New Burdens funding. Members were presented with a selection of options, however, it was highlighted that by approving option two, that being to utilise Microsoft Power Platform and Dataverse, it was unlikely there would be any additional revenue costs usually associated with a new commercial system, as this would be covered under an existing professional services agreement with the Council.

The Committee heard that any additional costs, including licence fees, would be covered by the BSL administration fee which was calculated on a cost recovery basis and included officer time, software subscriptions and any other activities associated with the processing

and administering of the BSL. The initial expenditure was classified as revenue spend as the system was cloud based and a SAAS (software as a service) agreement. This meant, as with other cloud based systems, the Council would not retain ownership of the software and it was therefore not possible to capitalise the expenditure.

The Head of Policy and Strategy reiterated the request for approval to spend the Building Safety Levy New Burdens Funding to develop and implement a compliant administration system, and offered to answer questions from the Committee.

Members expressed their views on the introduction of the levy, whilst recognising there was a requirement on the Council for implementation. Concerns were raised regarding how the levy may impact the speed and extent of new developments in the district, and for ensuring cross-authority working partnerships were effective in the provision of housing.

In response, the Head of Policy and Strategy explained that in setting policy and whole plan viability for the Central Lincolnshire Local Plan (CLLP), a buffer was included for costs over which authorities had no control of which this was a prime example. Members heard that the broader mitigation was the desire to review the CLLP, with the levy having been implemented, for the wider impact to be reviewed. Additionally, the Greater Lincolnshire Combined County Authority was to develop a special policy for housing and development across the Greater Lincolnshire area, in which district and county partners were heavily involved.

Further comments from Members of the Committee reiterated Councillors' displeasure with the introduction of the levy, the use of a national framework rather than local to set charges, and asserting the opinion that it was seen as a retrograde step. The risk of losing small developers was seen as a real concern, with Members expressing the assumption that large scale developers would be able to absorb the increased costs whereas small developers would not be able to.

In response to a question regarding the costing of the different options contained within the report, it was explained that one option was to repeat the process used for CIL and S106 contributions, however that did not use a corporate system and relied on individual officer knowledge and expertise. An alternative option of specialist software would have limited options available, given the speed of the levy being introduced, and was considered impractical in the lead up to Local Government Reorganisation.

With concluding comments recognising the need to balance concerns raised with the reality of introducing the levy, as well as the necessity of avoiding any future events like the Grenfell fire, the paper was duly moved, seconded, and voted upon. It was

**RESOLVED** that the spending of £90,871 from the ring-fenced £132,900 New Burdens Funding Building Safety Levy be approved to implement a compliant administration system using Microsoft Power Platform and Dataverse.

## **108 GOOD HOMES ALLIANCE**

The Committee heard from the Healthy and Accessible Homes Team Leader with a report regarding an update on the progress of the Good Homes Alliance work, and seeking

approval for funding for an extension of the project. Members also welcomed Mr Adam Newman-Pring, the Healthy and Accessible Homes Lead for Lincolnshire and the Lead for the Good Home Alliance Project. The report set out the key findings from the first year of operations, and the funding contributions required to continue the advice and casework pilot for a further 21 months from 1 July 2026, which was when the current pilot and funding period ended, to 31 March 2028.

The Chairman highlighted that the Overview and Scrutiny Committee had received a presentation from Mr Newman-Pring regarding the work of the alliance, and invited Councillor J McGhee, as Chairman of the Overview and Scrutiny Committee, to put forward her comments. She reiterated the support from the Committee, and summarised their areas of attention, namely how to increase referral numbers in West Lindsey, options of best practice for retrofitting properties, and lobbying government for improved grant systems.

Members of the Committee enquired as to the proportionality of referrals from West Lindsey, to which it was explained that there had been targeted activity in the area to raise awareness and encourage referrals. Should the pilot be extended, this work would continue. In response to a question regarding measurable benefits of the scheme, it was explained that the commissioned report into the first year of activity had demonstrated sufficient benefit to prove value for money, however the final evaluation, including cost analysis, would not be completed until after 30 June 2026, the outcome of which would be presented in due course.

Members enquired as to where that outcome report would be presented, to which it was confirmed that any decision-making request would be referred through the relevant policy committee, with the option for the Overview and Scrutiny Committee to also receive the evaluation report.

With Members reiterating their support for the scheme, and the Chairman issuing thanks to all involved, and Mr Newman-Pring for his time with the Committee, the recommendations within the report were duly moved and seconded. On taking the vote it was

**RESOLVED** that

- a) the positive impact of the Good Homes Alliance work to date be acknowledged; and
- b) it be agreed to fund the Good Homes Alliance for a further two years to 31 March 2028 to the sum of £33,871 from the Health and Wellbeing reserve.

**109 RECOMMENDATION FROM JSCC: REVIEW OF THE ANTI-MONEY LAUNDERING AND FINANCIAL CRIME PREVENTION POLICY**

The Committee gave consideration to a report which stood recommended from the Joint Staff Consultative Committee (JSCC). The Chairman invited Councillor P. Key, as Chairman of JSCC, to make comment. Councillor Key confirmed that the policy had been vigorously scrutinised by the JSCC and received full support, He recommended approval and adoption of the reviewed policy to the Committee.

Members heard that the report presented a revised policy which outlined the Council's

approach to preventing and responding to anti money laundering and now incorporated the prevention of financial crime. The previous Anti Money Laundering Policy had been in place for a number of years and, following an audit of the council's fraud policies and processes, a review of the existing policy was recommended, specifically, to combine the Prevention of Financial Crime Policy and the Anti-Money Laundering Policy.

The revised policy provided a clear framework for the Council to undertake necessary, legal, and proportionate actions where evidence supported an investigation into an allegation of money laundering or financial crime, and set out that the Council would seek to deal with cases brought to its attention. The policy detailed the Council's no tolerance stance to all forms of money laundering and financial crime, and referenced the policy framework with which staff, contractors, members and suppliers must comply. Reporting mechanisms were also included.

With Members expressed their thanks to the JSCC for their consideration and recommendation of the policy, the paper was duly seconded and voted upon. It was

**RESOLVED** that

- a) the recommendation from the Joint Staff Consultative Committee be accepted, and the revised Anti-Money Laundering and Financial Crime Prevention Policy be approved; and
- b) minor housekeeping amendments be delegated to the Section 151 Officer following consultation with the Chairman of the JSCC and CP&R Committees.

## **110 COMMUNITY ASSET TRANSFER POLICY**

Members heard from the Director of Finance and Assets (S151 Officer) who presented a new Community Asset Transfer Policy for approval. He explained that Community Asset Transfer was the permanent or temporary transfer of land or buildings from the Council into the stewardship and/or ownership of a voluntary or community organisation or Town or Parish Council. The Council did not have a formal community asset transfer policy, and therefore the report sought approval of a new policy as set out at appendix one of the report.

It was highlighted that the policy looked to put in place a framework and an objective way of assessing if and when a transfer was appropriate, and whether it met certain criteria. When looking at asset transfer requests the Council must fully consider the risks and benefits of any transfer whilst ensuring community assets were protected. The General Disposals Consent (England) 2003 allowed the Council to transfer the ownership and management of land and buildings they owned to local communities at less than best consideration (less than the full market value) where it could demonstrate the promotion of social, economic and environmental wellbeing. Any decision to dispose at less than market value would need to be a transparent and evidenced decision.

In seeking approval for the policy, it was concluded that, if approved, it would be publicised to community groups, and parish and town councils around the district. A full list of the assets owned by the Council was available on the Council's website.

During the course of debate, Members supported the premise of the policy, however concerns were raised regarding the clarity of wording. For example, Members questioned the reference to no asset being used solely for religious purposes, highlighting that many groups of a religious nature focused on the promotion of social, economic, and environmental wellbeing, rather than only religious activity. Likewise, it was felt the same could be said for some groups that may fall under the category of a political group.

Additionally, whilst Members welcomed the inclusion of consultation with Ward Members, it was requested that the consultation be extended, for example to all Members in the relevant town or parish. Concerns were also raised that Member consultation should be prioritised within the application process, proceeding to Committee if required, however the policy was worded in such a way as to suggest Officer determination.

Further comments were made regarding the review of the policy, with Members requesting that, in light of Local Government Reorganisation (LGR), there was likely to be need of early review of the policy.

Given the nature of concerns raised, it was enquired as to whether approval of the policy could be deferred, potentially for review by the Overview and Scrutiny Committee, to return for approval at a later date. Advice was given by the Democratic Services Officer and Section 151 Officer, that the policy could be approved subject to the amendments as discussed within the meeting, and those would be enacted through consultation with the Chairman. Additionally, Members could seek an additional resolution that the policy be brought for review to the relevant policy committee as soon as practicable in consideration of LGR timeframes once known.

A Member of the Committee proposed the amendments to the recommendations as per the advice received. This was seconded, and voted upon. It was therefore

**RESOLVED** that recommendation one within the report be amended to include the words ‘subject to the suggested amendments being made by the Section 151 Officer, following consultation with the Committee Chairman’; and that a second recommendation be added for an update position to be brought back to the relevant policy committee as soon as practicable.

On summarising the content of debate, the Chairman thanked all Members for their input and reiterated the importance of the policy moving forward. Having sought a proposer and a seconder, The Chairman took the vote and it was

**RESOLVED** that

- a) the new Community Asset Transfer Policy be approved, subject to the suggested amendments being made by the Section 151 Officer following consultation with the Committee Chairman; and
- b) an update position to be brought back to the relevant policy committee as soon as practicable.

### **111 COMMITTEE TIMETABLE 2026/27 FOR APPROVAL**

The Chairman introduced the committee timetable detailing the schedule of meetings for the upcoming civic year. With no comments or questions, the recommendation was proposed, seconded, and voted upon. It was

**RESOLVED** that the timetable for the 2026/27 civic year be approved.

### **112 COMMITTEE WORK PLAN**

The Chairman advised the work plan would be formalised subject to the committee timetable being approved.

### **113 EXCLUSION OF PUBLIC AND PRESS**

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

**Note:** The meeting entered into closed session at 8.00pm

### **114 SURESTAFF/WLDC STAFFING SERVICES BUSINESS PLAN 2026/2027**

The Committee heard from the Section 151 Officer regarding the Surestaff / WLDC Staffing Services Business Plan 2026/2027.

Members discussed the impact of international factors, noting significant changes since the report had been written, such as rates of inflation, as well as local factors such as Local Government Reorganisation.

The importance of business continuity was noted, and Members heard that under a new local government structure, the shareholder roles would be transferred to the new council.

With no further comments or questions, the recommendations contained within the report were moved, seconded, and voted upon. It was

**RESOLVED** that

- a) the contents of the Business Plan 2026/2027 provided in Appendix 1 be approved; and
- b) the vacancy on the board following the departure of the Interim Director be noted, with a further paper required to be considered by the committee on completion of the review of the Council's Senior Structure.

## **115 THURROCK/APSE LITIGATION UPDATE**

The Committee heard from the Monitoring Officer regarding an update on the current position relating to the legal action being pursued by Thurrock Borough Council. The contents of the report were for noting only, and, following relevant discussion, the report was **DULY NOTED**.

Prior to bringing the meeting to a close, the Chairman expressed his thanks to all involved with the Corporate Policy and Resources Committee, past and present, at this, its last meeting. He noted it had been a valuable committee, and he looked forward to the implementation of the new committee structure from May onwards.

With repeat thanks all round, the meeting was closed.

The meeting concluded at 8.25 pm.

Chairman



Thriving Council Committee

Date 25<sup>th</sup> June 2026

**Subject:** Refurbishment of Public Toilet Facilities - Caistor, Market Rasen and Gainsborough

**Report by:**

Director of Corporate Services (S151 Officer)

**Contact Officer:**

Luke Matthews  
luke.matthews@west-lindsey.gov.uk

## Executive Summary:

West Lindsey District Council's three public toilet facilities in Caistor, Market Rasen and Gainsborough require significant refurbishment due to ageing infrastructure, declining accessibility standards, and increasing maintenance issues. These facilities play an important role in supporting town centre use, public health and overall user experience.

Three options are assessed:

- **Option 1 – Full Refurbishment (Recommended):** Provides a 15–20-year asset life extension, ensures compliance with modern accessibility and safety standards, reduces maintenance costs, improves energy efficiency, and delivers a consistent, high-quality user experience across all sites.
- **Option 2 – Essential Maintenance Only:** Lower short-term cost but offers only minor improvements, limited life extension (3–5 years) and does not address accessibility, user experience or long-term maintenance risks.
- **Option 3 – Do Nothing:** Leads to continued deterioration, higher risk of failures, non-compliance, reputational damage and increased long-term costs.

**Option 1** delivers the best long-term value, environmental benefits, and alignment with the Council's Strategic Asset Management Plan. Approval is requested for the drawdown of **£190k** to proceed with full refurbishment works in 2026/27.

## Appendices to Report

- Appendix 1 Specification for Refurbishment of Roseway Public Toilet
- Appendix 2 Specification for Refurbishment of John Street Public Toilet
- Appendix 3 Specification for Refurbishment of Caistor Public Toilet

### RECOMMENDATION(S):

That Thriving Council Committee approve-

1. **One** of the following two capital scheme expenditure and financing options;
  - a. the draw down of £190k (**option 1**) from the Maintenance of Facilities Reserve to fully refurbish all 3 public conveniences across the district. (This is the recommended option)
  - b. the draw down of £65k (**option 2**) from the Maintenance of Facilities Reserve to carry out essential maintenance and light decoration only
2. An amendment to the capital programme for 2026/27 to create a new capital scheme for 'Refurbishment of Public Toilet Facilities' with a total scheme cost of either £190k or £65k depending on the option chosen in recommendation 1.
3. That the council actively engages with the 3 town councils to explore the appetite for transfer of the assets post the improvement works in line with the council's new community asset transfer and in light of pending Local Government Reorganisation

## **Purpose of report**

To seek approval for capital funding to undertake refurbishment works across all three of West Lindsey District Council's public toilet sites—North Street (Caistor), John Street (Market Rasen) and Roseway (Gainsborough) as identified within the Council's Strategic Asset Management Plan (SAMP).

Originally identified in V3 (June 2021) of the SAMP with a delivery year of 2025/26 the works were slipped into 26/27 last year due to the significant costs attributed to these works requiring the appropriate approvals to proceed and needing to be sought.

## **1 Introduction**

- 1.1** West Lindsey District Council owns and operates 3 public conveniences across our district in the 3 respective main towns of Gainsborough, Caistor and Market Rasen.
- 1.2** Public conveniences are a fundamental component of a well-functioning town centre, contributing directly to accessibility, economic vitality, and overall public satisfaction. Their presence when well located, well maintained, and well managed supports the needs of residents, visitors, businesses, and the broader community across the district.
- 1.3** Maintaining a good standard of cleanliness, lighting, accessibility, and safety is central to how these facilities are perceived. Well-kept conveniences signal pride, reinforce public confidence, and help build a positive reputation for the town. Conversely, neglected or outdated facilities can quickly shape negative impressions and reduce the overall experience of visiting the area.
- 1.4** In addition, high-quality public conveniences support broader public health objectives. By providing safe places to wash hands, access clean water, and manage personal hygiene needs, they help reduce the spread of illness, improve comfort for vulnerable groups, and uphold essential standards expected in modern town centres.
- 1.5** Over the years our public toilets have had varying levels of intervention to keep them as well maintained, safe and clean as possible. However, this mixture of planned and reactive maintenance work only goes so far in providing an overall good user experience.
- 1.6** Our public toilets attract a high number of visitors per annum. Meaning they get a lot of heavy use and subsequently receive a lot of wear and tear.

## **2 Background**

- 2.1** As part of the councils Strategic Asset Management Plan (presented in 2022)

- 2.2** As part of the Councils overall approach to asset management our properties and lands are classified by order of their functional corporate importance. Our Public WC Facilities are identified as operational assets with a property rating (as defined in our Maintenance Policy) of S2 – Core Service – Asset to be in good condition operationally and aesthetically.
- 2.3** Public toilet refurbishment needs were highlighted over 5 years ago through the SAMP process and subsequently programmed in for delivery in 2026/27, following identification of all three facilities showing signs of:
- Age-related deterioration
  - Non-compliance with modern accessibility expectations
  - Increasing maintenance liability
  - Declining public satisfaction and reduced perception of cleanliness and safety
- 2.4** Recent surveys and reactive maintenance logs show increased failures of flooring, plumbing, fittings and outdated ventilation systems across all sites. The specifications included in appendix 1 detail essential maintenance and recommended enhancements required to bring each facility up to a modern, robust and safe standard.
- 2.5** These works ensure facilities remain safe, clean, compliant, and aligned with the Council’s ambition to provide well managed, high quality public spaces.

### **3 Summary Of Works**

- 3.1** As aforementioned mentioned specifications for all 3 sites have been built up and appended to this report however as a summary for the scope of works are also included here
- 3.2** Gainsborough - The planned works for the Roseway Toilets involves a full refurbishment of the facility, starting with complete flooring replacement including the installation of new floor drains to improve drainage performance. Internal spaces will undergo full redecoration, tile replacement and installation of new IPS panelling systems. Both external and internal doors will be replaced to improve security and durability. Sanitaryware and plumbing systems are to be renewed throughout, complemented by the installation of new Vent Axia commercial extraction units to enhance ventilation. The refurbishment will also introduce new basins, upgraded hand dryers, LED lighting improvements. Enhancements to accessibility provision form a key part of the project, ensuring the facility meets modern standards and user needs this includes the replacement and installation of a new baby changing facility.
- 3.3** Market Rasen - The refurbishment of the John Street Public Toilets involves a full renewal of the internal finishes and mechanical systems. The project includes complete replacement of flooring, new IPS

panelling, and repairs to existing tiling alongside full repainting. Both internal and external doors will be replaced, and all sanitary ware, urinals, and plumbing infrastructure will be renewed to improve reliability and hygiene. The installation of new anti-vandal handwash units and toilet pans will modernise the washing facilities, while updated baby change and disabled toilet provisions will enhance accessibility. The scheme also incorporates an LED lighting upgrade and the introduction of new accessories and handrails to support user comfort and compliance with accessibility standards

- 3.4** Caistor - The refurbishment of the Caistor Public Toilets comprises of a comprehensive upgrade of the facility, including the full replacement of flooring, wall and ceiling finishes. The specification includes installation of new Polyflor Polysafe flooring, complete internal redecoration, and new plasterboard ceilings. All external and internal doors are to be replaced, and significant improvements will be made to the plumbing system, with new sanitary fixtures including anti-vandal toilet pans and updated basins, Ventilation will be enhanced through the installation of replacement extractor fans, while LED lighting will be reinstated throughout. Accessibility is a key focus, with the inclusion of a Doc M pack, handrails and other supportive features. Additional upgrades include new tubular heaters, mirrors, dispensers and a full suite of accessories to improve both functionality and user experience.

## 4 Options Appraisal

### 4.1 Option 1 – Full Refurbishment (Recommended)

Benefits	Risk
Extends asset life by 15-20 years	Highest initial capital outlay
Dramatically improves user experience, public perception and satisfaction	Temporary closure of facilities during works
Ensures compliance with DDA and modern safety standards	
Reduces ongoing reactive maintenance costs	
Supports town centre regeneration objectives	
Provides consistent quality across the district	
Improves energy efficiency (LED lighting, modern equipment)	

### 4.2 Option 2 – Essential maintenance only

Benefits	Risk
Lower immediate capital cost	Does not modernise facilities
Still achieves the aim of providing safe facilities	No improvement to accessibility
Addresses urgent issues such as flooring and drainage	High future maintenance cost
	Only extends life 3–5 years
	Poor user experience maintained
	Negative public perception remains

	Inconsistent standards across sites
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### 4.3 Option 3 – Do nothing

Benefits	Risk
No immediate capital expenditure	Continued deterioration
	High risk of emergency failures
	Risk of non-compliance with accessibility expectations
	Negative impact on service perception
	Potential closure due to condition and likely unplanned closures for maintenance
	Significantly increased future financial burden inc Increased unbudgeted maintenance burden
	Inconsistent standards across sites

4.4 Comprehensive technical specifications for each site to undertake recommendation 1 works have been prepared and reviewed. These documents outline a combination of essential maintenance and enhancement works, including flooring replacement, plumbing renewal, sanitary ware replacement, ventilation upgrades, improved accessibility, and enhanced durability and vandal resistance features.

## 5 Additional considerations

### 5.1 Community asset transfer

5.2 Following the completion of Option 1, which delivers a full refurbishment of the three public toilet sites, it is recommended that the Council should proactively engage with all three respective town councils to explore and progress opportunities for Community Asset Transfer. This will involve working collaboratively to assess each town council's appetite and capacity to take on ownership or long-term management of these facilities, in line with the Council's Community Asset Transfer policy. Engagement will include early discussions around governance, ongoing maintenance responsibilities, financial sustainability, and support arrangements, with the aim of enabling a smooth and viable transfer where appropriate.

### 5.3 Introduction of charges

5.4 As part of the considerations for this project's implementation, Members thoughts are also invited on the potential of charging for the use of facilities. Clearly, this would be a matter for a town council if the toilets were transferred to them. However, if not, as part of the considerations for this project's implementation, it is beneficial to consider possible introduction of charging for the use of public toilet facilities. This includes assessing the potential financial benefits of

generating income to support ongoing maintenance, cleaning, security, and long-term sustainability of the facilities, balanced against the wider social and accessibility implications.

- 5.5 The introduction of charging may contribute to improved standards of cleanliness, reduced vandalism, and a more sustainable operating model; however, it is important to consider the potential impact on accessibility for vulnerable groups, including low-income users, families, older people, and those with medical conditions who may require frequent access. Consideration should also be given to alignment with best practice and comparable local authorities.

## 6 Conclusion and Recommendations

- 6.1 The condition of the district's public toilet facilities requires investment. The attached specifications clearly demonstrate the scale of deterioration and the scope of work necessary to bring the assets up to modern, safe and high-quality standards.
- 6.2 **Option 1** – Full Refurbishment is the only option that ensures asset longevity, compliance, reduced operational risk, and improved public perception. Approval is therefore requested to progress the project to procurement and delivery.
- 6.3 This option provides the best long-term value, ensures high quality, safe and accessible facilities, and supports the council's strategic aspirations for well-maintained public assets.
- 6.4 Members are asked to approve **Option 1**,: Full Refurbishment of all three public toilet sites, enabling works to progress to procurement and delivery within the 2026/27 financial year and that the council explores the potential for community asset transfer with the town councils.

## ASSOCIATED IMPLICATIONS

### **Legal:**

Works will ensure improved compliance with the Equality Act 2010, specifically around accessible WC provision.

Health and Safety compliance will improve through upgraded ventilation, lighting, fittings and finishes.

Not implementing option 2 as a minimum present's health and safety risks from slips, trips and falls.

### **Financial: FIN/6/27/TC/BK**

The two options presented within this report for consideration are:

Option 1: full refurbishment - £190k

Option 2: essential maintenance only - £65k

Funding for the proposed project is requested from the Maintenance of Facilities Reserve, which currently holds a forecast uncommitted balance of £287k as of 31<sup>st</sup> March 2027. Use of the reserve (greater than £50k) requires approval by Thriving Council Committee.

An amendment to the capital programme for 2026/27 will also require Thriving Council Committee approval to create a new capital scheme for 'Refurbishment of Public Toilet Facilities'.

### **Staffing:**

The works proposed as part of the decision do not pose any staffing or Human Resources implications.

### **LGR implications:**

This decision does not directly impact any LGR decisions.

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

Some of the scope of works include improvements to the building's accessibility improving Equality for the facilities users.

### **Data Protection Implications:**

There are no data protection implications.

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

The project introduces energy-efficient LED lighting, modern extraction systems, more efficient sanitary fixtures and the potential to install sun tunnels lessening the reliance on electric lighting. Durable materials such as steel doors and robust IPS panelling reduce future replacement and waste.

This assessment covers the three options presented in the report: Option 1 (Full Refurbishment – Recommended), Option 2 (Essential Maintenance Only), and Option 3 (Do Nothing).

Scores in this form reflect Option 1. Comparisons with Options 2 and 3 are noted within each category.

#### **BIGGEST BENEFITS (Option 1):**

The most significant positive environmental impact of the full refurbishment is operational energy reduction through LED lighting across all three sites and the installation of energy-efficient ventilation units (Vent Axia at Gainsborough, upgraded extractors at Caistor and Market Rasen). LED lighting typically delivers 60–70% energy savings compared to older fittings. These benefits are long-term, extending well beyond 2030, and are directly measurable through utility bills. Improved drainage at Gainsborough also provides a climate adaptation benefit.

#### **BIGGEST COSTS (Option 1):**

The main negative impact is construction waste generated by stripping out existing flooring, tiles, sanitaryware, and fittings across three sites simultaneously. Embodied carbon from new materials procurement (Polyflor flooring, IPS panelling, sanitaryware) also represents a short-term negative. These are one-off impacts associated with the construction phase.

#### **OPTION COMPARISON:**

Option 2 reduces construction impacts but foregoes all energy savings and climate adaptation benefits. Option 3 avoids all construction impacts but leads to accelerating operational inefficiency and risk of emergency interventions with potentially worse environmental outcomes.

#### **MITIGATION MEASURES RECOMMENDED:**

1. Include a Site Waste Management Plan (SWMP) requirement in tender documents for all 3 sites.
2. Specify minimum recycled content and environmental certification for key materials (flooring, panels) in procurement.
3. Specify single-use plastic minimisation for accessories and dispensers.
4. Consider solar PV on roof structures in future iterations.
5. Consider water-efficient fittings (sensor taps, low-flush cisterns) to add a water reduction benefit.
6. Add energy/water efficiency messaging at refurbished facilities.

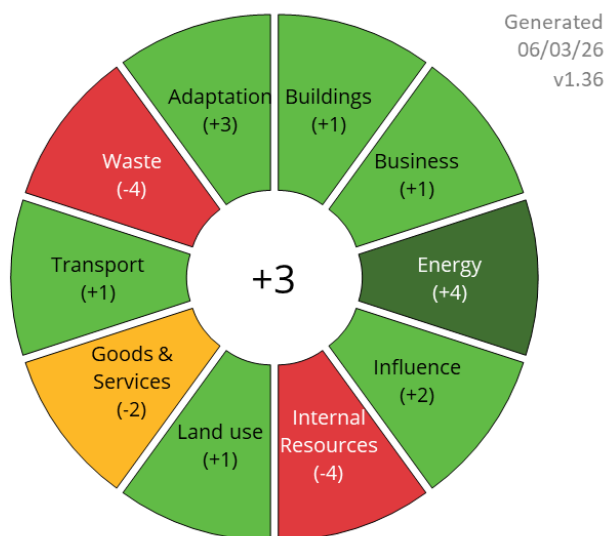
#### **MONITORING:**

Energy savings can be monitored through utility bills (electricity) at each site pre- and post-works. This is feasible and recommended as a baseline for future reporting.

#### **LONG-TERM CONSEQUENCES:**

LED lighting and ventilation improvements will have positive environmental consequences extending well beyond 2030. This should be noted when presenting the report to elected members.

## Climate Related Risks and Opportunities Continued:



West Lindsey District Council will be net zero by 2050 (23 years and 9 months away).

## Section 17 Crime and Disorder Considerations:

Our public toilet facilities are subject to quite significant amounts of vandalism and antisocial behaviour. The proposed upgrade works include the introduction of antivandal sanitaryware such as anti-vandal pans which gives us a 25 year years+ product life through their all-in-one design.

## Health Implications:

The works proposed as part of the decision do not pose any health implications however non implantation for a scheme does pose health risks to the public and users of our facilities such as slips trips and falls.

## Risk Assessment:

- Operational Risk: Medium – Facilities will need temporary closure during works.
- Financial Risk: Low/Medium – full refurbishment mitigates long term costs.
- Reputational Risk: High if Option 2 or 3 chosen due to visible deterioration.
- Compliance Risk: High under Option 2 or 3 due to future accessibility and safety requirements.

Risk	Likelihood	Impact	Mitigation
Continued deterioration of assets if Option 2 or 3 chosen	High	High	Approve full refurbishment
Non-compliance with accessibility standards	Medium	High	Install Doc M packs, handrails, Radar locks
Future unplanned closures	High	High	Full refurbishment reduces reactive failures
Budget pressures due to rising maintenance costs	High	Medium	Refurbishment reduces long-term maintenance burden

<b>Title and Location of any Background Papers used in the preparation of this report:</b>
None

**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**



# Specification for Refurbishment of Roseway Public Toilet, Gainsborough



## **Section 1**

### **1.1**

#### **The works:**

#### ***Refurbishment of public toilets***

### **1.2**

#### **Employer:**

West Lindsey District Council, Guildhall, Gainsborough DN21 2NA

### **1.3**

#### **Contract administrator:**

Luke Thomson at West Lindsey District Council - 07890 610173

### **1.4**

#### **The Sites**

Address for the locations –

#### **Roseway**

### **1.5**

#### **Use of the sites:**

Welfare facilities are available

Parking available on site

### **1.6**

#### **Access to site**

Via car park

### **1.7**

#### **Health & Safety:**

The contractors is to follow instructions at each site regarding signing in and out, and all health and safety matters.

Any Traffic Management and speed limits through work sites shall comply with. All reasonable precautions shall be taken to control speed and movement of traffic through the works.

The Contractor shall provide and maintain all necessary scaffolding for the proper and safe execution of the work, and shall comply with all Health and Safety at Work Legislation.

The contract the Contractor shall supply, erect, maintain and remove courtesy/information boards. The signs shall have a yellow or red background.

The contractor shall comply with all HSE & CDM regulation including the production of a Construction Phase Plan, all risk assessment & method statements.

### **1.8**

### **Damage or disturbance arising from works carried out on site.**

The contractor shall keep any disturbance to a minimum and make good any damage as a result of the work and any other damage caused by his presence on site.

The Contractor shall use the best available means to minimise dust.

Any waste or arisings shall be removed from site at the end of each day.

## **2.**

### **Programme of Works.**

The contractor shall be responsible for adhering to the schedule in section 4.

The Contractor will supply all necessary labour and supervision responsible for the execution of the work, excluding the topcoat for the cladding which will be provided for by the Council.

The Contractor is required to provide permanent managerial and supervisory staff.

Site to be left clean & tidy following completion of the works.

## **2.1**

### **Manufacturer literature**

WLDC require all information to be provided in electronic format rather than paper copies. The following specification describes how WLDC require electronic documents to be provided;

1. All files to be in PDF format unless otherwise specified
2. All files to be provided in digital format, in un- compressed format

## **3**

### **Design standards**

All plant and materials shall comply with current British (BS) and European (EN) Standards where such exist. The edition shall be those current.

The design and construction of the whole of the project shall be in conformity with, but not limited to:-

- Employers Requirements.
- CDM Regulations.
- British Standards (BS Publications).
- Building Regulations.
- Health and Safety at Work Act, and HSE Publications.

The Contractor should note that the whole of the works falls within their design responsibility.

Although a specification is included with the tender documents, detail design will be the Contractor's responsibility.

The Contractor is to provide Professional Indemnity Insurance Cover with a limit of at least £5,000,000.00 for each and every claim.

The Contractor shall be responsible for all design calculations to meet the Councils Requirements and shall provide copies of calculations upon request.

No deleterious materials are to be used in the works.

Contractor is to ensure that all finished works are completed to a professional standard.

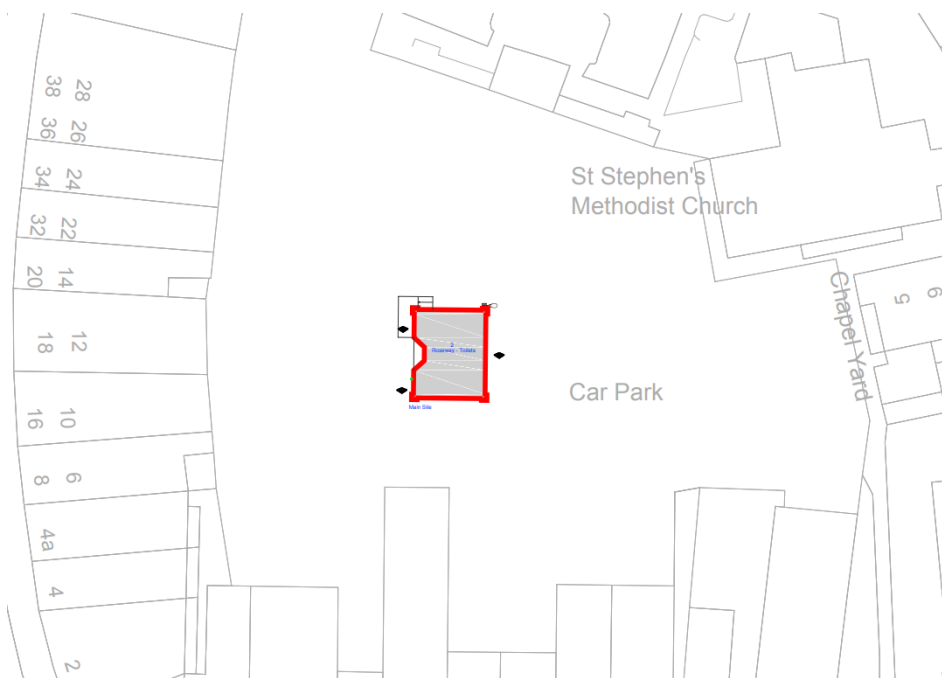
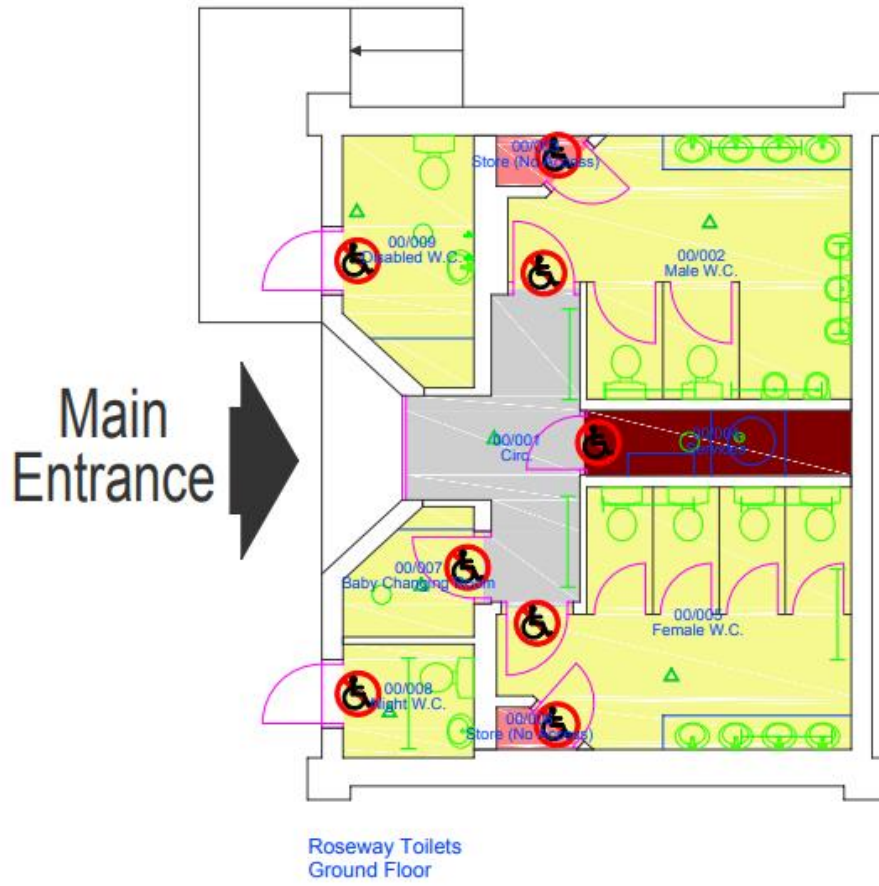
## Specification

Item	Detail/Unit	Cost
<p><b>Flooring</b></p>	<p>Remove and dispose of all existing tiled flooring throughout the building marked Yellow on layout map.</p> <p>Install x2 floor drains in central position in gents and ladies toilet. Channelling drain to nearest outlet.</p> <p>Install group-level entrance mat with AluGrid - Heavy Duty Aluminium &amp; Carpet Commercial Entrance Mat System, Grey</p> <p>Prepare surface and apply levelling compound throughout whole building where tiles have been removed.</p> <p>Install Polyflor Polysafe Standard Grey 4090 with 20cm upstand, per product installation specification.</p>	
<p><b>Walls and ceiling</b></p>	<p><b>Walls</b> – Throughout whole building. Fill any cracks/voids/wall plug holes/damage left from removed or replaced items. Remove all wall tiles and reskim walls to leave smooth surface and decorate as per below.</p> <p>Install 5 foot IPS panelling throughout the whole building where panelling is not already in place. excluding the service room and service cupboards. Colour - Lamar Blue</p> <p>Replace all existing wall IPS Panelling with new Panelling. Pastel Grey to the rear, Lamar Blue for the front.</p> <p><b>Walls</b> – x2 coats of Dulux Diamond Eggshell (Colour Polished Pebble) including – Ladies toilet</p>	

	<p>Gents toilet Disabled toilet Cleaners cupboard Service room</p> <p><b>Ceiling</b> – x2 coats of Dulux Diamond Matt Pure Brilliant White.</p> <p><b>Woodwork</b> – stand down, 1x coat of primer, 2x coats of high gloss white</p>	
<b>Doors internal and external</b>	<p><b>External</b> – Access doors to disabled and night toilet x2 total to be replaced with Steel access door and frame. DoorTechnik U15 Ultimate Toilet Door (BS 10 A 11 - Charcoal grey) Inclusive sign and disabled signage to be installed on doors. Disabled door to be fitted with Radar lock, night toilet to be fitted with internal lever lock. Both doors to also be fitted with a master key lock.</p> <p>Access door to the disabled toilet to be widened to comply with DDA recommendations.</p> <p><b>Internal</b> - Remove all internal cubicle doors and replace with Urinal Panel door (12mm CGL) – Lamar Blue with DDA compliant lever and locks.</p> <p>Replace six internal access doors with. DoorTechnik G15 General purpose steel doors (BS 10 A 11 - Charcoal grey). Service doors to be fitted with heavy duty combi access locks. Baby changing door to be fitted with internal lever lock.</p>	
<b>Pans and Urinals</b>	<p>Remove and dispose of all toilet pans (2 gents, 4 ladies) and replace with Wallgate CWC-250 Anti-Ligature Back-to-Wall WC Pan.*</p> <p>Replace existing urinals with new Wallgate CWU-01 units Install Anti-vandal solid surface urinal divider.*</p>	
<b>Plumbing</b>	<p>Remove and replace all existing plumbing from toilet units to mains drain, including pans, urinals and sinks. Insulate all hot and cold-water supply pipes.</p>	
<b>Disabled toilet</b>	<p>Remove all equipment and fixtures. Replace with Milton Doc M Pack - Accessible Bathroom Toilet, Basin + Blue Grab Rails</p>	

<b>Baby changing toilet</b>	Install new baby changing unit.	
<b>Extraction</b>	Remove and disposed of x2 existing extraction units and ducting in ladies and gents  Replace with Vent-Axia W162610 (7 1/2") Axial Commercial Extractor Fan Soft-Tone Grey 220-240V, installed new ducting*	
<b>Sink units</b>	Remove sink units in ladies and gents toilets Replace with 2400mm vanity unit pack – light grey. Install 8x inset vanity wash basin. Re-install existing taps to basins.	
<b>Hand driers</b>	Remove and dispose of existing hand driers in ladies, gents and disabled toilets.  Replace with NeoDRY high speed dryer Stainless steel*	
<b>Lighting</b>	Replace fluorescent tube lights for LED alternatives.	
<b>Accessories/Extras</b>	<p><b>Mirrors</b> Install vanity mirror above all sink units – 10 total</p> <p><b>Handrails</b> – Install x2 handrails in far end cubical in both ladies and gents toilets. 60cm length, Blue, installed 680mm above ground level to be DDA compliant.</p> <p><b>Soap dispensers</b> – Install x10 total soap dispensers. X6 in front of each wash basin in gents and ladies and x1 in disabled toilet, x1 night toilet. C21 Brushed Stainless Steel 800ml Soap*</p> <p><b>Toilet roll holder</b> – Replace x8 toilet roll holders with HSD Stainless Steel Jumbo 12" Toilet Roll Dispenser*</p> <p><b>Tubular Heaters</b> – Install MYLEK Electric Tubular Heater with Adjustable Thermostat 150cm with cage guard within sink units.*</p> <p><b>External Pointing</b> – Repoint any damaged or missing pointing to the exterior of the building.</p>	

\* = or equivalent





# Specification for Refurbishment of John Street Public Toilet, Market Rasen



## **Section 1**

### **1.1**

#### **The works:**

***John Street Public toilets, Market Rasen – full refurbishment***

### **1.2**

#### **Employer:**

West Lindsey District Council, Guildhall, Gainsborough DN21 2NA

### **1.3**

#### **Contract administrator:**

Luke Thomson at West Lindsey District Council - 07890 610173

### **1.4**

#### **The Sites**

Address for the locations –

**Public Toilets, John St, Market Rasen LN8 3HH**

### **1.5**

#### **Use of the sites:**

Welfare facilities are to be provided by the contractor

Parking available on site – number of spaces to be agreed

### **1.6**

#### **Access to site**

via North Street, Market Rasen

### **1.7**

#### **Health & Safety:**

The contractors is to follow instructions at each site regarding signing in and out, and all health and safety matters.

Any Traffic Management and speed limits through work sites shall comply with. All reasonable precautions shall be taken to control speed and movement of traffic through the works.

The Contractor shall provide and maintain all necessary scaffolding for the proper and safe execution of the work, and shall comply with all Health and Safety at Work Legislation.

The contract the Contractor shall supply, erect, maintain and remove courtesy/information boards. The signs shall have a yellow or red background.

The contractor shall comply with all HSE & CDM regulation including the production of a Construction Phase Plan, all risk assessment & method statements.

## **1.8**

### **Damage or disturbance arising from works carried out on site.**

The contractor shall keep any disturbance to a minimum and make good any damage as a result of the work and any other damage caused by his presence on site.

The Contractor shall use the best available means to minimise dust.

Any waste or arisings shall be removed from site at the end of each day.

## **2.**

### **Programme of Works.**

The contractor shall be responsible for adhering to the schedule in section 4.

The Contractor will supply all necessary labour and supervision responsible for the execution of the work, excluding the topcoat for the cladding which will be provided for by the Council.

The Contractor is required to provide permanent managerial and supervisory staff.

Site to be left clean & tidy following completion of the works.

## **2.1**

### **Manufacturer literature**

WLDC require all information to be provided in electronic format rather than paper copies.

The following specification describes how WLDC require electronic documents to be provided;

1. All files to be in PDF format unless otherwise specified
2. All files to be provided in digital format, in un- compressed format

## **3**

### **Design standards**

All plant and materials shall comply with current British (BS) and European (EN) Standards where such exist. The edition shall be those current.

The design and construction of the whole of the project shall be in conformity with, but not limited to:-

- Employers Requirements.
- CDM Regulations.
- British Standards (BS Publications).
- Building Regulations.

- Health and Safety at Work Act, and HSE Publications.

The Contractor should note that the whole of the works falls within their design responsibility.

Although a specification is included with the tender documents, detail design will be the Contractor's responsibility.

The Contractor is to provide Professional Indemnity Insurance Cover with a limit of at least £5,000,000.00 for each and every claim.

The Contractor shall be responsible for all design calculations to meet the Councils Requirements and shall provide copies of calculations upon request.

No deleterious materials are to be used in the works.

Contractor is to ensure that all finished works are completed to a professional standard.

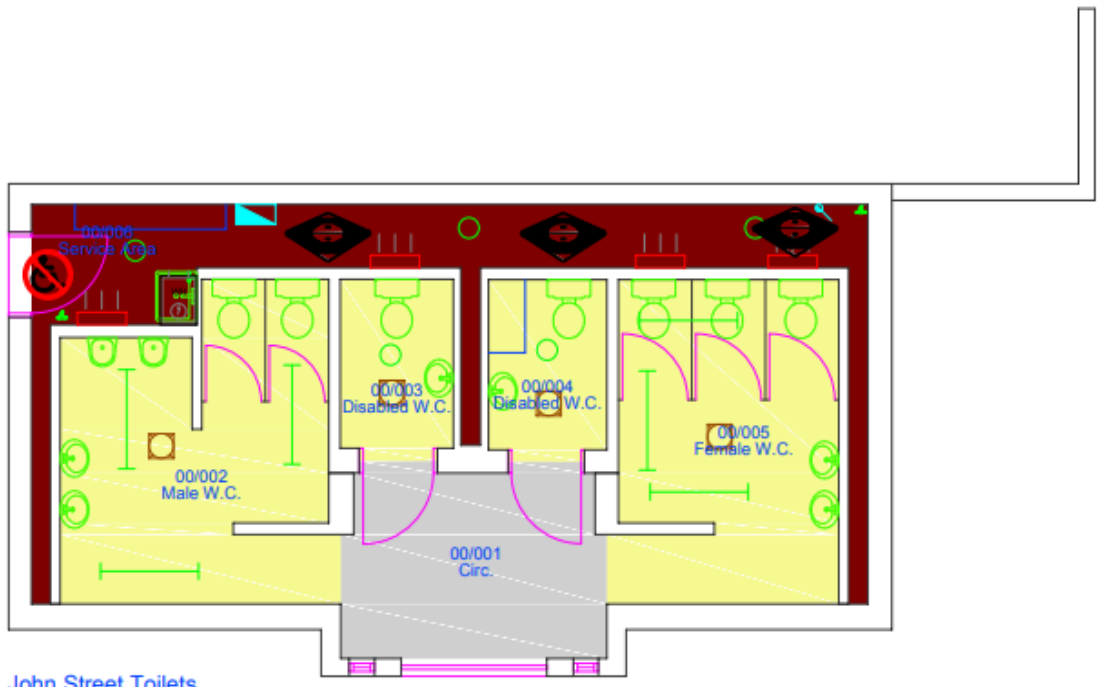
### Specification

Item	Detail/Unit	Cost
<b>Flooring</b>	<p>Remove and dispose of all existing tiled flooring throughout the building marked yellow and grey on map. Apply levelling compound throughout whole building where tiles were removed</p> <p>Install Polyflor Polysafe Grey 4090 with a 20cm upstand.</p> <p>Replace entrance matting with AluGrid - Heavy Duty Aluminium &amp; Carpet Commercial Entrance Mat System, Grey</p>	
<b>Walls and ceiling</b>	<p>Fill any cracks/voids/wall plug holes.</p> <p>Remove old light fittings and make good of any exposed holes.</p> <p>Walls – x2 Dulux Diamond Eggshell (Colour Polished Pebble)</p> <p>Ceiling - x2 coats of Dulux Diamond Matt Pure Brilliant White.</p> <p>Remove all wall tiles and reskim walls to leave smooth surface and decorate as per below.</p> <p>Install 5 foot IPS panelling throughout the whole building where panelling is not already in place.</p>	

	<p>excluding the service room and service cupboards. Colour - Lamar Blue</p> <p>Woodwork – stand down, 1x coat of primer, 2x coats of high gloss white</p> <p>Replace all existing wall IPS Panelling with new IPS Panelling. Pastel Grey to the rear, Lamar Blue for the front panels.</p>	
<b>Doors internal and external</b>	<p>Access doors to baby changing room and disabled toilet to be replaced by Steel access door and frame. DoorTechnik U15 Ultimate Toilet Door (BS 10 A 11 - Charcoal grey) Disabled signage and baby changing signage to be installed on the front of the door. Radar lock to be installed on the disabled toilet door. Internal lever lock to be installed on the baby changing room door.</p> <p>Remove all internal cubicle doors x5 and replace with Urinal Panel door (12mm CGL) – Lamar Blue with DDA compliant lever and locks. Install new door framing.</p>	
<b>Plumbing</b>	<p>Remove and replace all existing plumbing from units to mains drain, including pans, urinals and sinks. Insulate all pipes.</p>	
<b>Pans and Urinals</b>	<p>Remove and dispose of x5 toilet pans and replace with Wallgate CWC-250 Anti-Ligature Back-to-Wall WC Pan. Existing flushes to remain.*</p> <p>Replace existing urinals with new Wallgate CWU-01 units Install Anti-vandal solid surface urinal divider.*</p>	
<b>Baby changing toilet</b>	<p>Remove all equipment and fixtures. Replace with Milton Doc M Pack - Accessible Bathroom Toilet, Basin + Blue Grab Rails.</p> <p>Install baby changing unit.</p>	
<b>Disabled toilet</b>	<p>Remove all equipment and fixtures. Replace with Milton Doc M Pack - Accessible Bathroom Toilet, Basin + Blue Grab Rails.</p>	
<b>Sink units</b>	<p>Remove and dispose of existing Wallgate hand and wash stations x6*</p> <p>Replace with x6 Wallgate Thrii® Stainless THRII-ST-2 *</p>	

<b>Lighting</b>	Replace any current fluorescent tube ceiling lights with LED alternatives.	
<b>Accessories/Extra's</b>	<p><b>Toilet roll holder</b> – Replace x6 toilet roll holders with HSD Stainless Steel Jumbo 12" Toilet Roll Dispenser*</p> <p><b>Handrails</b> – Install x2 handrails in far end cubical in both ladies and gents toilets. 60cm length, Blue, installed 680mm above ground level to be DDA compliant.</p> <p><b>Frost Protection heaters</b> – Replace faulty frost protection heaters.*</p>	
<b>Roof and windows</b>	<p><b>Windows</b></p> <p>Remove and disposed of all existing windows. Replace with VELUX GGL ROOF WINDOW - Centre-Pivot, Manual, White*</p> <p><b>Roof</b></p> <p>Remove and dispose of all existing roof tiles, membrane and slats.</p> <p>Installed new breathable membrane, new timber roof laths. Install Tapco composite* tiles and ridges throughout. All roof lead to be removed and replaced with a modern lead alternative.</p>	

\*  
= or equivalent



John Street Toilets  
Ground Floor



Main  
Entrance





## **Specification for Refurbishment of Caistor Public Toilets**



## **Section 1**

### **1.1**

#### **The works:**

#### ***Caistor Public toilets – full refurbishment***

### **1.2**

#### **Employer:**

West Lindsey District Council, Guildhall, Gainsborough DN21 2NA

### **1.3**

#### **Contract administrator:**

Luke Thomson at West Lindsey District Council - 07890 610173

### **1.4**

#### **The Sites**

Address for the locations –

#### **Public Toilets - Caistor Town Hall, High St, Caistor, Market Rasen LN7 6TJ**

### **1.5**

#### **Use of the sites:**

Welfare facilities are to be provided by the contractor  
Parking available on site – number of spaces to be agreed

### **1.6**

#### **Access to site**

Via Caistor town hall car park, access via North Street

### **1.7**

#### **Health & Safety:**

The contractors is to follow instructions at each site regarding signing in and out, and all health and safety matters.

Any Traffic Management and speed limits through work sites shall comply with. All reasonable precautions shall be taken to control speed and movement of traffic through the works.

The Contractor shall provide and maintain all necessary scaffolding for the proper and safe execution of the work, and shall comply with all Health and Safety at Work Legislation.

The contract the Contractor shall supply, erect, maintain and remove courtesy/information boards. The signs shall have a yellow or red background.

The contractor shall comply with all HSE & CDM regulation including the production of a Construction Phase Plan, all risk assessment & method statements.

## **1.8**

### **Damage or disturbance arising from works carried out on site.**

The contractor shall keep any disturbance to a minimum and make good any damage as a result of the work and any other damage caused by his presence on site.

The Contractor shall use the best available means to minimise dust.

Any waste or arisings shall be removed from site at the end of each day.

## **2.**

### **Programme of Works.**

The contractor shall be responsible for adhering to the schedule in section 4.

The Contractor will supply all necessary labour and supervision responsible for the execution of the work, excluding the topcoat for the cladding which will be provided for by the Council.

The Contractor is required to provide permanent managerial and supervisory staff.

Site to be left clean & tidy following completion of the works.

## **2.1**

### **Manufacturer literature**

WLDC require all information to be provided in electronic format rather than paper copies.

The following specification describes how WLDC require electronic documents to be provided;

1. All files to be in PDF format unless otherwise specified
2. All files to be provided in digital format, in un- compressed format

## **3**

### **Design standards**

All plant and materials shall comply with current British (BS) and European (EN) Standards where such exist. The edition shall be those current.

The design and construction of the whole of the project shall be in conformity with, but not limited to:-

- Employers Requirements.
- CDM Regulations.
- British Standards (BS Publications).
- Building Regulations.
- Health and Safety at Work Act, and HSE Publications.

The Contractor should note that the whole of the works falls within their design responsibility.

Although a specification is included with the tender documents, detail design will be the Contractor's responsibility.

The Contractor is to provide Professional Indemnity Insurance Cover with a limit of at least £5,000,000.00 for each and every claim.

The Contractor shall be responsible for all design calculations to meet the Councils Requirements and shall provide copies of calculations upon request.

No deleterious materials are to be used in the works.

Contractor is to ensure that all finished works are completed to a professional standard.

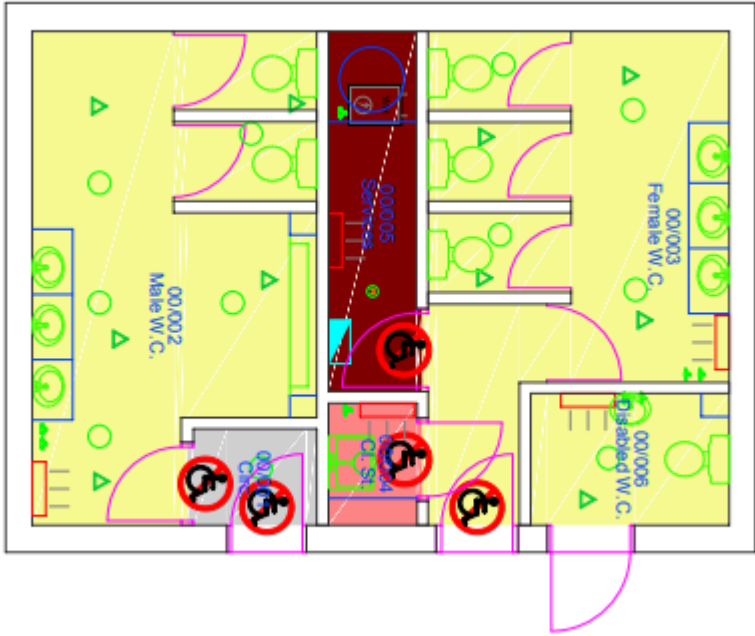
## Specification

Item	Detail/Unit	Cost
<b>Flooring</b>	<p>Remove and dispose of all existing tiled flooring throughout the building marked Yellow, Grey and Pink on layout map.</p> <p>Prepare surface and apply levelling compound throughout whole building where tiles have been removed.</p> <p>Install Polyflor Polysafe Standard Grey 4090 with 20cm upstand, per product installation specification.</p>	
<b>Walls and ceiling</b>	<p>Walls – Throughout whole building. Fill any cracks/voids/wall plug holes/damage left from removed or replaced items/Remove old light fittings and make good of any exposed holes.</p> <p>Ceiling – Remove all ceiling boards throughout building and replace with new plasterboard and reskim.</p> <p>Paint</p> <p>Walls – x2 coats of Dulux Diamond Eggshell (Colour Polished Pebble) including –            Ladies toilet            Gents toilet            Disabled toilet            Cleaners cupboard            Service room</p> <p>Ceiling – x1 mist coat on new plaster, x2 coats of Dulux Diamond Matt Pure Brilliant White.</p> <p>Woodwork – stand down, 1x coat of primer, 1x coat of high gloss white</p> <p>Install 5 foot IPS panelling throughout the whole building where panelling is not already in place. excluding the service room and service cupboards. Colour - Lamar Blue</p>	
<b>Doors internal and external</b>	<p><b>External</b> – Access doors to gents, ladies and disabled (x3) to be replaced by Steel access door and frame. DoorTechnik U15 Ultimate Toilet Door</p>	

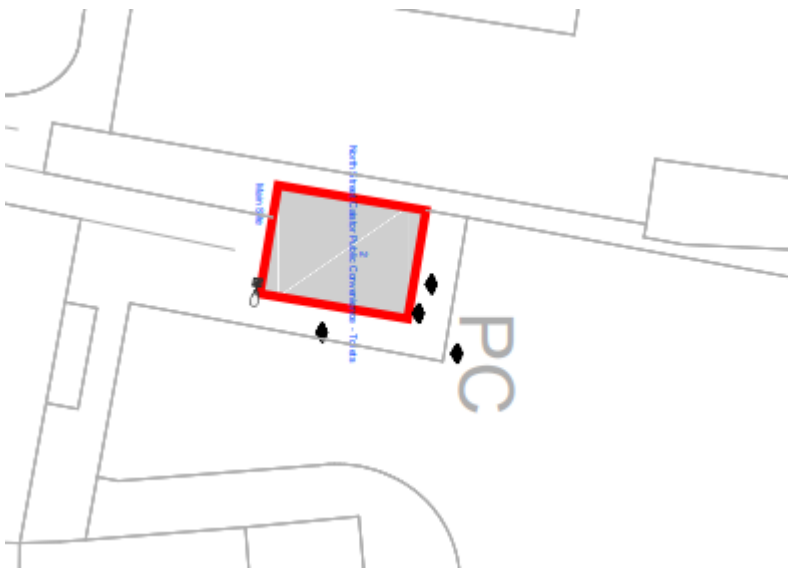
	<p>(BS 10 A 11 - Charcoal grey) Male, female and disabled signage to be installed on doors.</p> <p>Ladies and Gents – To be fitted with combi access lock.</p> <p>Disabled toilet – To be fitted with Radar lock and night combi-lock (Same key code as ladies and gents)</p> <p><b>Internal</b> - Remove all internal cubicle doors and replace with Urinal Panel door (12mm CGL) 2x Gents 3x Ladies – Lamar Blue with DDA compliant lever and locks.</p> <p>Replace two internal service access doors with . DoorTechnik G15 General purpose steel doors (BS 10 A 11 - Charcoal grey) fitted with heavy duty combi access locks.</p>	
<b>Pans and Urinals</b>	<p>Remove and dispose of all toilet pans (2 gents, 3 ladies) and replace with Wallgate CWC-250 Anti-Ligature Back-to-Wall WC Pan. *</p> <p>Leave existing gents urinals, but replace all waste pipes and traps.</p>	
<b>Plumbing</b>	<p>Remove and replace all existing plumbing from units to mains drain, including pans, urinals and sinks. Insulate all pipes.</p>	
<b>Disabled toilet</b>	<p>Remove all equipment and fixtures. Replace with Milton Doc M Pack - Accessible Bathroom Toilet, Basin + Blue Grab Rails</p>	
<b>Extraction</b>	<p>Remove and disposed of x2 existing extraction units and ducting in ladies and gents</p> <p>Replaced with 230mm Commercial Extractor Fan With Automatic Shutters*</p>	
<b>Sink units</b>	<p>Remove sink units in ladies and gents toilets</p> <p>Replace with 1800mm vanity unit pack – light grey. Install 6x inset vanity wash basin. Re-install existing taps to basins.*</p>	
<b>Hand driers</b>	<p>Remove and dispose of existing hand driers in ladies, gents and disabled toilets.</p> <p>Replace with NeoDRY high speed dryer Stainless steel*</p>	
<b>Lighting</b>	<p>Reinstall existing LED ceiling lights in current locations</p>	

<p><b>Accessories</b></p>	<p><b>Mirrors</b> Install x2 1800mmx500mm mirror, x1 above gents sink unit, x1 above ladies sink unit. Install 500mmx700mm above disabled toilet sink.</p> <p><b>Handrails</b> – Install x2 handrails in far end cubical in both ladies and gents toilets. 60cm length, Blue, installed 680mm above ground level to be DDA compliant.</p> <p><b>Soap dispensers</b> – Install x7 total soap dispensers. X6 in front of each wash basin in gents and ladies and x1 in disabled toilet. C21 Brushed Stainless Steel 800ml Soap*</p> <p><b>Toilet roll holder</b> – Replace x6 toilet roll holders with HSD Stainless Steel Jumbo 12" Toilet Roll Dispenser*</p> <p><b>Tubular Heaters</b> - Remove and dispose of current under sink tubular heaters and replace with MYLEK Electric Tubular Heater with Adjustable Thermostat 150cm with cage guard. *</p>	
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\* = Or equivalent



North Street Caistor Public Convenience  
Ground Floor



# Agenda Item 5b



**Thriving Council Committee**

**Date 25<sup>th</sup> June 2026**

**Subject: West Lindsey District Council Parking Strategy 2026 – 2031**

**Report by:**

Director of Corporate Services (S151 Officer)

**Contact Officer:**

Luke Matthews  
luke.matthews@west-lindsey.gov.uk

## **Executive Summary:**

West Lindsey District Council has commissioned a new Parking Strategy to ensure the parking service continues to support thriving town centres, sustainable transport, regeneration, and financial resilience across Gainsborough and Market Rasen. The strategy responds to changing travel habits, hybrid working, local growth, and environmental priorities, while building on earlier reviews in 2015, 2017, 2022 and 2024.

The WLDC Parking Strategy 2026–2031 sets out a comprehensive, evidence-led plan to ensure parking provision across Gainsborough and Market Rasen remains accessible, financially sustainable, safe, and aligned with the district's long-term economic, environmental, and technological objectives.

## **Appendices to Report**

- Appendix 1 - Car Parking Strategy 2026-2031 and Action Plan
- Appendix 2 - 2025 Consultation Feedback Report
- Appendix 3 – Parking Value for Money Review 2024

## **RECOMMENDATION(S):**

- (a) That the draft Parking Strategy and Action Plan are approved**
- (b) That the Strategy is refreshed in 5 years (2031-32)**
- (c) That the findings to date from the 2-hour free parking trial in Gainsborough be noted, and that approval be given to extend the trial for a further six months, until 31 January 2027, in order to allow sufficient time for a decision relating to Local Government**

**Reorganisation (LGR), to support continued engagement with local businesses, and to enable the collection of additional data to inform a final assessment.**

- (d) That members approve the use of the Investment for Growth Reserve to the value of £24,300 to mitigate the forecast loss of car parking income if recommendation c is approved.**

# 1 Introduction

- 1.1 West Lindsey District Council (WLDC) commissioned Parking Matters to complete our new Parking Strategy to ensure that our parking provision continues to support the vitality and functionality of its town centres, whilst contributing to wider objectives including sustainable transport, regeneration, and long-term financial resilience. The strategy focuses on the key settlements of Gainsborough and Market Rasen, where existing council owned car parks facilities are located and reflects the Council's commitment to maintaining an effective and responsive parking service.
- 1.2 This strategy has been developed in the context of significant changes in travel behaviour, including the growth of hybrid working patterns, evolving economic conditions, anticipated local development, and increasing environmental considerations. It also builds upon previous parking reviews conducted in 2015, 2017, 2022, and 2024, ensuring continuity while responding to emerging challenges and opportunities.
- 1.3 The strategy is structured around five themes:
- Technology & Data Integration – Modernising systems through contactless payments, digital permits, enhanced data insights, and integration with the National Parking Platform.
  - Fair & Well Managed Parking – Maintaining council control, transparent KPIs, proportionate enforcement, and strong financial monitoring.
  - Safety & Quality – Improving surfacing, drainage, signage, bay sizes, accessibility, and overall estate quality.
  - Balancing Supply & Demand – Optimising current capacity, protecting short stay spaces, responding to housing growth, and adjusting tariffs sustainably.
  - Town Specific Interventions – Tailored actions addressing the differing needs of Gainsborough and Market Rasen

# 2 Overall Position

- 2.1 Parking capacity across both towns is sufficient, with peak occupancy averaging 63% in Gainsborough and 67% in Market Rasen. However, demand is unevenly distributed, with some car parks operating near capacity at busy periods while others, such as the Riverside in Gainsborough, are consistently underutilised. Improving highways signage and car park naming is therefore essential to rebalance usage and enhance the customer experience.
- 2.2 The parking service itself benchmarks well nationally, delivering a budget surplus in 2024/25 and demonstrating strong management, compliance, and user satisfaction, with more than 77% of users rating the car parks as well managed and over 80% feeling safe.

# 3 Impact of the free parking trial

- 3.1 The two-hour free parking trial in Gainsborough has influenced behaviour but has not clearly driven increased visits to the town centre. Evidence suggests displacement rather than growth, with Council car parks gaining transactions while competitor private owned car park experienced substantial reductions. Short-stay visits were rising even before the trial began, and long-stay visits declined however these are now starting to stabilise.
- 3.2 Customer feedback, including businesses and visitors cite the perceived positive impact of the 2-hour free parking trial.
- 3.3 In the financial year 2024/25 the parking service generated a £25k surplus after covering its own running costs. In 2025/26 the service reported a £96k surplus enhanced by grant funding of £21k from the UK Shared Prosperity Fund (UKSPF).
- The **budgeted** surplus for 2025/26 was £68k – the gain of £28k is primarily due to central support service (CSS) recharges being below the budgeted level, which does not impact on the bottom line of the accounts, and UKSPF funding.
- Excluding these items the car parking service reported a **loss of £13k**.
- 3.4 Since the implementation of the trial P&D income has dropped by £4k per month currently mitigated using UKSPF funding until August 2026.
- 3.5 If the scheme were to extend by 6 months beyond the pilot period, there is a forecast budgetary pressure of £24.3k in 2026/27. This will be funded from the Investment for Growth reserve.

## 4 Key Policy and Strategy Recommendations

- 4.1 A full action plan has been provided for approval within the appended strategy for approval however below provides a brief overview of the recommendations.
- Upgrade pay machines to accept contactless payments and introduce fully digital permit system.
  - Join the National Parking Platform to broaden payment options and improve data connectivity.
  - Adopt a cautious, regionally coordinated approach to EV infrastructure expansion while removing free parking for EVs during charging.
  - Introduce flexible permit types aligned with hybrid working patterns.
  - Review Blue Badge concessions and conduct a staff travel survey before considering any changes to staff parking policy.
  - Pilot overnight motorhome parking at Riverside and expand coach parking in partnership with LCC.

- 4.2.1 Gainsborough: No expansion required; focus on highway signage, car park naming, monitoring future housing impacts, and continue evaluating the long-term viability of the free parking concession.
- 4.2.2 Market Rasen: Maintain ample short stay capacity, monitor gradual growth, and strengthen accessibility and EV provision proportionately.

## 5 Committee Recommendations

- 5.1 This paper seeks approval from Thriving Council committee for the following recommendations.
  - That the draft Parking Strategy and Action Plan are approved
  - That members of Thriving Council Committee delegate operational oversight and delivery of the action plan to the appropriate board.
  - That the Strategy is refreshed in 5 years (2031-32)
  - That the findings so far for the 2-hour free parking trial in Gainsborough are noted and a 6-month extension to the 31st January is agreed to allow time for a decision to be released in relation to LGR, continued engagement with businesses and allow for further data collection.

## 6 Alternative Options

	Option	Rational for not recommending
1	To not update the strategy (do nothing)	This would leave the Council without clear strategic direction regarding its car parking policy and, in turn, a lack of support for residents, visitors, businesses, and motorists.
2	To not extend the 2-hour free parking trial by 6 months.	This would not allow sufficient time to consult further with businesses, fully understand the findings following any LGR decision, or gather additional data in the meantime.
3	To explore further free parking options.	It is acknowledged that this would be better undertaken following approval of a six-month extension, once an LGR decision has been reached.

### ASSOCIATED IMPLICATIONS

**Legal:**

This report does not pose any legal implications

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**Financial: FIN/40/27/TC/BK**

In the financial year 2024/25 the parking service generated a £25k surplus after covering its own running costs. In 2025/26 the service reported a £96k surplus enhanced by grant funding of £21k from the UK Shared Prosperity Fund (UKSPF).

The **budgeted** surplus for 2025/26 was £68k – the gain of £28k is primarily due to central support service (CSS) recharges being below the budgeted level, which does not impact on the bottom line of the accounts, and UKSPF funding.

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If the scheme were to extend by 6 months beyond the pilot period, there is a forecast budgetary pressure of £24.3k in 2026/27. This will be funded from the Investment for Growth reserve.

**Staffing:**

This report does not pose any staffing or human resources implications.

**LGR implications:**

The approval of this strategy does not directly influence any Local Government Reorganisation (LGR) decisions. However, it is acknowledged that there may be opportunities in the future to align tariffs with any prospective shadow authority.

Under LGR arrangements, West Lindsey District Council (WLDC) car parks may also be considered for community asset transfer, should there be a desire to pursue this option.

**Equality and Diversity including Human Rights:**

This report does not negatively impact any Equality and Diversity implications.

**Data Protection Implications:**

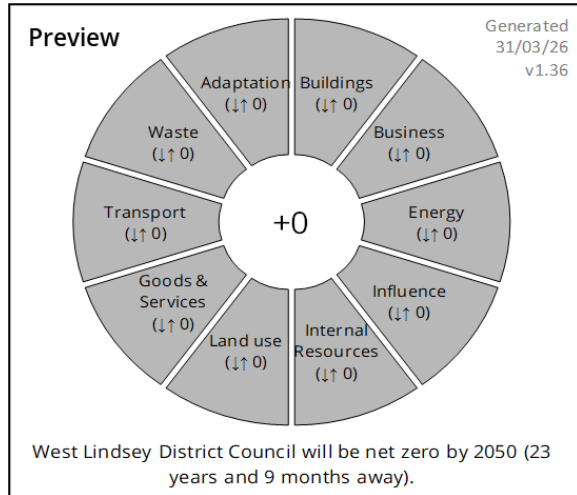
This report does not pose any Data Protection implications.

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**Climate Related Risks and Opportunities:**

The recommendations in the report take in account local environmental & sustainability aims regarding reducing carbon emissions.

The findings of this report provide a neutral environmental impact; it should be noted however approval for the continuation of the 2-hour free trial in Gainsborough or free staff parking could impact negatively.



**Section 17 Crime and Disorder Considerations:**

This report does not pose any crime and disorder implications

**Health Implications:**

This report does not pose any health implications.

**Risk Assessment:**

- Financial Risk: Medium – The continuation of Gainsborough 2 hour free parking period means the car parking service would not be operating on a cost recovery basis, which means the Council would effectively be covering the difference. Usually the Council looks to operate a cost recovery method for fees and charges.
- Reputational Risk: High – the removal of any free parking period regardless of if it is a trial is going to be perceived negatively. This can be mitigated to some extent through clear communication of any decisions made.
- Undermining active travel – Low – Any offer of free parking encourages driving over walking and public transport.

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

No previous background papers used in preparation of this report however it does build on the previous WLDC 2022-25 Page 50

**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**

# Parking Strategy Update

2026 - 2031



# Contents

- Introduction
- Policy Context
- Current Parking Supply
- Current Parking Charges and Car Park Utilisation
- Service Delivery and Performance
- Baseline Review - Key Findings
- Strategy Recommendations
- Appendix A - Council Questions
- Appendix B - The link between pricing and town centres
- Appendix C - 2025 Public Consultation Feedback Report
- Appendix D – Parking Value for Money Review 2024
- Action Plan

## 1: Introduction

West Lindsey District Council ('the Council' or WLDC) have commissioned Parking Matters Ltd (PML) to develop a new Parking Strategy 2026-31 in light of changes to motorists parking habits due to changes in working arrangements, shopping habits, and leisure activities in the two towns of Gainsborough and Market Rasen.

PML have previously carried out the following parking studies:-

- 2015 Parking Strategy Review – Focussed on the loss of the Beaumont Street MSCP for redevelopment and the need to balance demand across the remainder of the estate.
- 2017 Market Rasen Review – considered how parking charges and supported Market Rasen by encouraging churn and space availability to visitors of the town.
- 2017 Parking Strategy Update - supported Bridge Street car park extension and tariff review resulting in a Council Committee report in July 2017 and parking agreement with the Travelodge Hotel at the Roseway car park in Gainsborough.
- 2022 comprehensive Parking Strategy (2022 Report) – considered wider aspects of parking provision in the two towns and concluded / recommended:
  - Better technology, wayfinding and some investment in surfaces and sites including more payment options.
  - That the case for free periods was not supported by evidence and that tariffs were low compared to similar towns.
  - Parking policy options for electric vehicles, camper vans and coaches.
- 2024 Parking Value for Money Review (the 2024 Report) summarised the findings of a desktop review of the Council's parking enforcement arrangements.

The key conclusions from the 2022 and 2024 Reports were that the Council's parking estate is generally well managed with no justification for material changes in service delivery and that the Council should maintain control of its parking to influence town centre management.

This report considers the current situation and recommends an updated

strategy to address some specific questions provided by the Council aligned with the wider aims and objectives of the council, balancing policy objectives and financial sustainability whilst supporting the vitality of the district's centres.



### 2.1 Corporate Plan 2026 - 2030

The West Lindsey District Council's Corporate Plan 2026–2030 outlines a core vision for the authority “To be a trusted provider of good quality services that strive to improve the lives of people and communities across the district and enhance our places and spaces.”

The plan set out value and behaviours which are central to WLDC's ethos to foster a positive, collaborative culture that is focusing on delivery. This includes a corporate culture that is collaborative, supportive, positive and open.

The Plan is structured around three key themes:

- **Thriving People**, championing health and wellbeing, supporting communities and vulnerable residents, improving housing conditions, and boosting skills and routes into employment.
- **Thriving Places** enabling inclusive local growth and regeneration, delivering homes that meet local needs, and supporting clean, green and safe communities), and,
- **Thriving Council** delivering good quality services, being well managed and financially resilient, and modernising through continuous improvement.

The plan also explains how delivery will be coordinated and how progress will be monitored.

With reference to parking, the implications are that parking should be fair and inclusive, support regeneration efforts and be well-managed and financially sustainable.

### 2.2 Local Plan

The 2017 Central Lincolnshire Local Plan has been formally replaced by the Central Lincolnshire Local Plan (2018–2040) which was adopted on 13 April 2023.

The 2023 Central Lincolnshire Local Plan:

- Introduces strong climate-change and net-zero policies.
- Updates housing numbers and site allocations to 2040
- It refreshes policies on:
  - town centres (including Gainsborough),
  - transport and infrastructure,
  - tourism and visitor economy,
  - employment land,
  - biodiversity net gain and energy efficiency,
  - new parking, EV charging and design policies.

This update was explicitly required to ensure the plan remained sound, up-to-date, and NPPF-compliant.

There are no specific site allocations that impact any of the car parks in Gainsborough or Market Rasen.

The Central Lincolnshire Local Plan (adopted 2023) treats parking as part of a wider sustainable transport and place-making agenda rather than as a standalone issue. Policy S49 (Parking Provision) requires development to provide an appropriate level of parking that reflects the type and location of development, local car ownership levels, accessibility by non-car modes, and impacts on highway safety and amenity. The Plan seeks to avoid both under-provision, which can lead to overspill and on-street parking problems, and over-provision, which can create car-dominated environments and harm townscape quality.

Appendix 2 (Car Parking Standards) provides guidance on parking levels, but these are not intended to be applied rigidly and may be adjusted where justified by site-specific circumstances, particularly in town centres and accessible locations. Parking layouts are expected to be well designed, integrated with development, and balanced with provision for walking, cycling and disabled users. The Plan also requires parking to be future-proofed through the inclusion of electric vehicle charging infrastructure, in line with Policy NS18.

## 2.3 Regeneration and growth

Enabling sustainable and inclusive economic growth in the district's towns and rural communities is a strategic priority for WLDC (Corporate Plan 2026 – 2030 Thriving Places), Gainsborough is a focus for growth and in addition to development within the existing built up area, two large scale Sustainable Urban Extensions (SUEs) are now in delivery, this growth (up to 5,000 new homes) could impact on parking demand in the town centre.

The Thriving Gainsborough initiative has now actively delivered:

- A new multiscreen cinema development including new F&B/retail units to support leisure footfall and an evening economy offer.
- Town centre public realm upgrades, especially along the riverfront and within the historic Market Place.
- Heritage led regeneration through a Townscape Heritage Initiative including restoring historic buildings, reinstating traditional shopfronts and bringing vacant floorspace back into use.
- New and improved green spaces along the riverside - Whitton Gardens and Baltic Mill.
- Improved pedestrian, cycling and riverside connectivity, linking the town centre to the river and surrounding areas.

In Market Rasen allocated sites and planning led development under the Central Lincolnshire Local Plan are being delivered alongside smaller scale commercial investment.

Appropriate growth and development will support Market Rasen to remain a thriving, sustainable centre and key service point for the local and surrounding communities. New housing is in delivery along with commercial development (such as the new Aldi Superstore on Gallamore lane) and investment in the visitor economy sector.

## 2.4 STEP Proposal

The STEP (Spherical Tokamak for Energy Production) project is a UK

Government led programme to build the world's first prototype fusion power station capable of producing net electricity. It will be located at the former West Burton coal-fired power station, immediately south of Gainsborough. Construction is expected to take place in the early 2030s with a target for operation around 2040.

As the nearest settlement Gainsborough will likely be central to the workforce, housing and infrastructure planning associated with the scheme. Government and local authority reporting identifies STEP as a major long-term economic driver for the area, with significant employment during construction and operation and wider supply-chain effects across Lincolnshire and the East Midlands. As a nationally significant infrastructure project, it will be subject to a Development Consent Order.

Given the size of the development, it will be subject to its own transport and planning assessment (as Hinkley Point C has been) and it is not possible to judge the scale of the impact in this round of the Parking Strategy.

## 2.5 Local Transport Plan

The 2010 Lincolnshire Local Transport Plan has now been superseded by the 2025 Local Transport Plan (LTP5).

LTP5 sets out priorities including:

- decarbonisation and climate change,
- active travel (walking and cycling),
- public transport and rural mobility,
- electric vehicles and alternative fuels,
- rail and freight,
- and support for planned housing and economic growth.

This is supported by modal strategies which seek to reduce reliance on the private car by encouraging sustainable travel choices, and supporting walking, cycling and public transport for shorter trips to reduce emissions

and congestion growth.

There is no specific policy for off-street parking although the LTP5 promotes EV charging and sets guidance for off-street provision in new developments.

## 2.6 Implications for future parking strategy

The policies outlined above will have implications for future parking strategy which will require the following actions across the district:

- Align parking policy with climate and low carbon objectives: treat parking as part of a wider sustainable transport and place-making approach rather than a standalone service.
- Set parking supply expectations using the Local Plan approach (Policy S49): provide an appropriate level of parking based on land use, location, local car ownership, non-car accessibility, and impacts on highway safety and amenity—avoiding both under-provision (overspill, congestion) and over-provision (car-dominated streets, poorer townscape quality).
- Support regeneration outcomes: where public realm schemes remove on-street spaces, ensure alternative short-stay capacity and clear wayfinding to off-street car parks, prioritising high-turnover bays to underpin retail and the evening economy.
- Future-proof parking assets: expand EV charging provision in line with the Local Plan's EV requirements (Policy NS18) and ensure layouts/pricing support uptake without unduly displacing general parking.
- Design and inclusivity: ensure car parks are well designed and integrated with surrounding places, with adequate provision for disabled users and safe pedestrian routes that connect to town-centre destinations.
- Integrate parking with active travel and public transport (LTP5): position parking policy to complement walking, cycling and public transport for shorter trips, including prioritising convenient cycle parking and safe links from car parks into the centre.
- Adopt an “operate-and-review” approach: implement changes through Parking Orders/signage as required, then monitor occupancy, turnover,

enforcement, footfall and complaints so tariffs, time limits and allocation (short/long stay, permits) can be adjusted over time.

### 2.6.1 Strategic Implications for Gainsborough and Market Rasen

Wider policy will impact Gainsborough and Market Rasen differently, as identified below.

- **Gainsborough:** regeneration (cinema/leisure, public realm, riverside connectivity) is likely to change the pattern of demand more than the absolute volume, so prioritise short-stay availability, clear signage to under-used off-street capacity, and evening/weekend management linked to the leisure offer.
- **Gainsborough growth:** planned housing delivery (up to ~5000 new homes) could add background demand; plan for incremental interventions (pricing/time limits, reallocation between long/short stay, resident permits where appropriate) before considering any major capacity expansion.
- **Market Rasen:** with planning-led growth and smaller-scale commercial investment, keep the approach proportionate, focus on preventing overspill, maintaining convenient short-stay parking for the centre, and ensuring EV/accessible provision keeps pace with gradual change.
- **Both towns:** use policy-compliant, evidence-led justifications for any changes (especially where parking is reduced or repurposed) and ensure parking measures support, rather than undermine, walking/cycling improvements promoted through LTP5.

### 3: Current Parking

The current public, council operated car parks in Gainsborough and Market Rasen are outlined in the table below together with privately managed facilities which serve the respective town centres:

Gainsborough	Spaces	Blue B.	EVCP's
Bridge Street (Long Stay)	101	7	0
Roseway (Short Stay)	76	3	2
Ship Court (Long Stay)	52	6	0
Lord Street (Long Stay)	50	3	0
Whitton Gardens (Long Stay)	12	1	0
North Street (Long Stay)	81	3	0
Riverside (Long Stay)	123	4	0
Marshall's Yard (Short Stay) *	330	18	2
Lidl (Short Stay) *	138	6	0
Savoy Cinema (Short Stay) *	64	4	3
Tesco (Council Staff) *	400	17	6
Market Rasen	Spaces	Blue B.	EVCP's
Festival Hall (Long Stay)	72	5	0
John Street (Long Stay)	99	8	0
Mill Road (Long Stay)	23	2	0

\* not council controlled / \*\* estimated from aerial photography

In total available Council controlled publicly available P&D supply sums to around:

- 495 spaces in Gainsborough;
- 194 spaces in Market Rasen.

The locations of the car parks are shown in Figures 1 and 2.

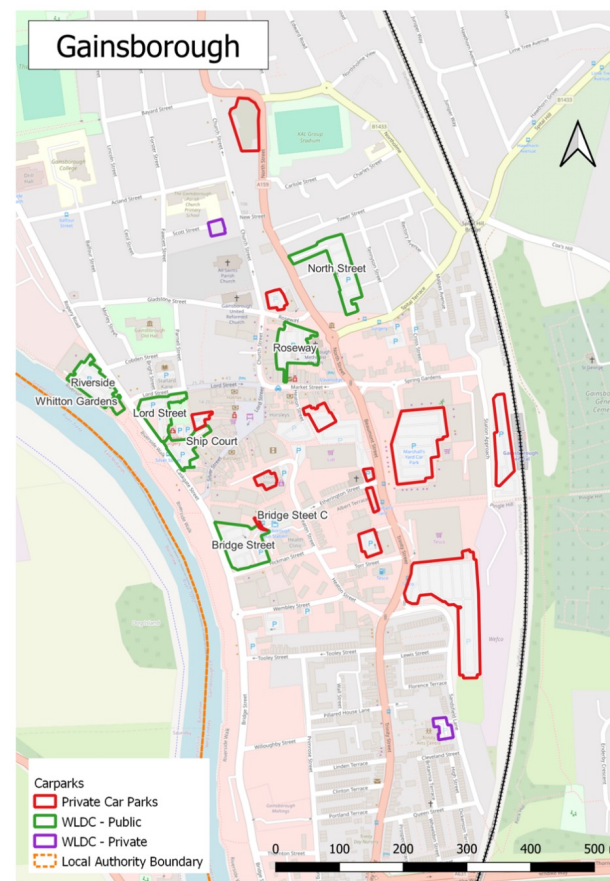


Figure 1 – Map Showing Gainsborough Car Parks in Scope.

The Council car parks in Gainsborough primarily cater for short and long stays visits. The exception is the Roseway car park which has a maximum stay of 4 hours, except for guests of the adjacent Travelodge Hotel who can stay for up to 24 hours.

The Council controls only around one third of the off street public parking spaces serving the Gainsborough town centre. Marshall's Yard, offering c330 privately operated spaces, is both the largest and most frequented car park subject to parking charges in the area, and caters to visitors of the Marshall's Yard shopping and leisure complex within the town. The busy A159 Trinity Street and the Lidl store and car park provide a barrier to pedestrian access from Marshall's Yard to the Market Place and the adjoining town centre, although pedestrian linkages have been improved by the completion of the Savoy cinema leisure development. The Tesco and Lidl store car parks are free to use but have strictly limited maximum stay periods to ensure spaces are always available for store customers.

North Street is current predominately utilised for Council staff parking.

In Market Rasen, in addition to the car parks operated by the Council, free parking is provided in the market square on non-market days, managed by the Town Council. Visitors may also park in the car parks serving a Lincolnshire Co-op supermarket in the town centre (75 spaces) and a Tesco supermarket on the edge of town (210 spaces), subject to maximum stays of 90 minutes and 2 hours respectively. The Council controls around two thirds of the public available off-street parking supply in Market Rasen.

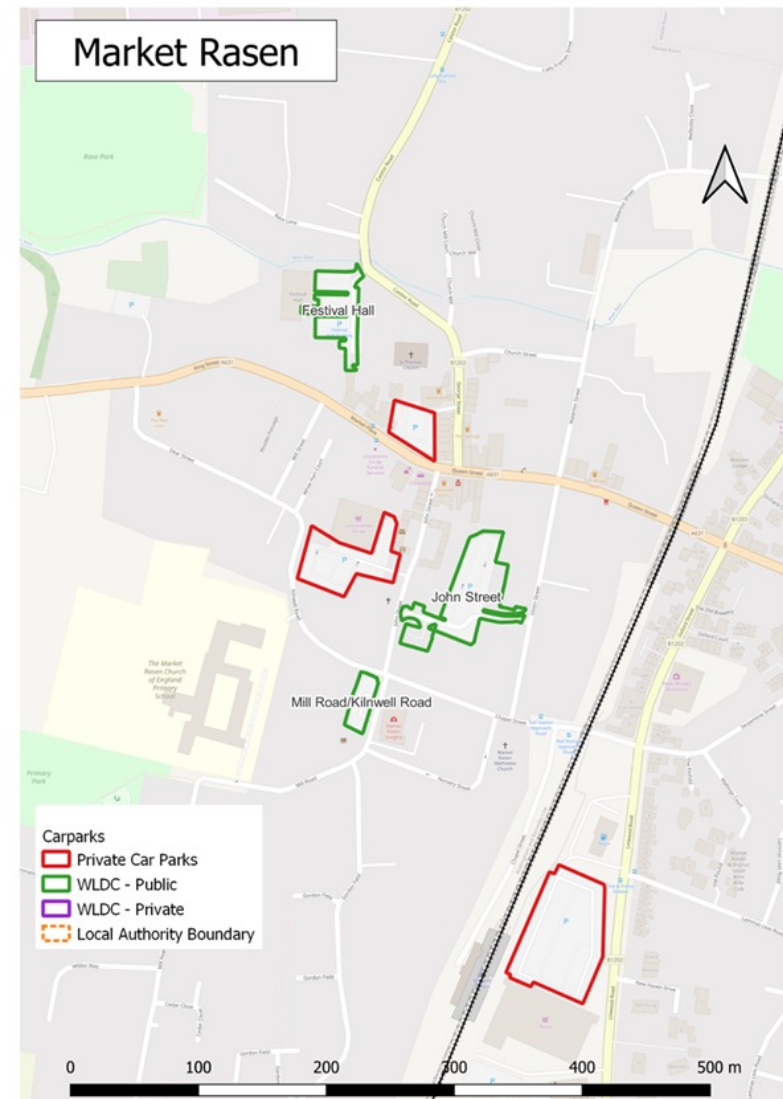


Figure 2 - Map Showing Market Rasen Car Parks in Scope

### 3.1 General Condition and Progress since 2022:

The condition of the estate whilst predominantly clean and satisfactory remains variable ranging from very good at Roseway to requiring some attention on the temporary concrete parking area and drainage/ponding issues at the Bridge Street car park.

#### Bay Sizes

Standard bay sizes at the Council's car parks are predominantly 2.4m wide by 4.8m long which has been the most common parking bay size in the UK for more than 60 years.

The Institution of Structural Engineers (IStructE) updated its car park design guidance document in 2023. The new guide highlighted that the 'standard design vehicle' (SDV) which encompasses 95% of the most commonly used vehicles is 200mm wider with doors that have become progressively thicker, reducing the space needed for vehicle occupants to enter and leave the vehicle comfortably, and without risking damage to adjacently parked vehicles. It also stated that 'whilst still suitable for small cars, the current bay width is now considered too small to accommodate today's SDV'. The new guide recommends increasing the bay width to 2.70m for short-stay car parks and 2.60m for medium and long stay facilities.

Increasing bay widths on existing car parks will of-course result in a reduction in the number of parking bays that can be accommodated on a site, however this trend will need to be considered for the parking strategy particularly with regard to the design of future car parks.

The table below repeated from the 2022 Report highlights the main comments arising from our inspections.

Point of Interest	Comments
Directional signage to car parks	Highway signage could be improved upon with a lack of highway 'P' signs directing visitors to the car park entrances from the main arterial roads. Whilst in-car navigation systems will mitigate some impact, poor signage can increase congestion. Car park names lack meaning for casual visitors. For example, Market Street Shoppers would be more informative than Roseway and Market Place Shoppers an improvement on Ship Court.
Road signage and information from car parks	Road signage to car parks is very good in Market Rasen. There have also been improvements in Gainsborough following the previous car parking strategy. There is no sense of destination when walking out of most car parks, although there are maps on some car parks. Maps on all car parks would help together with signposts directing pedestrians to key landmarks.
Bay Sizes	The increasing size of cars should be considered when specifying future car parks in the district.
Lining and bay marking	Generally good.
Pay and Display Machines	Consideration should be given to accepting contactless payment to extend the range of payment options
Accessible Parking Bays	There are bays available on all car parks with vacant bays available throughout our visit suggesting that there is adequate provision.
Security	All surface car parks in Gainsborough and Festival Hall and John Street car parks in Market Rasen are covered by monitored CCTV cameras.

## 4: Current Parking Charges and Car Park Utilisation

### 4.1 Parking Charges

The current parking charges at Council operated public car parks within the district are set out below.

Time	Gainsborough	Gainsborough – Roseway	Market Rasen
0 - 1 hrs	Free	Free	Free
1 - 2 hrs	Free	Free	Free
2 - 3 hrs	£1.60	£2.00	£0.80
3 - 4 hrs	£2.00	£2.50	£1.00
4 - 6 hrs	£3.30	-	£1.70
Over 6 hrs	£3.90	-	£2.00
Travelodge	-	£6.50	-

The major parking change since the 2022 Report has been the extension of the free parking period in the Gainsborough car parks. Before August 2025 one hour free parking was available. Since August the free parking period has been increased to two hours on a trial basis for one year.

Whilst car parks are open 24 hours a day, 7 days a week, parking charges only apply between 0800 and 1800 Monday to Saturday. Blue badge users are entitled to park for free providing a valid blue badge is displayed.

Parking payment can either be made using cash at payment machines situated at each car park, or via the RingGo parking app, subject to the payment of a 20p convenience fee for any all stays including the free period.

The electric vehicle charging points in the Roseway car park in Gainsborough charge £0.55 per kilowatt hour free parking while charging, vehicle to be removed within 20 minutes of finished charging.

Parking Permits are available for regular users of the car parks at the following prices:-

#### Gainsborough

Permit Type	Quarterly non-Direct Debit (including VAT)	Monthly Direct Debit (including VAT)
5 day	£129.00	£35.00
6 day	£153.00	£66.00

#### Market Rasen

Permit Type	Quarterly non-Direct Debit (including VAT)	Monthly Direct Debit (including VAT)
5 day	£52.50	£17.50
6 day	£66.00	£22.00

These are paper permits to be windscreen displayed and can be applied for via the Council's website and are personal to the user rather than a vehicle. Compared with the over 6 hours tariff, the 5 day Monthly Direct Debit permit prices represent a discount of almost 60% assuming parking takes place 5 days a week over 52 weeks.

#### Council Staff Parking

Council staff currently have to purchase permits (excluding a limited number of essential users (c.47)) and predominantly park at the North Street car park.

### 4.1.1 Benchmarking of WLDC Parking Charges

Comparison of town and individual car parks can be used as a tool in considering the appropriateness of tariff levels however direct comparisons are difficult to make because of a range of factors, primarily the supply of parking and the attractiveness of the areas they serve.

We have benchmarked the existing charges against a range of authorities. Charging periods vary with some of the councils (including South Holland, Bassetlaw and North Lincolnshire) in common with WLDC not charging after 6pm and on Sundays. Many of the councils (West Bridgford, North Kesteven, North East Lincolnshire, North Kesteven) charge 7 days a week and some including Boston, East Lindsey and Newark and Sherwood charge in the evening.

Figure 3 compares tariffs for shorter stay parking periods of up to 3 hours and shows:-

- Free periods are generally not offered by many comparator authorities, with the exception of East Lindsey (up to 30 minutes in Horncastle only), Newark & Sherwood (up to 30 minutes) and North Lincolnshire (Scunthorpe up to 2 hours free).
- For 3 and 4 hour stays, the Council's charges are of the lowest.

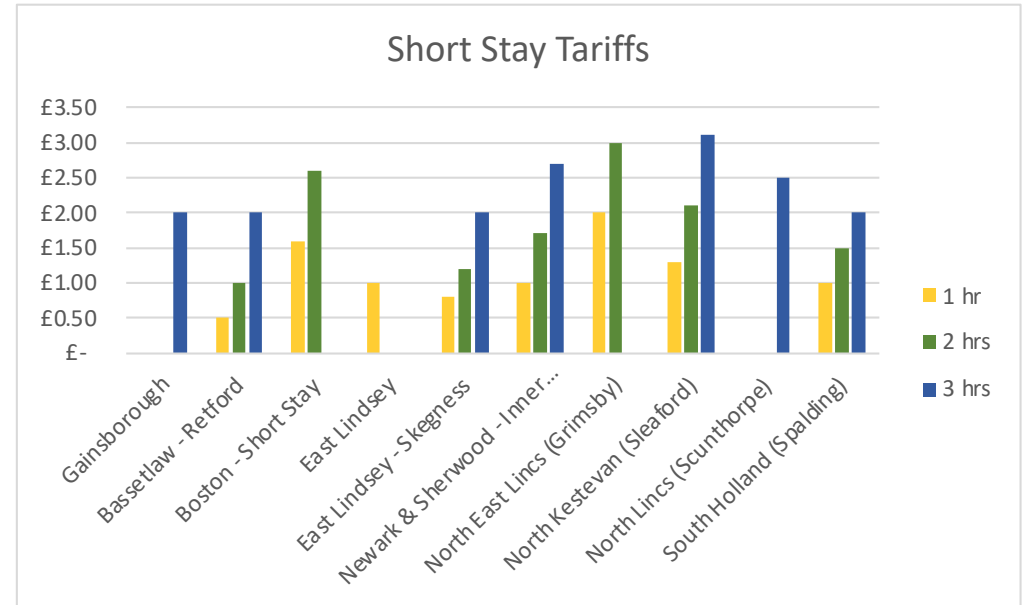


Figure 3

With regard to privately operated car parks in the District, only Marshall's Yard and The Savoy car park in Gainsborough charge for parking.

Time	Marshall's Yard	Savoy
0 - 1 hrs	N/A	£1.00
0-1.5 hrs	£0.50	N/A
1 - 2 hrs	N/A	£2.00
1-2.5 hrs	£1.00	N/A
2.5- 4 hrs	£2.00	N/A
2-4 hrs	N/A	£4.00

Parking at the Savoy car park is more expensive than at the Council's car parks in the town, albeit use of the car park is predominantly by Savoy Cinema visitors who enjoy free parking for 4 hours. Charges also apply at all times at this car park. Parking at Marshall's yard where charges apply between 0830 and 1700 each day, is more expensive for stays up to 2 hours as charges are not applied on Council car parks.

A comparison of long stay charges is provided in Figure 4. For 4 hour stays, the charges in Market Rasen and Gainsborough are comparatively low, with only charges in Horncastle (east Lindsey) being lower. The all day rates in Market Rasen are the lowest, whilst in Gainsborough the £3.90 charge falls within the middle of the range.

Permits are also compared in Figure 5 with 5 day monthly permits (paid by direct debit) in Market Rasen and Gainsborough being the cheapest. In respect of quarterly permits, permits in Market Rasen are again the lowest, with only permits in East Lindsey being lower, reflecting the lower all day charges in that district.

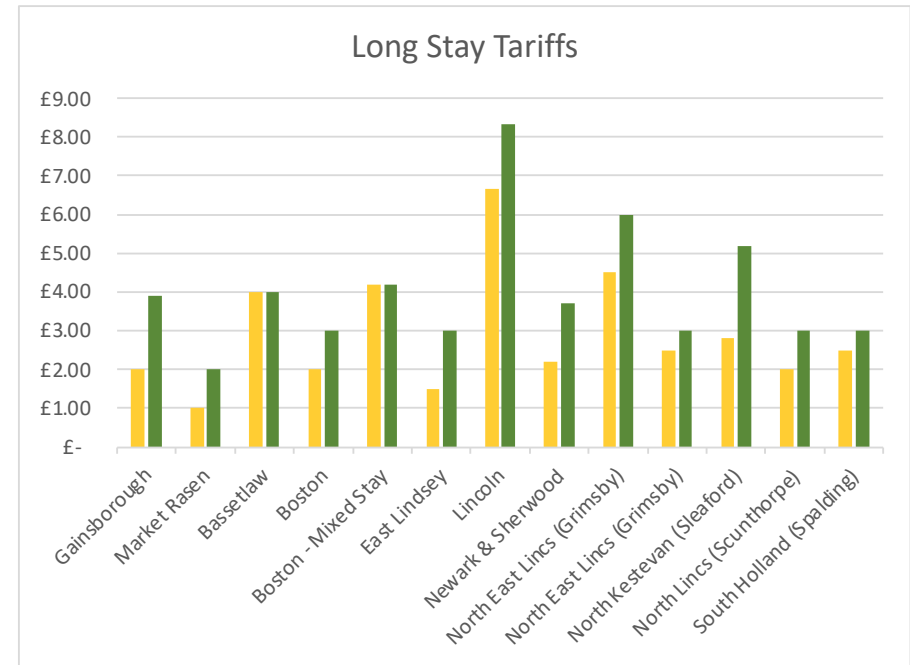


Figure 4

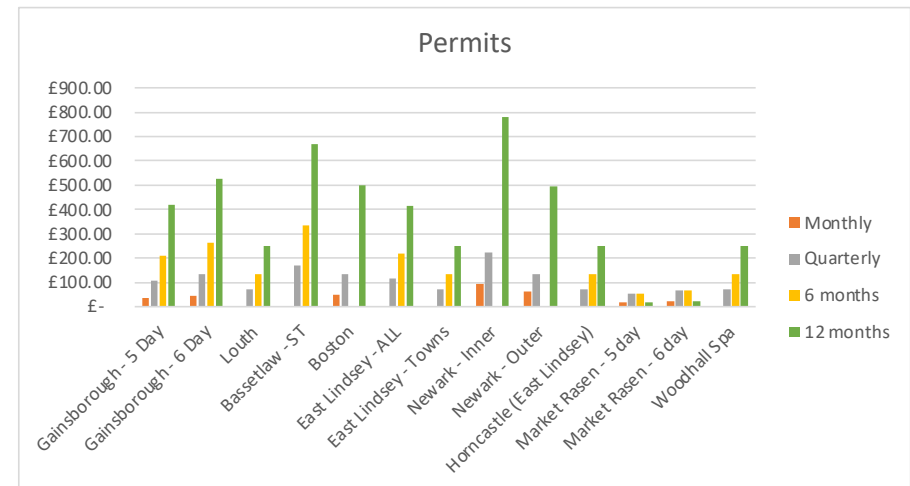


Figure 5

## Council Staff Parking

Many UK councils do charge their staff for parking, although the practice varies significantly depending upon the local authority, the location of the office and the job role and seniority of the staff member. Urban and city councils are more likely to charge to manage high demand and to reflect the quality of public transport alternatives. Whilst more rural councils, where reliable public transport options may be more limited often provide free parking.

Councils implement staff parking charges as a revenue raising measure to protect core services or as part of environmental strategies to reduce car use. Some Council such as Swansea, have used a sliding scale where higher earning staff pay more for permits whilst other authorities charge flat monthly rates. Some councils offer parking as a tax-efficient benefit via salary sacrifice, allowing staff to pay for parking before tax and National Insurance are deducted. Where charges are implemented, exceptions may apply for essential users who are required to use their vehicles for daily duties (e.g. social workers or health visitors). Employees with disabilities who hold a Blue Badge are also typically exempt from parking charges.

Publicly available information regarding the exact cost of council staff parking is not generally available, however the Council recently canvassed a range of nearby authorities on this issue. From feedback provided, the majority of Councils provided free parking for their staff. Of those approached, only the City of Lincoln charged, albeit at a discounted rate, whilst East Lindsey offers either free or discounted parking.

## Residents' Parking Schemes

No Residents' Parking Schemes (RPS) are currently place in the District at present, however a scheme is proposed on Tooley Street in Gainsborough town centre to bring in restrictions to keep one side of the street clear. In two tier authority set-ups responsibility for on-street restrictions usually sits with the County Council as the Traffic Authority. Lincolnshire County Council will be responsible for bringing in the Tooley Street restriction.

Residents' Parking Schemes can be costly and time consuming to implement, requiring Traffic Regulation Orders (TROs) in order to be enforceable. TROs can take months to implement and are subject to strict processes which can be challenged if not followed correctly.

The County Council's policy is that RPS may be justified where kerbside parking is 85% of capacity during the day, and the majority of residents want the scheme and the associated costs, and that the location should be part of a large urban area. Further criteria are stated on the Lincolnshire County Council website.

Given that the County has the function as Traffic Authority under the Traffic Management Act and specialisation in on-street parking and TROs, which a district council cannot be expected to have, the Traffic Authority is usually the appropriate place for this function. Lincolnshire County Council's Policy Overview for residents parking suggests a fully considered policy with a clear process in place so any requests for RPS and consideration of them would be managed more efficiently and easily by the County.

## 4.2 Car Park Utilisation

For the 2022 Report, occupancy surveys were carried out during December 2021 resulting in the following observations:

Site	Gainsborough
Roseway	<ul style="list-style-type: none"><li>Reasonably busy and close to the 80% threshold on Tuesdays and still well used on Saturday.</li><li>Visitors to the Travelodge account for the majority of longer stays.</li></ul>
Riverside,	<ul style="list-style-type: none"><li>Riverside is about half full for much of the day, this pattern suggests use related to the nearby retail store, particularly as the vast majority of transactions are for 1 hour or less.</li></ul>

Whitton Gardens	<ul style="list-style-type: none"> <li>Whitton Gardens is generally very quiet on both weekdays and Saturday with users predominantly parking for less than one hour.</li> </ul>
North Street	<ul style="list-style-type: none"> <li>Reasonably full on Tuesday with utilisation patterns suggesting a majority of commuter use. This is supported by the Saturday being quieter</li> </ul>
Bridge Street	<ul style="list-style-type: none"> <li>Reasonable busy both days with predominantly short stay usage given the car park is adjacent to Sports Direct, Argos and other retail uses.</li> </ul>
Lord Street and Ship Court	<ul style="list-style-type: none"> <li>Reasonably busy on both dates especially in the mid-morning which suggests use primarily by retail users</li> </ul>
Marshall's Yard, Lidl and Tesco	<ul style="list-style-type: none"> <li>Marshall's Yard is busy, especially on Saturdays reflecting the variety of comparative shopping.</li> <li>Tesco was only just above half full on Saturday morning, with Lidl fuller, reflecting in smaller size</li> </ul>

Site	Market Rasen
Festival Hall	<ul style="list-style-type: none"> <li>Busy and close to the 80% threshold on Thursdays but quiet on Saturdays</li> <li>Remains half full in the evenings as a result of evening activity in Festival Hall itself</li> <li>About 50% of stays exceed an hour</li> </ul>

John Street	<ul style="list-style-type: none"> <li>Busy and close to the 80% threshold on Thursdays and in the middle of the day on Saturdays</li> <li>About 50% of stays exceed an hour</li> <li>Usage patterns seem to reflect retail usage in our experience</li> </ul>
Mill Road	<ul style="list-style-type: none"> <li>Very full in the morning and afternoon, with utilisation reducing over lunchtime.</li> <li>The site is close to the Library and Health Clinic which most likely explains this usage pattern.</li> </ul>

Beat surveys were again carried out on a Thursday, Friday and Saturday in both Gainsborough and Market Rasen at the end of January 2026, and also in Gainsborough on Tuesday market day in February. They went well without significant technical issues and no major external issues reported. The results of the surveys are summarised below in Figures 6 and 7. For information:

- All counts were manual beat counts to give a general overview of the capacity throughout the day.
- As a rule of thumb, a car park is considered full when it reaches 80% to account for circulation and turnover traffic.
- Percentages are used to illustrate utilisation as this gives a good overview of the usage patterns.
- From available data, the car parks were at their busiest in October 2024 in the district due to autumn national hunt fixtures and Halloween events. Ticket sales during this month exceed January and February numbers that year by c30% in both Gainsborough and Market Rasen, therefore peak occupancy is likely to exceed the observed numbers by a similar proportion.

In Gainsborough the survey results reinforce the 2022 report findings, however:

- At 10 a.m. the public car parks are starting to fill. Whitton Gardens and Lord Street/Ship Court car parks benefit from proximity to café/food and beverage units nearby.
- By the noon peak Marshall's Yard, Lord Street and Ship Court are effectively full, as is North Street on a Tuesday when more Council staff are in the office. On Saturday the Roseway car park was also over 80% occupied, probably due to increased leisure visit utilisation at the Travelodge, rather than business users who tend to vacate their rooms earlier.
- The public car parks begin to empty out after lunch and by 4 pm there is plenty of space.
- The Savoy cinema car park is almost empty until mid-afternoon when the film screenings begin.
- Overall there were always spaces available throughout the town centre parking estate, with Marshall's Yard car park being the most utilised despite there being spaces available on Council car parks with 2 hour free parking. This would suggest that location is more important for many users than price when choosing where to park.
- The Riverside car park is poorly utilised with observed occupancy never more than 25% of capacity.
- Occupancy at the Whitton Gardens has increased due to the opening of the café at the old toilet block.
- Based on the observed peak occupancy levels total car park occupancy in the town never exceeds 63% suggesting that throughout the year there are enough parking spaces to accommodate peak parking demand, although some sites may still be full.



Gainsborough Occupation Survey Results (Tuesday):

Figure 6 - Observed occupancy at Gainsborough Car Parks (Jan/Feb 2026)

	Bridge St 107	Lidl 138	Lord St 53	Marshalls Yd. 330	North St. 85	Riverside 123	Roseway 83	Cinema 64	Ship Ct. 52	Tesco	WhittonGdn. 11	Total 1046
10am	63%	52%	62%	73%	76%	15%	59%	2%	85%		64%	41%
11am	82%	72%	68%	80%	80%	15%	61%	8%	90%		27%	47%
12pm	73%	51%	70%	85%	80%	22%	67%	22%	92%		55%	47%
1pm	71%	52%	66%	75%	80%	10%	61%	22%	75%		64%	43%
2pm	61%	41%	64%	67%	73%	13%	48%	27%	56%		45%	38%
3pm	51%	48%	57%	53%	59%	11%	34%	13%	63%		55%	32%

Gainsborough Occupation Survey Results (Friday):

	Bridge St 107	Lidl 138	Lord St 53	Marshalls Yd. 330	North St. 85	Riverside 123	Roseway 83	Cinema 64	Ship Ct. 52	Tesco 400	WhittonGdn. 11	Total 1446
10am	77%	61%	91%	74%	60%	15%	76%	0%	73%	54%	82%	59%
11am	80%	65%	94%	78%	56%	17%	77%	0%	81%	56%	91%	62%
12pm	77%	78%	87%	81%	55%	13%	69%	0%	81%	61%	73%	63%
1pm	77%	78%	87%	72%	55%	11%	66%	0%	73%	61%	64%	61%
2pm	78%	69%	81%	61%	54%	15%	65%	3%	69%	59%	36%	57%
3pm	63%	62%	68%	59%	55%	13%	63%	14%	48%	53%	45%	52%
4pm	50%	49%	58%	45%	53%	25%	60%	17%	60%	42%	18%	44%

Gainsborough Occupation Survey Results (Saturday's):

	Bridge St 107	Lidl 138	Lord St 53	Marshalls Yd. 330	North St. 85	Riverside 123	Roseway 83	Cinema 64	Ship Ct. 52	Tesco 400	WhittonGdn. 11	Total 1446
10am	38%	64%	51%	55%	21%	14%	66%	6%	54%	61%	45%	49%
11am	49%	78%	70%	74%	27%	15%	78%	14%	71%	62%	27%	58%
12pm	51%	91%	66%	83%	21%	22%	78%	20%	65%	63%	55%	62%
1pm	37%	90%	62%	82%	21%	24%	83%	22%	60%	65%	64%	62%

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In Market Rasen the latest survey results (summarised in Figure 8) again reinforce the findings of the 2022 report (although the weekday surveys were carried out on a Friday rather than a Thursday). Observed peak occupancy was 67% which again would suggest that there are an adequate number of parking spaces throughout the year.

**Market Rasen Occupation Survey Results (Friday):**

	Festival Hall 77	Mill Rd 24	John St. LS 105	Co-op 72
10am	58%	67%	75%	56%
11am	40%	83%	90%	69%
12pm	73%	29%	71%	46%
3pm	53%	54%	72%	79%

**Market Rasen Occupation Survey Results (Saturday):**

	Festival Hall 77	Mill Rd 24	John St. LS 105	Co-op 72
11am	32%	29%	83%	67%
12pm	23%	17%	66%	60%
1pm	26%	25%	67%	58%

Figure 7



5.1 Financial Performance

Figure 8 shows the sources of parking revenue use towards funding the park service. In 2024/25 there was a surplus of over £25k and in 2025/26 £96k. The surplus in 2025/26 was enhanced by grant funding of £21k from the UK Shared Prosperity Fund.

In 2025/26 income from parking charges fell by almost £26k, essentially due to the 2 hour free parking concession in Gainsborough. Income from parking permits increased by c£6k reflecting national trends of flexible workers visiting the office more frequently. As shown by Figure 9, Roseway was the highest producing car park at 15.4% of revenue and Mill Road and Whitton Gardens the lowest at less than 1%. Gainsborough car parks generated 81.5% of the total parking revenue from parking charges and permits.

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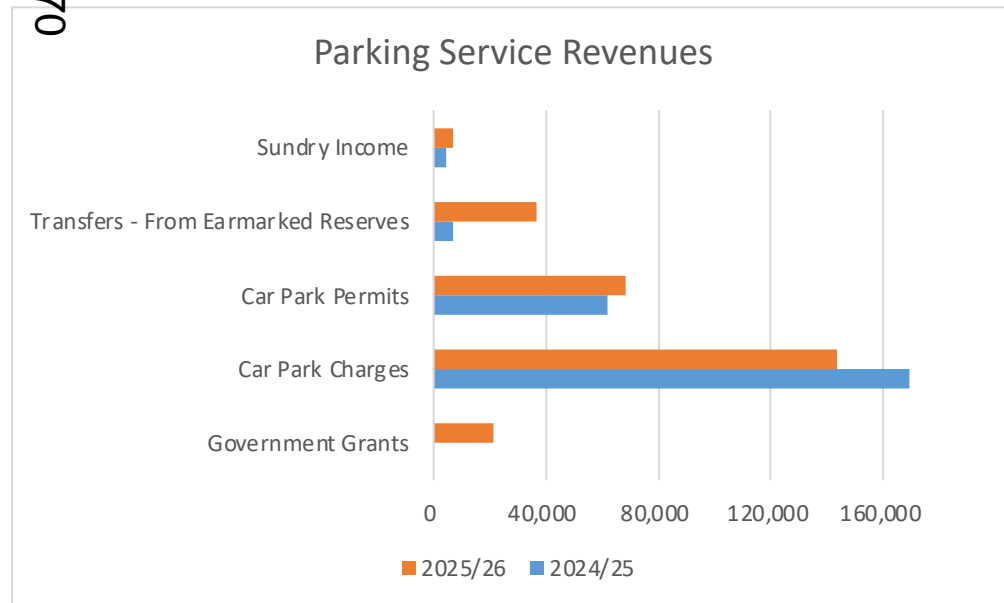


Figure 8

Gainsborough (81.5%)	Distribution Percentage	Revenue
Roseway	15.4%	32,104
Bridge Street	13.4%	27,988
Lord Street	8.8%	18,303
Ship Court	7.8%	16,273
North Street	8.8%	18,426
Whitton Gardens	0.3%	675
Riverside	3.4%	6,989
Permits	23.6%	49,150

Market rasen (18.5%)	Distribution Percentage	Revenue
Festival Hall	3.7%	7,678
John Street	6.2%	12,932
Mill Road	0.9%	1,943
Permits	7.6%	15,889

Figure 9 - WLDC Parking Revenue Distribution 2025/26

As previously stated, revenue reduced significantly in 2025/26 as a consequence of the 2 hour free trial in Gainsborough. Figure 9 illustrates the revenue generated by the Council's car parks in Gainsborough from each tariff band since August 2024 and it can be seen that revenue from the 2 hour band was significant. Since the concession was introduced, like for like revenue (net of VAT) from the Gainsborough car parks has fallen by an average of £4,000 per month (August 2025 to April 2026). Whilstin

the short term, there is continued funding available from the UK Shared Prosperity Fund to mitigate this shortfall, the continuation of the free parking concession will materially impact the service's budget.

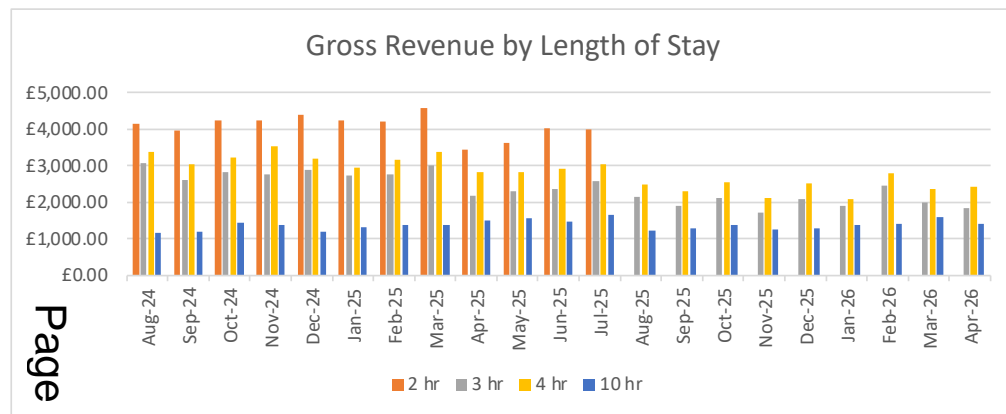


Figure 10

### 5.2 Impact of Free Parking Concession in the District

The total number of vehicles visiting the Council's car parks in Gainsborough and Market Rasen is summarised in Figure 11. One-hour free parking was introduced in April 18 in Gainsborough and two hours free in Market Rasen in December 2017. The graphs show that parking transactions increased following the introduction of both concessions, and have followed an upward trend since, save for a temporary fall during the Covid outbreak and associated movement restrictions. Whilst it has only been a few months since the two hour free concession was introduced in August 2025, it would appear that transaction numbers have increased further, but still consistent with previously trending growth.

Figures 12 and 13 illustrate changes in parking behaviour by length of stay. Figure 12 shows that, aside from a temporary dip in November 2025,

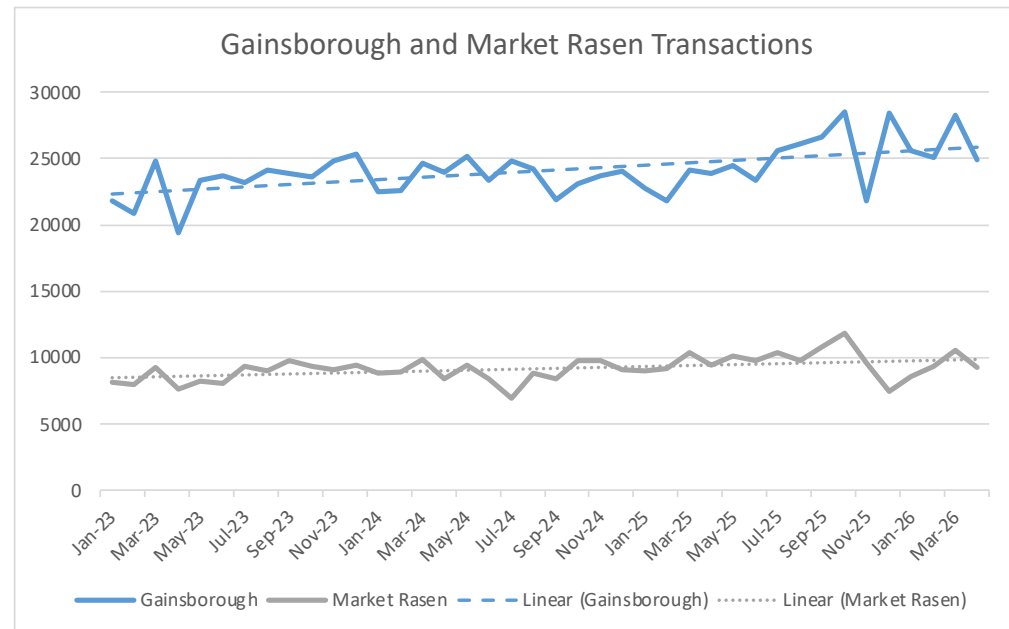


Figure 11

transactions for stays of up to two hours have increased (stays of up to 2 hours have increased an average of 15% since August 2025). Importantly, this upward trend was already evident prior to the introduction of the two-hour free parking concession.

In contrast, Figure 13 indicates that demand for longer stays (up to four hours) declined between February and October 2025, while demand for shorter stays increased over the same period. This pattern suggests that some longer-stay users may have reduced the duration of their visits to avoid incurring parking charges. Since the introduction of the two-hour free offer, the decline in longer stays appears to have stabilised, although there is limited evidence at this stage of a sustained recovery.

This analysis indicates that growth in short-stay parking was already occurring prior to the introduction of the two-hour free parking concession,

while reductions in longer-stay demand suggest some users shortened visits to avoid charges rather than making additional trips. To date, there is limited evidence that the concession has generated a sustained increase in overall dwell time or town-centre activity, reinforcing the need for the free parking offer to be kept under review against clear economic and financial outcomes.

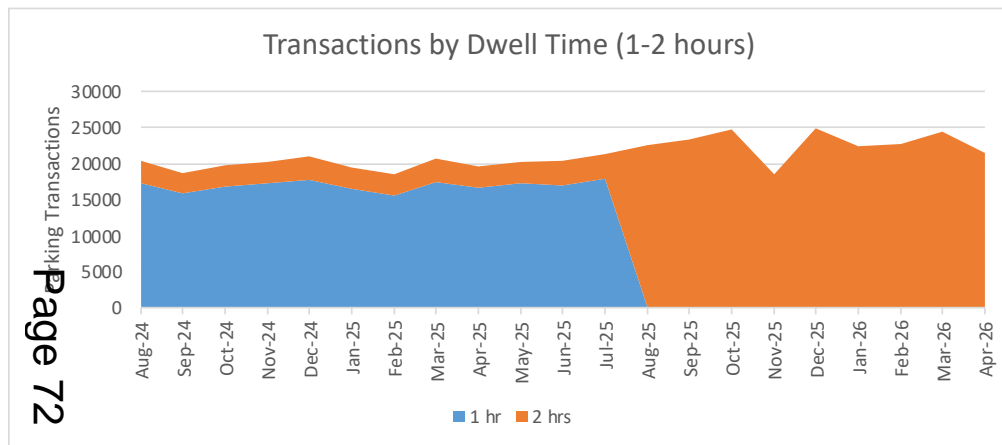


Figure 12

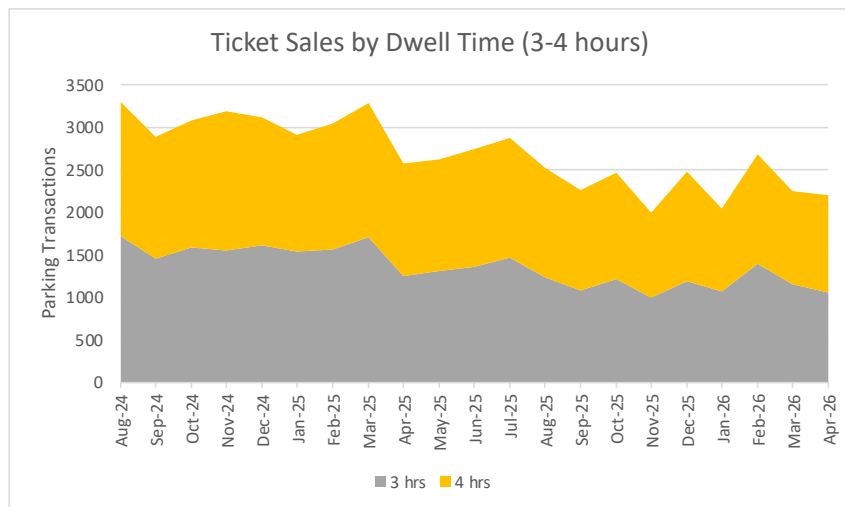


Figure 13

There are a number of potential reasons for increases in car park utilisation following the introduction of free parking concessions. These include:-

- New visitors to a town that were previously discouraged by parking charges. This would be the preferred outcome as town centre footfall would increase, improving the number of visits to local businesses.
- Displacement from other car parks within a town where there is no free parking.
- Modal changes – for example local residents who would normally walk or cycle, use their cars as parking is free, or other residents who may normally would use public transport. Both of these would be negative impacts to the Council’s net zero aspirations.

The last two reasons do not significantly contribute to the vibrancy of the town centre and typically would not warrant the reduction in income that comes with offering free parking.

A comparison has also been made between transaction trends at the Council’s car parks and other private operators in Gainsborough. Since the introduction of the free parking concession, The patterns suggests that a proportion of the observed growth at Council operated sites may reflect displacement rather than a net increase in visits to the town centre.

However, this analysis is based on a limited nine month sample period and more data would be required to confirm whether this represents a sustained trend or to draw firmer conclusions about behavioural change

### 5.3 Service Delivery and Compliance Management

The Council’s car parks are subject to parking charges or length of stay restrictions as set out in the Councils Off-Street Parking Places Orders and are managed by the Councils exercising their powers under the Traffic Management Act 2004.

The parking function is managed by the Property & Assets (P&A) team with enforcement contracted to NSL Ltd and notice processing carried out by Nottinghamshire County Council (NCC) under an agreement. Management

of the service / supply agreements for ticket machines, ticket stocks, cash collection, pay by phone service and EV charging is by the P&A team, sales and admin of the permit function is in-house jointly across the relevant services.

The 2024 report (attached in Appendix D) provided a review of service delivery from the Council’s existing parking enforcement arrangements to assess whether it represented good value for money.

This review concluded that:

- The parking service benchmarks well with other authorities both financially and in terms of service delivery.
- Due to the size and nature of the operation, continuing with the agreement with NCC for notice processing is the best way forward. If the Council were to bring the operation in-house there would be little resilience within the service and the initial costs would be high.
- The same considerations apply to the enforcement service. Whilst NSL appear to be performing well and at an acceptable cost, the important aspect is that the Call-Off Agreement allows the Council to benefit from this good standard of service without the need to directly tender and manage the service contract.
- Most Councils like to retain permit functions in-house via their customer contact centre/portals to retain control over the interaction with residents. In any event any savings would be minimal given the relatively small number of transactions, that the customer portal infrastructure would continue to be required for other purposes, and that printing and postage costs relating to physical permits would continue.

In our opinion there is no reason to depart from these conclusions at this time.

However, we have used data provided to update our analysis of CEO productivity (PCNs issued per hour deployed) over time as follows:

West Lindsey	Deployed Hours	CEO Productivity (PCNs/hour)
2019	1,452	0.82
2022	1,539	1.65
2023	1,610	1.66
2025	1,547	1.64

The average CEO productivity per hour gives an indication of the effectiveness of current CEO deployment. For example, productivity can be higher than average if there is an insufficient number of deployed hours, or lower if patrols are too frequent, poorly focused, or due to CEOs patrolling a wider than average geographical area increasing unproductive travelling time.

Our 2024 Report found that productivity doubled from 0.8 PCNs/hr in 2019/20 pre-Covid to 1.6 PCNs/hr in 2023/4. The table above shows that this performance has been maintained through to calendar year 2025 (no data was provided for 2024). It is worth noting that productivity in Gainsborough in 2025 was 1.71 PCNs/hr compared to 1.27 PCNs/hr in Market Rasen. In any event, some of the increase is due to a crackdown on fraudulent users obtaining second free 1 & 2 hour tickets where genuine cases appeals are accepted.

As previously reported, this level of CEO productivity is twice the benchmark level (0.8 PCNs/hr). This may indicate that the level of CEO deployment may be insufficient and that compliance levels, and hence revenues from paid for parking, are lower than they could be. Additional patrols may be desirable as they encourage payment rather than relying on the uncertain issue of a PCN with associated processing costs.

#### 5.4 Service User Feedback

In 2025 the Council conducted a public consultation exercise via

questionnaire to help inform the next parking strategy. The report attached at Appendix C summarises the responses.

Key headline findings from the consultation are:-

- Usage of Council-Owned Car Parks: 91% of respondents use car parks owned and run by West Lindsey District Council, primarily for shopping and retail (77%), leisure (28%), and medical purposes (19%).
- Effectiveness of Car Parks: 77% of respondents agree or highly agree that the car parks are run effectively, while 6% disagree or highly disagree.
- Safety and Maintenance: 81% of respondents agree or highly agree that the car parks are safe to use, and 76% agree or highly agree that they are well-maintained.
- Parking Space Concerns: Common complaints include narrow parking spaces, underutilized disabled parking, poor maintenance, unclear signage, and insufficient EV charging stations.
- Payment Preferences and Satisfaction: 82% of respondents prefer paying for parking with cash, and 66% are satisfied with the payment options available.
- Permit System Feedback: 67% of respondents purchased their permits online, and 67% are very satisfied with the process. 41% support introducing a 3-day flexible permit.
- Enforcement and Appeals Process: 57% of respondents found the enforcement and appeals process fair, but some suggested improvements, such as accommodating minor errors and providing more flexibility.
- Barrier/Pay-on-Exit Systems: 75% of respondents do not support introducing barrier/pay-on-exit systems for council car parks.
- EV Charger Usage: Only 4% of respondents use the council's EV chargers, with mixed feedback on their ease of use, functionality, and availability.

In addition a recent Levelling Up Fund survey has the feedback summarised below in Figure 13 demonstrating that the vast majority of respondents found it easy to park in Gainsborough town centre.

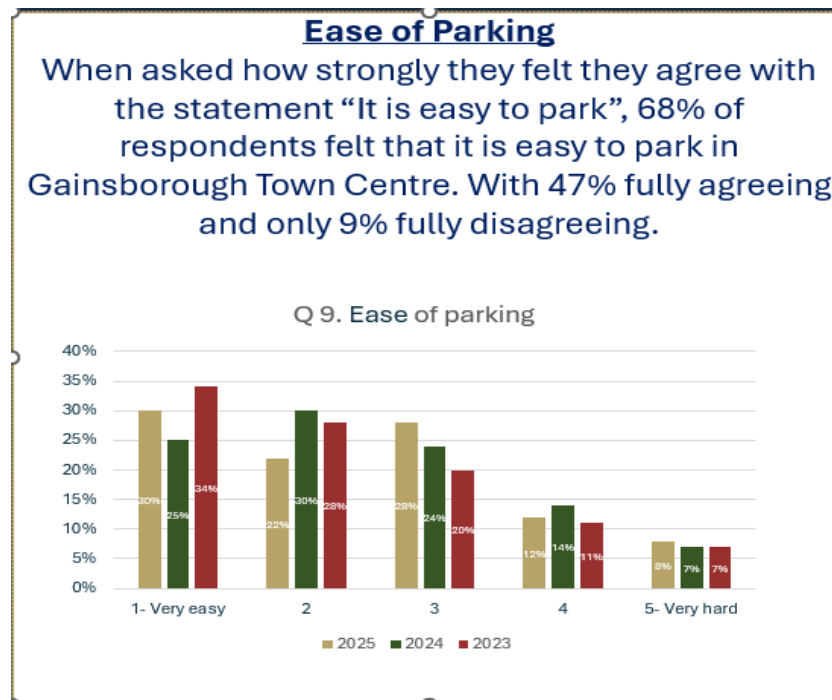


Figure 14

The baseline conditions summarised in the earlier sections of this report can be summarised as follows to help inform the Council’s future strategy.

### **Parking supply and availability –**

Strength: surveys show overall capacity is generally available across both towns at peak times.

Challenge: demand is uneven, with some key sites close to full while others are under-used (e.g., Riverside in Gainsborough).

### **Town-centre access and signage**

Strength: Market Rasen and Gainsborough highway signage has improved and works well.

Challenge: clearer ‘P’ signage from main arterial roads to the car parks, simpler car park naming, and consistent maps/links to key destinations would help visitors find and use available spaces.

### **Customer experience, safety and maintenance**

Strength: consultation indicates high satisfaction, with most users reporting car parks are effective, safe and well maintained; CCTV coverage is strong on key sites.

Challenge: condition varies across the estate and some sites need targeted investment (e.g., surfacing/drainage), alongside usability issues such as narrow bays.

### **Pricing and free parking**

Strength: Council tariffs and permits are generally low compared with similar areas, and the 2-hour free trial in Gainsborough appears to have increased short-stay transactions.

Challenge: evidence so far suggests limited footfall uplift and some

displacement from other car parks; any free-parking offer should be kept under review and tested against clear outcomes.

### **Financial sustainability**

Strength: parking income broadly funds the service.

Challenge: whilst the service recorded a surplus in 2024/25 the 2-hour free trial introduced since, is linked to a material reduction in revenue (average c£4,000 per month), creating an affordability risk should the scheme be continued without funding from other sources or the removal of the concession upon completion of the trial.

### **Operations and compliance**

Strength: previous reviews (2022 and 2024) concluded the service is well managed and the current delivery model offers good value for money.

Challenge: very high CEO productivity suggests deployed enforcement hours may be low, which can reduce compliance and income.

### **Payment, technology and data**

Strength: payment options include machines and app, and most permit users are satisfied with online purchasing.

Challenge: many users prefer cash; improving ease of payment (e.g., contactless at machines) and strengthening monitoring data would support an “operate-and-review” approach.

### **Accessibility and low-carbon transition**

Strength: accessible bays are available on all sites and some EV charging is in place (notably Roseway).

Challenge: bay size guidance is changing (wider bays), and EV charger use is currently low, so the strategy needs to focus on the right locations, reliability and future-proofing.

## 7: Strategy Recommendations

Our recommendations for the parking strategy take account of current policies and strategies across the remit of WLDC, our analysis of current conditions, service user feedback, and the incorporation of national and international research and practices.

Rooted in the Corporate Plan's vision, the parking strategy is structured around four primary focus areas: Technology & Data, Fair & Well Managed, Safety & Quality, and Balancing Supply & Demand. Together, these pillars inform the development of policies and recommendations that are integrated into a comprehensive Action Plan.

The overall aim is to create a parking system that supports accessibility, environmental goals, and a positive experience for residents, workers, and visitors based on the Corporate Plan.

### Parking Strategy Vision:

"A sustainable parking service that delivers a trusted, collaborative, and well-managed service that helps people, business and communities thrive".

### 7.1 Technology and Data

The main trend in parking technology in the public sector is towards cashless and digitalisation – the ability of systems to record and share data whilst removing the need for manual processes. The resulting digital systems have a number of benefits to customers and operators:

- a. Detailed records of all on and/or off-street parking locations, parking space information, restrictions and tariffs is held digitally, enabling accurate information on parking to be shared online with the customer.
- b. Customers can interact with the parking service via websites and smartphone apps, reducing the time taken to apply for or renew permits and other permissions as well as reducing the administration burden for operators.
- c. The details of all parking sessions, permits etc are recorded centrally and linked to vehicles' licence plates. This will enable:

- an accurate picture of parking availability to be compiled and shared with customers.
- a single source of information for enforcement purposes that can be used with a range of monitoring devices (handheld units, fixed and mobile ANPR). Enforcement can be mobilised more easily, covering a wider area with fewer resources.
- Data to be collected to inform parking strategy and to monitor the impact of tariff changes in the district.

The current payment machines align with the digital agenda as they require registration number input. Cash and card payments are accepted along with RingGo mobile payments.

Further progress could be achieved through joining the National Parking Platform (NPP), a major publicly-owned initiative which facilitates multi-vendor payment i.e. allowing the customer to use their choice of payment app (service provider) to pay for parking without the need for the Council to have a contract with each one. Lincolnshire County Council will join the Platform in spring 2026.

The NPP makes parking data available to the customer via third-party service provider apps. Car parks and on-street parking areas that supply data to the NPP have enhanced "digital visibility" which gives them an important commercial and competitive advantage.

### 7.2 Cashless Parking and Payment Options

Our base case analysis showed that:

- Around 20% of payments are already made via the RingGo app, with the remainder by cash at the payment machines.
- Paper permits are still in use linked to the user rather than the vehicle, which reduces compliance management efficiency and the quality of data collection including how often permits are used.

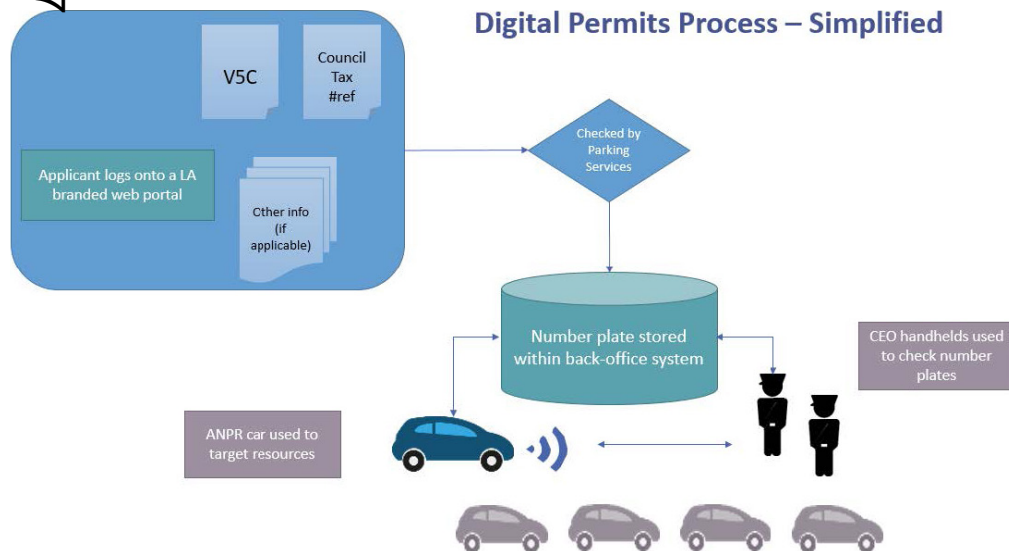
Technological innovation, is changing the way people work, spend their leisure time, travel and shop. These forces will transform car ownership

and car usage. 'Cashless' parking, through digitisation, is part of the response to this change, especially as automated and shared mobility comes to the market.

The benefits of digitisation of parking services are now well understood and customers now expect services to be easy to access online and through mobile and web enabled devices; rich data provides information for more agile and quicker response times and; digitisation allows for the more efficient and delivery of services, often with financial benefits for both customer and operator.

The advantages of digital permitting for parking include surprisingly large savings in specialist stationary, such as scratch cards, better deployment of CEO resources and better options for customers (for example extending parking without having to return to their vehicles). WLDC already has payment by app and this could be extended to allow paperless permits and visitor tickets.

At the most basic level, an example of digital permits operates as below:



The case for digitisation of permits for Local Authorities (LAs) can be summarised within four broad categories:

### 1. Customer Expectation and Service

- Customers expect to be able to manage products online themselves 24/7. Digitisation allows for online self-service, and quicker (even automated) response times.

### 2. Future Proofing

- Increasingly choices are data driven. People use apps and online services to decide where and when they travel. If West Lindsey's parking is 'invisible' to third party systems, it risks being ignored.

### 3. Better data and information

- Managing Parking is about traffic management and the duties of LAs in the TMA 2004 and compliance rates give knowledge of problems and where they are letting you know how well you are performing. Digitisation effectively manages compliance monitoring automatically.
- More and better focussed CEO patrols though richer data.

### 4. More efficient service

- At the practical level digitisation removes the need for printing, posting, filing, laminating etc. reducing costs and freeing up staff time to focus on customers.
- Digitisation brings flexibility, for example easily enabling LAs to respond to customer needs or make changes quickly to the regime (e.g., allowing concessions).

We understand that whilst the Council would like to make this change, it is currently dependent on Service Providers being able to support a direct debt/recurring payment solution which will ensure a smooth customer experience and protect revenue on renewals. We understand that the Council existing cashless payment provider is unlikely to be able to support

this type of solution, however other providers including Zatpark, a [Unity 5 company](https://unity5.com/product/permits/) (https://unity5.com/product/permits/), offer permit functionality allowing for recurring payments and scratchcard-like 'hybrid' digital permits.

The way that the public expects to pay for parking is also changing. In most instances parking is a relatively small spend and, the use of contactless payment in society has been growing quickly, spurred on by banks looking to optimise operational efficiencies and growing customer confidence in and familiarity with this technology. This, and the increasing popularity of apps such as Apple Pay, Android Pay, PayPal, etc. mean that drivers increasingly expect cashless solutions to pay for their parking. For the operator cashless payment enhances operational efficiency, provides valuable data opportunities, and removes the potential for theft.

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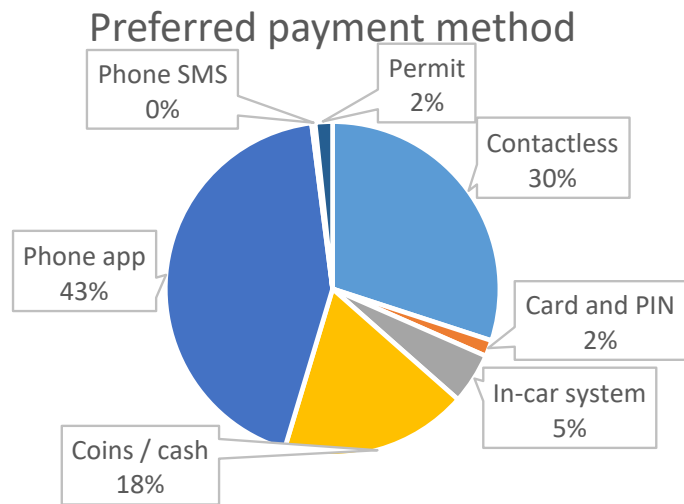


Figure 15 - Survey carried out by PML in the West Midlands (2024 r=937).

Creating convenient alternatives to cash is an essential pre-requisite for any parking operator that aims to reduce or remove cash payments.

For the customer, the need to carry change for cash payments can be increasingly inconvenient. Where coins are accepted, car park operators need to securely collect and process the income at a cost to the operation. There is also the risk of break-ins to payment machines with a potential loss of income. Reducing the number of coins collected will decrease the cost of processing this income and reduce the potential for theft. However, while reducing the number of parking payment machines could lead to revenue savings on maintenance, saving on the collection and processing costs will only be achieved if the actual proportion of coins coming through the system is reduced.

At a national level, the most common parking payment method is still using cash to pay and display and research from 2016 suggests that nationally, the general public would not support a wholesale shift to cashless parking. However, it is clear that contactless cards and mobile wallets are changing the way customers pay for other products and services and it may be time to use this as a way of slowly removing cash from parking. Customers expect to be able to pay for services as seamlessly as possible, using new technologies where appropriate, and want a quick and effortless service.

Item	Aims / Objectives
Upgrades to terminals	Explore upgrading terminals to allow for contactless payments to help reduce the use of cash further. If future terminals are ticketless than car park users will not need to return to their vehicles to display a ticket. As a result on larger car parks the number of machines may be reduced and focused on key pedestrian routes
Digitalisation	Explore moving to digital permits via service providers like Zatpark and avoid paper-based systems such as very expensive 'scratchcard' parking.

Artificial intelligence and ANPR enforcement	Monitor emerging AI business intelligence products, ANPR and sensor technology and procure where there is a business case for doing so.
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This will allow:

- More efficient service delivery
- Changes to policy, such as permits types if required.
- More efficient permit processing and quick response to requirements – such as for events.

### 7.3 Carbon Reduction

The Council's Environment and Sustainable Strategy Development has been developed in line with the strategic target for West Lindsey to become a net zero council by 2050 and will:

- Take action to reduce carbon emissions across all aspects of the Council's operations to achieve a net zero council by 2050.
- Enable and support residents, businesses and local communities to reduce carbon emissions across the West Lindsey district.
- Deliver positive communications and sign posting, including our 'small steps, big impact' campaign. The programme includes practical steps such as improving energy efficiency in homes and public buildings, promoting sustainable travel, enhancing biodiversity, and working jointly with neighbouring boroughs such as Stratford.

The response of the parking service should be to develop a future-proofed service such that it can respond seamlessly to digital and other new technologies as they emerge.

#### General Principle supporting carbon reduction.

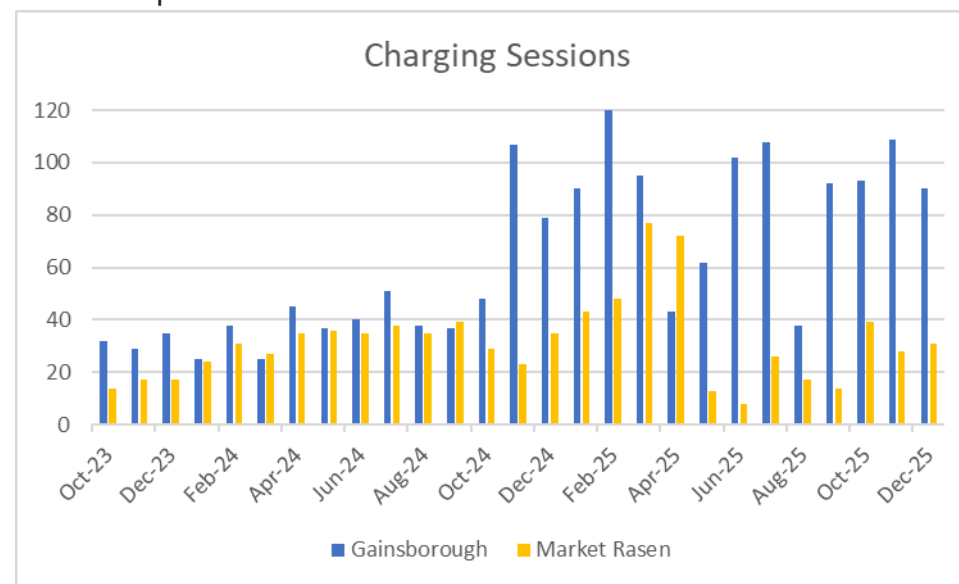
A parking policy which balances supporting economic vitality and access to the towns whilst discouraging frequent single occupancy car journeys through tariffs and other parking policies.

### 7.3.1 Electric Vehicle Charging

Approximately 7% of cars on the road in the UK were plug-in in 2025 Q3. The proportion is however rising as plug-in cars comprised 34% of all new UK registrations in February 2025 (New Automotive Monthly Bulletin). Across 2024 28% of new car registrations were plug-ins.

In West Lindsey, although numbers of plug-in cars are rising in the district, the total number on the road was only 2,735 in 2025 Q3 out of around 56,900 vehicles in total or about 4.8% (increased from c.1% in our 2022 Report), lower than for the UK as a whole.

There are two chargepoints in each of Roseway and Market Rasen Leisure Centre car parks. Data provided is shown below which demonstrates an increase in charging sessions since 2023/4 reflecting the increase in the general population of plug-in vehicles. However, utilisation remains low (an average of £700 revenue per month at Roseway in 2025) from which, at a tariff of £0.55 per kWh, we estimate an occupancy of around 5% over a 24-hour day. Our Tuesday market day survey did not record any usage between 10am and 3pm. In our experience, low usage levels in town centre car parks are not unusual.



Whilst chargepoints may be used by residents (particularly those without driveway charging at home) it is likely that visitors are the main users, particularly overnight guests at the Travelodge hotel adjacent to the charge points in Roseway car park. However, clear patterns of charging behaviour have not yet been firmly established in the UK.

When developing a charging strategy, it is important to consider not only local authority provision but those provided by other chargepoint providers in an area. There are chargepoints in the town centre at the Savoy Cinema car park or Marshall's Yard (in both cases unused during our Tuesday survey) and at MacDonalDs and Tesco.

A recent press report explained that many chargepoint companies have installed chargers in anticipation of future demand meaning that they do not earn enough to cover costs as yet. A wave of merger and acquisition activity is expected. The Council should consider the role of the local authority in the provision of chargepoint infrastructure; how this could support the Environment, Sustainability and Climate Change Strategy; and also the risks around future levels of demand and equipment obsolescence.

In our 2022 report we suggested that the lack of usage data, together with the continuing development of charging technology, suggests that modest investment in car park charging stations is the best course of action.

We also suggested that the Council should consider a separate EV charging strategy and work with other authorities to produce this. There is a recent (November 2025) guide (Powering Local EV Infrastructure: A Guide for Councils ) produced as a collaboration by industry players UK100, UK Power Networks DSO, and Cenex which explains the role of local authorities in EV infrastructure and key considerations for an authority in developing and delivering an EV strategy.

Item	Aims / Objectives - Carbon Reduction
Electric Vehicle Parking Charges	<ul style="list-style-type: none"> <li>• Electric vehicles should pay for parking in the normal way as they use up space. Charging a tariff will also encourage turnover and improve utilisation.</li> <li>• The Council should consider a separate EV charging strategy and work with other authorities to produce this.</li> <li>• Off-street EV chargepoints should be focused on areas with limited opportunity for people to charge at home in conjunction with overnight permits.</li> </ul>
Green Infrastructure	Seek opportunities for pocket parks and tree planting. Consider permeable surfaces with caution given increased capital and revenue costs.
Emission Based Charges	Review in the future in conjunction with the County Council and their wider transport policy.

## 7.4 Fair and Well Managed

### 7.4.1 The Parking Service

The technical work carried out by Parking Matters concluded that the parking service appears to be efficient and well managed.

There is no obvious argument for relinquishing control of the car parks or passing them to a third party. The council is concerned not simply with income but with the management of the town centres; including supporting the retail and services within them, encouraging visitors and to support its residents in accessing retail and services in what is a rural district where private vehicles will remain the most practical travel choice for most

for the foreseeable future.

By retaining the car parks currently under their control, the district has some influence over travel policy and the urban environment. Also key, they provide an income which can be used for environmental improvements under the Act.

However internal KPIs are required to ensure continuous improvements including:

**Objective: Adopt Key Performance Indicators for service monitoring**

- % Overall Recovery Rate (aim for 70% or higher)
- % of PCNs challenged (aim for 25% or lower)
- % Appeal cases lost (aim for 50% or lower).

**7.4.2 Financial Management**

**Objective: Adopt Key Performance Indicators for service monitoring**

- Financial performance should continue to be monitored to ensure that the service meets its budgetary requirements and to help understand parking demand trends in the district.
- KPIs should be monitored monthly on a like for like, year on year basis, by car park.
- Where car parks are operating a deficit, consideration should be given to options for increasing revenue/reducing costs or if deemed surplus to service requirements, other uses or disposal should be considered.
- Publish an annual parking report to ensure transparency.
- Internal staff resource must be allocated to ensure that this objective is met.

**7.4.3 Asset Management**

The Base Case found that the estate is generally well maintained with planned preventative maintenance requirements identified.

Cars are getting bigger and heavier and car parks will need to adapt, however flexibility within WLDC's estate is limited by high existing utilisation levels.

**Objectives: Efficient Asset Management**

- Car parks should be regularly surveyed to identify defects and ensure that the car park estate continues to meet quality standards.
- Ensure that new car parks meet modern design standards by developing appropriate minimum design standards to inform developers

**7.4.4 Specific User groups**

Advancements in technology and data analytics have the potential to enable the development of more sophisticated products. The cost efficiency of these offerings is contingent upon the successful commissioning of the NPP.

Digitalisation will simplify managing flexible permits, which allow part-week or pay-as-you-go parking.

Most private operators and many councils charge Blue Badge (disabled) users for parking. However, WLDC currently offers free parking throughout its estate to Blue Badge holders. Blue Badges are granted based on mobility criteria and are not means tested. The provision of free parking to certain groups has been viewed by some as potentially inequitable, and the number of Blue Badge holders is rising nationally each year. As Blue Badge holders can already park on-street for free for up to three hours, there may be grounds to reconsider this concession in the future.

Many workers now work flexibly from home and only visit offices for a few days a week. Permit products ideally should also need to be flexible to adjust to these changing habits as the cost effectiveness of businesses and employees purchasing 5 or 6 day permits may be an issue.

With the exception of essential car users, providing free parking for Council

staff is not something we would normally recommend, as it discourages modal shift by incentivising car use. Staff without access to a car may also be upset that their journey to work is not being subsidised by the Council too. Instead we would recommend that car share incentives are offered with concessions for staff who sign up to drive a colleague or colleagues to work. On this basis there are at least demonstrable sustainability benefits. Whilst this policy may be difficult to enforce in practice warnings can be given to staff that the benefit would be removed if the permits were abused.

We would also recommend that the Council carries out a staff Travel Survey to help understand any specific travel issues and potential mitigation options.

Item	Aims/Objectives
Concessions including Blue Badge Parking	Consider the fairness of current concessions.
Permits for Flexible Working	Subject to reaching an agreement with a service provider for digital permits introduce new flexible permit products< for example:- <ul style="list-style-type: none"> <li>• 3 day season ticket – to be paid in advance for a minimum of 4 weeks. This would allow a maximum of 12 day visits to a car park per 28 day period to be utilised flexibly. Suggested pricing would at a 25% discount on usual daily rate</li> <li>• 3 day part time season ticket – to be paid in advance for a minimum of 4 weeks. This would allow up to 5 hours use for a maximum of 12 days in a 28 day period. This would be suitable for part-time employees. Suggested pricing would be at a 25%</li> </ul>

	discount on 4-6 hour rate
Council Staff Permits	<ul style="list-style-type: none"> <li>• Conduct a staff travel survey to inform decision making.</li> <li>• Offer free 'car-share' permits to essential car users and also Council staff who sign up to drive colleagues to and from the office. As North Street is currently well occupied on some days, the Riverside car park could be utilised as an alternative for any overflow demand.</li> </ul>

#### 7.4.5 Residents Parking Schemes

The County Councils' policy is that residents parking schemes may be justified where kerbside parking is 85% of capacity during the day, and the majority of residents want the scheme and the associated costs, and that the location should be part of a large urban area. Further criteria are stated on the Lincolnshire County Council website.

The Council should keep a file of requests for residents parking interventions and if there is a case for investigation, beat surveys can be carried out to try and ascertain how the demand would best be managed. The potential displacement effect of such schemes should be carefully considered as a scheme may simply create a demand for a residents' parking zone to be extended to neighbouring streets or areas.

Item	Residents Parking Schemes
Policy	Any roll out of residents parking schemes needs to be based upon strong evidence.
Roll-out	The responsibility for on-street residents parking schemes general sits better in Highways Authorities, in this case the County Council.

### 7.4.6 Motorhome Parking

The 2022 Report evaluated options for motorhome parking provision. At that time, Whitton Gardens was underutilised; its proximity to the river, alongside public toilets and open space, indicated potential for future development. In 2024, planning permission was granted to convert the existing toilets into a café, significantly increasing the car park’s usage.

Scotland’s “Stay the Night” scheme offers legal, low-cost overnight stopping places for campervans and motorhomes. The majority of sites do not include public toilet facilities. Parking is strictly designated as parking rather than camping, with vehicles required to remain in marked bays.

Fees for the Stay the Night scheme are typically around £10 per night, rising to £13 if chemical toilet disposal is available. Campervan drivers are directed to nearby camping sites that provide such disposal services.

The Riverside car park may be suitable for overnight parking due to its currently low occupancy rates and proximity to cafés and retail outlets, providing opportunities to support local businesses through increased visitor footfall. Its layout and distance from residential areas minimise potential conflicts with residents, and existing access and surveillance features allow for managed adaptation without compromising primary parking functions.

Proposed modifications would be relatively straightforward and cost-effective, including updated signage, amendments to the parking order to permit vehicles up to 3.5 tonnes, and re-marking bays to dimensions of 3 metres by 7.5 metres. Although Scottish fees are generally about £10 per night for sites without chemical toilets and away from coastal areas, data from [www.park4night.com](http://www.park4night.com) suggests that a fee of approximately £6 may be more appropriate for this location.

Item	Motor Home Parking
Policy	The Riverside car park in Gainsborough presents a logical site for overnight parking. Without toilet disposal a rate of c£10 seems reasonable.

Feasibility	If chemical toilet disposal and or electrical hook-ups are provided, feasibility should be undertaken to consider the business case. This should also consider the risk of encouraging unauthorised encampments and the additional costs setting up and maintaining the facility. Planning consent and changes to the Off Street Parking Places order would also be required.
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### 7.4.7 Coach Parking

The 2022 Parking Strategy Update considered coach parking and recognised that whilst the value of coach visits is well documented provision of longer-term coach parking can be a challenging in towns across the country.

As the situation does not appear to have changed the recommendation remains the same; working with the county to increase the length of the bay on Gladstone St and/or consider longer stay parking in Riverside or another brownfield site or council owned land outside of the town centre.

Item	Coach Parking
Policy	Work with the County Council to increase the length of the existing coach bay on Gladstone St and/or consider longer stay parking in Riverside, or another brownfield site or council owned land outside of the town centre.

### 7.5 Tariff Setting

The Baseline Review (Section 4) analysed tariffs throughout the estate by comparing them to car parks in similar locations, considering factors such as population, retail offerings, and economic context. It found that the tariffs are generally comparable to or lower than those in other areas.

It is recommended that tariffs are reviewed on a regular basis to ensure that charges are set at a fair market rate and to ensure that parking demand at highly utilised car parks is managed effectively to ensure that spaces are always available.

Item	Tariff Reviews
Policy	<ul style="list-style-type: none"> <li>Tariffs should continue to be reviewed (not necessarily increased) at least annually to ensure that prices are fair and effectively manage the distribution of parking demand across the town.</li> <li>Consider extending charging periods to Sundays in common with many other authorities.</li> </ul>

## 7.6 Safety and Quality – Town Specific Considerations

### 7.6.1 Town Strategy - Gainsborough

Item	Aims/Objectives: Gainsborough
Town	<ul style="list-style-type: none"> <li>As surveys suggest that existing car parks are well utilised but with spare capacity for much of the day, there is no clear case for either disposal of existing sites nor major investment in new sites or increasing capacity.</li> <li>Car park naming should be reviewed to better reflect the destinations or attractions they serve, improving legibility for visitors.</li> <li>Ensure that there is consistent on-site wayfinding across all car parks, including pedestrian signage and maps showing key town centre destinations to create a clearer sense of</li> </ul>

	orientation upon arrival.
Future Demand Growth	<ul style="list-style-type: none"> <li>Monitor impact of the planned housing delivery (~3,000 homes) on future parking demand.</li> <li>Plan for incremental parking policy interventions (pricing/time limits, reallocation between long/short stay, resident permits where appropriate) before considering any major capacity expansion.</li> </ul>
Free parking concession	<ul style="list-style-type: none"> <li>Continue to monitor the impact of the 2 hour free parking. If there continues to be no tangible benefits to the town centre, consider removing the concession to reduce the existing impact on service budgets.</li> </ul>

### 7.6.2 Town Strategy – Market Rasen

Item	Aims/Objectives: Market Rasen
Town Centre	<ul style="list-style-type: none"> <li>As surveys suggest that existing car parks are well utilised but with spare capacity for much of the day, there is no clear case for either disposal of existing sites nor major investment in new sites or increasing capacity.</li> <li>Maintaining convenient short-stay parking for the town centre and ensuring EV/accessible provision keeps pace with gradual changes in demand.</li> </ul>

The Council's brief included 12 questions to be addressed in the strategy.

These are listed below along with a reference to the relevant section of the report.

1. Current provision of car parks in all the towns in the district – is it appropriate as current? If not, what changes need to be made?

### Response in Section 4.2

2. Charges – charging strategy considerations – i.e. supporting high street v encouraging co2 reductions. Is the current tariff for daily and permit charges in line with the market? Free parking period?

### Response in Section 4.1.1

3. Is the current permit system fit for purpose? Consider cost and benefits of outsourcing permit provision.

### Response in Section 5.3

4. Cashless daily charging – consider cost and suitability.

### Response in Section 7.2

5. Consider other payment methods to allow multi day permitting i.e. Mon, weds, Fri one week & alternate days the following week. scratch cards? Digital option?

### Response in Section 7.2 and 7.4.4

6. Review free parking offer in both towns, review the data on increased usage and compare with footfall. Consider the longer term offer of free parking periods, and alternatives such as a reduced period or different timing.

### Response in Section 5.2

7. EV charging – is current supply & demand sufficient? How & should we plan to increase numbers over the next 5 years?

### Response in Section 7.3.1

8. Residents parking zones – comment on the current arrangement. This has now been taken over by LCC as of 2023 however no formal agreement in place.

### Response in Section 7.3.1

9. Advise on future ticket machine replacement – links to 4 and 5.

### Response in Section 7.2

10. Retention of car parks – VFM - should the council continue to own / operate them?

### Response in Section 7.3

11. Enforcement – review the contract and comment on the value for money provided. This was done 2024 so short narrative needs to be included.

### Response in Section 7.3

12. The council has received a number of requests for motorhome parking in West Lindsey across Caistor, Gainsborough and Market Rasen. Advise upon suitable car park location and suggested daily tariff.

### Response in Section 7.4.6

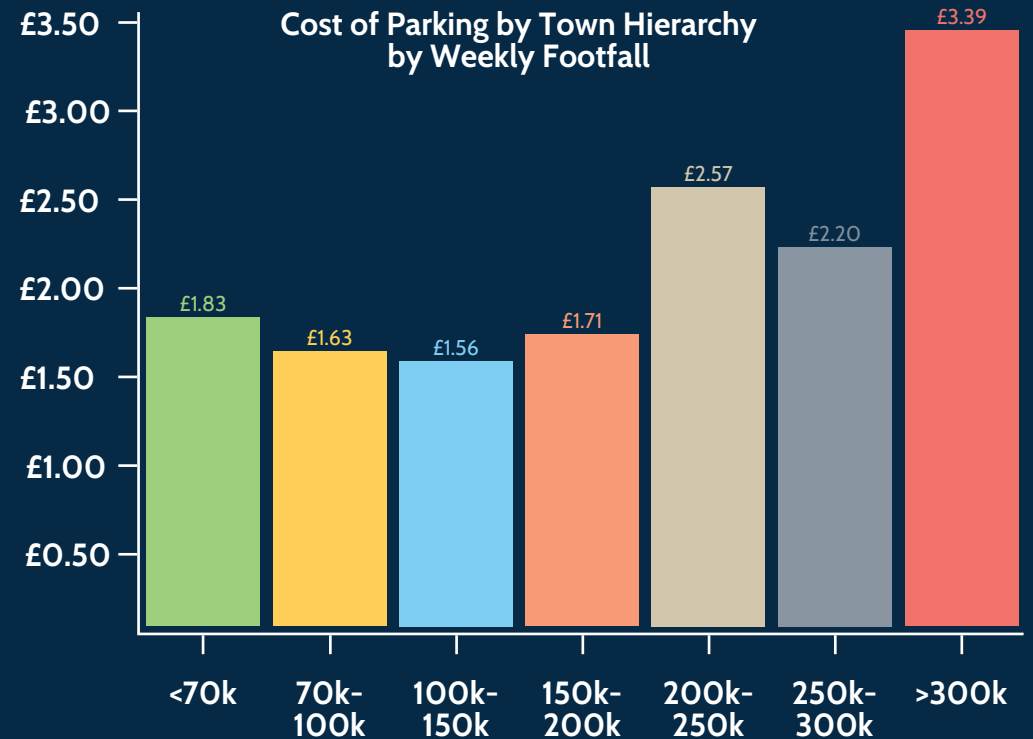
## Appendix B: The link between Pricing and Town Centres

Car park charging is often perceived, particularly amongst businesses, as being a key determinant for changes in footfall levels in town and city centres. Over three-quarters of the business owners/workers interviewed for research in 2015, ('Assessing the impact of car parking charges on town centre footfall, (Welsh Government Report), Welsh Government, 2015', suggested that car parking options have an impact on the number of people coming into the town centre and therefore on their custom.

Beyond the anecdotal, there is very little published evidence which links changes in car park charges to changes in town centre footfall. Most research generally concludes that visitors feel the general availability of spaces to be more important than cost in their overall decision about visiting. This is understandable as parking provision is only useful if customers can utilise appropriate parking at the right locations to suit their needs. Primarily, customers value the certainty of being able to park when and where they want to, and convenience is a quality for which most people are willing to pay.

A report by the Association of Town & City Management, British Parking Association, Parking Data & Research International and Springboard Research Ltd, Re-Think! outlines research into the impact of the number of spaces and the cost of parking for the first two hours on the prosperity of town centres. A two-hour duration was chosen to separate shopping trips from commuter trips. The study did not consider any other factors relating to car parking that could have an impact on the performance of town centres, such as location of parking and the quality of the space.

The Re-Think! report found that whilst there is a link between the quantity of parking and footfall, this suggested that the level of provision in town centres is generally where it should be rather than that increasing available parking would increase footfall. It also concluded that the relationship between the cost of parking and footfall is less clear. Business owners believe that as cost increases, footfall decreases, but as shown below, the towns/cities, with the highest footfall generally have higher than average parking charges.



Source, Springboard Research Ltd and Parking Data & Research International

Whilst towns with lower footfall generally charge less for parking this does not suggest that raising parking charges will increase or decrease footfall but implies that the cost of parking in the town centre is a lower priority when deciding on a destination than other factors. This is further evidenced when comparing the quality of the offer with footfall; simply, as the quality of the offer improves footfall increases.

The study does appear to find a link between a reduction in footfall in towns that charge more than the national average for the quality of their

offer, however there are so many other variables, including the priorities of authorities in setting their charging regime, that it is difficult to draw any conclusions from this aspect of the research.

In-depth research at the Department of Urban Transport Economics, Erasmus University of Rotterdam shows no statistical correlation between footfall and parking charges:

*“Visitors to town centres suggested that car park charges do impact behaviour, but the general availability of spaces is felt to be more important than cost in their overall decision about visiting. Traffic flow and parking signage have as much, if not greater, an effect on their decision to visit the town centre, how long they spend there, and how much money they spend.”* - Association of Town & City Management

This view is further supported by a 2012 London Council’s Report on the relevance of parking to the success of urban centres . Whilst London specific, the report supports the view that whilst research is scant, most of the evidence suggests the link between pricing and vitality of high streets generally correlated towards higher value destinations having higher tariffs and that if anything, traffic levels are frequently cited by shoppers as detrimental to the experience of town centre shopping.

The relationship between parking and local economies is complex, as provided by research conducted for the Renaissance Market Towns Programme. The report concluded that:

*“People are drawn to towns, or away from them by other factors, such as place of work and the quality of the shopping facilities and public spaces. Therefore, a town with good shopping facilities and some parking problems will continue to attract shoppers, despite the poor parking, whilst a town with ample,*

*good parking but a limited shopping facilities will not attract shoppers”* - Renaissance Market Towns Programme, 2007

Other than in private car parks (e.g., NCP), Councils control the availability, duration and cost of car parking. In two-tier systems, Districts generally have more control over off-street parking than any other aspect of transport policy and management.

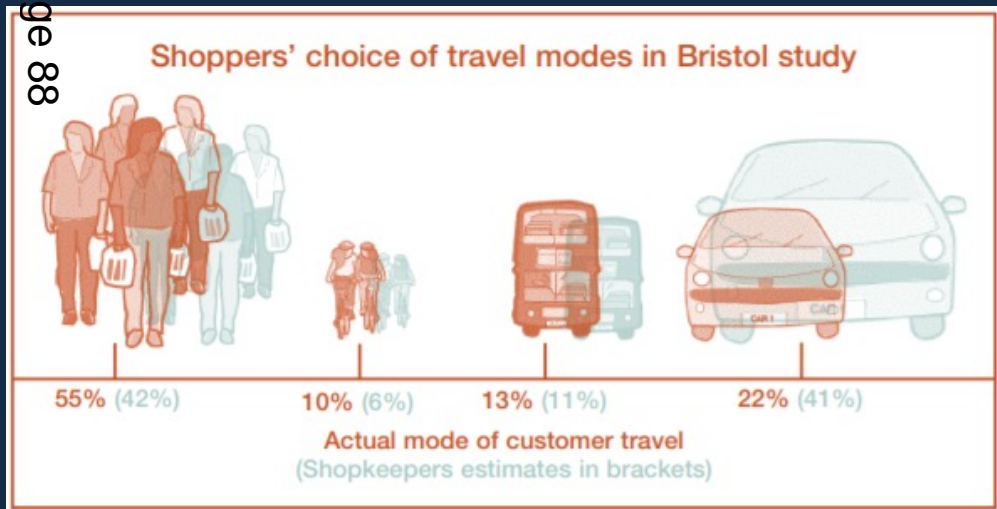
Crucially Councils are rarely in control of the charging rates set at out-of-town developments. These are often free, and shopping centres are often designed to make shopping as easy as possible for people travelling by car. These discrepancies between in-town and out-of-town retail offerings are often blamed, particularly by the business community, for decreasing footfall and revenue in town centres.

Re-Think! discusses the need to look at the ‘value’ of a space as opposed to simply the ‘cost’. Drivers expect to pay more in the centre of a town than in an out-of-town location with the diverse range of services and cultural attractions available in town centres as opposed to purely shopping and eating offer in most retail parks.

Nevertheless, parking charges may deter some convenience retail customers if parking costs represent a much larger proportion of retail spend. However, fair charges can help ensure that parking spaces frequently turn over, thereby increasing overall footfall. The successful management and enforcement of car parks come at a financial cost that needs to be funded to be sustainable, usually by charging for parking. No parking provision is actually free as costs have to be funded, even if not by the motorist. For example, at out of town retail parks where free parking is often quoted as a major attraction, the parking management costs are paid for by retail tenants via lease service charges.

To summarise, there is a general consensus that parking is just one of many factors in city and town centre vitality and there is little evidence to suggest that parking charges alone are a significant factor in destination choice.

Research by the British Parking Association identified and ranked the top 10 factors that dictate a driver's choice of car park. Unsurprisingly, their overriding concern is 'location', in other words, proximity of the car park to the amenity or location which represents the very purpose of their trip. Their preference is a car park close to their destination where they can drive in and easily find a space that comfortably accommodates their vehicle. Charging helps to achieve efficient use and turnover if done appropriately.



### The Impact of Free Parking Schemes

From available research there is no reliable evidence that providing free

parking to support local businesses and increase footfall will provide a successful outcome. There have been a number of historically recorded trials prior to the Covid outbreak when parking trends were easier to track and compare. Many of these trials only reported retailer feedback with no independent validation of footfall levels, but where footfall was recorded there did not appear to be material impact. Where retailers were consulted feedback on the impact was mixed. We provide a sample of reported case studies below:

In April 2006, for a trial period of 6 months free parking on Saturdays (after 10 a.m.) was introduced by Rotherham Borough Council in an attempt to improve retail footfall in the town centre. The subsequent town centre footfall figures were monitored by Town Centre Management and whilst they did show a small increase from 2005 to 2006, it was significant that midweek footfall had increased by 3.2%, although Saturday footfall has increased by only 2.95%. This data seemed to confirm that although footfall was increasing, the Saturday trial period did not seem to have added to the increase.

In November 2014, in Ireland Mayo County Council abolished morning parking charges in Castlebar's two most central car parks but there was no dramatic change in retail activity.

To balance these examples, in Shrewsbury it was reported that free parking at selected car parks on Tuesdays and Wednesdays helped to increase year on year footfall by 2.2% during August 2019 compared with a 3.5% decrease across the West Midlands, a 2.3% decrease for other market towns and an overall 1.6% decrease across the UK.

A Vale of White Horse District Council report reported the impact of providing 2 hours free parking at locations in Abingdon, Faringdon,

Wantage and Botley on businesses in these towns. 97 businesses responded to a survey undertaken in 2012, one year after the introduction of the scheme. The following responses were reported:

Approximately 70% of businesses reported a positive impact, however only:

- 51% of business believed that the scheme attracted more people to shop in the town centre.
- 35% of business felt that the scheme increased the number of visitors to their premises.
- 45% of business felt the scheme encouraged shoppers to stay longer in the town, increasing customer spend.
- 44% of businesses believed that the scheme attracted shoppers into town centres who would have otherwise shopped in out-of-town retail parks and supermarkets; and
- 32% of businesses believed that the scheme attracted shoppers into town centres who would have otherwise shopped in other towns.

It is evident from these responses that many businesses perceived a benefit, there was no consensus that the scheme attracted more shoppers.

Businesses were also consulted as part of the “Free after 3.00 pm” initiative in Elgin town centre in June 2015. Again many retailers did evidence increases in turnover, although there was no overall consensus with other businesses stating that they did not see any major changes.

Covid had a dramatic impact on town centre footfalls and many Councils have implemented free parking initiatives to try and boost town centre visits and support businesses. For example free parking was introduced after 3 pm on Fridays in Dorking in February 2021 and was reported to

have helped footfall to increase by 1.9% during these periods. However, no comparison was made for other days of the week to help understand the real impact. Whilst, following the relaxation of Covid restrictions, there have been other positive reports of footfall increasing (Hucknell and Ashfield) due to free parking initiatives, there have also been footfall increases in towns where parking charges have been maintained, making it extremely difficult to measure the true impact of the free parking trials.

From 2019 to 2021, Fife Council trialled free parking days, the removal of Sunday charges, “free after three” evening discounts and cut-price season tickets in a bid to improve town centre footfall. However council officers concluded that these measures were not providing enough of a positive impact alone to justify the financial cost taken to enable them. The council’s transport director reported that “the biggest lesson we learned is that car parking is secondary to the wider placemaking and town centre strategy approach. That’s the way for the future, as opposed to looking at car parking as some form of silver bullet.”

The examples given above widely support the research detailed earlier that there would appear to be no statistical correlation between footfall and parking charges. Given that the provision of free parking comes at a cost to council budgets, the lack of clear evidence of a resultant material increase in footfall, represents a considerable risk to the implementation of free parking schemes.

## Introduction

This Action Plan translates the strategic recommendations from the West Lindsey Parking Strategy 2026–31 into clear, deliverable actions..

It aligns with WLDC’s strategic objectives, supports financial sustainability, enhances customer experience, and ensures the parking estate remains safe, accessible and future-ready.

## Action Plan by Theme

### Theme 1 – Technology, Digitalisation and Data

Item	Actions	Lead	Timescale	Dependencies	KPI's
Join the National Parking Platform (NPP)	Complete technical assessment and integration of WLDC car parks into the NPP when available.	Property & Assets (P&A)	2026–2027	<ul style="list-style-type: none"> <li>Coordination with Lincolnshire County Council (joining Spring 2026)</li> <li>Supplier integrations and allowance for WLDC to join</li> </ul>	<ul style="list-style-type: none"> <li>Successful onboarding of WLDC assets to NPP</li> <li>% of transactions undertaken through NPP-enabled applications</li> <li>Reduction in customer queries relating to payment options</li> </ul>
Implement Contactless-Enabled Pay and Display Machines Actions	<ul style="list-style-type: none"> <li>Procure and install updated terminals with contactless capability.</li> <li>Reduce reliance on cash where viable.</li> </ul>	Property & Assets (P&A)	May 2026–July 2026	Procurement budget, supplier capabilities	<ul style="list-style-type: none"> <li>% of parking payments made via cashless methods</li> <li>Reduction in cash collection costs</li> <li>Customer satisfaction levels with payment methods</li> </ul>
Introduce Digital Permits (Paperless System) if available incorporating 3-day flexible season tickets	<ul style="list-style-type: none"> <li>Explore and procure provider capable of recurring payments and flexible digital permits</li> <li>Implement digital permit management and enforcement integration.</li> </ul>	Property & Assets (P&A)	2026–2027	Availability of a system which is suitable	<ul style="list-style-type: none"> <li>% of permits migrated to digital format</li> <li>Reduction in administrative processing times</li> <li>Improved enforcement accuracy (permit validity checks)</li> </ul>

## Theme 2 – Carbon Reduction and Future Mobility

Item	Actions	Lead	Timescale	Dependencies	KPI's
Develop a WLDC Electric Vehicle (EV) Charging Strategy	<ul style="list-style-type: none"> <li>• Work with LCC as highways authority to produce formal strategy.</li> <li>• Assess local EV demand and gaps in provision.</li> <li>• Prioritise sites with limited home charging opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• -LCC</li> <li>• Property &amp; Assets (P&amp;A)</li> </ul>	2027/28	<ul style="list-style-type: none"> <li>• Collaboration with LCC</li> <li>• uptake of EV usage</li> <li>• Identification of sites</li> </ul>	<ul style="list-style-type: none"> <li>• Completion of strategy</li> <li>• Increase in charger utilisation % year-on-year</li> <li>• Successful external funding secured</li> </ul>
Rationalise and Expand EV Charging Where Demand Exists	<ul style="list-style-type: none"> <li>• Upgrade underused EV chargers to modern, reliable units where needed.</li> <li>• Introduce parking charges for EVs to ensure turnover.</li> <li>• Explore partnerships with private networks (e.g., BP Pulse, PodPoint).</li> </ul>	Property & Assets (P&A)	2026–2031 phased	<ul style="list-style-type: none"> <li>• Increased utilization</li> <li>• Capital or grant funding availability</li> </ul>	<ul style="list-style-type: none"> <li>• Utilisation rising</li> <li>• Increased revenue from charging infrastructure</li> </ul>
Remove free EV parking while charging	<ul style="list-style-type: none"> <li>• Review and agree at CP&amp;R as part of annual fees and charges</li> <li>• Update signage</li> <li>• Release comms</li> </ul>	Property & Assets (P&A)	April 2027	Electric vehicles should pay for parking in the normal way as they use up space.	Charging a tariff will encourage turnover and improve utilisation.

### Theme 3 — Fair, Well-Managed and Financially Sustainable Service

Item	Actions	Lead	Timescale	Dependencies	KPI's
Continue as well as establish new internal KPIs.	<ul style="list-style-type: none"> <li>Adopt formal KPIs:</li> <li>PCN recovery rate <math>\geq</math> 70%</li> <li>Appeal cases lost <math>\leq</math> 50%</li> <li>CEO deployment effectiveness</li> </ul>	Property & Assets (P&A)	2026 onwards	None	As aforementioned
Continue annual tariff review and benchmarking	<ul style="list-style-type: none"> <li>Conduct annual benchmarking.</li> <li>Review free parking offers and financial sustainability.</li> <li>Consider potential additional charging subject to evidence and consultation.</li> </ul>	Property & Assets (P&A)	Every 12 months (budget cycle)	None	<ul style="list-style-type: none"> <li>Reduction in budget deficit caused by concessions</li> <li>Balanced utilisation across car parks</li> </ul>
Good Asset Management and Modern Design Standards	<ul style="list-style-type: none"> <li>Continue with routine condition surveys.</li> <li>Develop WLDC minimum car park design standard (including new bay widths) for any future acquisitions</li> <li>Prioritise resurfacing and drainage repairs in Bridge Street.</li> </ul>	Property & Assets (P&A)		<ul style="list-style-type: none"> <li>Capital funding availability</li> <li>Future car park acquisition</li> </ul>	<ul style="list-style-type: none"> <li>Condition scores improving</li> <li>Satisfactory customer feedback</li> <li>Compliance with updated design standards</li> </ul>
Ensure parking service continues to be staffed effectively and appropriately	<ul style="list-style-type: none"> <li>Maintain existing structure</li> </ul>	Property & Assets (P&A)	September 2026	<ul style="list-style-type: none"> <li>Team structure remaining the same</li> </ul>	<ul style="list-style-type: none"> <li>Continued positive public feedback and perception</li> <li>Continued fair and well managed service</li> <li>improved KPI monitoring</li> <li>Successful delivery of strategy action plan</li> <li>continued excellent car park machine up time and maintenance.</li> </ul>

<p>Review Concessions (Including Blue Badge Parking)</p>	<ul style="list-style-type: none"> <li>• Assess fairness of free parking for Blue Badge users vs national norms.</li> <li>• Consider consultation for future changes</li> </ul>	<p>Property &amp; Assets (P&amp;A)</p>	<p>2026–2028</p>	<ul style="list-style-type: none"> <li>• Feedback from vulnerable user groups</li> <li>• Feedback and benchmarking from other authorities.</li> </ul>	<ul style="list-style-type: none"> <li>• Completion of equality impact assessment</li> <li>• - Consultation feedback and options presented to CP&amp;R committee</li> </ul>
<p>Council staff free parking review</p>	<ul style="list-style-type: none"> <li>• Conduct staff travel survey.</li> <li>• Findings and costs to be presented and agreed by CP&amp;R</li> <li>• If agreed redirect overflow demand from North street to Riverside if needed</li> </ul>	<p>Property &amp; Assets (P&amp;A)</p>	<ul style="list-style-type: none"> <li>• Survey early 2026,</li> <li>• Policy change late 2026</li> </ul>	<ul style="list-style-type: none"> <li>• Loss of income approval (estimated circa £22k)</li> <li>• -CP&amp;R approval</li> </ul>	<ul style="list-style-type: none"> <li>• Positive staff feedback</li> <li>• Improved residential parking and feedback</li> </ul>

## Theme 4 — Safety, Quality and Accessibility

Item	Actions	Lead	Timescale	Dependencies	KPI's
Improve highway signage and visitor information	<ul style="list-style-type: none"> <li>• Introduce clearer “P” signage from key highway routes.</li> <li>• Rename car parks and update signage to reflect destinations (e.g., “Market Street Shoppers”).</li> <li>• Add additional on-site pedestrian maps on car parks where missing</li> </ul>	<ul style="list-style-type: none"> <li>• Property &amp; Assets (P&amp;A)</li> <li>• Highways (LCC)</li> </ul>	2026-2027	LCC input and agreement for additional highway signs. Have been advised previously some areas are too overcrowded with signage.	<ul style="list-style-type: none"> <li>• Visitor navigation satisfaction metrics</li> <li>• Increased usage of underutilised sites</li> </ul>
Page 94 Maintain high standard Safety and CCTV Coverage	<ul style="list-style-type: none"> <li>• Maintain CCTV coverage across priority sites.</li> <li>• Improve lighting when required.</li> </ul>	<ul style="list-style-type: none"> <li>• Property &amp; Assets (P&amp;A)</li> <li>• Community Safety</li> </ul>	On-going	None	<ul style="list-style-type: none"> <li>• Reduced incidents reported in car parks</li> <li>• Positive public survey responses</li> </ul>

## Theme 5 – Town-Specific Interventions

Item	Actions	Lead	Timescale	Dependencies	KPI's
Review Continuation of 2-Hour Free Parking Trial (Gainsborough)	<ul style="list-style-type: none"> <li>Present footfall, financial impact, reduced dwell time and displacement from private car parks.</li> <li>Agree future feasibility at committee</li> <li>Continued monthly review of occupancy trends.</li> </ul>	<ul style="list-style-type: none"> <li>Property &amp; Assets (P&amp;A)</li> </ul>	During strategy agreement	Strategy approval	Financial deficit mitigated or controlled
Motorhome Parking – Riverside Car Park (Gainsborough)	<ul style="list-style-type: none"> <li>Permit overnight stays (no camping activity).</li> <li>Implement bays 3m x 7.5m and appropriate signage.</li> <li>Trial £6–£10 per night fee.</li> <li>Committee approval for fees and charges</li> <li>Review risk of unauthorised encampments.</li> </ul>	<ul style="list-style-type: none"> <li>Property &amp; Assets (P&amp;A)</li> </ul>	Feasibility 2026, pilot 2027	Action plan approval at committee.	<ul style="list-style-type: none"> <li>Number of motorhome stays</li> <li>Revenue generated</li> <li>No increase in unauthorised encampments</li> </ul>
Coach Parking Improvements (Gainsborough)	<ul style="list-style-type: none"> <li>Work with LCC to extend Gladstone Street bay length.</li> <li>Consider long-stay coach parking at Riverside or alternative WLDC sites</li> </ul>	<ul style="list-style-type: none"> <li>Property &amp; Assets (P&amp;A)</li> <li>LCC Highways</li> </ul>	2026-27	LCC agreement Capital funding	<ul style="list-style-type: none"> <li>Provision of suitable coach parking location</li> </ul>
Maintain sufficient parking availability (Market Rasen)	<ul style="list-style-type: none"> <li>Protect central short-stay availability.</li> <li>Monitor overspill into residential areas.</li> <li>Continually monitor usage</li> </ul>	<ul style="list-style-type: none"> <li>Property &amp; Assets (P&amp;A)</li> </ul>	On-going	None	<ul style="list-style-type: none"> <li>Occupancy within 50–80% at peak</li> </ul>
EV and Accessibility Provision (Market Rasen)	<ul style="list-style-type: none"> <li>Expand EV charging at leisure centre if utilisation increases.</li> <li>Increase disabled bays if demand rises.</li> </ul>	<ul style="list-style-type: none"> <li>Property &amp; Assets (P&amp;A)</li> </ul>	2027–2031	<ul style="list-style-type: none"> <li>Increased utilization</li> <li>Capital or grant funding availability</li> </ul>	<ul style="list-style-type: none"> <li>% utilisation of provision</li> </ul>

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# **CAR PARKING STRATEGY CONSULTATION 2025**

Consultation Report

November 2025

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# 1 Introduction

## 1.1 Background and introduction

West Lindsey District Council owns and operates 10 Pay & Display car parks across the two market towns of Gainsborough and Market Rasen with 2 public EV charge points, 1 in Gainsborough and 1 in Market Rasen. This consultation was designed to help the council to develop a Parking Strategy which will direct the plans for the future of the car parks and any associated infrastructure and support services.

All West Lindsey District Council owned car parks are open 24 hours a day, 7 days a week and are long stay excluding Roseway in Gainsborough which is short stay. Free parking is available after 6pm and on Sundays and Bank Holidays.

A consultation opened on 26 August and ran until 9am on 6 October 2025.

This report summarises the views of residents that took part in this consultation. Views were gathered from West Lindsey residents, Parish Councillors and West Lindsey District Council Members through either a direct invite or by visiting the website.

## 1.2 Methods

To undertake this work we used multiple routes to consult with our stakeholders. The consultation was undertaken using an online survey which was advertised through social media, the West Lindsey District Council website, the resident newsletter, the West Lindsey Councillor newsletter and the Parish Council newsletter. Direct invites were sent to the West Lindsey Citizen Panel. Residents were able to write or email into this consultation rather than complete the survey, although on this occasion none were received.

### Surveys

968 members of the West Lindsey Citizen Panel received an electronic invite to the survey. A copy of the survey distributed can be found at Appendix A.

## 1.3 Response

The survey had 184 responses of which all were received online.

## 1.4 Respondent data

Respondents were asked at the end of the survey to answer some equality questions. Whilst not mandatory, 164 respondents did give a response, and these have been broken down into gender, age, disability, ethnicity, faith/religion and sexuality.

#### 1.4.1 Gender

Out of the 164 who took part, 49% of those are Male, 48% are Female and 3% are non-binary, transgender or prefer not to say.

#### 1.4.2 Age

To take part in the consultation it is requested that they need to be 16 or over. Age data is available for the 163 members who took part and the ages are grouped as:

Age range	Percent
16-25	1%
26-35	5%
36-45	5%
46-55	9%
56-65	22%
66-75	37%
76+	21%
Prefer not to say	2%

Table 1: Age ranges

#### 1.4.3 Disability

Out of those who took part, 26% of those classify themselves as being disabled and 71% do not.

#### 1.4.4 Ethnicity

The majority of respondents class themselves as White British, Irish or other with 97%. The only other ethnic groups to have a response with percentages of 1% were Mixed or multiple ethnic groups, black, black British, Caribbean or African or prefer not to say.

#### 1.4.5 Religion/Faith/Belief

The Christian religion came up with the majority of responses with 63%, the no religion option had 31%. The other religions which came at 1% each were Hindu, Buddhist and Jewish with any other religion/faith/belief being 2% and prefer not to say at 3%.

#### 1.4.6 Sexuality

The majority of responses came from heterosexual respondents with 90%, while those who preferred not to say came in at 5%. Lesbian or gay was 3% and bisexual and any other sexual orientation were 1% each.

## 2 Results

### 2.1 Parking in West Lindsey District Councils Car Parks

#### 2.1.1 Do you use any car parks owned and run by West Lindsey District Council?

Out of 182 respondents to this question 91% of them do use a car park run by West Lindsey District Council.

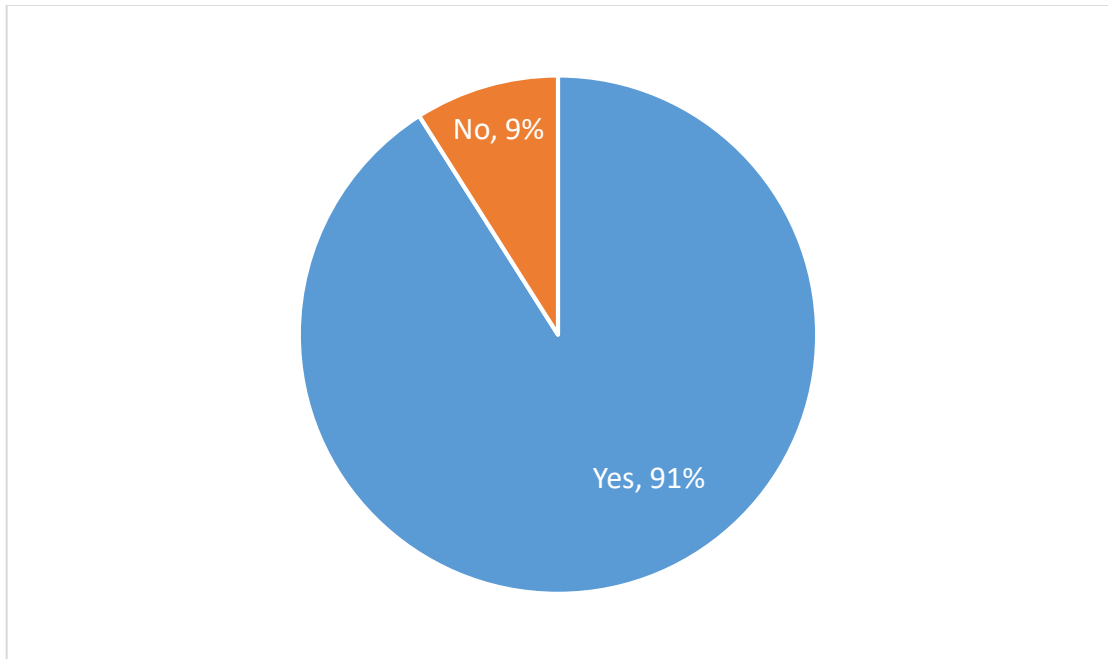


Chart 1: Use WLDC car park

#### 2.1.2 Why do you usually park in West Lindsey District Councils car parks?

Respondents were asked about the reason they usually park in one of West Lindsey's car parks. The options given included shopping and retail, leisure, medical and parking for work. 77% of those who did respond outline that the main reason is shopping and retail.

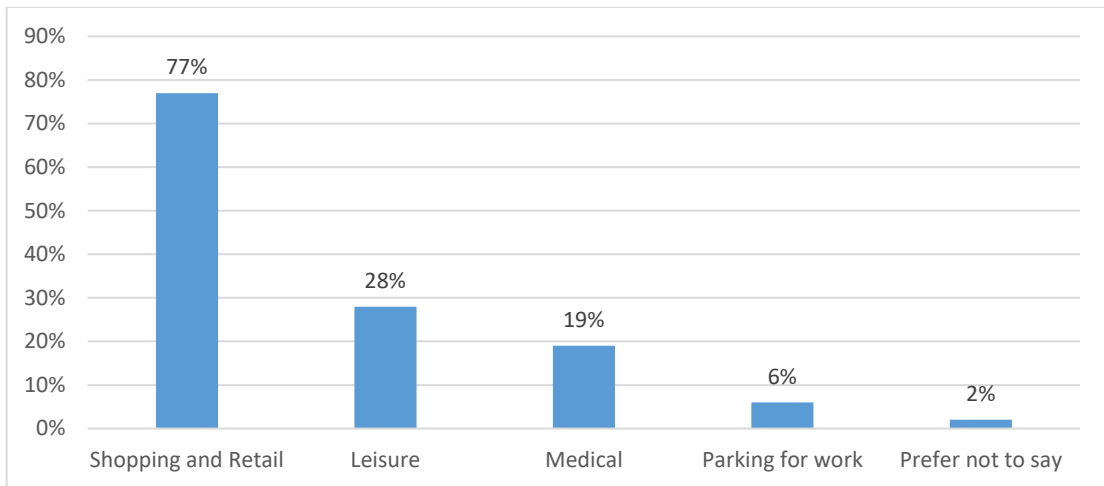


Chart 2: Reason for parking

### 2.1.3 To what degree do you agree or disagree with the following statements?

To find out how residents feel about the running of the car parks they were asked to what degree they feel they are run effectively, safe to use and are well maintained.

77% of respondents felt that the car parks are run effectively, 81% felt they are safe to use and 76% felt they are well maintained.

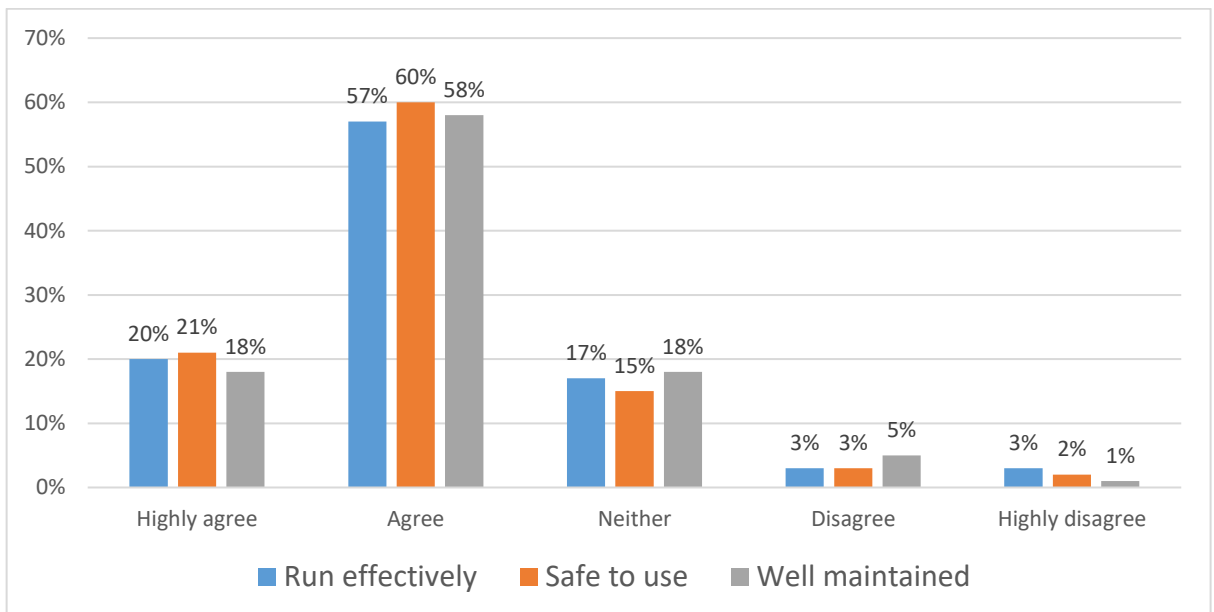


Chart 3: Agree or disagree to statements

To give a bit more detail to their response, we asked if they disagreed with any of the above statements, why they felt this and how an improvement could be made. The comments received included:

- Wider spaces needed.
- Less disabled spaces needed as seem to be under used.
- More disabled spaces needed.
- Car Park improvement including more litter picking, weeding needed, better lighting, better surfaces, wildflower verges.
- Free parking would mean more footfall in the town centres which is much needed.
- All car parks should be long stay.
- Payment signs are complicated and colours on the signs make it difficult to read.
- Permit holders should be able to use any car park.
- More EV charger.

#### 2.1.4 Do you prefer parking in council owned or privately owned car parks?

To ensure a comparison, respondents were asked if they preferred to park in a council owned or privately owned car park. 67% of respondents felt that they preferred parking in a council owned car park compared to 2% who preferred the private car parks. However, 31% of respondents had no preference on either option.

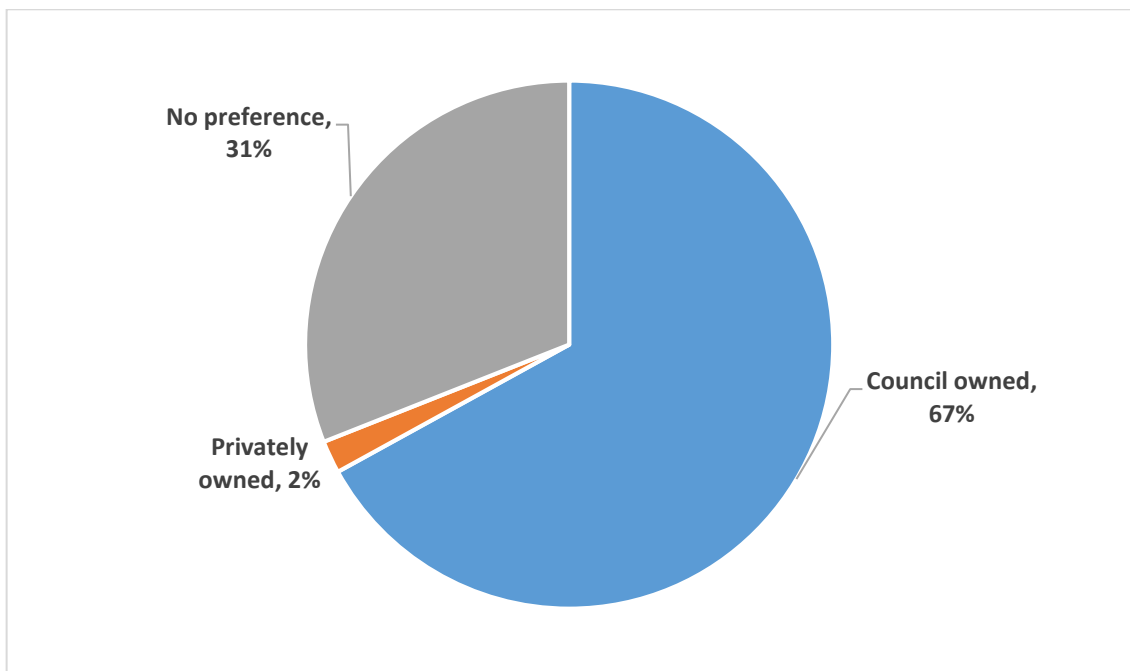


Chart 4: Council or Privately owned

## 2.2 EV Chargers

There are electric vehicle charging points in Gainsborough Roseway Car Park and Market Rasen Leisure Centre. Each of these locations have 2 charging points.

### 2.2.1 Do you use our EV chargers?

Out of the 181 respondents to this question, only 8 of those actually use the EV Chargers.

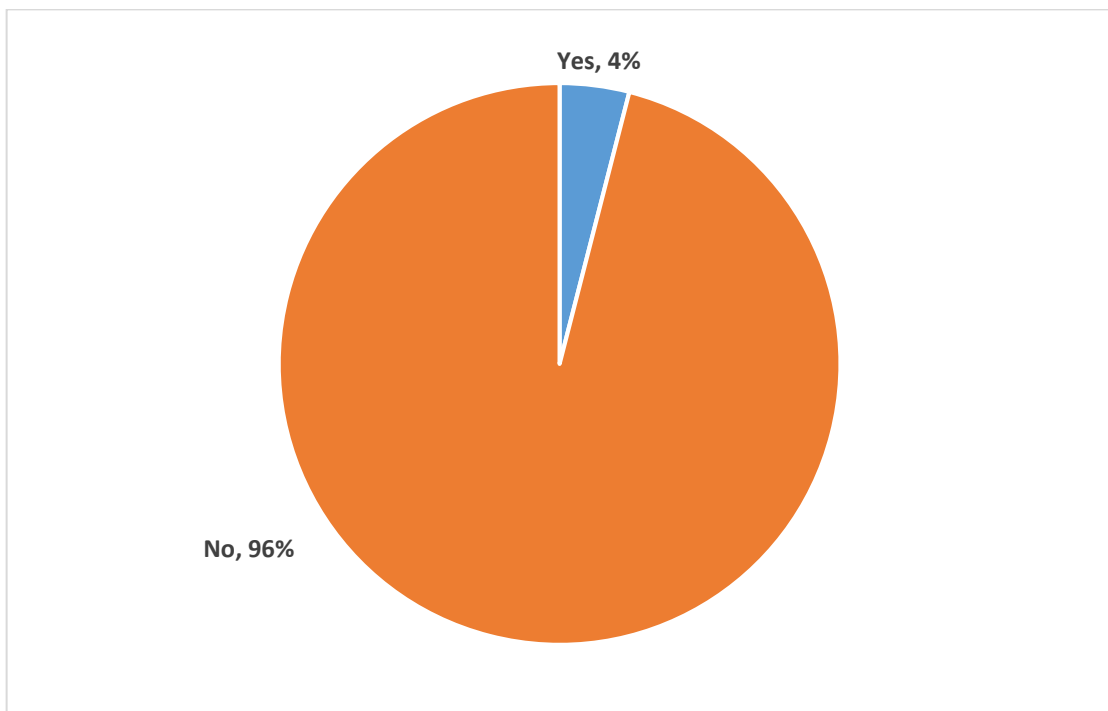


Chart 5: Use of EV Chargers

### 2.2.2 To what degree do you agree with the following statements?

To find out how residents feel about the use of the EV Chargers they were asked to what degree they feel they are easy to use, work correctly and is available when needed.

66% of respondents felt that the EV chargers are easy to use, 63% felt they work correctly and 63% felt they are available when needed.

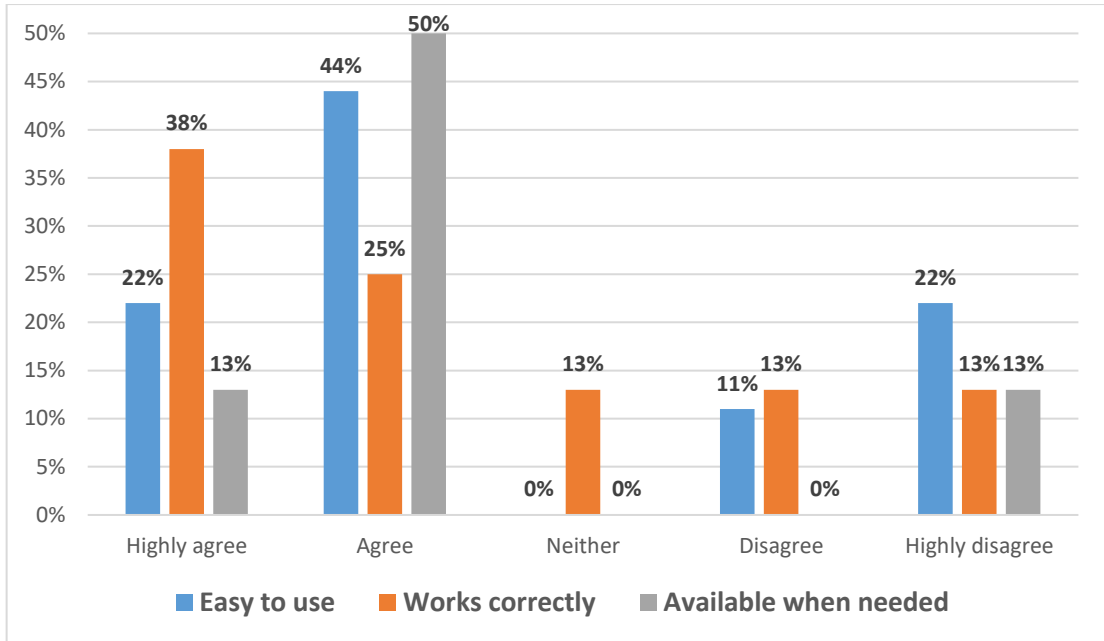


Chart 6: Statements on EV Chargers

## 2.3 Parking spaces

### 2.3.1 Are you always able to find a parking space?

It is important to know how easy our residents and visitors to the Town Centres find a parking space. 78% of the respondents felt that they are always able to find a parking space.

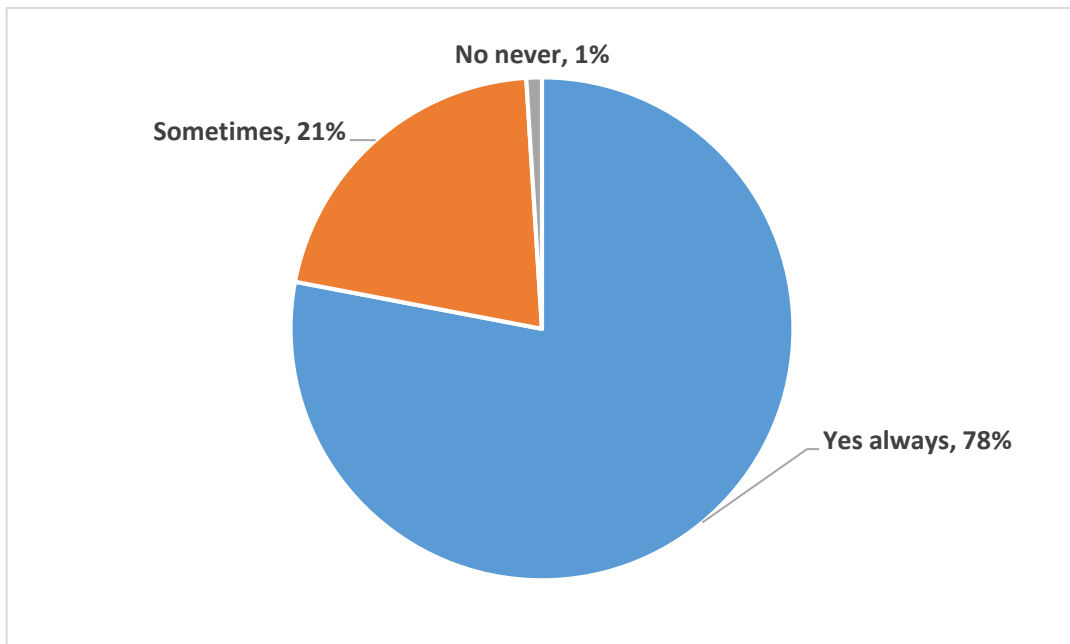


Chart 7: Ability to find parking space

## 2.4 Payment

### 2.4.1 How do you mainly pay for the car parking?

Parking within a West Lindsey District Council car park can be paid either in cash at the machine, through a permit, over the phone or via the Pay by Phone provider which at the point of this consultation was through RingGo.

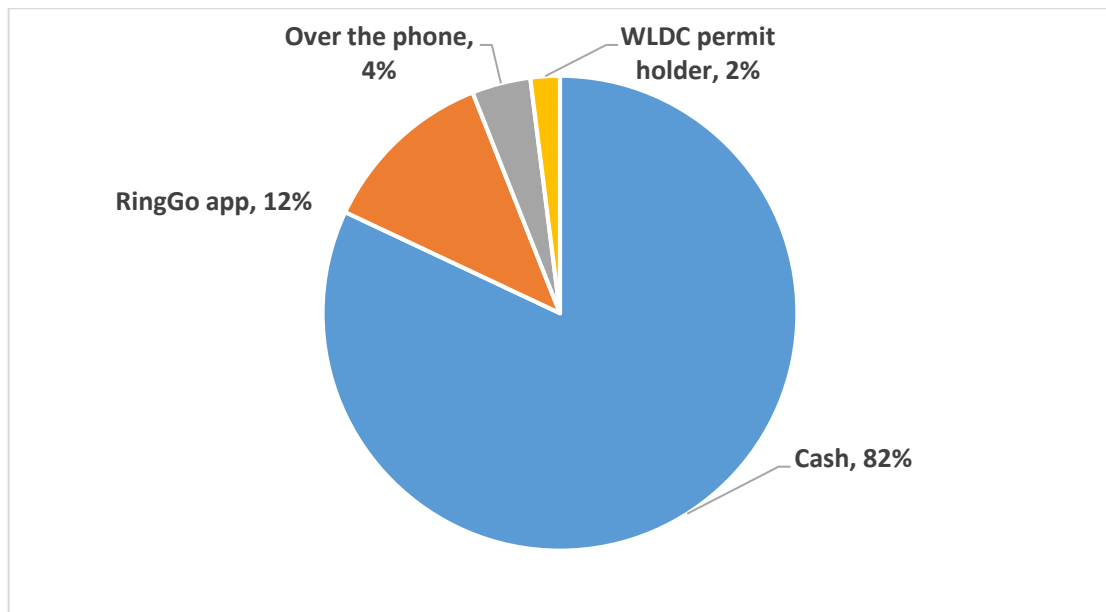


Figure 1: Car Park payment

Whilst the majority (every 4 in 5) of respondents pay for their parking in cash, there are still respondents who use the other methods.

### 2.4.2 How satisfied are you with these options to pay?

Overall satisfaction with these options came out at 66%. However, to get more detail the following table outlines how this satisfaction changes according to how they currently pay.

Chart 8 shows that for cash payments, respondents are 68% satisfied and 9% dissatisfied. The RingGo app users are 60% satisfied and 25% dissatisfied. For those who pay over the phone they are 57% satisfied and 0% are dissatisfied, while WLDC permit holders are all satisfied.

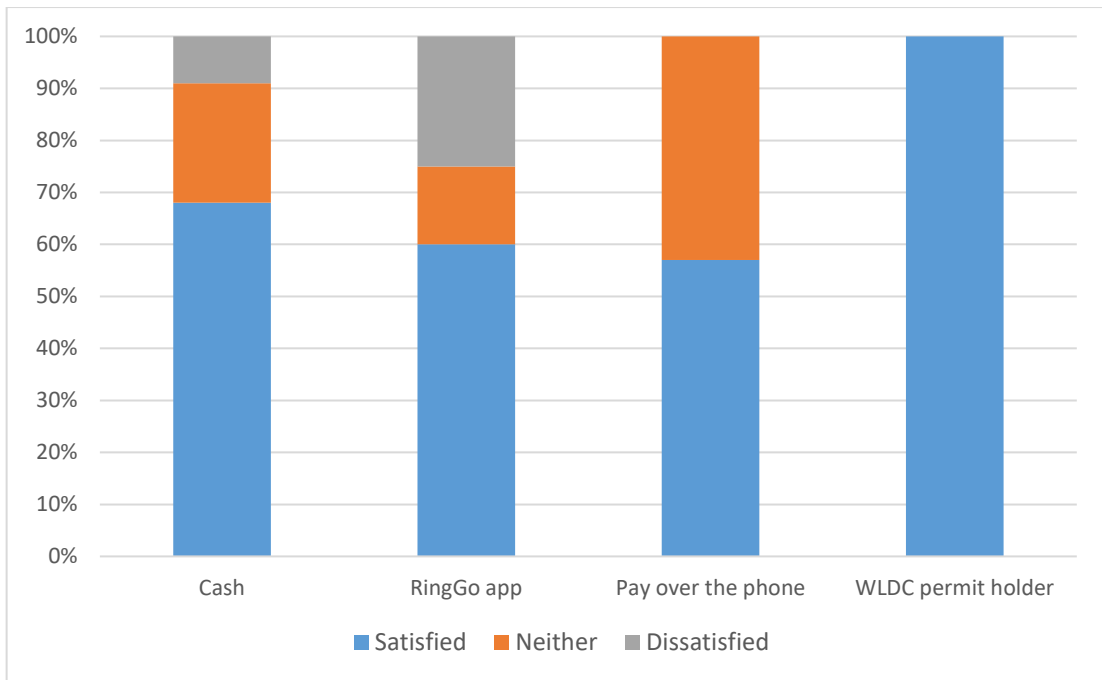


Chart 8: Satisfaction against payment methods

## 2.5 Permit holders

### 2.5.1 How did you last purchase your permit?

Permits are available to purchase as a monthly direct debit or through a quarterly payment. Either way it is possible to buy a permit online, by email or over the phone.

The majority of permits was paid for online with no respondents using the route of arranging over the phone. The online route is a form which is set up and can be used for both paying a quarterly fee or used to set up for direct debit payments.

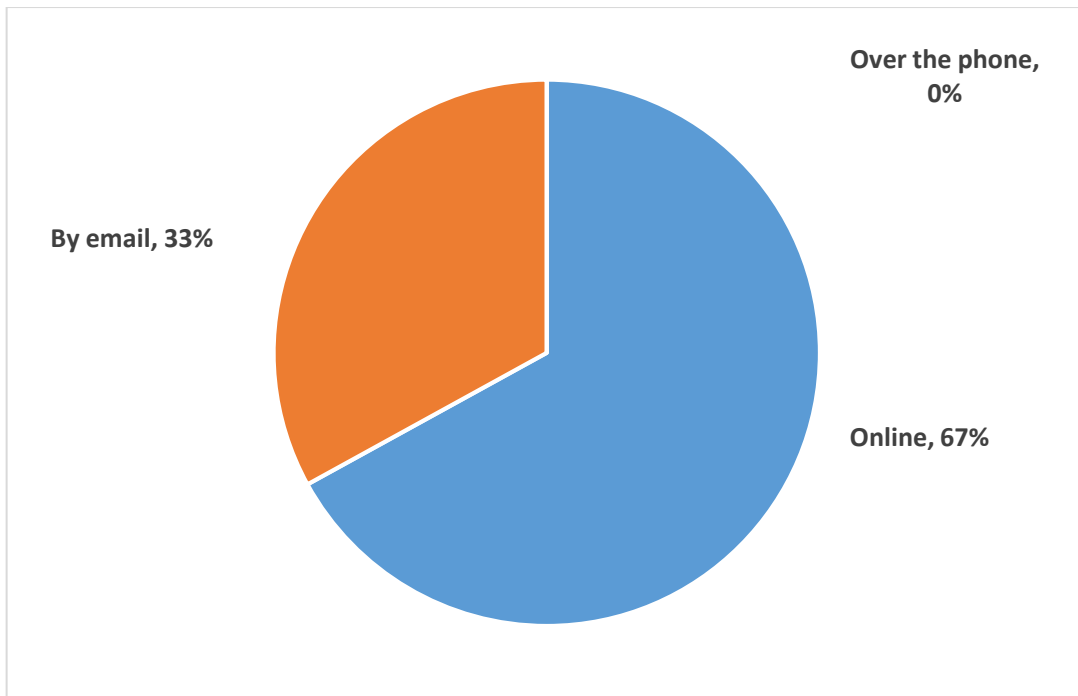


Chart 9: Way of purchasing permit

## 2.5.2 How satisfied are you with the process of purchasing a permit?

Overall satisfaction with these options came out at 100%.

## 2.5.3 Three day permit

Permits are available to purchase for Gainsborough and Market Rasen and both are available in either 5 or 6 day permits.

Respondents were asked if they believe a 3 day flexible permit should be introduced if a viable solution was available. This question gave a mixed response with 53% not sure on whether this should be introduced. However, these results were then analysed against how respondents mainly pay for their parking. This showed that out of the respondents who currently pay for a permit, 33% feel this should be looked into. From those who currently pay via cash, RingGo app or over the phone, 42% believe a 3 day flexible permit should be introduced.

## 2.6 Enforcement and appeals

### 2.6.1 Have you ever been through the enforcement and appeals process for West Lindsey District Council Car Parking?

Respondents were asked if they have ever been through the enforcement and appeals process and only 12% said they have.

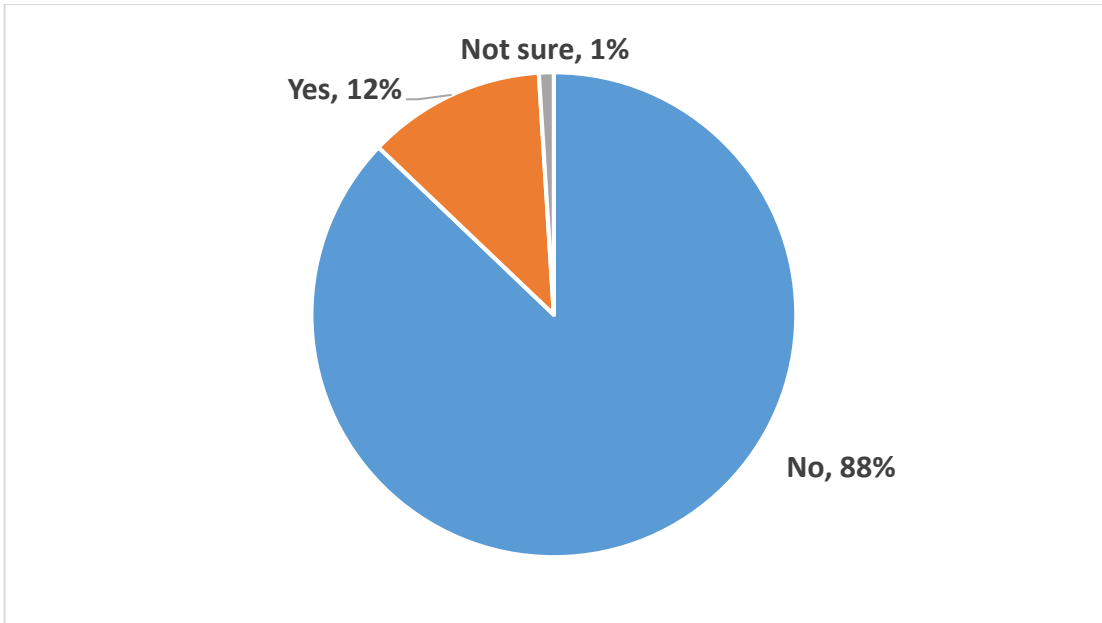


Chart 10: Used Enforcement and Appeals process

### 2.6.2 Did you find this process to be fair?

Out of those respondents who have been through the Enforcement and Appeals process, there were asked if they found this process to be fair. Out of those respondents, 57% believe it is fair.

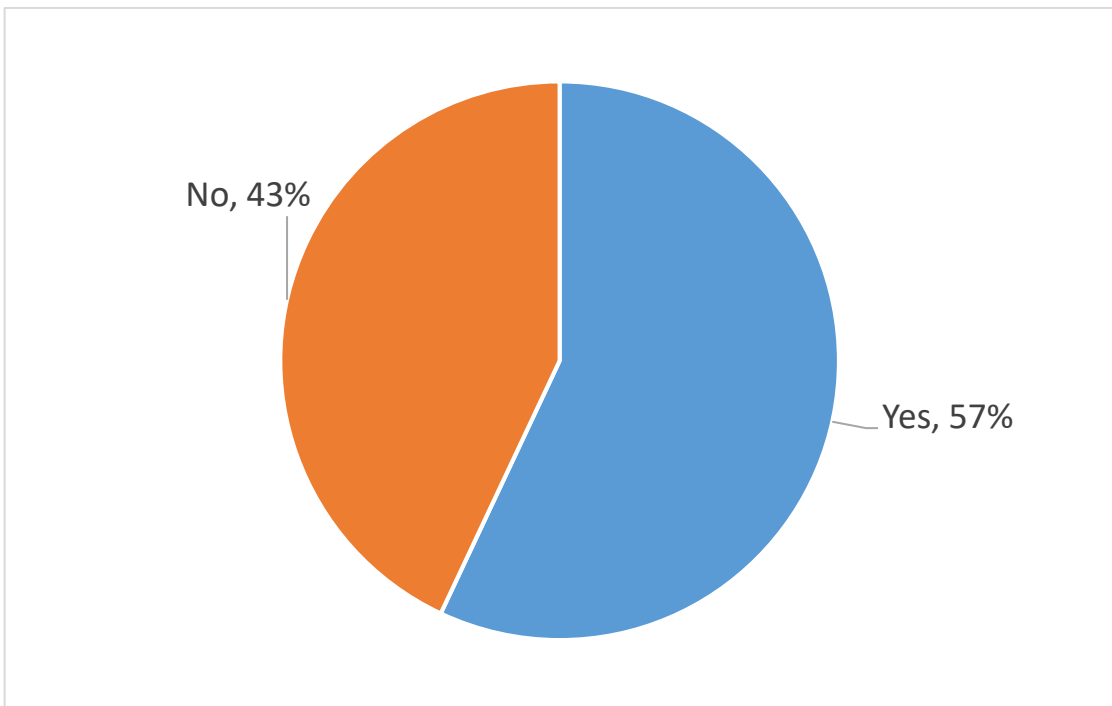


Chart 11: Fair process?

To give a bit more detail to their response, we asked how they feel an improvement could be made. The comments received mostly discussed the need for give and take. One respondent being 3 minutes late due to being disabled but fine given, another noted how they paid on the app and left before the end of the time. They needed to return later in the day which was over 2 hours from leaving but not 2 hours from the app time ending. This also resulted in a fine. Small mistakes due to a slightly incorrect number plate being entered into the system and whether a system can be introduced to add a disabled badge into a system and therefore stop the need to display every time.

## 2.7 Contact

### 2.7.1 Have you ever needed to contact West Lindsey District Council in regard to car parking?

There are a number of reasons why someone may need to contact West Lindsey District Council in regard to Car Parking and as long as the process is working correctly then it would be assumed that this number will be kept to a minimum. Therefore, we asked our respondents if they had ever need to make this contact. Out of 180 respondents, only 8% have needed to make that contact.

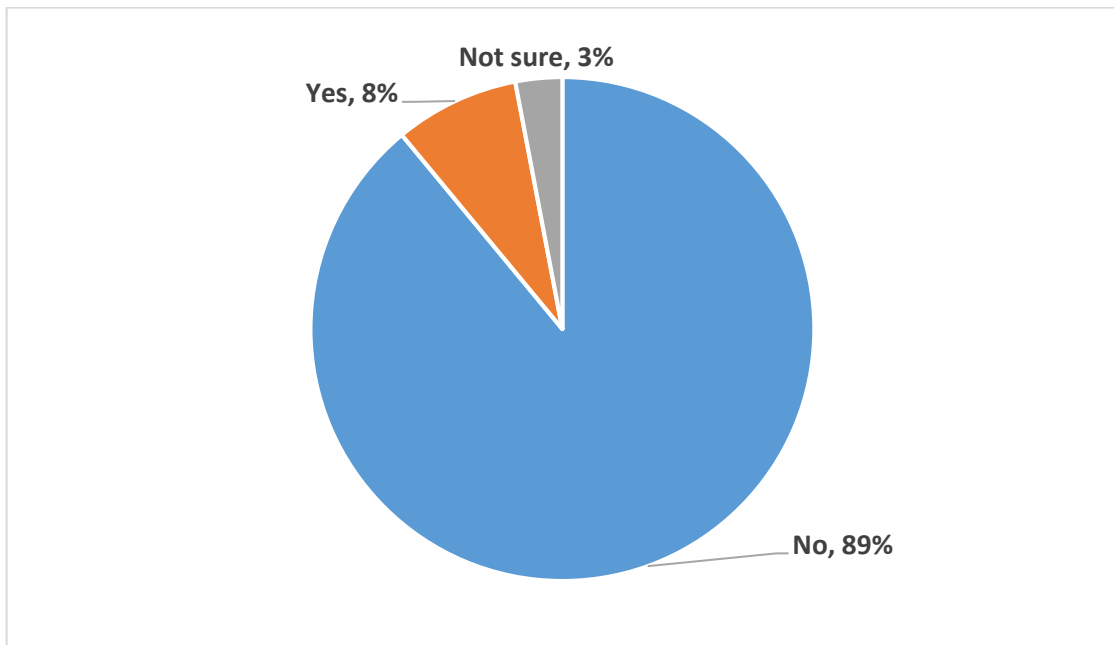


Chart 12: Need to make contact

### 2.7.2 How did you find this experience?

The comments around the experience were very split. Some found the experience of making contact very straight forward while others found it difficult to speak to the appropriate officer straight away. However, it does seem that those who made contact did receive a clear response.

## 2.8 Barrier/pay on exit systems

### 2.8.1 Do you believe that West Lindsey District Council should introduce barrier/pay on exit systems for their car parks?

It has previously been raised that a possible Barrier/pay on exit system could work better for West Lindsey. We asked our respondents how they felt about such a system to gauge an initial response. The response received highlighted that 3 quarters of those respondents do not want a barrier/pay on exit system for the car parks run by West Lindsey District Council.

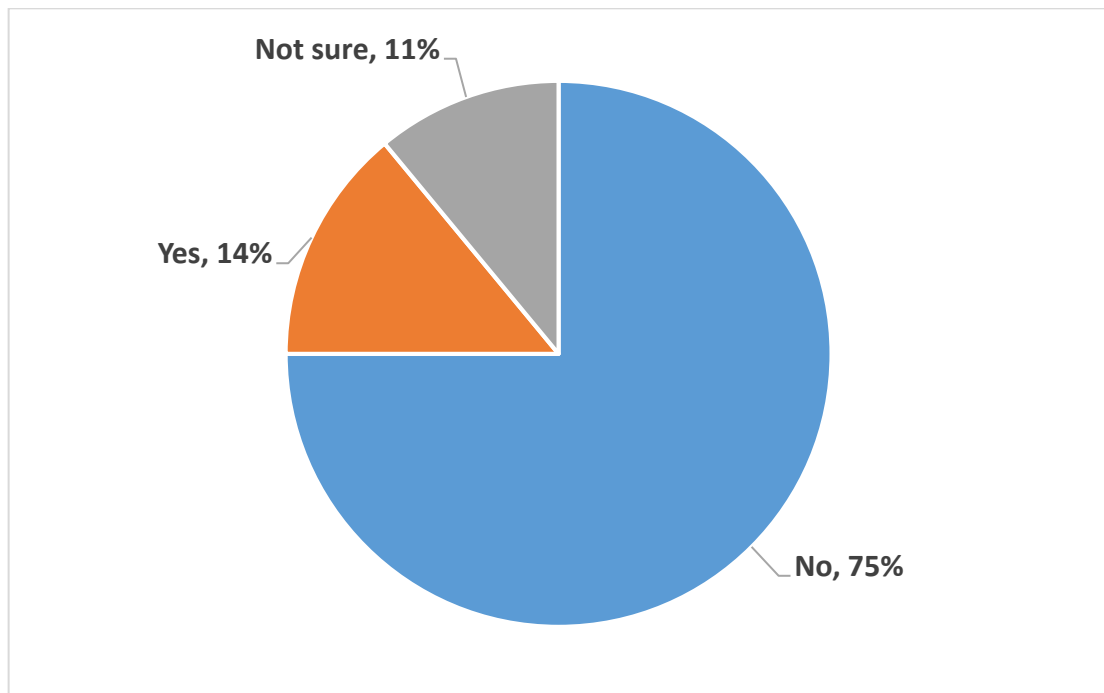


Chart 13: Barrier/pay on exit system

### **3 Appendices**

#### **Appendix A: Questionnaire**

## Parking Strategy 2025 - 2030

West Lindsey District Council owns and operates 10 Pay & Display car parks across the two market towns of Gainsborough and Market Rasen with 2 public EV charge points, 1 in Gainsborough and 1 in Market Rasen. This consultation will help the council to develop a Parking Strategy which will direct the plans for the future of the car parks and any associated infrastructure and support services.

All West Lindsey DC owned car parks are open 24 hours a day, 7 days a week and are long stay excluding Roseway in Gainsborough which is short stay. Free parking is available after 6pm and on Sundays and Bank Holidays.

### HELPFUL HINTS FOR COMPLETING THIS QUESTIONNAIRE

- Please read each question carefully. In most cases you will only have to tick one box but please read the questions carefully as sometimes you will need to tick more than one box, or write in a response.
- Once you have finished please take a minute to check you have answered all the questions that you should have answered.
- If you have any questions about this survey please contact the Engagement Team on [engagement@west-lindsey.gov.uk](mailto:engagement@west-lindsey.gov.uk).

1. Do you use any car parks owned and run by West Lindsey District Council?

- Yes  
 No

2. Why do you usually park in West Lindsey District Councils car parks? **Please tick all that apply**

- Leisure  
 Medical  
 Parking for work  
 Shopping and Retail  
 Prefer not to say

2. Other - Please specify:

3. To what degree do you agree or disagree with the following statements:

	Highly agree	Agree	Neither agree nor disagree	Disagree	Highly disagree
The car parks are run effectively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The car parks are safe to use	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The car parks are well maintained	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. If you do not agree with these statements, please state why and how this could be improved:

5. Do you prefer parking in council owned or privately owned car parks?

- Council owned
- Privately owned
- No preference

6. Do you use our EV chargers?

- Yes
- No

7. To what degree do you agree with the following statements:

	Highly agree	Agree	Neither agree nor disagree	Disagree	Highly disagree
It was easy to use	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Its working correctly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Its available when I need it	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. Are you always able to find a parking space?

- Yes always
- Sometimes
- No never

9. How do you mainly pay for the car parking:

- Cash
- RingGo app
- Pay over the phone
- WLDC permit holder

10. How satisfied are you with these options to pay?

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied

11. How did you last purchase your permit?

- Online
- Over the phone
- By email

12. How satisfied are you with the process of purchasing a permit?
- Very satisfied
  - Fairly satisfied
  - Neither satisfied nor dissatisfied
  - Fairly dissatisfied
  - Very dissatisfied
13. Permits are available to purchase through a direct debit system. These are either 5 or 6 day permits. Do you believe a 3 day flexible permit should be introduced if a viable solution is available?
- Yes
  - No
  - Not sure
14. Have you ever been through the enforcement and appeals process for West Lindsey District Council Car Parking?
- Yes
  - No
  - Not sure
15. Did you find this process to be fair?
- Yes
  - No
16. How do you feel this process could be improved?
- 
17. Have you ever needed to contact West Lindsey District Council in regard to car parking?
- Yes
  - No
  - Not sure
18. How did you find this experience?
- 
19. Do you believe that West Lindsey District Council should introduce barrier/pay on exit systems for their car parks?
- Yes
  - No
  - Not sure

**Equalities questionnaire**

By answering the equalities questions you will help us to understand how different groups of people from different areas feel about the consultation. All responses are anonymised and you do not have to answer these to take part in this consultation.

20. Are you willing to answer these questions?

- Yes
- No

21. Are you?

- Male
- Female
- Transgender
- Non-Binary
- Any other gender
- Prefer not to say

22. Do you have any long term illness, health problems or disability which limits your daily activities or the work that you do?

- Yes
- No
- Prefer not to say

23. What age are you?

- 16-25
- 26-35
- 36-45
- 46-55
- 56-65
- 66-75
- 76 or over
- Prefer not to say

24. Which of these ethnic groups do you consider you belong?

- White
- Black, Black British, Caribbean or African
- Asian or Asian British
- Mixed or multiple ethnic groups
- Any other ethnic group
- Prefer not to say

25. Which of the following best describes your faith/religion/belief?

- No religion
- Christian (all denominations)
- Muslim
- Buddhist
- Sikh
- Hindu
- Jewish
- Any other religion/faith/belief
- Prefer not to say

26. Which of the following statements best describes your sexuality?

- Heterosexual/Straight
- Lesbian/Gay
- Bisexual
- Any other sexual orientation
- Prefer not to say

Thank you for taking part in this consultation. Please click submit and then you will be taken to our website. Once this happens your response will have been submitted.

If you would like a copy of this in large, clear print, audio, Braille or in another language, please call 01427 676676 email [customer.services@west-lindsey.gov.uk](mailto:customer.services@west-lindsey.gov.uk)

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West Lindsey District Council

Parking Value for Money Review 2024

Prepared by

**p**arking  
**m**atters

May 2024

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## 1. Introduction

West Lindsey District Council ('the Council' or WLDC) have commissioned Parking Matters Ltd (PML) to carry out a high-level desktop review of the Council's existing parking enforcement arrangements to assess whether it represents good value for money. This requires statistical and financial benchmarking of the current performance levels of the operation and a review of the high-level options for service delivery along with the advantages/disadvantages of each approach, and their suitability in light of the wider operating environment and the industry in general. We have also carried out a detailed financial analysis of the Council's parking accounts to assess value for money.

WLDC have asked for a number of specific questions to be considered as part of the review:

1. *What is the total cost of the current running of the car parks this needs to include all staff costs and recharges as well as enforcement contract with Nottingham etc, Business Rates, Maintenance etc?*
2. *What is the total income from car parking charges?*
3. *What would the cost of running the car parks be if we didn't charge for parking i.e., you would have the car parking costs, business rates etc but you would not have the cost of Council staff or the enforcement contract?*
4. *How does the contract provided by Nottingham compare with other providers for other authorities, are we getting value for money on the costs or are we being relatively undercharged or overcharged?*
5. *What would happen if we charged but didn't enforce?*
6. *What are the risks to the Council financial and otherwise of having free car parking.*

## 2. Benchmarking of Current Performance Levels

### 2.1 Background

This section reviews the current compliance management service.

The Council is responsible for the efficient management of car park compliance in Gainsborough and Market Rasen. There are 10 car parks in Gainsborough with a total of 486 spaces and 3 car parks in Market Rasen with a total of 194 spaces as follows:

Name	Town	Spaces	Blue B.	EVCPs	Status
Bridge Street	Gainsborough	101	7	0	Long Stay
Roseway	Gainsborough	71	5	2	Short Stay
Ship Court	Gainsborough	46	6	0	Long Stay
Lord Street	Gainsborough	50	3	0	Long Stay
Whitton Gardens	Gainsborough	11	1	0	Long Stay
North Street	Gainsborough	81	2	0	Long Stay
Riverside	Gainsborough	118	4	0	Long Stay
Marshalls Yard (+)	Gainsborough	351	26*	2	Short Stay
Lidl (+)	Gainsborough	138	6*	0	Short Stay
Festival Hall	Market Rasen	72	5	0	Long Stay
John Street	Market Rasen	99	8	0	Long Stay
Mill Road	Market Rasen	23	2	0	Long Stay

+ = not council controlled / \* = estimated from aerial photography.

The car parks are subject to parking charges or length of stay restrictions as set out in the Councils Off-Street Parking Places Orders and are managed by the Councils exercising their powers under the Traffic Management Act 2004.

WLDC is responsible for providing the associated equipment and processes necessary to operate the service, including the following service elements: compliance management, pay and display machines and maintenance, cash collection, provision of season tickets, parking place orders, consultations, ticket processing operation and provision of parking software to issue and process PCNs.

WLDC has entered into a Call-Off Agreement for parking enforcement with NSL under a framework agreements between Nottinghamshire County Council and Marstons (NSL) which expires on 31st December 2025; and has signed an inter-authority agreement with Nottinghamshire County Council for car park ticket processing which expires on 31st December 2024 following a 2-year extension (“CPU”). These arrangements are very comprehensive and cover the full scope of enforcement and ticket processing functions, except for cash collection and permit administration (see below).

NSL are paid on the basis of CEO hours deployed (a total of 30 hours contracted per week, 25 at Gainsborough and 5 at Market Rasen), and the CPU is paid on the basis of a cost per PCN processed, paid on account and adjusted in arrears.

Cash collection is outsourced to Kings Armoured Security Services (until 31st March 2025 with a potential extension of 12 months). Pay by mobile service is provided by RingGo (expires 31st August 2025 with provision for two 12-month extensions) and permit administration is carried out in-house by Customer Services. Management of these service/supply agreements and those for ticket machines, ticket stocks, cash collection, and EV charging is by the Council’s Property & Assets team.

As a result of managing compliance of these powers, in 2022/23, 2,646 Penalty Charge Notices (PCNs) were issued with a net income (actual) from PCNs after CPU costs of £39,833. PCN issue in 2023/24 was maintained at c.2,567. The Council forecast net income of £39,300. (The drop in income despite only a small decrease in PCN issue ties in with a lower overall recovery rate 2023/24 and an increased cancellation rate – see section 2.2. below). Parking revenues from pay and display machines and the RingGo service were £157,742 (2022/23) and £168,800 (Council forecast 2023/24). Permit income was £54,258 (2022/23) and £59,800 (Council forecast 2023/24). Detailed analysis of the Council’s accounts is given in section 4.2.

## 2.2 Benchmarking

Benchmarking information was provided by the Council in respect of a range of key performance indicators. The table below shows our analysis of these data and compares with a similar exercise carried out for WLDC for 2019/20 pre-Covid. We have provided average figures derived from other authorities to compare performance. The other authorities were selected as they are similar sized districts responsible for off-street parking only, and for which data is available from annual reports.

PCN Statistical Benchmarks	West Lindsey (2019/20)	West Lindsey (2023/24)	Average
Discount recovery rates	60%	59%	62%
Overall recovery rates	73%	69%	73%
Compliance Levels	Not available	Not available	85% - 90%
Cancelled CEO error	0.08%	0.15%	0.5%
CEO productivity (PCN/CEO/hr)	0.8	1.6	0.8
Cancellation (not including write off) %	22%	30%	16%

This exercise indicates that, with one notable exception, the service is operating broadly in line, if a little under benchmark averages. (Whilst the level of cancellations for CEO error is higher than 2019/20 it has fallen from 0.45% in 2022/23 and remains under the benchmark level.) However, it should be noted that statistics from small-scale operations such as WLDC are more sensitive to minor variations in KPIs.

The average CEO productivity per hour gives an indication of the effectiveness of current CEO deployment. For example, productivity can be higher than average if there is an insufficient number of deployed hours, or lower if patrols are too frequent, poorly focused, or due to CEOs patrolling a wider than average geographical area increasing unproductive travelling time.

CEO productivity in WLDC is twice the benchmark level and also twice the level seen pre-Covid. This indicates that the level of CEO deployment is insufficient and that compliance levels, and hence revenues from paid for parking, are lower than they should be. Additional patrols would be desirable as they encourage payment rather than relying on the uncertain issue of a PCN with associated processing costs. CEO productivity should be monitored regularly as it provides a good indicator of compliance.

Compliance levels measure how many motorists are complying with the parking regulations. Periodic compliance surveys, consisting of beat surveys which assess each parked vehicle on the beat to ascertain whether it is parked in accordance with the regulations, can assess the level of compliance and also help indicate whether the level of deployed hours is appropriate e.g., as suggested, if compliance is low then there may be insufficient enforcement presence to deter parking in contravention of the regulations.

Carrying out periodic compliance surveys is also a cost-efficient method of tracking where there may be compliance issues to help target CEO deployment to where it is needed most. In common with most Councils, WLDC do not currently carry out such surveys and as a result no compliance information is available.

### 3. Service Delivery Models

When considering the high-level options for service delivery there are broadly four models for service delivery currently deployed across the country:

- **In-house:** day-to-day delivery is entirely or largely delivered within the local authority by directly employed staff
- **Contracted:** day-to-day delivery is entirely or largely delivered by a contractor appointed by a local authority
- **Separate lots:** whereby large portions of the service are contracted separately
- **Third Party Agreement:** whereby a third party, for example a neighbouring council employed to carry out parking management and enforcement.

This high-level comparison of these different models is explained in Appendix along with a SWOT table in each case.

The table below sets out a comparison of the risks and benefits of the options.

	<b>In-house</b>	<b>Contracted (Single or Multiple lots)</b>	<b>Third Party Agreement (Work with NCC)</b>
<b>Description</b>	Day-to-day delivery is entirely or largely delivered within the local authority by directly employed staff	Day-to day delivery is entirely or largely delivered by a contractor appointed by the local authority.	Day-to day delivery is entirely or largely delivered by a contractor jointly appointed with NCC or by a shared service centre.
<b>Benefits</b>	Control and Flexibility - easier to respond to changing requirements without need to formalise contractual variations.	Specialist service providers bring industry best practice and innovation.	Specialist service providers bring industry best practice and innovation.  Creation of a larger operation with economies of scale should be more attractive to contractors and provides potentially greater client-side management experience.
	Council terms and conditions likely to be better than those offered by contractor, which may improve staff retention.	Full risk transfer of requirements included in contract specification supported by KPIs and service credits (or similar)	Full risk transfer of requirements included in contract specification supported by KPIs and service credits (or similar).
<b>Risks</b>	Potential lack of industry knowledge and experience.	Need precise contract specification to ensure service required is delivered.	Need precise contract specification and client-side arrangements.
	Council takes on all risks.	Risk of contractor cost increasing for ad hoc request and additional work (dependent on contract specification and management).	Risk of contractor cost increasing for ad hoc request and additional work (dependent on contract specification and management).
	Poor public perception of same organisations dealing with both PCN challengers and representations.	Changes to contract can be time consuming and potentially costly.	Changes to contract and agreement can be time consuming and potentially costly.
	Increased staff sickness and absence may result from better terms and conditions.	Contractor will build a profit and overheads into total costs.	Contractor will build a profit and overheads into costs.

	Councils typically encounter difficulties with recruitment which can be impacted by, for example, Council-wide recruitment freezes.	Risk of staff turnover due to less favourable terms and conditions compared with in-house.	Risk of staff turnover due to less favourable terms and conditions compared with in-house
	Initial and ongoing staff training and development would need to be provided either in-house or through a supplier.	Contractor risk of going into administration or being acquired. Potential perception issue in using contractor. Council reputation may be linked to the contractor. (At same time Council can distance itself from bad publicity if a contractor delivers the service.)	Contractor risk of going into administration or being acquired. Potential perception issue in using contractor. Council reputation may be linked to the contractor. (At same time Council can distance itself from bad publicity if a contractor delivers the service.)
		Cost of tender process.	Cost of tender process.
			Needs political agreement and strategic alignment from partner Councils.
<b>Potentials Indicative Financials</b>	Potential higher cost of staff on local authority grades would need careful consideration. However, if well managed overall costs of service can be similar to contracted service.	Staff costs cheaper than in-house service, however profit margin and contractual add on costs can result in similar cost to well managed in-house service.	Potential to be least expensive option due to shared staff economies between on and off-street services.

As explained above, WLDC delegate the compliance management and ticket processing operations. This is practical due to the relatively low number of car parks and spaces that are required to be managed when compared to many other council areas. The main advantages to the Council in outsourcing these elements is that it provides a more resilient service as a contractor is able to provide experienced officers/management as this is their core business. The main disadvantage to Council is that an element of control of the process is lost.

The way that a service or contract is managed is more important than the delivery model. A well-resourced and well-run service is the key to fair and efficient service delivery in support of the Council's transport planning and revenue protection objectives. The Council currently employs a Car Park Officer to oversee civil parking enforcement on its car park and in our opinion a designated resource like this is essential for maintaining/improving the current performance levels.

The benchmarking exercise detailed above suggests that the service is performing well and generally in line with the benchmarking data available.

## 4. Financial Analysis

### 4.1 Financial Benchmarking

This section addressed the Council's specific question below:

4. *How does the contract provided by Nottingham compare with other providers for other authorities, are we getting value for money on the costs or are we being relatively undercharged or overcharged?*

It is extremely difficult to benchmark the financial accounts against other authorities, as each authority reports their financial information differently i.e., re-charging policies, contract requirements and separation of service costs. Furthermore, a limited number of authorities publish their parking accounts separately from their corporate accounts. This limits the ability to compare budget performance against other authorities. However, as we have stated in a previous commission, the hourly charges paid under the NSL contract appear to be very reasonable, particularly as it includes equipment, uniforms, supervisor, etc.

In benchmarking overall costs, we would normally calculate the cost per PCN issued which we would expect to be between £21 and £37 (exc VAT). We have been provided with the cost for the CPU ticket processing operation which was £7.44 (exc VAT) per PCN in 2022/23. The actual cost of the NSL enforcement contract in 2022/23 was £47,076 (exc VAT), and 2,646 PCNs were issued. This gives a cost per PCN of £17.79. This results in a total cost per PCN issued of £7.44 plus £17.79 = £25.23. The figure for WLDC is therefore in the lower third of the benchmark range.

Where an authority lies within this range depends on a number of factors such as the specification of a contract (i.e., the range of services included), the size of the operation (economies of scale), the geography of the area, and the market conditions when a contract was tendered.

### 4.2 Detailed Financial Analysis

1. *What is the total cost of the current running of the car parks this needs to include all staff costs and recharges as well as enforcement contract with Nottingham etc, Business Rates, Maintenance etc?*
2. *What is the total income from car parking charges?*

The Council has supplied accounts for 2022/23 and a year-end forecast for 2023/24. The calculated income in these years from parking charges, permits and penalty charges is c.£271.5k and c.£268k (net of VAT) respectively.

We have used these accounts to forecast the potential net income for 2024/25 using the following assumptions:-

- In the absence of a review of parking charges, we have assumed that income will be the same as for 2023/24
- An inflationary cost increase of 3.5%
- An increase in business rates calculated using the revised business rate multiplier for 2024/25
- Adjustments to normalise one off increases in 2023/24 compared with 2023/23

The results of this analysis are shown in Figure 1 below and show that operating costs including depreciation and recharged costs will amount to c.£270k in 2024/25 resulting in a small budget surplus of c.£3,300.

Figure 1

	2024/25	Free Parking
<b>Income</b>		
Parking Charges	168,800	-
Car Park Permits	59,800	-
Misc	- 36	-
PCN Income	39,300	-
	<b>267,864</b>	-
<b>Expenditure - Operating</b>		
Staffing	54,893	54,893
Contract Costs	56,880	-
Rates	34,765	34,765
Insurance	60	60
Energy	9,200	9,200
Maintenance	21,762	11,988
Credit card charges/Cash handling	5,072	-
Sundry Operating Costs	2,695	20
	<b>185,328</b>	<b>110,926</b>
<b>Gross Margin</b>	<b>82,536 -</b>	<b>110,926</b>
<b>Depreciation</b>	<b>4,300</b>	<b>4,300</b>
<b>Net Margin</b>	<b>78,236 -</b>	<b>115,226</b>
<b>Recharged Costs</b>		
Customer Services	22,253	22,253
Corporate	1,967	1,967
Systems Development	12,627	12,627
Financial Services	9,315	9,315
Health and Safety	932	932
Human Resources	2,588	2,588
Communications	2,898	2,898
Property Services	10,143	10,143
Procurement	3,933	3,933
ICT	4,968	4,968
Telephony	828	828
Payroll Services	725	725
Accommodation	4,037	4,037
Other	- 2,277 -	2,277
	<b>74,934</b>	<b>74,934</b>
<b>Surplus/Deficit</b>	<b>3,302 -</b>	<b>190,160</b>

3. *What would the cost of running the car parks be if we didn't charge for parking i.e., you would have the car parking costs, business rates etc but you would not have the cost of Council staff or the enforcement contract?*

Figure 1 shows that the forecast operating costs based upon charging for car parking are a mix of direct operating expenditure of c.£185K, depreciation of capital costs incurred for new pay and display machines of £4.3k and recharged costs of c.£75k. If free parking were to be introduced, whilst there would be cost savings related to cash collection, enforcement and back office costs, a significant amount of these costs would still be incurred. For example, in the absence of recharged costs would have to be allocated to other service budgets, and direct staff costs would also not necessarily be saved as these also relate to apportionments of the salaries of staff who perform other roles.

## 5. Policy Matters

We have been requested to provide a view on policy matters in relation to enforcement and charging for car parking. The likely outcomes of implementing the suggested policies are interrelated.

### 4. *What would happen if we charged but didn't enforce?*

Put simply, if there is no enforcement then the level of pay and display/mobile revenue would fall significantly over time as the public realise they have no chance of receiving a PCN. There would also be no reason for a permit holder to continue to pay and therefore permit revenue would also fall away. The decline in revenue would be steeper if most car park users are local (repeat users) and when the local press discovered the story. Parking is always of significant press interest. It is likely that the Council could suffer reputational damage as a result of failing to manage its assets in an appropriate manner, especially given the current surplus position.

In financial terms, whilst a range of costs necessary to provide enforcement would no longer apply, the costs of maintaining a safe car park environment would continue without a supporting revenue stream. The car parks would still need to be maintained to an acceptable standard e.g., surface, lines, signs, cash collection, lighting etc. Payment machines and mobile payments would be on an "honesty box" basis but over time revenues would fall, and be exceeded by the costs of providing these services.

It is impossible to quantify how many car park users would not pay in the absence of an enforcement deterrent. Where honesty boxes have been used in parking and retail scenarios, there has been loss of income. It has been reported in 2017 by the Head of Recreation and Access at one of the UK's largest national parks, Dartmoor, that annual takings with an honesty box rose from £6,000 to £23,000 at one of its car parks once a payment machine and enforcement were introduced.

In Section 4.2 we show that the parking service in 2024/25 may operate at a small surplus after a range of the Council's shared costs are applied to the accounts. If the payment of parking charges was not enforced, the contribution of parking revenues to the Council's shared costs would reduce, almost certainly resulting in a significant budget deficit. Assuming a loss of 60% of revenue, we estimate that there would be a budget deficit of c£115k increasing to c£150k if revenue reduced by 75%.

In transport planning terms, removal of enforcement is very likely to result in the car parks being filled by long-term parkers, particularly commuters. Parking charges based on length of stay backed up by enforcement provides parking turnover and ensures that new arrivals always have a good chance of always finding a space to park. Removing enforcement will remove this way of promoting parking turnover which will create a significant reduction in amenity for visitors and is likely to have a detrimental effect on the vitality of the local economy. Car visitors would have fewer available spaces to park.

Furthermore, and especially in busier locations, parking may be displaced onto the street where it may cause obstruction, a safety hazard or prevent loading and unloading, which may result in a need for on-street parking enforcement.

5. *What are the risks to the Council financial and otherwise of having free car parking.*

As explained above, unrestricted free parking is the logical outcome of removing enforcement.

Free parking as a stated policy would, in addition, remove the revenue streams from pay and display, mobile payments and permits. A formal policy of free parking would also require a one-off cost of refunds for permits on issue.

If parking is free with no restriction on length of stay, it is likely that the car parks would be filled with long-stay parkers with consequent reduction in amenity and local economic vitality. This approach would result in a similar scenario to the removal of enforcement.

Length of stay restrictions only could be retained but this would require enforcement with no supporting revenue stream. Furthermore, the intensity of enforcement required to enforce length of stay only is higher than for paid parking as it is simpler and more efficient for a CEO to interrogate evidence of a right to park (e.g., displaying a pay and display ticket or registering a right to park using a mobile) than tracking every vehicle's length of stay. However, this would require retention of pay and display machines (along with associated ticket and maintenance costs) or a mobile facility to (for which a convenience fee would continue to apply to pay the mobile provider whether funded by the motorist or the Council). Both these methods represent an unfunded means of controlling restrictions on length of stay for free parking.

Included at Appendix B is a summary of existing research into parking pricing policy in town centres and a commentary of the impact of free parking charges which concludes that there is a lack of clear evidence that free parking charges will result in a material increase in footfall. Given that implementing free parking will also result in a significant budget deficit, it is not something that we would recommend.

## 6. Conclusions

The WLDC parking service benchmarks well with other authorities both financially and in terms of service delivery. However, the high CEO productivity data suggests that compliance levels may be low, and that increased enforcement resource would bring benefits in both revenue and the better management of parking policy.

In our opinion, due to the size and nature of the operation, continuing with the agreement with CPU for ticket processing is the best way forward for WLDC. If the Council were to bring the operation in-house there would be little resilience within the service and the initial costs would be high.

The same considerations apply to the enforcement service. Whilst NSL appear to be performing well and at an acceptable cost, the important aspect is that the Call-Off Agreement allows WLDC to benefit from this good standard of service without the need to directly tender and manage the service contract.

We commented in a previous commission that outsourcing the permit administration function could be considered. Most Councils however like to retain permit functions in-house via their customer contact centre/portals to retain control over the interaction with residents. In any event any savings would be minimal given the relatively small number of transactions, that the customer portal infrastructure would continue to be required for other purposes, and that printing and postage costs relating to physical permits would continue.

Finally, it is important to recognise that financial evaluation of a revenue generating service must include consideration of risk. Cost savings can be eroded by revenue reductions if the service level is not maintained or improved. This has consequences for wider Council service provision as well as for the Council's transport and parking management policies. Given that there is a lack of clear evidence that free parking charges will result in a material increase in footfall, and that it will also result in a significant budget deficit, they are not something that we would recommend.

## Appendix A – High Level Options for Future Delivery

As well as our many years of working with local authorities, private parking operators, and parking enforcement suppliers, we carried out a research exercise on delivery models in 2021 to advise a client in southern England. During this work we spoke to a number of local authorities in southern and southwestern England including urban unitary authorities and larger rural counties.

When considering the high-level options for service delivery there are broadly four models for service delivery currently deployed across the country:

- **In-house:** day-to-day delivery is entirely or largely delivered within the local authority by directly employed staff;
- **Contracted:** day-to-day delivery is entirely or largely delivered by a contractor appointed by a local authority;
- **Separate lots:** whereby large portions of the service are contracted separately;
- **Third Party Agreement:** whereby a third party, for example a neighbouring council (or even a JV company) is employed to carry out parking management and enforcement.

Across England most authorities either deliver services in-house or through a contract with a supplier. In the research we conducted, we found that most authorities made the decision on their delivery models at the point they adopted civil enforcement. There have been relatively few cases of wholesale change in delivery model.

### In-house delivery

We estimate around half of authorities deliver their parking services in-house including some of the country's largest cities (e.g., Newcastle and Bristol), counties (e.g., Devon), unitary authorities (e.g., Bath and NE Somerset and Swindon), and numerous districts (often off-street only).

This does not mean that all services are delivered in-house, but that the majority of the team, including the Civil Enforcement Officers are employed directly by the council.

Commonly cited strengths of this model are the direct and easy access to the civil enforcement service, the ability to direct and change the service to respond to policy changes and the shared services with other departments. However, poorly managed or resourced parking services can perform very badly with low PCN rates and high rates of PCN appeals. Where teams are poorly managed, authorities seem especially susceptible to high rates of sickness and absence.

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Easy Access and influence.</li> <li>• Complete control over quality of delivery</li> <li>• Intimate understanding of the local area and authority</li> <li>• Ability to reach back into other council services</li> <li>• Intangible customer service benefits e.g. enforcement staff working for their own communities ('civic pride').</li> <li>• Staff can be redeployed to deal with other issues including litter, graffiti, blocked drains</li> <li>• Intangible benefit of having council representatives on the street.</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Ongoing need for training and continued professional development often overlooked</li> <li>• Fewer economies of scale when purchasing equipment</li> <li>• Difficult to scale up or down</li> <li>• Corporate policies / priorities can reduce the efficiency and professionalism of the service</li> <li>• Slower to procure services and equipment</li> <li>• Slower to recruit and replace staff.</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Some shared services or shared economies (e.g. CCTV, Cash Collection)</li> <li>• Better quality of delivery and customer service leading to reputational benefits</li> <li>• Branding and communications.</li> <li>• Overhead savings from use of other council departments and premises.</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Corporate policies such as recruitment freezes or carte blanche cost-cutting</li> <li>• Senior salaries often lower than market rate;</li> <li>• Junior staff pay &amp; benefits often lead to higher costs</li> <li>• High sickness and vacancy rates</li> <li>• Inappropriate corporate projects (i.e. with software or corporate systems).</li> </ul>

Recently, some authorities have decided to bring their parking services back in-house, two examples are briefly discussed below.

**Hackney** made the decision to in-house its civil enforcement activities in November 2020. The objective was to improve the customer experience and improve the flexibility of the council to embrace new ways of working to improve the service. This included approximately 132 FTE staff covered under TUPE regulations with a transition period from Nov 2020 to March 2022. Fixed costs were expected to remain the same, with the main savings coming from the payments relating to Key Performance Indicators (KPIs).

**Buckinghamshire** brought all civil enforcement in house following a new Unitary Council Buckinghamshire Council formed in April 2020. Prior to this, there were four district councils and one county council. The legacy county council operated an outsourced model for on-street parking restrictions, whereas the legacy district councils responsible for off-street operated in-house teams. The parking service in its entirety has operated in-house since autumn 2021 when the contract for the outsourced model expired. The council cited flexibility, simplicity and control over the service as the reasons for the change.

**Contracted**

Letting a contract for specialist services can be beneficial to parking services and provide managed, efficient, resilient and cost-effective solutions if the contract is well specified, the performance targets are achievable and fair, and internal contract management is consistently applied. Importantly risk is transferred from the commissioning body.

Cost savings can arise from economies of scale as being part of a larger operation results in a pool of expertise which is kept up-to-date and can be deployed to other operations by the supplier. Private operators are often keen to adopt new technologies especially where these deliver efficiencies.

The most common method of operation is to let a large main contract, typically for a 5-year term and sometimes including break options and/or extensions, which encompasses all elements of the service. This requires careful specification (usually with assistance if this is the first time such a contract is let),

and an 'OJEU'-style tendering process. A client team will still be required to interface with councillors and suppliers as well as perform some duties which have to be considered by the Local Authority (second stage appeals). Any issues with staff retention or the recruitment of new staff to carry out these duties will impact this part of the service,

*Outsourced SWOT table*

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Pool of expertise to draw from which is kept well trained and knowledgeable</li> <li>• Economies of scale</li> <li>• Easier to scale up or down</li> <li>• Risk Transfer to provider</li> <li>• New services can be brought in quickly without large capital investment.</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Although margins are low, a proportion of the price will be taken as profit</li> <li>• Pricing can be high for services out-of-contract</li> <li>• Sub-contracting carries a management fee</li> <li>• Intangible customer service implications resulting from staff employed by a third party.</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Benefit from industry change and innovation</li> <li>• Adopt new technologies quicker</li> <li>• Quicker procurement and equipment renewal</li> <li>• Expertise and economies of scale for purchasing.</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Poor contracts / procurement can lead to Inflexibility</li> <li>• Poor future proofing, post contract with knowledge loss a risk</li> <li>• Complicated ownership of assets (e.g. handheld devices)</li> <li>• Bankruptcy or insolvency.</li> </ul>

Watford is an example of an authority we have worked with who are very satisfied with the outsourced model. A well-resourced client team provides clear direction for the contract and a small, but skilled in-house team manages the contract. An example cited of where the approach worked well was around new parking arrangements around the football stadium where a partnership approach led to good outcomes.

**Separate lots**

Separate Lots, whereby the functions are split into multiple lots for procurement and letting separately, either at once, or staged to the market has been proposed in some places such as Hackney and Reading.

Some potential minor benefits potentially include competition between providers, and reduced management fees from the lead contractors.

Disadvantages include: little chance of economies of scale, compatibility and cooperation issues, separate tender process, reduced resilience, fewer savings during contract and union and staff relations.

*Separate Lots SWOT Table*

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Potential for greater flexibility</li> <li>• Easier to scale up or down</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Would still require a reasonably sized client team to manage the relationships</li> <li>• Pricing is likely to be higher as out-sourced operations will be smaller</li> <li>• Intangible customer service implications resulting fractured service delivery.</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Potential competition between suppliers to be seen as more efficient</li> <li>• Benefit from industry change and innovation</li> <li>• Expertise and economies of scale for purchasing.</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• More points of weakness and failure; a single contractor failing could impact the entire service</li> <li>• Compatibility and cooperation issues between suppliers</li> <li>• Poor future proofing, post contract with knowledge loss a risk</li> <li>• Complicated ownership of assets (e.g. handheld devices)</li> <li>• Union and staff relations.</li> </ul>

There are often suggestions to allow local and/or community interest organisations to bid for lots. This is likely to prove problematic because parking needs to conform to statutory guidance procedures and most functions require a detailed and up-to-date knowledge to comply with the law. A cooperative or similar organisation could be set up, but as far as we know none have been to date.

Multiple lots will require increased management resource for the Councils and invite added complexity. Experience would suggest getting contractors to work together without the guidance of the commissioning authority is the key barrier to success for this type of contract.

**Third Party Agreement**

Joint arrangements between local authorities are seen in the market e.g., the North Essex Parking Partnership (although this is in effect a department within Colchester Borough Council), and of course the current arrangements whereby WLDC work with Nottinghamshire County Council.

Third Party Agreement SWOT Table

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Potential for greater flexibility, but still retaining control</li> <li>• Easier to scale up or down than in-house and potentially contracted services too.</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Limited by legislation around publicly controlled companies</li> <li>• Pricing could be higher than larger out-sourced operations by national providers</li> <li>• Set-up costs will be significant</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• If well managed, pool of expertise to draw from which is kept well trained and knowledgeable</li> <li>• Benefit from industry change and innovation</li> <li>• Quicker to respond to industry changes and technology.</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• There may be no appropriate organisation willing or able to take on the role requiring a new company to be set up</li> <li>• Terms, conditions and staff team may remain in-house</li> <li>• If it involves more than one local authority, political and strategic differences could impact successful delivery</li> </ul>

A third party arrangement can better create a critical mass and thus a higher level of interest from the market, in addition to encouraging economies of scale and realise some of the benefits of out-sourcing (expertise, cost control etc.).

**Conclusions**

The way that a service or contract is managed is more important than the delivery model. A well-resourced and well-run service is the key to fair and efficient service delivery in support of the Council’s transport planning and revenue protection objectives.

## Appendix B – The link between pricing and town centres

Car park charging is often perceived, particularly amongst businesses, as being a key determinant for changes in footfall levels in town and city centres. Over three-quarters of the business owners/workers interviewed for research in 2015, ('Assessing the impact of car parking charges on town centre footfall, (Welsh Government Report), Welsh Government, 2015', suggested that car parking options have an impact on the number of people coming into the town centre and therefore on their custom.

Beyond the anecdotal, there is very little published evidence which links changes in car park charges to changes in town centre footfall. Most research generally concludes that visitors feel the general availability of spaces to be more important than cost in their overall decision about visiting<sup>1</sup>. This is understandable as parking provision is only useful if customers can utilise appropriate parking at the right locations to suit their needs. Primarily, customers value the certainty of being able to park when and where they want to, and convenience is a quality for which most people are willing to pay.

A report by the Association of Town & City Management, British Parking Association, Parking Data & Research International and Springboard Research Ltd<sup>2</sup>, Re-Think! outlines research into the impact of the number of spaces and the cost of parking for the first two hours on the prosperity of town centres. A two-hour duration was chosen to separate shopping trips from commuter trips. The study did not consider any other factors relating to car parking that could have an impact on the performance of town centres, such as location of parking and the quality of the space.

The Re-Think! report found that whilst there is a link between the quantity of parking and footfall, this suggested that the level of provision in town centres is generally where it should be rather than that increasing available parking would increase footfall. It also concluded that the relationship between the cost of parking and footfall is less clear. Business owners believe that as cost increases, footfall decreases, but as shown below, the towns/cities, with the highest footfall generally have higher than average parking charges.

Source, Springboard Research Ltd and Parking Data & Research International



Whilst towns with lower footfall generally charge less for parking this does not suggest that raising parking charges will increase or decrease footfall but implies that the cost of parking in the town centre

<sup>1</sup> Atkins. The effect of Parking Policy in England: Stage 1 Final Report

<sup>2</sup> Springboard. 2013. Re-Think! Parking on the High Street report.

[http://www.britishparking.co.uk/write/Documents/Re-thinking\\_Car\\_Parking.pdf](http://www.britishparking.co.uk/write/Documents/Re-thinking_Car_Parking.pdf)

is a lower priority when deciding on a destination than other factors. This is further evidenced when comparing the quality of the offer with footfall; simply, as the quality of the offer improves footfall increases.

The study does appear to find a link between a reduction in footfall in towns that charge more than the national average for the quality of their offer, however there are so many other variables, including the priorities of authorities in setting their charging regime, that it is difficult to draw any conclusions from this aspect of the research.

In-depth research at the Department of Urban Transport Economics, Erasmus University of Rotterdam shows no statistical correlation between footfall and parking charges:

*“Visitors to town centres suggested that car park charges do impact behaviour, but the general availability of spaces is felt to be more important than cost in their overall decision about visiting. Traffic flow and parking signage have as much, if not greater, an effect on their decision to visit the town centre, how long they spend there, and how much money they spend.”- Association of Town & City Management*

This view is further supported by a 2012 London Council’s Report on the relevance of parking to the success of urban centres<sup>3</sup>. Whilst London specific, the report supports the view that whilst research is scant, most of the evidence suggests the link between pricing and vitality of high streets generally correlated towards higher value destinations having higher tariffs and that if anything, traffic levels are frequently cited by shoppers as detrimental to the experience of town centre shopping.

The relationship between parking and local economies is complex, as provided by research conducted for the Renaissance Market Towns Programme. The report concluded that:

*“People are drawn to towns, or away from them by other factors, such as place of work and the quality of the shopping facilities and public spaces. Therefore, a town with good shopping facilities and some parking problems will continue to attract shoppers, despite the poor parking, whilst a town with ample, good parking but a limited shopping facilities will not attract shoppers” - Renaissance Market Towns Programme, 2007*

Other than in private car parks (e.g., NCP), Councils control the availability, duration and cost of car parking. In two-tier systems, Districts generally have more control over off-street parking than any other aspect of transport policy and management.

Crucially Councils are rarely in control of the charging rates set at out-of-town developments. These are often free, and shopping centres are often designed to make shopping as easy as possible for people travelling by car. These discrepancies between in-town and out-of-town retail offerings are often blamed, particularly by the business community, for decreasing footfall and revenue in town centres.

Re-Think! discusses the need to look at the ‘value’ of a space as opposed to simply the ‘cost’. Drivers expect to pay more in the centre of a town than in an out-of-town location with the diverse range of services and cultural attractions available in town centres as opposed to purely shopping and eating offer in most retail parks.

Nevertheless, parking charges may deter some convenience retail customers if parking costs represent a much larger proportion of retail spend. However, fair charges can help ensure that parking spaces frequently turn over, thereby increasing overall footfall. The successful management and enforcement

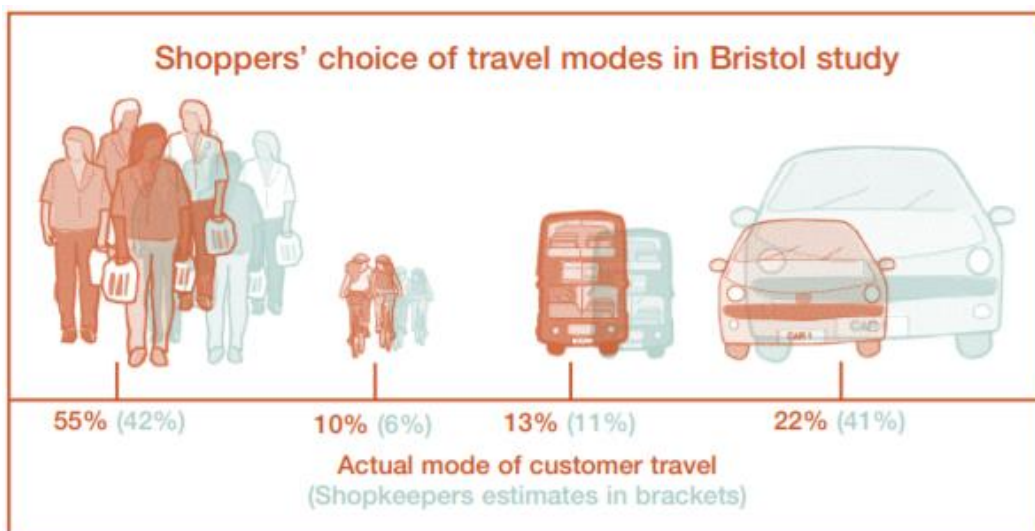
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<sup>3</sup> London Councils. November 2012. Relevance of Parking to the Success of Urban Centres  
<http://www.londoncouncils.gov.uk/services/parking-services/parking-and-traffic/parking-information-professionals/review-relevance>

of car parks comes at a financial cost that needs to be funded to be sustainable, usually by charging for parking. No parking provision is actually free as costs have to be funded, even if not by the motorist. For example, at out of town retail parks where free parking is often quoted as a major attraction, the parking management costs are paid for by retail tenants via lease service charges.

To summarise, there is a general consensus that parking is just one of many factors in city and town centre vitality and there is little evidence to suggest that parking charges alone are a significant factor in destination choice.

Research by the British Parking Association identified and ranked the top 10 factors that dictate a driver’s choice of car park<sup>4</sup>. Unsurprisingly, their overriding concern is ‘location’, in other words, proximity of the car park to the amenity or location which represents the very purpose of their trip. Their preference is a car park close to their destination where they can drive in and easily find a space that comfortably accommodates their vehicle. Charging helps to achieve efficient use and turnover if done appropriately.



### The Impact of Free Parking Schemes

From available research there is no reliable evidence that providing free parking to support local businesses and increase footfall will provide a successful outcome. There have been a number of historically recorded trials prior to the Covid outbreak when parking trends were easier to track and compare. Many of these trials only reported retailer feedback with no independent validation of footfall levels, but where footfall was recorded there did not appear to be material impact. Where retailers were consulted feedback on the impact was mixed. We provide a sample of reported case studies below:

In April 2006, for a trial period of 6 months free parking on Saturdays (after 10 a.m.) was introduced by Rotherham Borough Council in an attempt to improve retail footfall in the town centre. The subsequent town centre footfall figures were monitored by Town Centre Management and whilst they did show a small increase from 2005 to 2006, it was significant that midweek footfall had increased by 3.2%, although Saturday footfall has increased by only 2.95%. This data seemed to confirm that although footfall was increasing, the Saturday trial period did not seem to have added to the increase.

In November 2014, in Ireland Mayo County Council abolished morning parking charges in Castlebar’s two most central car parks but there was no dramatic change in retail activity.

<sup>4</sup> In-Town Parking: What Works? Innovative Practices in Parking Provision – ATCM 2014

To balance these examples, in Shrewsbury it was reported that free parking at selected car parks on Tuesdays and Wednesdays helped to increase year on year footfall by 2.2% during August 2019 compared with a 3.5% decrease across the West Midlands, a 2.3% decrease for other market towns and an overall 1.6% decrease across the UK.

A Vale of White Horse District Council report reported the impact of providing 2 hours free parking at locations in Abingdon, Faringdon, Wantage and Botley on businesses in these towns. 97 businesses responded to a survey undertaken in 2012, one year after the introduction of the scheme. The following responses were reported:

Approximately 70% of businesses reported a positive impact, however only:

- 51% of business believed that the scheme attracted more people to shop in the town centre.
- 35% of business felt that the scheme increased the number of visitors to their premises.
- 45% of business felt the scheme encouraged shoppers to stay longer in the town, increasing customer spend.
- 44% of businesses believed that the scheme attracted shoppers into town centres who would have otherwise shopped in out-of-town retail parks and supermarkets; and
- 32% of businesses believed that the scheme attracted shoppers into town centres who would have otherwise shopped in other towns.

It is evident from these responses that many businesses perceived a benefit, there was no consensus that the scheme attracted more shoppers.

Businesses were also consulted as part of the “Free after 3.00 pm” initiative in Elgin town centre in June 2015. Again many retailers did evidence increases in turnover, although there was no overall consensus with other businesses stating that they did not see any major changes.

Covid had a dramatic impact on town centre footfalls and many Councils have implemented free parking initiatives to try and boost town centre visits and support businesses. For example free parking was introduced after 3 pm on Fridays in Dorking in February 2021 and was reported to have helped footfall to increase by 1.9% during these periods. However, no comparison was made for other days of the week to help understand the real impact. Whilst, following the relaxation of Covid restrictions, there have been other positive reports of footfall increasing (Hucknell and Ashfield) due to free parking initiatives, there have also been footfall increases in towns where parking charges have been maintained, making it extremely difficult to measure the true impact of the free parking trials.

From 2019 to 2021, Fife Council trialled free parking days, the removal of Sunday charges, “free after three” evening discounts and cut-price season tickets in a bid to improve town centre footfall. However council officers concluded that these measures were not providing enough of a positive impact alone to justify the financial cost taken to enable them. The council’s transport director reported that “the biggest lesson we learned is that car parking is secondary to the wider placemaking and town centre strategy approach. That's the way for the future, as opposed to looking at car parking as some form of silver bullet.”

The examples given above widely support the research detailed earlier that there would appear to be no statistical correlation between footfall and parking charges. Given that the provision of free parking comes at a cost to council budgets, the lack of clear evidence of a resultant material increase in footfall, represents a considerable risk to the implementation of free parking schemes.



**Committee: Thriving Council**

**Date: 25th June 2026**

**Subject: The Crisis & Resilience Fund plan 2026-27**

**Report by:**

Director of Corporate Services (S151 Officer)

**Contact Officer:**

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## **Executive Summary:**

This document outlines west Lindsey District Council's approach to the implementation of the Government's Crisis and Resilience Fund (CRF), a new three-year, Government-funded DWP programme. It replaces the Household Support Fund (HSF) and aims to provide crisis support for low-income households and build financial resilience across the district.

Lincolnshire County Council (LCC) have been awarded £9.9m per year for 3 years and have invited the seven district councils to be involved in the delivery of the fund.

West Lindsey has been allocated an amount for 2026-27 and this report outlines the Department for Work and Pensions (DWP) guidance for the spend and asks the members to approve the recommendation for the local delivery plan.

## **RECOMMENDATION(S):**

- (a) That the recommended delivery method for the West Lindsey financial allocation be approved**
- (b) That members approve the use of the named provider by way of procurement exception, as detailed in Appendix 1**
- (c) That authority be delegated to the Director of Corporate Services, following consultation with the Chairman of Thriving Council Committee, to make minor changes to the scheme resulting from decisions and / or requirements determined by the governing body or the scheme administrator**

## 1. Introduction

1.1 The new CRF replaces the Household Support Fund (HSF), funded via the DWP, it is a three-year funded programme, operating 2026/27 to 2028/29, in Lincolnshire the fund equates to £9.9m per year. Through implementation planning meetings with representatives from LCC, West Lindsey District Council has been offered £844k for 2026-27 to deliver resilience services and distribute payments to households suffering an unexpected short-term crisis or financial shock.

1.2 The CRF is split over five strands:

**Crisis payments:** providing support to those suffering a crisis

**Resilience Services:** funding a programme to improve financial resilience

**Community Funding:** investments in activities to improve the local welfare landscape

**Housing Payments:** replacing the Discretionary Housing Payment (DHP) scheme to provide support with housing costs - this fund is administered by the Benefits Team in each of the 7 District Councils in Lincolnshire

**Oil Heating Support** – a late addition of £1.8m to support Lincolnshire households relying on oil fired heating for warmth and hot water. This fund is fully administered for the County by LCC

1.3 LCC have allocated £844k to West Lindsey for 2026-27 to be split between the Crisis Payment strand (£580k) and the Resilience Services strand (£264k) All Lincolnshire districts have been discussing the options for delivery in line with the guidance set by DWP and this report sets out the proposed West Lindsey delivery method.

## 2 CRF – the guidance

2.1 The DWP have issued guidance on how they would like the CRF funding to be used but gave some discretion to the Local Authorities administering the scheme. The 7 district Councils and LCC have been working together for several weeks to examine the guidance and set the Lincolnshire criteria for the fund eligibility and use.

2.2 The DWP guidance advises that the CRF is to both provide a safety net for those on low incomes who encounter a financial shock and to invest in building local financial resilience to enable individuals and communities to better deal with crises in the long-term, reducing crisis need.

2.3 The guidance also states that when administering the fund, Authorities should adopt principles to deliver CRF schemes that are:

- person-centred to ensure that people's preferences, needs and values stay central to professional decisions, providing support that is respectful to them
- needs-based to recognise the varied circumstances that individuals may experience, seeking to meet the underlying needs, not just the crisis symptoms
- holistic to provide integrated support that helps the individual and their households, considering the wide range of services and actions they have access to
- encompassing a no wrong door approach to connect individuals to the right service and support through warm referrals, regardless of their initial point of contact

### **3. Crisis Payments**

- 3.1 The LCC and district working group, with reference to the DWP guidance, have agreed what could constitute a crisis and this includes a bereavement, illness, loss of employment, damage to property, domestic abuse, failure of an essential household item and an unexpected temporary financial loss or increase in expenditure. However, each district has the discretion to widen these criteria if a household is suffering financial crisis due to another reason.
- 3.2 In conjunction with LCC and the other six Lincolnshire Districts, criteria for awarding a crisis payment has been agreed as follows:
- Maximum household income of £36k per annum
  - Maximum household savings of £6k
  - Evidence may be required including 2 months bank statements

### **4 Resilience Services**

- 4.1 LCC have allocated part of the county CRF funding to Citizens Advice to set up a new bespoke support service to deliver resilience advice for any household being referred to them by LCC, the district councils or third parties working with the local authority. LCC have also allocated funds to each district council to use to deliver resilience support – either directly to the residents or via third party organisations.
- 4.2 The DWP require feedback on the outcome of a resident taking up resilience support and the outcomes they have suggested are:
- reduced need for emergency food parcels
  - increased access to appropriate and quality services
  - increased savings
  - reduction in priority debt
  - maximisation of individuals' incomes
  - decreased need for Crisis Payments

## **5 Delivery**

- 5.1 West Lindsey District Council has been successful in delivering financial aid schemes under the Covid Test & Trace Scheme, the Winter Grants Scheme and the 7 rounds of the Household Support Scheme. Since 2020 we have formed and developed successful working relationships with many partners who together with West Lindsey have distributed over £2.5m worth of goods, cash or vouchers to the most vulnerable households in the district.
- 5.2 Building on the experience of the last six years, the delivery of CRF will require existing and additional partner organisation help, in particular to deliver the new financial resilience services.
- 5.3 CRF will be managed by the Benefits Team at West Lindsey and a small proportion of the funding can be used to cover administration costs. The Benefits Team are already making payments under the 'Housing Payment' strand of CRF as this is covered by separate guidance and funding to replace the historic Discretionary Housing Payment scheme.
- 5.4 Delivery of CRF will continue to be discussed and monitored by LCC and the districts in order to avoid a Lincolnshire 'postcode lottery', some third-party organisations span district boundaries and joint working arrangements are encouraged.

## **6 Recommendation**

- 6.1 The County has allocated set amounts under the Crisis Payment and the Resilience Services strands of the scheme. It is recommended that the Crisis Payment allocation is split between an in-house payment mechanism which can be used by West Lindsey employees and partner organisations to issue direct financial support via an 'open application' scheme for any resident to apply to as has been used previously. In recommending that WLDC continue to work with a trusted partner, officers have provided a procurement exception report (appendix 1) which would enable the continuation of the successful partnership, given the expertise already demonstrated, it is recommended that committee approve the procurement exception.
- 6.2 It is also recommended that the Resilience Services strand allocation is used to fund partner organisations who already have the expertise to locate and support households towards financial resilience, allowing them to expand their offering to encompass the remit of CRF.
- 6.3 The decision on minor alterations or funding changes in this scheme be delegated to the Director of Corporate Services (Sect 151 Officer) in consultation with the Committee Chair.

## 7. Alternative Options

	Option	Rational for not recommending
1	Do nothing - reject the CRF funding and leave distribution to Lincolnshire County Council	Since 2021 West Lindsey DC has distributed Government funding totalling over £2m under the Household Support fund – helping some of the most vulnerable households in the district. We have the opportunity to continue this for 3 more years and to reject the County offer would not be in the best interests of the residents of the district.
2	To outsource the whole West Lindsey allocation to an organisation who could possibly deliver the outcomes required	If we were to outsource the whole funding distribution process we would lose our experience and good working relationships with many small organisations in the district and [potentially a higher percentage of the funding would be spent on administration rather than benefitting the residents

## ASSOCIATED IMPLICATIONS

**Legal: none**

**Financial:** FIN/43/27/TC/SL

All funding and administration costs will be claimed from Lincolnshire County Council

**Staffing:**

West Lindsey administration and monitoring of the scheme will be carried out by senior officers of the Benefits Team currently employed on a part-time contract. Additional hours worked will be claimed from the CRF allocation for these existing staff members.

**LGR implications:**

The CRF scheme is a three-year scheme running to 31 March 2029 – LGR will possibly affect the scheme depending on the Lincolnshire LGR result – this is already being discussed at CRF meetings.

**Equality and Diversity including Human Rights:**

An LCC & Districts Equalities Impact Assessment is being produced.

**Data Protection Implications:**

None – the County and the 7 districts have a data sharing agreement

Any organisation who we work with will have to agree to a data sharing agreement

**Climate Related Risks and Opportunities: None**

**Section 17 Crime and Disorder Considerations: None**

**Health Implications: This funding will potentially improve the health of some residents of the district**

**Risk Assessment:**

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

CRF Guidance - [Crisis and Resilience Fund \(1 April 2026 to 31 March 2029\) - GOV.UK](#)

**Call in and Urgency:**

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

Yes

No

**Key Decision:**

Yes

No

# Agenda Item 5d



Thriving Council Committee

Date: Thursday 25 June 2026

**Subject: Budget and Treasury Monitoring – Final Outturn 2025/2026**

**Report by:** Director of Corporate Services (S151 Officer)

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## **Executive Summary:**

This report sets out the final budget outturn position for revenue and capital spend 2025/2026, and requests approval for transfer of the net underspend to Earmarked Reserves.

## **REVENUE**

- Revenue Forecast Out-Turn (after carry-forwards) – Contribution to Reserves **£1.488m**. (-8.14% of Net Revenue Budget – see 2.1 for details of significant variances).
- Carry forwards (see **Appendix 1** for details) – total £0.629m
  - Previously approved use of Earmarked Reserves £0.198m
  - Requests approved at year-end by Leadership Team £0.431m

## **CAPITAL**

- Capital Outturn: Final outturn £7.206m against a revised budget of £14.324m, resulting in a variance of £7.118m (see **Appendix 2** for details).
- £1.698m is requested for carry forward into 2026/2027, £0.653m being net underspends on scheme budgets and £4.767m movements to revenue.

## Members are asked to note:

Underspend	£m	Carry Forwards into 2026/2027	£m
ERP Systems Phase 2	(0.398)	Thriving Gainsborough - Cinema	(0.342)
Local Authority Housing Fund - Resettlement	(0.167)	Capital Enhancements to Council Properties	(0.289)
Thriving Gainsborough - Resources	(0.056)	1.3 Town Centre Regeneration- commercial premises grant	(0.228)
Civic Car Replacement	(0.030)	Carbon Efficiencies - Street Lights	(0.210)
Firewall upgrade & Replacement	(0.016)	1.1 Flagship Community Grants Programme	(0.137)
Shop Front Improvement	(0.005)	Local Authority Housing Fund - Temp Accommodation	(0.108)
Home Upgrade Grant Phase 2	(0.001)	Grange Farm - Community Supported Living	(0.100)
Market Rasen 3 year vision	(0.001)	Changing Places Unit	(0.098)
<b>Total</b>	<b>(0.674)</b>	CRM System	(0.085)
		Vehicle Replacement Programme	(0.065)
		Parks Fund Project	(0.047)
		5-7 Market Place Redevelopment	(0.045)
		Hemswell Cliff Investment for Growth	(0.031)
		Northgate Replacement/Upgrade	(0.030)
		CCTV Expansion	(0.010)
		Thriving Gainsborough - Pocket Park	(0.010)
		Thriving Gainsborough - Whitton Gardens	(0.005)
		Desktop Refresh	(0.003)
		Contact Centre	(0.002)
		<b>Total</b>	<b>(1.845)</b>
		<b>Variance Against Revised Budget</b>	<b>(7.118)</b>

Increase in Scheme Budgets	£m
Guildhall Meeting Room equipment	0.001
Disabled Facilities Grants	0.001
Food Waste Collection	0.019
<b>Total</b>	<b>0.021</b>

Movement of Budgets to Revenue	£m
Purchase of RAF Scampton	(4.750)
Member ICT Provision	(0.017)
<b>Total</b>	<b>(4.767)</b>

Drawbacks from 2026/2027	£m
Gainsborough Heritage Regeneration	0.006
Warm Homes Local Grant	0.141
<b>Total</b>	<b>0.147</b>

## TREASURY MANAGEMENT

### Treasury Management Report and monitoring:

- Investments held as of 31<sup>st</sup> March 2026 were:
  - Average investment interest rate for January to March was 4.047%.
  - Total Investments at the end of Quarter 4 were £19.645m.
  - Bank Balance £0.065m.

The tables below reflect the movement on our investments and borrowing in Quarter 4:

Investment Movements	Qtr. 4 £'m
Investments B/fwd. (at 31.12.2025 including cash held at bank)	15.654
(Less) Net Capital expenditure/ Funding received	0.014
Add PWLB/Other LA Borrowing in year	5.000
Add/(Less) Net Revenue Expenditure	(1.733)
Add/(Less) Net Collection Fund Movement (Ctax/NNDR)	0.775
<b>Investments carried forward (at Period end)</b>	<b>19.710</b>

The prudential borrowing position reflects actual borrowing undertaken from the Public Works Loans Board/Other Local Authorities/Leases and the amount of internal borrowing required to meet the actual costs of borrowing up to the 31<sup>st</sup> of March 2026. Internal Borrowing is an approved practice whereby external borrowing is delayed by using cash held for other purposes. It allows us to avoid paying interest until the original expenditure planned for the internally borrowed cash is required.

	Qtr.4
<b>Prudential Borrowing</b>	<b>£'m</b>
Total External Borrowing (PWLB)	14.000
Other Local Authorities	10.000
Leases	0.142
Internal Borrowing	11.108
<b>Total Prudential Borrowing at 31.03.2026</b>	<b>35.250</b>

### Appendices to Report

1. Details of revenue carry forwards into 2026/2027
2. Capital Investment Programme – budget monitoring table as of 31<sup>st</sup> March 2026
3. S137 Expenditure 2025/2026
4. UK Shared Prosperity Fund (UKSPF) Update Qtr. 4 2025/2026
5. A summary of the Community Infrastructure Levy (CIL) receipts and expenditure for financial year 2025/2026
6. Planning Applications Statutory Fees schedule 2026/2027
7. Review of Reserves as of 31<sup>st</sup> March 2026
8. MUFG Interest Rate Forecast 26 March 2026
9. MUFG Monthly Investment Analysis Review March 2026

### RECOMMENDATION(S):

- a) Members of the Committee accept the **DRAFT** out-turn position of a £2.117m gross contribution to reserves against the revised budget for 2025/2026, which includes £0.629m of approved revenue carry forwards into 2026/2027. **The remaining balance being a net underspend and contribution to reserves of £1.488m.**
- b) Members approve the creation of a new earmarked reserve 'Planning Fee Reserve'.
- c) Members of the Committee approve the **balance of £1.488m** be transferred as follows (2.2):

- £0.200m contribution to the Maintenance of Facilities Reserve
  - £0.150m contribution to the Health and Wellbeing Reserve – Temporary Accommodation
  - £0.370m contribution to a new Planning Fee Reserve
  - £0.088m contribution to the Business Rates Volatility Reserve
  - £0.645m contribution to the Project Investment Reserve (LGR)
  - £0.035m Transfer to the Business Planning Contingency budget
- d) Members of the Committee approve the use of Earmarked Reserves - £0.303m (2.5.1).
- e) The Committee accepts the use of Earmarked Reserves approved by the Chief Finance Officer using Delegated powers (2.5.2).
- f) Members of the Committee approve the contributions to Earmarked Reserves - £0.073m (2.5.3)
- g) The Committee accepts the contributions to Earmarked Reserves approved by the Chief Finance Officer using Delegated powers (Section 2.5.4).
- h) The Committee approves the amendments to the statutory fees and charges be included in the schedules for 2026/2027 (2.4.2) and recommend to Council for approval.

## **CAPITAL**

- i) The Committee accepts the final Capital Outturn position of £7.206m (Section 3).
- j) Committee approves the amendments to the Capital Schemes 2025/2026 as detailed in 3.2.1 to 3.2.2.
- k) Committee approves the amendments to the Capital Schemes 2026/2027 as detailed in 3.2.3 and 3.3.4.

## **TREASURY**

- l) The Committee accepts the report, the treasury activity and the prudential indicators (Section 4).

## FINAL REVENUE BUDGET OUTTURN 2025/2026

2. The final Revenue out-turn for 2025/2026 is a net contribution to reserves of **£1.488m** as detailed in the table below.

This is after taking account of £0.629m of revenue budget carry forwards. The details of which are provided at **Appendix 1**.

Details of headline variances by Cluster can be found below at 2.1 and 2.2.

Cluster	Base Budget	Revised Budget	Actual Outturn	Outturn Variance before Cfws	Carry Forwards	Outturn Variance after Cfws
	£	£	£	£	£	£
Our Council	8,461,200	9,158,000	8,501,996	(656,004)	369,500	(286,504)
Our People	2,121,700	2,341,900	2,182,646	(159,254)	112,200	(47,054)
Our Place	5,052,900	5,634,300	4,995,174	(639,126)	147,000	(492,126)
<b>Grand Total</b>	<b>15,635,800</b>	<b>17,134,200</b>	<b>15,679,816</b>	<b>(1,454,384)</b>	<b>628,700</b>	<b>(825,684)</b>
Interest Receivable	(524,700)	(524,700)	(813,789)	(289,089)	0	(289,089)
Investment Income - Property Portfolio	(1,552,700)	(1,670,600)	(1,786,491)	(115,891)	0	(115,891)
Drainage Board Levies	552,600	552,600	552,590	(10)	0	(10)
Parish Precepts	2,850,200	2,850,200	2,850,190	(10)	0	(10)
Interest Payable	686,000	686,000	569,777	(116,223)	0	(116,223)
MRP/VRP (repayment of borrowing)	980,100	980,100	977,754	(2,346)	0	(2,346)
<b>Net Revenue Expenditure</b>	<b>18,627,300</b>	<b>20,007,800</b>	<b>18,029,847</b>	<b>(1,977,953)</b>	<b>628,700</b>	<b>(1,349,253)</b>
Transfer to / (from) General Fund	(156,600)	(2,159,700)	(2,161,894)	(2,194)	0	(2,194)
Transfer to / (from) Earmarked Reserves	2,684,300	2,793,600	2,410,320	(383,280)	0	(383,280)
<b>Amount to be met from Government Grant or Council Tax</b>	<b>21,155,000</b>	<b>20,641,700</b>	<b>18,278,273</b>	<b>(2,363,427)</b>	<b>628,700</b>	<b>(1,734,727)</b>
<b>Funding Income</b>						
Business Rate Retention Scheme	(6,654,900)	(6,141,600)	(5,935,314)	206,286	0	206,286
Collection Fund Surplus - Council Tax	(275,600)	(275,600)	(184,681)	90,919	0	90,919
Parish Councils Tax Requirement	(2,850,200)	(2,850,200)	(2,850,200)	0	0	0
New Homes Bonus	(499,400)	(499,400)	(499,356)	44	0	44
Other Government Grants	(2,726,300)	(2,726,300)	(2,777,230)	(50,930)	0	(50,930)
<b>Council Tax Requirement</b>	<b>(8,148,600)</b>	<b>(8,148,600)</b>	<b>(8,148,600)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL FUNDING</b>	<b>(21,155,000)</b>	<b>(20,641,700)</b>	<b>(20,395,381)</b>	<b>246,319</b>	<b>0</b>	<b>246,319</b>
<b>Balanced Budget / Funding Target</b>	<b>0</b>	<b>0</b>	<b>(2,117,108)</b>	<b>(2,117,108)</b>	<b>628,700</b>	<b>(1,488,408)</b>

Carry Forwards - Approved at Year End	431,200
Carry Forwards - Use of Earmarked Reserves	197,500
<b>Total Carry Forwards</b>	<b>628,700</b>

## 2.1 The significant variances against budgets being:

Cluster	EXPENDITURE	Total £000	Direction of Travel From Prev. Qtr.
<b>PRESSURES</b>			
Our Council	Insurance Premiums - Increase due to renewal volume changes.	£30	↑
Our Council / Our Place	Fuel - (£137k) underspend - average price per litre across the year is £1.07 (compared to £1.10 average price per litre for the year 2024/2025). Vehicle repairs and maintenance costs £156k pressure.	£19	↓
Our People	Parish Lighting - Repairs and Maintenance and Electricity.	£44	NEW
Our Council	NNDR collaborative agreement payment.	£32	NEW
	Various forecast outturn variances <£10k.	(£44)	↓
		<b>(£581)</b>	

Cluster	INCOME	Total £000	Direction of Travel From Prev. Qtr.
<b>BUDGETED INCOME EXCEEDED</b>			
Corporate Accounting	Interest Receivable (£289k), Interest Payable (£116k).	(£405)	↑
Our Council	Supplementary Services - Big Bin Hire (7k). Bulky Waste Collections (19k).	(£26)	↑
Our Council	Commercial Waste income due to increased customer base.	(£21)	↑
Our Place	Property Services - Rental income increases.	(£75)	↑
Our Place	Planning Fee Income has exceeded budgeted levels due to completion of a number of large applications.	(£372)	↑
Our People	Trinity Art Centre income has exceeded budgeted levels.	(£40)	New
Our Place	Planning Policy - Legal Charge Refunds relating to previous year costs.	(£40)	New
Funding	Windfall Income: Government Grants - MHCLG - Internal Drainage Board Levies Support.	(£51)	↓
Funding	Business Rates - Net Gain.	(£88)	New

Cluster	INCOME	Total £000	Direction of Travel From Prev. Qtr.
<b>BUDGETED INCOME EXCEEDED</b>			
Corporate Accounting	Interest Receivable (£289k), Interest Payable (£116k).	(£405)	↑
Our Council	Supplementary Services - Big Bin Hire (7k). Bulky Waste Collections (19k).	(£26)	↑
Our Council	Commercial Waste income due to increased customer base.	(£21)	↑
Our Place	Property Services - Rental income increases.	(£75)	↑
Our Place	Planning Fee Income has exceeded budgeted levels due to completion of a number of large applications.	(£372)	↑
Our People	Trinity Art Centre income has exceeded budgeted levels.	(£40)	New
Our Place	Planning Policy - Legal Charge Refunds relating to previous year costs.	(£40)	New
Funding	Windfall Income: Government Grants - MHCLG - Internal Drainage Board Levies Support.	(£51)	↓
Funding	Business Rates - Net Gain.	(£88)	New

Cluster	INCOME	Total £000	Direction of Travel From Prev. Qtr.
<b>BUDGETED INCOME NOT ACHIEVED</b>			
Our Council	Crematorium income is down against budget due to an increase in direct cremations and farewell services.	£61	↑
Our People	Housing Standard - Less Civil penalty notices issued £12k. £25k relates to budgeted income from Selective Licensing scheme which didn't proceed.	£37	↓
Our People	Wellbeing Lincs Responder Service.	£38	New
Our People	Housing Benefits Subsidy - forecast loss of subsidy reclaimed on supported accommodation placements £83k, reduced by budget savings against Housing Benefit administration (£21k).	£62	↑
Our Place	Street Naming and Numbering Income is below budgeted levels.	£13	New
		(£907)	

<b>SERVICE BUDGET VARIANCE</b>	<b>(£658)</b>
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<b>CORPORATE BUDGET VARIANCE</b>	<b>(£830)</b>
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<b>TOTAL VARIANCE</b>	<b>(£1,488)</b>
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## 2.2 Allocation of the Net Contribution to Reserves

Members are asked to approve the allocation of the net contribution to reserves of **£1.488m** as detailed in the table below:

Forecast Net Contribution to Reserves £000	(1,488)	Notes
Contribution to Maintenance of Facilities Reserve	200	Reduced balance due to large projects funded from reserve e.g. TAC boundary wall.
Contribution to Health and Wellbeing Reserve - Temporary Accommodation (TA)	150	TA Rolled into core spending power from 2026/27. Base budget of £50k - 2025/26 costs c£250k but expected to reduce from 2026/27.
New Planning Fee Reserve	370	Establish Planning Fee Reserve to (a) Smooth impact on budget of the timing of planning application receipts, and (b) Resource Development Management team (in response to ongoing planning consultation).
Contribution to Business Rates Volatility Reserve	88	Business Rates Retention surplus in year to allow for variations against estimates within the MTFP.
Carry Forward to Business Planning Contingency	35	Feasibility study into future options at the Roses site in Gainsborough and surrounding area.
Contribution to Project Investment Reserve (LGR)	645	Remaining balance to build reserve for LGR costs.
Remaining Balance £000	0	

## 2.3 Significant items (>£10k) of note by Cluster:

### 2.3.1 Our Council

- **Supplementary Services**

The Bulky Waste Collection service has generated **£0.019m** in additional income for the year.

The Big Bin Hire service was initially introduced for a 12 month period, in July 2025 Committee approved continuing the service as a business as usual offering and has achieved **£0.007m** of net income in 2025/2026.

The expenditure and income budgets for the service have been built into the Medium Term Financial Plan (MTFP) from 2026/2027, with a forecast net income of £0.018m pa.

- **Commercial Waste**

Commercial Waste income has generated **£0.021m** above the target for the year due to an increase in customer base.

- **Insurance Premiums**

There is a pressure of **£0.030m** against the insurance premium budget for 2025/2026. The budget was forecast based on existing information at the time of budget setting. It did not consider any renewal volume changes, such

as changes to property values, and increases in fleet numbers which have occurred since. The final renewal price reflects all known renewal uplifts.

- **Utilities**

There was an overall underspend against utility budgets (gas and electricity) of £0.052m during 2025/2026, primarily relating to the Guildhall.

There is a contract in place for electricity up to the 30<sup>th</sup> September 2028, and gas up to the 31<sup>st</sup> March 2027. Prices are reviewed annually but fixed for the year ahead to provide a level of certainty around future costs.

Gas at the crematorium is a separate contract until 31<sup>st</sup> March 2029, again reviewed annually.

- **Software**

There is a total saving across several software contracts of £0.021m. Budgets had been set incorporating an inflationary increase to all contracts; however, several didn't increase by the level expected.

- **NNDR Collaborative Agreement Payment**

A one off payment was made in relation to the NNDR collaborative agreement with City of Lincoln Council for contractual increase payable resulting in a pressure against budget of £0.032m.

- **Corporate Contingency Budgets**

There are revenue contingency budgets held to:

- mitigate risks
- provide support for projects within approved business plans
- utilise for county wide projects, and
- offset potential pressures identified through the Medium Term Financial Plan where the values and/or timing of spend was unconfirmed at the time of budget setting.

The base budget for 2025/2026 was £0.506m, with £0.472m added as approved carry forwards from 2024/2025 resulting in a revised budget for the year of £0.978m.

£0.473m has been applied in year, £0.219m has been approved for carry forward into 2026/2027 (**Appendix 1**). £0.286m has been confirmed as not required during 2025/2026.

- **Crematorium**

There is a pressure on income of £0.061m for standard cremation services, partly due to an increase in direct cremations and farewell services. The MTFP reflects the latest business plan, as presented to Corporate Policy and Resources Committee in October 2024.

## 2.3.2 Our People

- **Housing Benefit Subsidy**

We have new accommodation providers in West Lindsey who are offering supported accommodation and because the providers are not Registered Providers of Social Housing we cannot claim full subsidy on the Housing Benefit we pay out to any tenants in these properties. There is a possibility that West Lindsey will be responsible for 50% of the benefit paid on these properties and as the accommodation is supported accommodation the rents are far higher than normal rents. These landlords are being urged to become Registered which means they will be regulated, and full Housing Benefit subsidy can be claimed from the Department for Work and Pensions. Work is underway for one landlord to become registered, but the timescales are unknown.

The impact of this for 2025/2026 is a pressure of £0.083m on Housing Subsidy.

This has been reduced by £0.021m budget saving against Housing Benefit administration – with a net pressure of £0.062m.

- **Housing Standards**

There is a pressure on income of £0.037m against the fees and charges budget for this service. £0.012m is due to a reduced number of civil penalty notices being issued in 2025/2026. £0.025m relates to the Selective Licensing Scheme with budgeted income not being realised due to the scheme not proceeding.

- **Wellbeing Lincs Responder Service**

The current contract with East Lindsey District Council to host the Wellbeing Responder Service is for five years, from 13.01.25 to 12.01.30, with potential extensions thereafter.

Initial estimates of the impact of the contract on the bottom line for the Council were a contribution of £0.077m. Following a full year of the service being operational the actual contribution for 2025/2026 was £0.039m – a shortfall of £0.038m.

Within the initial estimate we had over budgeted for certain elements of the contract. The ongoing impact for the MTFP will be reviewed ahead of budget setting for 2027/2028 to reflect actual costs and income generated.

- **Homelessness**

Homelessness and Rough Sleeping Funding of £0.536m was received from the MHCLG for 2025/2026. This funding was sufficient to meet the needs of the service during the year.

The service holds a base budget of £0.05m as WLDC contribution towards the service – this wasn't required during 2025/2026 and is reported as an underspend.

- **Parish Lighting**

The Council holds a budget in order to operate and maintain street lighting in parish areas, including electricity and repairs and maintenance. We have a shared service arrangement with Lincolnshire County Council for the provision of maintenance works and electricity billing. This enables residents to report streetlight faults related to WLDC lights via FixMyStreet and they are directed to Lincolnshire County Council for action. The Council also uses other contractors especially where urgent repair work is required.

The service has reported a pressure for 2025/2026 of £0.044m due to an increase in electricity costs and unforeseen repairs and maintenance.

During the 2025/2026 financial year electricity costs dramatically increased due to various national and global factors beyond our control.

During the period we had a higher volume of streetlight faults requiring maintenance work resulting in increased costs. If a repair related to an older style Sox lamp (not LED), where practicable the repair would include upgrading to LED to achieve longer term sustainability.

During 2026/2027, the Council will continue to complete LED upgrade works on our street lighting. This will help to contribute longer term to reduced maintenance and electricity costs.

- **Trinity Art Centre**

Trinity Art Centre income has exceeded budgeted levels by £0.04m, which is attributable to the success of live performances including the pantomime, bar sales and an increase in secondary venue hire.

### 2.3.3 Our Place

- **Fuel**

There is an underspend against fuel budgets of £0.137m. The average fuel price for the year was £1.07 per litre (compared to the average price paid per litre during 2024/2025 of £1.10).

This has been offset by a pressure against vehicle repairs and maintenance budgets of £0.156m, due to the responsive and unpredictable nature of works required.

The net impact is a pressure of £0.019m.

Fuel prices mainly follow crude oil prices, which are very sensitive to ongoing geopolitical conflicts. As a result, we have seen an increase in fuel prices in recent months, with the 2026/2027 average fuel price to date being £1.40 per litre – if prices were to continue at that level for the full year we would anticipate a pressure against budget of c£0.07m.

- **Street Cleansing - Hire of Sweepers**

There is an underspend against vehicle hire budgets of £0.089m. The service holds a budget for the hire of sweepers and has entered into a lease agreement for two sweepers during 2025/2026.

A change in accounting rules for the lease of property, plant and equipment (accounting standard IFRS16 effective from the 1<sup>st</sup> of April 2025) means that the sweepers must be treated as a Right of Use Asset (ROUA) on our balance sheet instead of as a service revenue cost.

Whilst there is a saving in year one of the agreement, capital costs are applied from year two and for a year following the end of the agreement. This has been reflected in the MTFP with effect from 2026/2027.

- **Street Naming and Numbering**

Income achieved for the year was £0.013m below the budgeted level due to market factors affecting demand on the service during the year.

- **Planning**

Planning application fee income has generated £0.372m above the target for the year due to the completion of a number of large developments.

Due to the difficulty in forecasting the timing of the completion and receipt of large planning application fees, it is proposed to create a new Earmarked Reserve 'Planning Fees'.

Where a net surplus is generated in year this will be transferred to the reserve at year end and may be drawn down into service, in years where there is a pressure against income budgets due to the timing of completion of large developments (section 2.2). The reserve would smooth the impact on the budget of the timing of planning application receipts.

- **Planning Policy**

Legal charge refunds relating to costs incurred in previous financial years were received in 2025/2026 **£0.04m**.

- **Property Services**

There is additional income of **£0.075m** due to additional income following RPI reviews of rent which were due in year for a number of properties.

### 2.3.4 Corporate Accounting

- **Interest Payable/Receivable**

Income for interest receivable is **£0.289m** above the revised budget. This is due to the base rate being slightly higher than the peak expected when the budget was set. This combined with pro-active treasury management has meant that the Council is forecast to exceed its interest receivable budget. In addition, there is an underspend on interest payable of **£0.116m** due to a lower borrowing requirement than forecast at the time of budget setting for 2025/2026.

### 2.3.5 Funding

- **Windfall income**

We have received windfall grant income of **£0.051m** in relation to a Government Grant for internal Drainage Board Levies Support.

- **Business Rates**

There is an overall net gain from Business Rates of **£0.088m**.

It is proposed to transfer the surplus to the Business Rates Volatility Reserve to meet the costs of any variances against the business rate retention scheme in future years. This will increase the balance on the reserve to £2.318m – this equates to c80% of the annual budget for business rates (section 2.2).

## 2.3.6 Establishment

Salary budgets 2025/2026 were based on an estimated 3.0% pay award across all scale points.

On the 22<sup>nd</sup> of April 2025 the National Employers made full and final offers of 3.2% to each of the four negotiating groups for which they have responsibility. This offer was formally accepted on the 23<sup>rd</sup> of July 2025.

Based on a full establishment, costs have increased by £0.027m. As the organisation currently carries vacancies above the 2% vacancy factor allowed for, the impact of the pay award has been contained within existing budget provision.

**An underspend of £0.164m is reported against employee costs:**

Underspend of £0.164m due to vacancies above the 2% vacancy factor, offset by pressures due to the appointment of temporary resources to cover vacancies. This equates to **-0.96%** of the total employee budget.

## 2.4 Fees and Charges

2.4.1 £5.503m has been received in Fees and Charges income during 2025/2026 against a budget of £5.015m, a gain of £0.488m.

The significant variances forecast for the year are:

- Planning application fees **£0.372m**
- Trinity Arts Centre – ticket sales and consumables **£0.040m**
- Supplementary Services – bulky waste collections and big bin hire **£0.026m**
- Commercial Waste collections **£0.021m**
- Reduction in street naming and numbering income **£0.013m**
- Housing Standards – reduced civil penalties and selective licensing **£0.037m**
- Crematorium income below target **£0.061m**

### 2.4.2 Amendment to Fees and Charges Schedule 2026/2027

#### a) Building Safety Levy (statutory)

A statutory Building Safety Levy is coming into force 1<sup>st</sup> October 2026, introduced under the Building Safety Act 2022.

This is a government levy (tax) on new residential development and is designed to raise money to fix historic building safety defects (e.g. cladding issues post-Grenfell) and aims to shift remediation costs away from leaseholders and taxpayers and onto the development industry.

Thriving Council Committee		Building Safety Levy			
		2026/27	VAT Amount	2026/27 Charge Inc. VAT	VAT Rate
		£	£	£	
<b>Building Safety Levy</b>					
STAT	Standard Rate	Per square metre	£18.58	£0.00	£18.58 OS
STAT	Previously Developed Rate		£9.29	£0.00	£9.29 OS

## b) Planning Application Fees (statutory)

Since 1st April 2025, planning fees are now subject to annual indexation. They increase every year (1st April) by the rate of inflation - as measured by the CPI rate in September (up to a maximum of 10%). They are rounded up or down to the nearest £1.

This is set out in regulation 18A of The Town and Country Planning (Fees for Applications, Deemed Applications, Requests and Site Visits) (England) Regulations 2012 (as amended).

The Planning Fees were published by the MHCLG on the 27<sup>th</sup> February 2026 and the schedule is provided at **Appendix 6**.

The published fees included fees in relation to the carrying out of any operations connected with exploratory drilling for oil or natural gas and the monitoring of mining and landfill sites which were not previously included in our fees schedule:

Thriving Places Committee		Planning Applications Continued			
		2026/27	VAT Amount	2026/27 Charge Inc. VAT	VAT Rate
		£	£	£	
<b>Operations</b>					
STAT	Exploratory drilling for oil or natural gas	Not more than 7.5ha, per 0.1 ha or part thereof	£725.00	£0.00	£725.00 OS
STAT		More than 7.5ha, £54,255 and an additional £215 for each 0.1h in excess of 7.5ha up to maximum of £427,537	£215.00	£0.00	£215.00 OS
STAT	Exploratory winning and working of oil or natural gas	Not more than 15ha, per 0.1 ha part thereof	£366.00	£0.00	£366.00 OS
STAT		More than 15ha, £54,896 and an additional £215 for each 0.1h in excess of 15ha up to maximum of £111,159	£215.00	£0.00	£215.00 OS
STAT	Exploratory works not covered in drilling, or winning of oil or gas	Not more than 15ha, per 0.1 ha part thereof	£333.00	£0.00	£333.00 OS
STAT		More than 15ha, £49,786 and an additional £196 for each 0.1h in excess of 15ha up to maximum of £111,159	£196.00	£0.00	£196.00 OS
STAT		In any other case, for each 0.1ha site area part therefore, up to maximum £2,676	£309.00	£0.00	£309.00 OS
STAT	Monitoring of mining and landfill sites	The whole or part of the site is active, in any other case £174	£523.00	£0.00	£523.00 OS

## **2.5 Use of and Contribution to Reserves – Net Movement to Reserves £0.243m.**

### **2.5.1 Use of Reserves – Member Approval Required - £0.303m**

The following use of Earmarked Reserves is greater than £0.05m and requires the approval of Thriving Council and Resources committee:

- Thriving Gainsborough – LUF Match Funding Revenue Expenditure:
  - £0.129m from Investment for Growth Reserve
  - £0.174m from Revenue Grants Unapplied Reserve - LUF Capacity & Capability Grant

### **2.5.2 Use of Reserves – Delegated Decision - £0.165m**

The Chief Finance Officer has used delegated powers to approve the use of earmarked reserves up to £0.05m.

- £0.021m from Revenue Grants Unapplied Reserve - Elections New burden grant for Canvassers Fees.
- £0.005m from Investment for Growth Reserve - Approved capital spend moved to revenue due to being below deminimus (e.g.<£0.01m). Gainsborough Shop Front Improvement Scheme.
- £0.019m from Maintenance of Facilities Reserve - Condition survey work identified in the SAMP:
  - £0.003m Commercial Properties
  - £0.003m Miscellaneous Properties
  - £0.002m Property Services (other misc. properties)
  - £0.012m Cemeteries
- £0.025m from Enforcement Costs Reserve – Shortfall in civil penalties income 2025/2026.
- £0.019m from Investment for Growth Reserve – Gainsborough Heritage Regeneration Scheme match funding.
- £0.016m from Maintenance of Facilities Reserve – WLDC Parking Strategy 2026-2031 (Parking Matters Ltd.).
- £0.022m from CIL Reserve. Shortfall in CIL income 2025/2026.
- £0.038m from Revenue Grants Unapplied Reserve:
  - £0.015m Levelling Up Parks Fund
  - £0.023m DEFRA Food Waste Transitional Resource Grant

### **2.5.3 Contribution to Reserves – Member Approval Required £0.073m**

The following contributions to Earmarked Reserves are greater than £0.05m and requires the approval of Thriving Council committee:

Balance of Grant with no Conditions to Repay Transferred to Revenue Grants Unapplied:

- £0.073m Home Office - Asylum Dispersal Grant.

## 2.5.4 Contribution to Reserves – Delegated Decision £0.151m

The Chief Finance Officer has used delegated powers to approve the contributions to earmarked reserves up to £0.05m.

- £0.004m to Community Grant Scheme Reserve. Community lottery income 2025/2026.
- £0.016m to Investment for Growth. Net revenue costs for Scampton (One Public Estate (OPE) funding £38.5k less £22.9k costs).
- Balance of Grants with no Conditions to Repay Transferred to Revenue Grants Unapplied – Total £0.131m:
  - £0.004m MHCLG Healthy Homes Project
  - £0.003m Active Lincolnshire School Games Organiser Fund
  - £0.044m MHCLG Supported Housing Strategy
  - £0.028m MHCLG Renters Right Act 2025
  - £0.027m Defra Biodiversity Net Gain Grant
  - £0.025m Defra Air Quality New Burdens Grant

## 2.5.5 Review of Reserves

Details of the balances held on usable reserves as of 31<sup>st</sup> March 2026 and forecast balance to the 31<sup>st</sup> March 2032 is included within the report for review at **Appendix 7**.

The movements to and from reserves are those which have been formally approved and does not include pipeline projects which are yet to be formalised.

Reserves Name	Balance at 31/03/26 £	Allocation for Reprioritisation £	Use of Allocation for Reprioritisation £	Other Approved Movements - Net Contribution To Reserve £	Other Approved Movements - Net Contribution (From) Reserve £	Estimated Balance at 31/03/32 £
Service Investment / Renewals Total	5,598,451	(852,900)	0	5,722,600	(5,776,300)	4,691,851
Contingency / Risk Total	6,673,434	(650,000)	0	0	(1,306,700)	4,716,734
Investment for Priorities Reserve Total	8,680,038	(5,697,100)	273,700	671,600	(2,100,500)	1,827,738
<b>Earmarked Reserves Total</b>	<b>20,951,923</b>	<b>(7,200,000)</b>	<b>273,700</b>	<b>6,394,200</b>	<b>(9,183,500)</b>	<b>11,236,323</b>
General Fund Balance Total	3,804,707	0	0	0	(258,800)	3,545,906
Capital Receipts Total	1,109,029	(800,000)	0	282,297	(263,100)	328,226
Capital Grants Total	3,609,213	0	0	10,228	0	3,619,441
<b>Usable Reserves Grand Total</b>	<b>29,474,872</b>	<b>(8,000,000)</b>	<b>273,700</b>	<b>6,686,725</b>	<b>(9,705,400)</b>	<b>18,729,897</b>

An update on the balance of usable reserves will be presented to members on a quarterly basis during 2026/2027 as part of budget monitoring reporting and will be further developed following a Government decision on LGR proposals.

A separate 'Annual Review of Usable Reserves' will be presented to Thriving Council Committee in November as part of the MTFs process for 2027/2028.

## 2.6 Grants

As of 1st April 2025, we had an amount of £1.169m relating to grants received

which had yet to be expended. Budget provision will be created throughout the financial year as required to deliver projects in accordance with grant terms. The final balance as of 31<sup>st</sup> March 2026 is £1.071m.

The spend eligibility deadline for both UK Shared Prosperity Fund (UKSPF) and Rural England Prosperity Fund (REPF) was previously 31<sup>st</sup> of March 2026, this has been extended to the 30<sup>th</sup> of September 2026. Costs must be related to activity that takes place on or before the 30<sup>th</sup> of September 2026. As schemes are progressing in West Lindsey, this is unlikely to have a significant impact but will provide more time to ensure the grant will be fully utilised. An update on the UKSPF is provided at **Appendix 4**.

### 2.6.1 Successful Grant Bids and New Grant determinations

The following grants have been received during this period:

Grant Issued By	Grant Name	£
Department for Work & Pensions (DWP)	Rent Allowance	2,450,829
Department for Environment, Food & Rural Affairs (DEFRA)	Extended Producer Responsibility Grant	753,388
North East Lincs Council	UK Shared Prosperity Fund	629,860
Department for Levelling Up, Homes and Communities (MHCLG)	Pride in Place	285,000
Lincolnshire County Council	Household Support Fund	197,955
Department for Levelling Up, Homes and Communities (MHCLG)	Funding Floor	146,518
Midlands Neyt Zero Hub (MNZH)	Warm Homes Local Grant	134,238
Department for Levelling Up, Homes and Communities (MHCLG)	New Home Bonus	124,839
Department for Levelling Up, Homes and Communities (MHCLG)	Recovery Grant	76,192
Lincolnshire County Council	Disabled Facilities Grant top up grant	69,288
Department for Work & Pensions (DWP)	Discretionary Housing Payments	65,338
Department for Work & Pensions (DWP)	Housing Benefit Admin Grant	53,343
Department for Levelling Up, Homes and Communities (MHCLG)	Homelessness	53,133
Department for Levelling Up, Homes and Communities (MHCLG)	Revenue Support Grant	45,906
Department for Levelling Up, Homes and Communities (MHCLG)	Supported Housing	43,846
Lincolnshire County Council	Homes For Ukraine	43,345
National Heritage Lottery	Townscape Heritage (THI)	39,970
Department for Levelling Up, Homes and Communities (MHCLG)	National Insurance grant	31,076
Department for Environment, Food & Rural Affairs (DEFRA)	Air Quality Grant	25,274
Department for Levelling Up, Homes and Communities (MHCLG)	Redmond Review	18,518
Various small grants		16,385
Department for Work & Pensions (DWP)	Rent Rebate	2,760
		<b>5,307,002</b>

Income and expenditure budgets will be created to reflect the grant being received and spend activity where applicable.

### Other Items for information

### 2.7 Planning Appeals

In Quarter 4 2025/2026, to the end of March 2026, there were two appeals determined – both of which were dismissed.

Period	Number of Appeals	Allowed	Dismissed
January	2	0	2
February	0	0	0
March	0	0	0
<b>Total for Quarter 4</b>	<b>2</b>	<b>0</b>	<b>2</b>

There is one live application for costs awaiting decision. Appeal costs are not budgeted for and therefore any costs allowed will be a direct loss to the Council.

## 2.8 Aged Debt Summary – Sundry Debtors Aged Debt Summary Final 2025/2026 Monitoring Report

At the end of March 2026, there was a total of £0.170m outstanding debt in the system over 90 days. Much of this debt was over 150 days old (95%) and mainly comprised of:

- Housing £0.057m
- Property Services £0.036m
- Environmental Services £0.032m
- ICT £0.013m

For each of these areas the debt recovery process is under way for all debt over 90 days, payment plans are being put in place where possible.

The level of outstanding debt for the same period 2024/2025 is provided below for information:

2024/2025 Total £	Month	90 – 119 days £	120 – 149 days £	150+ days £	2025/2026 Total £
231,309	Quarter 1 - ending May 2025	2,921	14,696	192,303	209,920
233,728	Quarter 2 - ending Sept 2025	50,549	27,313	169,298	247,160
177,446	Quarter 3 - ending Dec 2025	8,526	2,182	169,260	179,967
190,201	Quarter 4 - ending Mar 2026	3,431	5,375	161,299	170,106

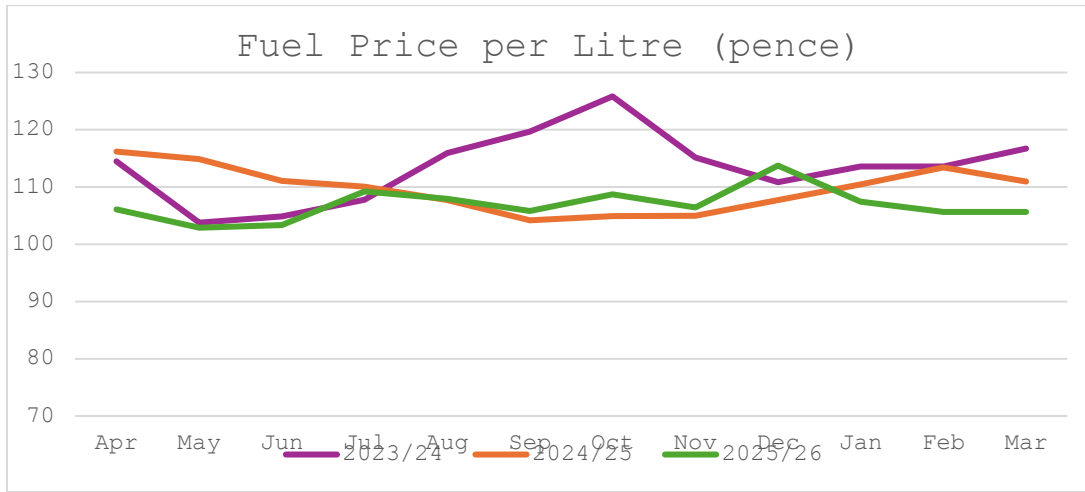
## 2.9 Changes to the Organisation Structure

2.9.1 There have been no changes to the organisational structure during the period.

## 2.10 Fuel

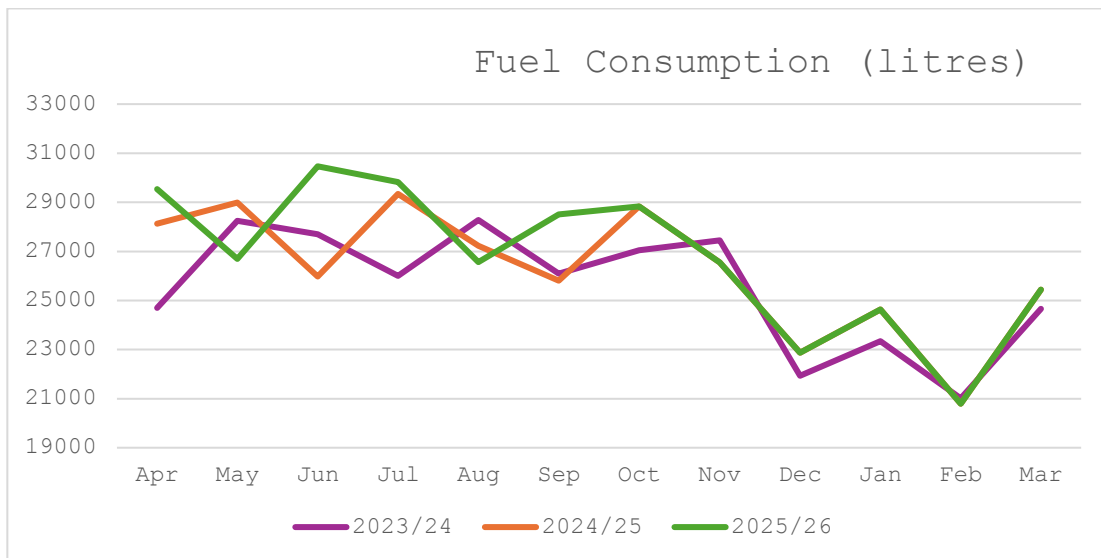
2.10.1 The chart below shows the actual price paid per litre of fuel, in pence, for each year from 2023/2024 to 2025/2026.

The prices shown for 2025/2026 are actuals for the year, for the period April 2025 to March 2026, at an average of £1.07 per litre. The average price paid per litre during 2024/2025 was £1.10.



2.10.2 The chart below show the actual volume of fuel purchased, in litres, for each year from 2023/2024 to 2025/2026.

There is a drop in fuel purchased December to February, which reflects the pause in Garden Waste collections.



### 3.1 CAPITAL UPDATE – Final Outturn 2025/2026

3.1.1 The Capital Budget forecast out-turn is £7.206m against a revised budget of £14.324m. This results in a variance (underspend) of **£7.118m**.

This is made up of:

- **£0.653m** net underspend
- **£1.698m** requested carry forward from 2025/2026 to 2026/2027
- **£4.767m** requested budget movement to revenue

3.1.2 Individual Schemes are detailed in the table contained within the report at **Appendix 2** with commentary provided on performance.

### 3.2 Capital Programme Update 2025/2026

The detailed capital monitoring table is included within the report at **Appendix 2**. The amendments to the following schemes are requested:

#### 3.2.1 Net Underspend Position - **£0.653m**

- **ERP Systems Phase 2** – no further spend anticipated on this scheme, so budget to be returned to reserves **£0.398m**
- **Local Authority Housing Fund** – Budget was allocated according to assumptions made on property prices. These came in lower than those assumed **£0.167m**
- **Thriving Gainsborough Resources** – Scheme now finished with no actual spend on this element of the scheme, so budget to be returned to reserves **£0.056m**
- **Civic Car Replacement** – CP&R meeting on 11/12/25 approved the sale of the civic car. The car has now been sold with proceeds to be held in capital receipts **£0.030m**
- **Food Waste Collection** – Final vehicle was delivered in March 26. £0.019m added for retrofitting 360 cameras to all vehicles which will be funded from unspent capital food waste grant already received **£0.019m**
- **Firewall Upgrade & Replacement** – Procurement completed. Actual capital costs less than anticipated **£0.016m**
- **Shop Front Improvement** – costs moved to revenue as below de-minimis **£0.005m**
- **Home Upgrade Grant Phase 2** – Project now complete, with a small underspend against budget **£0.001m**
- **Market Rasen 3-year vision** – 5-6 Market Place and 16 King Street, now to be funded from UKSPF **£0.001m**
- **Guildhall Meeting Room Equipment** – Installation completed with a small overspend to be funded from reserves **£0.001m**
- **Disabled Facilities Grants** – Additional spend in year, to be funded from additional grant received in year **£0.001m**

### 3.2.2 Movement of budget to revenue - £4.767m

- **Purchase of RAF Scampton** - Capital scheme is to be removed from the capital programme following advice from our External Auditors who have recommended that the transaction be posted through the revenue account. This is because the Council would be purchasing and selling the site on the same day with net nil impact on the accounts £4.75m
- **Member ICT Provision** - Members ICT equipment will be revenue cost due to value being below de -minimis level £0.017m

### 3.2.3 Carry Forward request from 2025/2026 into 2026/2027 - £1.845m

- **Thriving Gainsborough, Cinema** – Balance of capital financing for LUF schemes transferred to Cinema project at year end. Overall remaining balance of £0.342m to be carried forward to 2026/2027 onto capital scheme 'Thriving Gainsborough-Final Allocations'.

The reconsolidated budget forms the remaining part of the match funding which is required through the grant funding agreement to be invested in the Levelling Up Programme of works. This includes finalising the letting and fit out contributions for the commercial units which are now within the Council's property portfolio as well as final invoices relating to contract retention periods, legal matters, and remaining works.

- **Capital Enhancements to Council Properties** - Underspend due to delays in projects. Trinity Arts Centre boundary wall project will complete in 2026/2027 and will utilise the budget of £0.289m to be carried forward to 2026/2027.
- **1.3 Town Centre Regeneration- commercial premises grant** - Construction and supply delays on site. Carry forward £0.228m to 2026/2027.
- **Carbon Efficiencies - Street Lights** - LED Street light upgrade work will be phased over multiple financial years. Project to be broken down into manageable areas and is subject to contractor availability. £0.210m carry forward into 2026/2027 - delays due to staffing resources.
- **Warm Homes Local Grant** - Overspent because other councils could not meet delivery. WLDC project delivery increased by 26% however it will be fully funded MNZH. Drawback £0.141m from 2026/2027.
- **1.1 Flagship Community Grants Programme** – UKSPF extended to 30/09/2026. Grants are in the claim process and will be finalised in 2026/2027. Carry forward £0.137m to 2026/2027.
- **Local Authority Housing Fund - Temp Accommodation** - Costings were based on average price per property but were lower than anticipated. ACIS

were also able to utilise two of their properties which also reduced costs. Carry forward £0.108m to 2026/2027 as may need to be repaid.

- **Grange Farm - Community Supported Living** - Site not going to reach practical completion due to utilities not being able to hook the building up within the time frames planned. Carry forward £0.100m to 2026/2027.
- **Changing Places Unit** - Project expected to complete in 2026/2027. Carry forward £0.098m to 2026/2027.
- **CRM System** - £0.050m relates to the AI phase. A portion of this will be transferred to the Contact Centre project once the AI phase starts. The remaining cost will be for CRM development. £0.085m to be carried forward to 2026/2027.
- **Vehicle Replacement Programme** - The only outstanding vehicle purchase as of 31 Mar 2026 is the replacement of the bulky waste vehicle. Budget underspend to fund delivery of vehicle in 2026/2027. Carry forward £0.065m to 2026/2027.
- **Parks Fund Project** - Following the appointment of a temporary Green Spaces Officer this work can now progress and will be completed by 31/03/27. Carry forward £0.047m to 2026/2027.
- **5-7 Market Place Redevelopment** - Awaiting confirmation of final account figure. Carry forward £0.045m to 2026/2027.
- **Hemswell Cliff Investment for Growth** - Carry forward £0.031m to 2026/2027 when the work is expected to be completed.
- **Northgate Replacement/Upgrade** - Work relating to the letter's module is still outstanding. This budget will be required to be carried forward into 2026/2027 to enable it to take place £0.030m.
- **CCTV Expansion** - Final column works to be completed by LCC to enable installation of the last few CCTV cameras. Remaining balance of £0.010m to be carried forward to complete the scheme in 2026/2027.
- **Thriving Gainsborough - Pocket Park** - Retention payment of £0.010m payable April 2026. Carry forward £0.010m to 2026/2027.
- **Gainsborough Heritage Regeneration** - 18 completed, 3 grants awarded, 4 developing schemes / architect appointed. Drawback £0.006m from 2026/27 to cover overspend in 2025/2026.
- **Thriving Gainsborough - Whitton Gardens** - Retention payment of £0.005m payable May 2026. Carry forward £0.005m to 2026/2027.

- **Desktop Refresh** - Orders complete for 2025/2026 carry forward £0.003m to 2026/2027.
- **Contact Centre** – AI Phase still to be completed. Funding will be transferred from Customer Relationship Management (CRM) scheme once the costs are known. Carry forward £0.002m to 2026/27.

### 3.3 Acquisitions, Disposals and Capital Receipts

3.3.1 The Council has made the following acquisitions during Quarter 4 2025/2026 which have been added to the asset register:

Asset	Acquisition Date	Capital Scheme	Acquisition Amount £
Meeting Room Equipment&TV's	30/01/2026	Guildhall Meeting Room Equipment	12,614
MX16 CPN - 7.5T Food Waste	10/02/2026	Food Waste Collection	13,000
LN26 EVM ISUZU 11T Food waste	27/03/2026	Food Waste Collection	116,310
			<b>141,924</b>

3.3.2 The Council has made the following asset disposals during Quarter 4 2025/2026:

Asset	Disposal Date	Processed Date	Disposal Amount £
YT20 GOP - Skoda Superb	29/01/2026	02/02/2026	15,500
Website Development	05/03/2026	09/03/2026	0
North Warren Rd Depot - Security System	16/03/2026	17/03/2026	0
			<b>15,500</b>

3.3.3 Capital Receipts - The total value of capital receipts received in 2025/2026 at the end of Quarter 4 total £0.019m:

- £0.003m repayments of DFG Grants
- £0.016m sale of civic car

3.3.4 **Increase to Disabled Facilities Grant (DFG) Scheme** - A request is also submitted to increase the DFG budget in 2026/2027 due to additional funding received late in 2025/2026 (11/03/2026). Due to the timing of the funding, budgets had not been increased in 2025/2026 so was not available to be carried forward. The amount requested is £0.058m.

#### 4. TREASURY MONITORING – Quarter 4 (January – March 2026)

The Treasury Management Strategy Statement (TMSS) for 2025/2026, which includes the Annual Investment Strategy, was approved by the Council on 3 March 2025. It sets out the Council's investment priorities as being:

- Security of capital;
- Liquidity; and
- Yield.

The Council will aim to achieve the optimum return (yield) on its investments commensurate with proper levels of security and liquidity. In the current economic climate, it is considered appropriate to keep investments short term to cover cash flow needs, but also to seek out value available in periods up to 12 months with highly credit rated financial institutions, using our suggested creditworthiness approach, including a minimum sovereign credit rating and Credit Default Swap (CDS) overlay information.

- 4.1 Officers can confirm that there have been no breaches of Prudential Indicators as detailed at 4.9 below.
- 4.2 Interest received (January - March) is more than the average 7-day Sterling Overnight Index Average (SONIA) (4.02%) with an average yield of 4.047% (including CCLA) and 3.953% (excluding CCLA). The Council budgeted to receive £0.519m of investment income, the outturn is now £0.767m.

#### 4.3 Interest Rate Forecasts

The Council's treasury advisors, MUFG, have provided the following forecasts on 8<sup>th</sup> April 2026:

MUFG Corporate Markets Interest Rate View 25.03.26												
	Jun-26	Sep-26	Dec-26	Mar-27	Jun-27	Sep-27	Dec-27	Mar-28	Jun-28	Sep-28	Dec-28	Mar-29
<b>BANK RATE</b>	3.75	3.75	3.75	3.75	3.75	3.50	3.50	3.25	3.25	3.25	3.25	3.25
3 month ave earnings	4.00	3.90	3.80	3.80	3.70	3.50	3.50	3.30	3.30	3.30	3.30	3.30
6 month ave earnings	4.20	4.10	4.00	3.90	3.90	3.70	3.70	3.50	3.50	3.50	3.50	3.50
12 month ave earnings	4.60	4.50	4.40	4.20	4.20	4.00	4.00	3.80	3.80	3.80	3.80	3.80
5 yr PWLB	5.00	5.00	4.90	4.80	4.60	4.40	4.20	4.20	4.10	4.10	4.10	4.10
10 yr PWLB	5.50	5.50	5.40	5.30	5.10	4.90	4.70	4.70	4.60	4.60	4.60	4.60
25 yr PWLB	6.00	6.00	5.90	5.80	5.60	5.40	5.20	5.20	5.20	5.20	5.10	5.10
50 yr PWLB	5.80	5.80	5.70	5.50	5.40	5.20	5.00	5.00	5.00	5.00	4.90	4.90

**Appendix 8** details MUFG detailed commentary on Interest Rate Forecasts (as of 26 March 26).

#### 4.4 Investments

The Council held investments of £19.645m on 31<sup>st</sup> March 2026. The table below details these investments for Quarter 4:

<b>Investments at Qtr. 4</b>	<b>Qtr. 4 £m</b>
LGIM Money Market Fund	6.945
CCLA Money Market Fund	5.500
Local Authority	6.000
Lloyds Bank Deposit Account	0.200
CCLA Property Fund	1.000
Insight Money Market Fund	0
<b>Total</b>	<b>19.645</b>

MUFG Monthly Investment Analysis Review March 2026 is included in **Appendix 9**.

#### 4.5 Investment in Local Authority Property Fund (CCLA)

The total the Council has invested now stands at £1m (of an approved £4m). Interest is receivable on a quarterly basis.

#### 4.6 New External Borrowing

New short-term borrowing of £5.0m was taken during Quarter 4, January to March 2026 for cashflow purposes.

#### 4.7 Total Prudential Borrowing at Quarter 4

<b>Prudential Borrowing</b>	<b>Qtr. 4 £m</b>
Total External Borrowing	24.000
Total Internal Borrowing	11.108
Leases	0.142
<b>Total Prudential Borrowing</b>	<b>35.250</b>

#### 4.8 Borrowing in advance of need

The Council has not borrowed in advance of need during the period ending 31<sup>st</sup> March 2026.

#### 4.9 Compliance with Treasury and Prudential Limits

It is statutory duty for the Council to determine and keep under review the affordable borrowing limits. The Council's approved Treasury and Prudential Indicators (affordability limits) are included in the approved Treasury Management Strategy (TMS).

During the financial year to date the Council has operated within these treasury and prudential indicators and in compliance with the Council's Treasury Management Practices.

The prudential and treasury Indicators are shown below and consider the revisions to the Capital Programme as detailed in section 3 of this report.

	Original £m	Qtr. 4 £m
<b>Treasury Indicators</b>		
Authorised limit for external debt	40.000	40.000
Operational boundary for external debt	35.000	35.000
External Debt	24.000	24.142
Investments	(13.000)	(19.645)
<b>Net Borrowing</b>	<b>11.000</b>	<b>4,497</b>
<b>Prudential Indicators</b>		
Capital Expenditure	13.383	7,206
Leases	0	142
Capital Financing Requirement (CFR)	35.251	35.250
<i>Of Which is Commercial Property</i>	<i>18.661</i>	<i>18.661</i>
Annual change in CFR*	(0.834)	(0.835)
External Debt	24.000	24.142
Under/(over)borrowing	11.251	11.108
Ratio of financing costs to net revenue stream*	8.94%	8.58%
<b>Incremental impact of capital investment decisions:</b>		
Increase/Reduction (-) in Council Tax (band change per annum)	£0.00	-£10.16

## 5. STATUTORY REQUIREMENTS TO PUBLISH:

### SECTION 137 EXPENDITURE, BUILDING CONTROL ACCOUNT

We are required to publish the following data on our website as part of Statutory Requirements, annually each year. They are included in this report for information.

#### 5.1 SECTION 137 EXPENDITURE

Section 137 of the 1972 Local Government Act (as amended) empowers local authorities to make contributions to certain charitable funds AND not for profit bodies providing a public service in the United Kingdom. For 2025/2026, the maximum amount allowable was £11.10 per head of population (99,208) which equates to £1.101m.

The Council's expenditure in 2025/2026 under this power was £0.498m (£0.566m in 2024/2025), being £0.603m below the maximum amount allowable.

The published data is contained within this report at **Appendix 3**.

#### 5.2 BUILDING CONTROL ACCOUNT

The Building Control Regulations 2010 requires authorities to publish a financial statement relating to the building regulations chargeable and non-chargeable account.

The following statement shows the deficit for the chargeable and non-chargeable work for the year 2025/2026.

	Chargeable 2025/26 £m	Non- Chargeable 2025/26 £m	Total 2025/26 £m
Expenditure for year	0.315	0.270	0.585
Income for year	(0.253)	0	(0.253)
<b>(Surplus)/Deficit for year</b>	<b>0.062</b>	<b>0.270</b>	<b>0.332</b>

#### 5.3 COMMUNITY INFRASTRUCTURE LEVY (CIL)

Following a change in the CIL Regulations 2010 (as amended). The Government have introduced a new reporting requirement called an Infrastructure Funding Statement (IFS), which includes Section 106

monitoring and must be published on or before the 31<sup>st</sup> of December of that year. The IFS for 2024/2025 is now published on the Council's website and the IFS for 2025/2026 will be published on or before 31<sup>st</sup> December 2026.

A summary of the CIL receipts and expenditure for financial year 2025/2026 is included at **Appendix 5**.

## **ASSOCIATED IMPLICATIONS**

**Legal:** None arising as a result of this report.

## REVENUE

The revenue out-turn position for 2025/2026 is a gross contribution to reserves of £2.117m against the revised budget for 2025/2026, which includes £0.629m of approved revenue carry forwards into 2026/2027. **The remaining balance being an underspend and contribution to reserves of £1.488m.**

The General Fund Balance as of 31 March 2026 is £3.805m (excluding carry forwards). This includes £1.488m net contribution to reserves which will be allocated from GFB as approved by this committee as proposed at section 2.2. Excluding the year end surplus the balance is £2.317m which is within the range of the minimum working balance agreed by Members of between £2.0m and £2.5m.

Balance of reserves as of 31 March 2026 excluding carry forwards and year-end surplus held in General Fund Balances:

	£m
General Fund Balance	2.317
Earmarked Reserve	20.952
Capital Receipts	1.109
Capital Grants Unapplied	3.609
	27.987

The items with significant variances are contained within this report at 2.1 and 2.3.

## CAPITAL

The capital programme outturn for 2025/2026 is expenditure of £7.206m against a revised budget of £14.324m, a variance (underspend) of **£7.118m.**

The amendments to the 2025/2026 capital schemes are detailed at 3.2.1 to 3.2.2.

That amendments to the 2026/2027 capital schemes are detailed at 3.2.3 and 3.3.4.

## TREASURY

The Treasury Management activities during the reporting period are disclosed in the body of this report. Total external borrowing is currently £24.142m.

There have been no breaches of Treasury or Prudential Indicators within the period of this report.

Average investments for the quarter 4 (January - March) were £19.067m, which achieved an average rate of interest of 4.047% (October - December

was £17.538m, 4.099%).

**Staffing:**

Salary budgets 2025/2026 were based on an estimated 3.0% pay award across all scale points.

On the 22<sup>nd</sup> of April 2025 the National Employers made full and final offers of 3.2% to each of the four negotiating groups for which they have responsibility. This offer was formally accepted on the 23<sup>rd</sup> of July 2025.

Based on a full establishment, costs have increased by £0.027m. As the organisation currently carries vacancies above the 2% vacancy factor allowed for, the impact of the pay award has been contained within existing budget provision.

**LGR implications:** None arising as a result of this report.

**Equality and Diversity including Human Rights:** None arising as a result of this report.

**Data Protection Implications:** None arising as a result of this report.

**Climate Related Risks and Opportunities:** None arising as a result of this report.

**Section 17 Crime and Disorder Considerations:** None arising as a result of this report.

**Health Implications:** None arising as a result of this report.

**Risk Assessment:**

This is a monitoring report only.

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

N/A

**Call in and Urgency:**

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

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

**Yes**

**No**

**Key Decision:**

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

**Yes**

**No**

## APPENDIX 1

### REVENUE CARRY FORWARDS – USE OF EARMARKED RESERVES

Budget underspends to be carried forward into 2026/2027, which have been previously approved are provided below for information only.

The following carry forwards are approved use of Earmarked Reserves where the project has slipped into future years.

USE OF EARMARKED RESERVES		FINAL 2025/2026		
Cluster	Business Unit	£ 000	Purpose of Carry Forward	Name of Reserve
Thriving People	Community Action - Project Delivery	16	Hemswell Cliff Regeneration - revenue spend to support capital scheme. Prosperous Communities Committee (18.03.25) approved the spend of the capital budget in 2025/2026 with this revenue budget to be carried forward to support the delivery of those projects. Original budget of £10k approved in 2020/2021 (from Community Grant Scheme EMR) , a further £10k approved during 2023/2024 (from Communities at Risk EMR).	Community Grant Scheme
Thriving People	Community Support - Equipment Maintenance	6	£10k in 2025/2026 funded from UKSPF for defibrillator equipment which has resulted in an underspend on the base budget within revenue. Balance on defibrillator scheme equipment budget originally funded from Earmarked Reserves to be carried forward to support the scheme in future years.	Community Grant Scheme
Thriving Places	Economic Regeneration - Consultants	5	Technical support provided from Heritage Lincolnshire for Market Rasen Building Grant Scheme. UKSPF funding has been utilised first due to funding deadlines.	General Fund Balances
Thriving Places	Economic Regeneration - Project Delivery	9	£7.8k Ringfenced budget which we administer on behalf of the Place Board, new business networking collaborations being developed. £1.3k Gainsborough Development Trust legacy funding, project ideas are being developed to meet the original ethos and priorities.	Budget Planning Contingency
Thriving People	Community Environment - Grants and Contributions	62	UKSPF Grant applied in year. Carry forward match funding to be spent by September 2026 due to scheme extension.	General Fund Balances
Thriving Places	Economic Development - Consultants	100	UKSPF Grant applied in year. Carry forward match funding to be spent by September 2026 due to scheme extension.	Feasibility Fund
<b>TOTAL</b>		<b>198</b>		

## APPENDIX 1

### REVENUE CARRY FORWARDS – APPROVED BY LEADERSHIP TEAM AT YEAR-END 2025/2026

Bids for budget underspends to be carried forward into 2026/2027, which required Leadership Team approval are as follows.

BASE BUDGET C/FWDS PENDING APPROVAL BY LT APRIL 2026		FINAL 2025/2026	
Cluster	Business Unit	£ 000	Purpose of Carry Forward
Thriving Council	Human Resources - Corporate Training	83	Unspent training budget to be carried forward to 2026/2027 in full to support development of staff. <b>Base Budget for 2026/2027, before carry forward, is £60k.</b>
Thriving Council	Members Costs - Councillors Training & Seminar Expenses	11	Unspent member training budget to be carried forward, as not all training delivered as anticipated in year. Mandatory training is required next year along with a programme of softer training. For a number of years the budget has been profiled so we have a double budget in year 1 (induction year) – with the remnants carried over each year throughout the 4 year term of office for councillors. <b>Base Budget for 2026/2027, before carry forward, is £10.8k.</b>
Thriving Council	Financial Services - Salaries	35	Salary underspend arising from in year vacancies. Carry forward to support the transition of officers into new posts within the team by extending the current Finance Business Partner agency contract for up to 3 mths to the 30th June 2026. This will enable handover, training and provide team resilience over the closedown period and quarter 1 monitoring for 2026/2027. Total period of agency contract 9 months.
Thriving Council	Car Parks - Urgent and unforeseen Building Maintenance Works	1	To support the installation of contactless card payment functionality on all Pay & Display machines. This work forms part of the Parking Strategy report and its defined scope. Subject to approval of the strategy in April/May 2026. Agreed with S151 Officer.
	Car Parks - Programmed Maintenance Works	4	
	Car Park - Equipment Maintenance	1	
Thriving Council	Corporate Contingencies - Project Delivery	102	<b>BUDGET PRESSURE CONTINGENCY:</b> 1) £88.3k Remaining balance of the Management Structure savings to be carried forward into 2026/2027 to provide for potential costs arising once the senior structure implemented. 2) Feasibility works (RPT Consulting) for TAC £5k and Gainsborough Leisure £8.8k. Work procured, to take place during 2026/2027.
Thriving Council	Chief Executive - Salaries	5	<b>SALARY CONTINGENCY:</b> Additional Chair & Vice Chair allowances for new policy committee. As reported to G&A 24.03.26, 2026/2027 cost to be funded from contingency budget and reflected in the ongoing base budgets from 2027/2028. <b>Base Budget for 2026/2027, before carry forward, is £53.4k (+ £16.7k Homes Health Restructure).</b>

BASE BUDGET C/FWDS PENDING APPROVAL BY IT APRIL 2026		FINAL 2025/2026	
Cluster	Business Unit	£ 000	Purpose of Carry Forward
Thriving Council	Corporate Contingencies - Project Delivery	1	<b>CEX CONTINGENCY:</b> Vinyl's for staff walkways (based on initial quotes provided March 26). <b>Base Budget for 2026/2027, before carry forward, is £44.8k.</b>
Thriving Council	Corporate Contingencies - Project Delivery	111	<b>BUSINESS PLANNING CONTINGENCY:</b> 1) £8k Procurement of Tiger Prism for telephone reporting. 3-year costs as per draft report pending. 2) £7k Crematorium Review. Commences 13.04.26 due to take 2 months to complete, with 6 days on site. 3) £62k Remaining balance of budget originally earmarked for the implementation of the HR system. System not live as at 31.03.26 and further costs anticipated early 2026 4) £33.7k for Asset Review work to be undertaken early 2026/2027. <b>Base Budget for 2026/2027, before carry forward, is £81.5k.</b>
Thriving Council	Planning Policy - Shared Service	27	£53.7k was carried forward at year end 2024/2025 to support Ecologist costs for 3 years (to Oct 2026). Cost incurred during 2025/2026 of £27k (final figure to be confirmed by NK), leaving a balance remaining of £26.7k. This is requested as a carry forward into 2025/2026 to meet the requirements of the SLA which supports the shared ecologist we have with NK and CoL.
Thriving Council	ICT Infrastructure - Project Delivery	21	Contact Centre Technology: Carry forward of budget to fund compliance costs for income management solution in 2026/2027.
Thriving Places	Housing Standards - Project Delivery	29	Funds which were previously made available for Selective Licensing work (£35k) was approved by Prosperous Communities Committee on the 19th of March 2024 to be made available to support the work within the Private Rented Sector Commitment. As additional healthy homes project funding was received the carry forward wasn't needed during 2025/2026. Remaining balance requested to be carried forward into 2026/2027 to continue this work.
<b>TOTAL</b>		<b>431</b>	
<b>GRAND TOTAL</b>		<b>629</b>	

## APPENDIX 2

### CAPITAL INVESTMENT PROGRAMME 2025/2026

Cluster/Scheme	Stage	Actuals	Base Budget	Revised Budget incl. Contingency	Forecast Outturn	Over/ (Under) Spend	Carry Forwards/ Drawbacks	Narrative	Expected Completion Date	Contingency Forecast Outturn	Contingency Budget
		£	£	£	£	£	£			£	£
<b>Corporate</b>											
Firewall upgrade & Replacement	Stage 1	19,591	35,200	35,200	19,591	(15,609)	0	Procurement completed. Actual capital costs less than anticipated.	31/08/2025	0	0
<b>Our Council</b>											
Capital Enhancements to Council Properties	BAU	141,493	125,000	430,600	141,492	0	(289,108)	Underspend due to delays in projects. TAC boundary wall project will complete in 2026/27, and will utilise the budget of £289.1k to be c/fwd to 2026/27.	BAU	0	0
Carbon Efficiencies - Street Lights	Stage 3	0	180,000	210,000	0	0	(210,000)	LED street light upgrade work will be phased over multiple financial years. Project to be broken down into manageable areas and is subject to contractor availability. £210k c/fwd into 2026/27 - delays due to staffing resources.	Multi Year	0	0
Civic Car Replacement	Pre Stage 1	0	0	30,000	0	(30,000)	0	CP&R meeting on 11/12/25 approved the sale of the civic car - car will be sold in 2026/27 with proceeds to be held in capital receipts.	N/A	0	0
Contact Centre	Stage 2	0	0	2,100	0	0	(2,100)	AI Phase still to be completed. Funding will be transferred from Customer Relationship Management (CRM) scheme once the cost are known.	31/03/2026	0	0
CRM System	Stage 3	10,350	0	95,400	10,350	0	(85,050)	£50k is AI. A portion of this will be transferred to the Contact Centre project once the AI phase starts. The remaining cost will relate to CRM development. £85k to be c/fwd to 2026/27.	31/03/2027	0	0
Desktop Refresh	BAU	12,321	12,100	14,900	12,321	0	(2,579)	Orders complete for 2025/26 carry forward £2.6k to 2026/27.	31/08/2026	0	0
ERP Systems Phase 2	Stage 2	0	200,000	398,400	0	(398,400)	0	No further spend anticipated.	31/03/2028	0	0
Guided Meeting Room equipment	Stage 3	12,614	0	11,900	12,614	714	0	Installation completed.	31/03/2026	0	0
Members ICT Provision	Stage 3	0	0	16,700	0	(16,700)	0	Members ICT equipment will be revenue cost due to value being below diminimus level.	31/10/2025	0	0
North Gate Replacement/Upgrade	Pre Stage 1	0	30,000	30,000	0	0	(30,000)	Work relating to the letters module is still outstanding. This budget will be required to be c/fwd into 2026/27 to enable it to take place.	31/03/2027	0	0
1.1 Partnership Community Grants Programme	Stage 3	167,005	0	303,700	167,005	0	(136,695)	UKSPF Extended to 30/09/2026. Grants are in the claim process and will be finalised in 2026/27. C/fwd £136.7k to 2026/27.	30/09/2026	0	0
Changing Places Unit	Stage 3	2,194	0	100,000	2,194	0	(97,806)	Project expected to complete in 2026/27. C/fwd £97.8k to 2026/27/	31/03/2027	0	0
Disabled Facilities Grants	BAU	984,297	736,200	983,200	984,297	1,097	0	Additional funding received in 2025/26 to cover the £1k shortfall.	BAU	0	0
Grange Farm - Community Supported Living	Stage 3	100,000	100,000	200,000	100,000	0	(100,000)	Site not going to reach practical completion due to utilities not being able to hook the building up within the time frames planned. C/fwd £100k to 2026/27.	31/07/2026	0	0
Home Upgrade Grant Phase 2	Stage 3	1,318,307	0	1,319,300	1,318,307	(993)	0	Project now complete.	31/07/2025	0	0
Local Authority Housing Fund - Resettlement	Stage 3	379,010	410,700	546,200	379,010	(167,190)	0	Budget was allocated according to assumptions made on property prices, these came in lower than those assumed. Budget was reallocated to allow for additionalities within the temporary accommodation element of the project. The MOU with MHCLG allows reallocation between different elements of the project.	31/03/2026	0	0
Local Authority Housing Fund - Temp Accommodation	Stage 3	598,073	385,500	705,700	598,073	0	(107,627)	Costings were based on average price per property, but were lower than anticipated. Acis were also able to utilise two of their properties which also reduced costs. C/fwd £107.6k to 2026/27 as may need to be repaid.	31/03/2026	0	0
Parks Fund Project	Stage 3	0	0	47,500	0	0	(47,500)	Following the appointment of a temporary Green Spaces Officer this work can now progress and will be completed by 31.03.27. C/fwd £47.5k to 2026/27.	31/03/2027	0	0
Warm Homes Local Grant	Stage 3	540,789	0	400,000	540,789	0	140,789	Overspent because other councils could not meet delivery. WLDC project delivery increased by 26% however it will be fully funded MNZH. Drawback £140.8k from 2026/27.	31/03/2028	0	0

Cluster/Scheme	Stage	Actuals	Base Budget	Revised Budget incl. Contingency	Forecast Outturn	Over/ (Under) Spend	Carry Forwards/ Drawbacks	Narrative	Expected Completion Date	Contingency Forecast Outturn	Contingency Budget
		£	£	£	£	£	£			£	£
<b>Our Place</b>											
1.3 Town Centre Regeneration	Stage 3	25,000	0	25,000	25,000	0	0		30/09/2026	0	0
1.3 Town Centre Regeneration- commercial premises grant	Stage 3	222,338	0	450,000	222,338	0	(227,662)	Construction and supply delays on site. C/fwd £227.7k to 2026/27.	30/09/2026	0	0
5-7 Market Place Redevelopment	Stage 3	0	44,900	44,900	0	0	(44,900)	Awaiting confirmation of final account figure. C/fwd £44.9k to 2026/27.	Unknown	0	44,900
CCTV Expansion	Stage 3	8,651	0	18,400	8,651	0	(9,749)	Final column works to be completed by LCC to enable installation of the last few CCTV cameras. Remaining balance of £9.7k to be c/wd to complete scheme in 2026/27.	31/03/2027	0	0
Food Waste Collection	Stage 2	352,780	80,000	333,600	352,780	19,180	0	Final vehicle was delivered in March 26. £19.2k added for retrofitting 360 cameras to all vehicles which can be funded from unspent capital Food waste grant already received.	31/03/2026	0	0
Gainsborough Heritage Regeneration	Stage 3	190,137	365,746	184,546	190,137	0	5,591	18 completed, 3 grants awarded, 4 developing schemes / architect appointed. Drawback £5.6k from 2026/27.	30/09/2026	0	0
Hemswell Cliff Investment for Growth	Stage 2	74,042	104,670	104,670	74,042	0	(30,628)	C/fwd £30.6K to 2026/27 when the work is expected to be completed.	31/03/2027	0	0
Market Rasen 3 year vision	Stage 3	0	0	600	0	(600)	0	5-6 Market Place and 16 King Street, now to be funded from UKSPF, steering group to agree new target properties.	30/09/2026	0	0
Purchase of RAF Scampton	Stage 2	0	4,750,000	4,750,000	0	(4,750,000)	0	Following discussions with our auditors (KPMG) it has been agreed that we can treat this transaction as revenue. Remove from the capital programme.	30/11/2026	0	0
Shop Front Improvement	Stage 3	0	22,900	5,000	0	(5,000)	0	£5k costs moved to revenue as below diminimus.	30/09/2026	0	0
Thriving Gainsborough - Cinema	Stage 3	1,142,914	0	1,041,100	1,142,914	444,340	(342,526)	Balance of capital financing for LUF schemes transferred to Cinema project at year end. Overall remaining balance of £342.5k to be c/wd to 2026/27 onto capital scheme 'Thriving Gainsborough-Final Allocations'.	31/03/2026	0	0
Thriving Gainsborough - Market Place/Streetscape	Stage 3	46,073	150,000	222,500	46,073	(176,427)	0	Project complete - balance of capital financing (from Investment for Growth reserve) moved to Cinema project.	30/09/2025	0	0
Thriving Gainsborough - Pocket Park	Stage 3	0	13,800	24,200	0	(13,917)	(10,283)	Retention payment of £10.3k payable April 26. Balance of capital financing (from Investment for Growth reserve) moved to Cinema project. C/wd £10.3k to 2026/27	11/04/2026	0	0
Thriving Gainsborough - Resources	Stage 3	0	0	56,100	0	(56,100)	0	No spend required 2025/26.	30/06/2025	0	0
Thriving Gainsborough - Townhall THI	Stage 3	9,577	0	9,900	9,577	(323)	0	Scheme completed.	31/03/2026	0	0
Thriving Gainsborough - Whitton Gardens	Stage 3	185,124	250,000	444,200	185,124	(253,673)	(5,403)	Retention payment of £5.4k payable May 26. Balance of capital financing (from Investment for Growth reserve) moved to Cinema project.	30/05/2026	0	0
Unlocking Housing (LoS)	Stage 3	69,591	0	69,600	69,591	(9)	0	Scheme completed.	31/08/2025	0	0
Vehicle Replacement Programme	BAU	594,024	595,900	659,000	594,024	0	(64,976)	The only outstanding vehicle purchase as at 31 Mar 26 is the replacement of the Bulky Waste vehicle. Budget underspend to fund delivery of vehicle in 2026/27.	BAU	0	0
<b>Total Capital Programme Gross Expenditure</b>		<b>7,206,295</b>	<b>8,592,616</b>	<b>14,324,116</b>	<b>7,206,295</b>	<b>(5,419,610)</b>	<b>(1,698,211)</b>			<b>0</b>	<b>44,900</b>

## APPENDIX 3

### S137 EXPENDITURE 2025/2026

Section 137 of the 1972 Local Government Act (as amended) empowers local authorities to make contributions to certain charitable funds AND not for profit bodies providing a public service in the United Kingdom.

The Council's expenditure in 2025/2026 under this power was £497,699.81 (£566,179.45 in 2024/25).

Payee	£	Reference
14th Gainsborough Scouts	1,200.00	CG24-25 117-112, CG25-26 11
Active Lincolnshire Partnership	6,000.00	Active Lincolnshire Partnership 25/26
Bardney Village Hall & Playing Field	9,699.60	CG25-26 076
Benjamin Adlard School	500.00	CG25-26 08
Bishop Norton Parish Council	250.00	CG25-27 047
Blyton Evergreens	200.00	CG25-26 216
Brattley Scampton & Aisthorpe Village Hall	9,959.50	CG25-26 056
Broadcast Engineering Conservation Group	2,900.00	CG25-26 061
Brookenby Venue	500.00	CG25-26 112
Brookenby Venue	9,116.54	CG25-26 096
Broxap Limited	706.00	0000345589
Caistor and District Lions CIO	1,000.00	CG25-26 16
Caistor Goes	660.00	CG25-26 14, 15
Caistor Grammar School	774.00	CG25-26 158-160
Cherry Willingham Parish Council	1,500.00	CG25-26 176,186
Citizens Advice Bureau	60,200.00	West Lindsey Core Funding 25/26
DISABILITY SOCIAL NETWORK	250.00	CG24-25 075, CG25-26 194,
FCC Recycling (UK) Ltd	10,750.00	CG25-26 048
FCC Recycling UK Ltd	1,190.23	020997
Fenton Parish Council	500.00	CG24-25 116
Fiskerton Village Hall	600.00	CG25-26 12,13,188, 191
Fiskerton Village Hall	8,000.00	CG25-26 062
Franco Boxing Club	506.65	CG24-25 106
Gainsborough Adventure Playground Association	15,000.00	West Lindsey Core Funding 25/26
Gainsborough Armed Forces and Veterans Breakfast Club	1,050.00	CG24-25 115, CG25-26 206-214
Gainsborough Cricket Club	1,200.00	CG25-26 29, 30, 113,114,115
Gainsborough Men's Shed	5,000.00	CG25-26 079
Gainsborough Town Tennis Club	100.00	CG25-26 22
Gainsborough Trinity Foundation	26,000.00	CG25-26 055
Glentworth Village Hall	4,481.60	CG25-26 075
Glentworth Village Hall	518.40	CG25-26 075
Grasby Parish Council	3,109.00	CG25-26 197
Great Limber Parish Council	500.00	CG25-26 205
Greetwell Parish Council	500.00	CG25-26 204
Hackthorn & Cold Hanworth Parish Council	500.00	CG25-26 184
HAPPYHOOVESLINCSCIC	1,500.00	CG25-26 121
Hemswell Cliff Parish Council	200.00	CG25-26 18
Hemswell Parish Council	3,000.00	CG25-26 169
Ingham Parish Council	500.00	CG25-26 19, 179
Julie Smith - Wildlife	250.00	CG25-26 082
Keelby Parish Council	600.00	CG25-26 113/114
Knaith Parish Council	400.00	CG25-26 168
Langworth Group Parish Council	900.00	CG25-26 217-219
Lincoln Area Dial A Ride	13,000.00	West Lindsey Core Funding 25/26
Lincoln Lindsey Blind Society	646.00	CG25-26 198, 199
Lincolnshire County Council	30,000.00	Call Connect Core Funding 2025/26
Live & Local	3,500.00	West Lindsey Core Funding 25/26
Lytec Ltd	1,195.00	CG25-26 049
Market Rasen & Louth RUFC-Community Facilities Fund	20,000.00	CG25-26 093
Market Rasen & Louth RUFC-Community Facilities Fund	10,000.00	CG25-26 093

Payee	£	Reference
Market Rasen RAF Air Cadets - 2292 Squadron	700.00	CG25-26 01, 02, 03
Market Rasen Town Cricket & Association Football Club	1,600.00	CG25-26 070, 071
Market Rasen Town Cricket & Association Football Club	10,000.00	CG25-26 116
Marton & Gate Burton Village Hall	750.00	25-26 163
Meynell Kindergarten	12,370.21	CG25-26 053
Morton District Church Council (St. Paul's Church)	500.00	CG25-26 162
Morton Village Hall	100.00	CG25-26 31
Nettleham Art Group	250.00	CG25-26 187
Nettleham Bowls Club	300.00	CG25-26 06, 07
Nettleham Gardeners Association	600.00	CG25-26 23, 24, 202, 203
Nettleham Parochial Church Council	350.00	CG25-26 04, 05
Osgodby Parish Council	100.00	CG25-26 09
Reepham and Cherry Willingham Short Mat Bowls Club	800.00	CG25-26 193, 192
Reepham Pre School	300.00	CG25-26 196, 197
Riseholme Parish Council	879.00	CG25-26 133, 134
ROSE COMMUNITY GROUP	200.00	CG25-26 185
Roy Bowser Allotment Association	300.00	CG25-26 215, 221
Saxilby & Ingleby Good Neighbour Scheme (SIGNS)	1,500.00	CG25-26 137
Saxilby Public Recreation Ground	275.00	CG25-26 097, 174
Saxilby Public Recreation Ground	4,000.00	CG25-26 086
SAXILBY SCOUT & GUIDE ASSOCIATION MANAGEMENT COMM	6,240.00	CG25-26 068, 2ND PAYMENT
SAXILBY SCOUT & GUIDE ASSOCIATION MANAGEMENT COMM	10,560.00	CG25-26 068
Saxilby Village Hall	400.00	CG25-26 189, 190
Saxilby With Ingleby Parish Council	200.00	CG25-26 170
Saxilby With Ingleby Parish Council	3,500.00	CG25-26 140, 149
Scothern Parish Council	21,000.00	CG25-26 087
Scothern Parochial Church Council	474.00	CG25-26 172
Scothern Recreation Centre	55.00	CG25-26 17
Scotter Bowls Club	300.00	CG25-26 131, 132
Scotton Village Hall Management Comm	8,000.00	CG25-26 102
Sturminster Ltd	1,460.00	CG25-26 036, 042, 044, 32-46
Snitterby Parish Council	800.00	CG25-26 122
Spridlington Parish Council	2,000.00	CG25-26 052
St Andrew's Carpet Bowls Club	1,298.00	CG25-26 130
St Helens PCC	100.00	CG25-26 164
St John Ambulance Gainsborough (Fundraising)	600.00	CG25-26 118, 119
St. Botolph's Church PCC	93.24	CG25-26 173
Stainfield & Apley Village Hall	15,408.00	CG25-26 069
Stainton Le Vale Parish Meeting	300.00	CG25-26 161
Stepping Stone Theatre For Mental Health	10,000.00	CG25-26 086, 094
Stow Fun Raisers	50.00	CG25-26 175
Stow Parish Council	50.00	CG25-26 201
Sturton By Stow Parish Council	175.00	CG25-26 222-224
Sturton By Stow Primary School	70.00	CG25-26 180
Sturton By Stow Youth Club Ltd	200.00	CG25-26 141-144
Sturton Judo Club	1,297.00	CG25-26 126
Sturton Judo Club	8,162.84	CG25-26 126
Swallow Parish Council	11,850.00	CG25-26 120
Tennyson d'Eyncourt Memorial Hall	16,000.00	CG25-26 059
The Conservation Volunteers	30,000.00	West Lindsey Core Funding 25/26
The Rose and Crown-Councillor Initiative Fund	200.00	CG25-26 10-52361
Together Initiative	1,000.00	CG25-26 063
Torksey & District Croquet Club	480.00	CG25-26 171
Upton Parish Council	3,140.00	CG25-26 081
Voluntary Centre Services West Lindsey	25,000.00	West Lindsey Core Funding 25/26
Welton & Dunholme Cricket Club	500.00	CG25-26 20, 21
Welton Village Hall Trust	2,000.00	CG25-26 135, 136
West Lindsey Churches Festival	8,000.00	West Lindsey Core Funding 25/26
Willingham Parish Council	50.00	CG25-26 220
Willingham Twinning Association	200.00	CG25-26 25-28

UK SHARED PROSPERITY FUND (UKSPF) UPDATE QTR. 4 2025/2026

**Progress:** All elements (five) of WLDC's 2025/2026 UKSPF/REPF programme are live and progressing to both planned delivery and spend profiles. We have already met/exceeded forecast outputs/outcomes for a number of programme elements and we are able to report significant spend and outputs to North East Lincolnshire Council (local accountable body) for Qtr. 4 2025/2026 across all five measures. As such there are currently no delivery/spend risks with regards to our programme.

**Forward Look:** Government have confirmed an extension of the 2025/2026 UKSPF/REPF programme spend window from 31/03/26 to 30/09/26 (this is a spend extension only and does not include any new funding allocations).

UKSPF Programme 2025/2026

Revenue (incl Match Funding & Admin)

Project	Grant	Match Funding	Total Funding	Actuals (Grant)	Actuals (Match Funded)	Commitments	Balance	Comments
	£	£	£	£	£	£	£	
1.1 Flagship Community Grant Programme - Grant (UKSPF)	22,500	150,000	172,500	19,595	87,896	0	65,009	£2905 Revenue Grant Carry Forward, £62103.83 EMR Requested for Carry Forward
1.2 Support Arts, Sport and Active Leisure	20,000		20,000	14,834	0	0	5,166	£5166 Revenue Grant Carry Forward
1.3 Town Centre Regeneration	140,000		140,000	82,738	0	0	57,263	£57,263 Revenue Grant Carry Forward
2.1 Flagship WL Business Support Programme	40,000		40,000	40,000	0	0	0	
2.2 Growing innovation	50,000	100,000	150,000	50,000	0	0	100,000	£100,000 EMR Requested for Carry Forward
Administration	27,474		27,474	27,474	0	0	0	
	<b>299,974</b>	<b>250,000</b>	<b>549,974</b>	<b>234,641</b>	<b>87,896</b>	<b>0</b>	<b>227,437</b>	

**Revenue (ex Match Funding & Administration)**

Project	Grant	Actuals	Commitment	Balance
	£	£	£	£
1.1 Flagship Community Grant Programme - Grant (UKSPF)	22,500	19,595	0	2,905
1.2 Support Arts, Sport and Active Leisure	20,000	14,834	0	5,166
1.3 Town Centre Regeneration	140,000	82,738	0	57,263
2.1 Flagship WL Business Support Programme	40,000	40,000	0	0
2.3 Growing innovation	50,000	50,000	0	0
	<b>272,500</b>	<b>207,167</b>	<b>0</b>	<b>65,333</b>

**Capital**

Project	Grant	Actuals	Commitment	Balance	Comments
	£	£	£	£	
1.1 Flagship Community Grant Programme - Grant (UKSPF)	65,000	29,140	0	35,860	Capital Grant carried forward
1.1 Flagship Community Grant Programme - Grant (REPF)	238,694	137,865	0	100,829	£136,689.25
1.3 Town Centre Regeneration	475,000	247,338	0	227,662	Capital Grant Carried forward
	<b>778,694</b>	<b>414,342</b>	<b>0</b>	<b>364,352</b>	£227,662

## APPENDIX 5

# COMMUNITY INFRASTRUCTURE LEVY (CIL): ANNUAL REPORT FOR THE REPORTED YAR 2025/2026

### Section 1 - Receipts and Expenditure

#### Receipts

Total receipts as at year end 24/25	£ 2,412,222.81
Total receipts received in year	£ 574,806.18
<b>Total receipts as at year end 25/26</b>	<b>£ 2,987,028.99</b>

#### Expenditure

<b>Total expenditure on infrastructure (see section 2 for more information)</b>	£ -
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#### Retained

Total infrastructure funding retained as at year end 24/25	£ 1,841,922.13
Total infrastructure funding collected in year	£ 432,229.56
<b>Total infrastructure funding retained as at year end 25/26</b>	<b>£ 2,274,151.69</b>

### Section 2 - Items of Infrastructure funded with CIL

Infrastructure item	Recipient	Total CIL amount (a)	Amount allocated to repay money	Amount of (b) that comprises interest on money
None paid in 2025/26				

### Section 3 - Administrative Expenses

#### 5% of CIL allocated

Total admin as at year end 24/25	£ 120,611.55
Total receipts received in year	£ 28,740.29
<b>Total admin as at year end 24/25</b>	<b>£ 149,351.84</b>

### Section 4 - CIL Passed to Local Councils

#### 25% to Local Councils with Neighbourhood Plan, 15% to Local Councils without Neighbourhood Plan

Total CIL passed to local councils as at year end 24/25	£ 415,536.35
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Name of local council	CIL amount (£)	Percentage (%)	Reference
Owersby	828.56		137068
Scotter	522.34		137576
Nettleton	54.57		138569
Market rasen	543.45		141388
Saxilby with Ingleby	4,118.09		143430
Scotter	6,609.33		144062
Middle rasen	85.88		144475
Langworth Group	370.50		144897
Langworth Group	57.00		144897
Rothwell	1,649.82		145515
Walesby	45.20		145603
Blyton	2,392.03		145988
Upton	586.60		146479
Keelby	7,083.35		147126
North Kelsey	1,820.27		147257
Nettleham	12,263.99		147514
Caistor	354.46		147531
Middle rasen	492.78		147711
Middle rasen	2,686.96		147738
Sturton by Stow	2,413.24		147813
Sturton by Stow	861.40		147816
Scotter	140.97		147915
Cherry Willingham	8,108.53		200003
Upton	204.89		200004
Nettleham	151.29		200005
Nettleham	208.93		200006
Nettleham	158.50		200007
Normanby by Spital	282.50		200008
Osgodby	563.39		200010
Glenthams	1,470.57		200011

Total CIL passed to local councils as at year end 25/26	<b>£ 472,665.74</b>
Total CIL due to local councils held over year end (To be paid April 2026)	£ 34,152.78

Total CIL collected on behalf of local councils as at year end 25/26	<b>£ 563,525.46</b>
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#### Section 5 - Payments in Kind Passed to Local Councils (No data)

#### Section 6 - CIL Passed to Other Recipients

Name of recipient	CIL amount
N/A	N/A

#### Section 7 - CIL (including payments in kind) Repaid Due to Being Unspent Within 5 Years (No data)

#### Section 8 - Infrastructure Payments

APPENDIX 6

PLANNING APPLICATIONS – STATUTORY FEE SCHEDULE 2026/2027

Thriving Places Committee		Planning Applications				
		2026/27	VAT Amount	2026/27 Charge Inc. VAT	VAT Rate	
		£	£	£		
<b>Outline Applications</b>						
STAT	Site area (erection of dwellinghouses)	Every 0.1 ha where the site does not exceed 0.5 ha	£610.00	£0.00	£610.00	OS
STAT		Every 0.1 ha between 0.5 ha and 2.5 ha	£659.00	£0.00	£659.00	OS
STAT		Where the site area exceeds 2.5 ha, £16,291 and an additional £196 for each 0.1 ha in excess of 2.5 hectares, subject to a maximum in total of £213,769	£196.00	£0.00	£196.00	OS
STAT	Site area (erection of buildings)	Every 0.1 ha where the site does not exceed 1 ha	£610.00	£0.00	£610.00	OS
STAT		Every 0.1 ha between 1 ha and 2.5 ha	£659.00	£0.00	£659.00	OS
STAT		Where the site area exceeds 2.5 ha, £16,291 and an additional £196 for each 0.1 ha in excess of 2.5 hectares, subject to a maximum in total of £213,769	£196.00	£0.00	£196.00	OS
<b>Full Applications (and First Submissions of Reserved Matters, or Technical Details Concept)</b>						
STAT	Alterations/extensions to dwellinghouses, including works within boundaries	Where the application relates to a single dwellinghouse (or single flat)	£548.00	£0.00	£548.00	OS
STAT		Where the application relates to 2 or more dwellinghouses (or two or more flats)	£1,083.00	£0.00	£1,083.00	OS
STAT		Works within/along the boundary of an existing dwellinghouse	£272.00	£0.00	£272.00	OS
STAT	New dwellinghouses	Where number of new dwellinghouses is not more than 10	£610.00	£0.00	£610.00	OS
STAT		Between 10 and 50 dwellinghouses	£659.00	£0.00	£659.00	OS
STAT		Where the number of dwellinghouses exceeds 50, £32,578 and an additional £196 for each dwelling in excess of 50 subject to a maximum in total of £427,537	£196.00	£0.00	£196.00	OS
STAT	Erection of building (not dwellinghouses, agricultural, glasshouses, plant or machinery)	No increase in gross floor space or no more than 40m <sup>2</sup>	£309.00	£0.00	£309.00	OS
STAT		More than 40m <sup>2</sup> but no more than 1,000m <sup>2</sup> . £610 for each 75m <sup>2</sup> or part thereof	£610.00	£0.00	£610.00	OS
STAT		Between 1000m <sup>2</sup> and 3,750m <sup>2</sup> . £659 for each 75m <sup>2</sup> or part thereof	£659.00	£0.00	£659.00	OS
STAT	Erection/alterations/replacement of plant and machinery	More than 3,750m <sup>2</sup> , £32,578 and an additional £196 for each 75m <sup>2</sup> in excess of 3,750m <sup>2</sup> up to a maximum of £427,537	£196.00	£0.00	£196.00	OS
STAT		Where site area does not exceed 1 ha; per 0.1 ha or part thereof	£610.00	£0.00	£610.00	OS
STAT		More than 1 ha but not more than 5ha; per 0.1 ha or part thereof	£659.00	£0.00	£659.00	OS
STAT	The erection of buildings (on land used for agriculture for agricultural purposes)	Over 5 ha £32,578 and an additional £196 for each 0.1 ha in excess of 5 ha to a maximum of £427,537	£196.00	£0.00	£196.00	OS
STAT		Not more than 465 m <sup>2</sup> gross floor space created	£127.00	£0.00	£127.00	OS
STAT		More than 465m <sup>2</sup> but no more than 540m <sup>2</sup>	£610.00	£0.00	£610.00	OS
STAT	Erection of glasshouses (on land used for the purposes of agriculture)	More than 540m <sup>2</sup> but no more than 1000m <sup>2</sup> . £610 for the first 540 m2 then £610 per additional 75 m2 (or part thereof) in excess of 540m2	£610.00	£0.00	£610.00	OS
STAT		Between 1000m <sup>2</sup> and 4,215m <sup>2</sup> . £5,270 for the first 1000 m <sup>2</sup> then £659 per additional 75 m <sup>2</sup> (or part thereof) in excess of 1000m <sup>2</sup>	£659.00	£0.00	£659.00	OS
STAT		More than 4,215 m <sup>2</sup> , £32,578 and an additional £196 for each 75 m <sup>2</sup> in excess of 4,215 m <sup>2</sup> up to a maximum of £427,537	£196.00	£0.00	£196.00	OS
STAT	Erection of glasshouses (on land used for the purposes of agriculture)	Not more than 465 m <sup>2</sup> gross floor space created	£127.00	£0.00	£127.00	OS
STAT		More than 465 m <sup>2</sup> gross floor space created but not more than 1000 m <sup>2</sup>	£3,405.00	£0.00	£3,405.00	OS
STAT		More than 1000 m <sup>2</sup> gross floor space created	£3,677.00	£0.00	£3,677.00	OS

Thriving Places Committee

Planning Applications Continued

2026/27	VAT Amount	2026/27 Charge Inc. VAT	VAT Rate
£	£	£	

Applications other than Building Works						
STAT	Car parks, service roads or other accesses	For existing uses	£309.00	£0.00	£309.00	OS
STAT	Other Operations (not coming within any of the above categories)	Any site area. £309 for each 0.1 ha (or part thereof) up to a maximum of £2,676	£309.00	£0.00	£309.00	OS
Lawful Development Certificate						
STAT		Existing use or operation	Same as Full			OS
STAT		Existing use or operation - lawful not to comply with any condition or limitation	£309.00	£0.00	£309.00	OS
STAT		Proposed use or operation	Half the normal planning fee			OS
Prior Approval						
STAT	Larger home extensions		£249.00	£0.00	£249.00	OS
STAT	Additional Storeys on a home		£249.00	£0.00	£249.00	OS
STAT	Agricultural and Forestry buildings & operations		£249.00	£0.00	£249.00	OS
STAT	Demolition of buildings		£249.00	£0.00	£249.00	OS
STAT	Communications (previously referred to as 'Telecommunications Code Systems Operators')		£610.00	£0.00	£610.00	OS
STAT	Change of use from Commercial/Business/Service (Use Class E), or Betting Office or Pay Day Loan Shop to mixed use including up to two flats (Use Class C3)		£249.00	£0.00	£249.00	OS
STAT	Change of Use of a building and any land within its curtilage from Commercial/Business/Service (Use Class E), Hotels (Use Class C1), Residential Institutions (Use Class C2), Secure Residential Institutions (Use Class C2A) to a State Funded School		£249.00	£0.00	£249.00	OS
STAT	Change of Use of a building and any land within its curtilage from an Agricultural Building to a State-Funded School		£249.00	£0.00	£249.00	OS
STAT	Change of Use of a building and any land within its curtilage from an Agricultural Building to a flexible commercial use within Commercial/Business/Service (Use Class E), Storage or Distribution (Use Class B8), or Hotels (Use Class C1)		£249.00	£0.00	£249.00	OS
STAT	Change of Use of a building and any land within its curtilage from Commercial/Business/Service (Use Class E) to Dwellinghouses (Use Class C3)	£260 for each dwellinghouse	£260.00	£0.00	£260.00	OS
STAT	Change of Use of a building and any land within its curtilage from an Agricultural Building to Dwellinghouses (Use Class C3)		£249.00	£0.00	£249.00	OS
STAT		if it includes building operations in connection with the change of use	£536.00	£0.00	£536.00	OS
STAT	Change of use of a building from Betting Office, Pay Day Loan Shop, Launderette; a mixed use combining one of these uses and use as Dwellinghouse(s); or Hot Food Takeaways to Dwellinghouses (Use Class C3)		£249.00	£0.00	£249.00	OS
STAT		if it includes building operations in connection with the change of use	£536.00	£0.00	£536.00	OS
STAT	Provision of Temporary School Building on Vacant Commercial Land and the use of that land as a State-funded School, for up to 3 Academic Years		£249.00	£0.00	£249.00	OS
STAT	Change of Use of a building and any land within its curtilage from Amusement Arcades/Centres and Casinos to Dwellinghouses (Use Class C3)		£249.00	£0.00	£249.00	OS
STAT		if it includes building operations in connection with the change of use	£536.00	£0.00	£536.00	OS
STAT	Development Consisting of the Erection or Construction of a Collection Facility within the Curtilage of a Shop		£249.00	£0.00	£249.00	OS

Thriving Places Committee

Planning Applications Continued

2026/27	VAT Amount	2026/27 Charge Inc. VAT	VAT Rate
£	£	£	

Prior Approval					
STAT	Temporary Use of Buildings or Land for the Purpose of Commercial Film-Making and the Associated Temporary Structures, Works, Plant or Machinery required in Connection with that Use		£249.00	£0.00	£249.00 OS
STAT	Installation, Alterations or Replacement of other Solar Photovoltaics (PV) equipment on the Roofs of Non-domestic Buildings, up to a Capacity of 1 Megawatt		£249.00	£0.00	£249.00 OS
STAT	Erection, extension, or alteration of a university building		£249.00	£0.00	£249.00 OS
STAT	Movable structure within the curtilage of a historic visitor attraction, or listed pub/restaurant/etc		£249.00	£0.00	£249.00 OS
STAT	Erection, extension or alteration on a closed defence site by or on behalf of the Crown of single living accommodation and/or non-residential buildings		£249.00	£0.00	£249.00 OS
STAT	Construction of new dwellinghouses	Not more than 10 Dwellinghouses	£441.00	£0.00	£441.00 OS
STAT		Between 10 and 50 dwellinghouses	£476.00	£0.00	£476.00 OS
STAT		more than 50 dwellinghouses. £23,550 + £142 for each dwellinghouse in excess of 50. Maximum fee of £427,537	£142.00	£0.00	£142.00 OS
<b>Reserved Matters</b>					
STAT	Application for approval of reserved matters following outline approval		Full fee due or if full fee already paid then £610 due		OS
<b>Approval/Variation/discharge of condition</b>					
STAT	Removal or variation of a condition following grant of planning permission	Alterations, extensions to dwellinghouses or works within and/or along boundary	£89.00	£0.00	£89.00 OS
STAT		Non-major (other than householder)	£608.00	£0.00	£608.00 OS
STAT	Discharge or condition(s) - Approval or details and/or confirmation that one of more planning conditions have been complied with	Major development	£2,076.00	£0.00	£2,076.00 OS
STAT		Householder Permissions	£89.00	£0.00	£89.00 OS
STAT		All other permissions	£309.00	£0.00	£309.00 OS
<b>Change of Use of a building to use as one or more separate dwellinghouses, or other cases</b>					
STAT		Not more than 10 Dwellinghouses	£610.00	£0.00	£610.00 OS
STAT		Between 10 and 50 dwellinghouses	£659.00	£0.00	£659.00 OS
STAT		more than 50 dwellings, £32,578 and an additional £196 for each dwelling in excess of 50 dwellings up to a maximum of £427,537	£196.00	£0.00	£196.00 OS
STAT	Other Changes of Use of a building or land		£610.00	£0.00	£610.00 OS
<b>Advertising</b>					
STAT	Relating to the business on the premises		£174.00	£0.00	£174.00 OS
STAT	Advance signs which are not situated on or visible from the site, directing the public to a business		£174.00	£0.00	£174.00 OS
STAT	Other advertisements		£610.00	£0.00	£610.00 OS
<b>Application for a Non-material Amendment Following a Grant of Planning Permission</b>					
STAT	Applications in respect of householder developments		£46.00	£0.00	£46.00 OS
STAT	Applications in respect of other developments		£309.00	£0.00	£309.00 OS
<b>Application for Permission in Principle</b>					
STAT	Site Area	per 0.1 ha (or part thereof)	£531.00	£0.00	£531.00 OS
<b>Concessions</b>					
STAT	Non-Profit making club, society, organisation or trust, providing sports or recreational facilities		£610.00	£0.00	£610.00 OS
<b>Operations</b>					
STAT	Exploratory drilling for oil or natural gas	Not more than 7.5ha, per 0.1 ha or part thereof	£725.00	£0.00	£725.00 OS
STAT		More than 7.5ha, £54,255 and an additional £215 for each 0.1h in excess of 7.5ha up to maximum of £427,537	£215.00	£0.00	£215.00 OS
STAT	Exploratory winning and working of oil or natural gas	Not more than 15ha, per 0.1 ha part thereof	£366.00	£0.00	£366.00 OS
STAT		More than 15ha, £54,896 and an additional £215 for each 0.1h in excess of 15ha up to maximum of £111,159	£215.00	£0.00	£215.00 OS
STAT	Exploratory works not covered in drilling, or winning of oil or gas	Not more than 15ha, per 0.1 ha part thereof	£333.00	£0.00	£333.00 OS
STAT		More than 15ha, £49,786 and an additional £196 for each 0.1h in excess of 15ha up to maximum of £111,159	£196.00	£0.00	£196.00 OS
STAT		In any other case, for each 0.1ha site area part therefore, up to maximum £2,676	£309.00	£0.00	£309.00 OS
STAT	Monitoring of mining and landfill sites	The whole or part of the site is active, in any other case £174	£523.00	£0.00	£523.00 OS

APPENDIX 7

REVIEW OF RESERVES AS OF 31<sup>ST</sup> MARCH 2026

- The GFB includes £1.488m net contribution to reserves at year end 2025/2026 – to be allocated once approved by Thriving Council Committee on the 25<sup>th</sup> June 2026. Excluding this amount the balance is £2.317m on the 31<sup>st</sup> March 2026, which is within the minimum working balance agreed by Members of between £2.0m and £2.5m.
- Use of Allocation for Reprioritisation is the RIBA Stage 3 Alliance Leisure work.

Reserves Name	Balance at 31/03/26 £	Allocation for Reprioritisation £	Use of Allocation for Reprioritisation £	Other Approved Movements - Contribution To Reserve £	Other Approved Movements – Use of Reserve £	Estimated Balance at 31/03/32 £
Service Investment / Renewals Total	5,598,451	(852,900)	0	5,722,600	(5,776,300)	4,691,851
Contingency / Risk Total	6,673,434	(650,000)	0	0	(1,306,700)	4,716,734
Investment for Priorities Reserve Total	8,680,038	(5,697,100)	273,700	671,600	(2,100,500)	1,827,738
<b>Earmarked Reserves Total</b>	<b>20,951,923</b>	<b>(7,200,000)</b>	<b>273,700</b>	<b>6,394,200</b>	<b>(9,183,500)</b>	<b>11,236,323</b>
General Fund Balance Total	3,804,707	0	0	0	(258,800)	3,545,906
Capital Receipts Total	1,109,029	(800,000)	0	282,297	(263,100)	328,226
Capital Grants Total	3,609,213	0	0	10,228	0	3,619,441
<b>Usable Reserves Grand Total</b>	<b>29,474,872</b>	<b>(8,000,000)</b>	<b>273,700</b>	<b>6,686,725</b>	<b>(9,705,400)</b>	<b>18,729,897</b>

Reserve Name	Purpose	Balance at 31/03/26 £	Allocation for Reprioritisation £	Use of Allocation for Reprioritisation £	Other Approved Movements - Contribution To Reserve £	Other Approved Movements - Use of Reserve £	Estimated Balance at 31/03/32 £
Civic Reserve	To fund replacement of Civic Car. Annual contribution to reserve removed from 2026/2027 onwards (approved by CP&R 11/12/25).	30,000					30,000
District Elections	To finance future Election costs - held every 4 years.	94,000			370,000	(460,000)	4,000
Enforcement Costs - Housing & Planning	To assist with costs incurred in carrying out enforcement works across the Housing and Planning service to fund irrecoverable costs. Works in Default.	4,900					4,900
ICT Reserve	To meet the costs of Information & Communications Technology Upgrades.	443,205			446,400	(259,200)	630,405
Members ICT Reserve	Provision of Members' ICT.	36,819			66,000	(76,000)	26,819
Maintenance of Facilities	To meet future property maintenance requirements.	590,202			617,400	(656,100)	551,502
Neighbourhood Planning Grant	To allocate Neighbourhood Planning Grant income from MHCLG to support cost of Neighbourhood Planning process.	50,000					50,000
Project Investment Reserve	To assist with costs associated with Business Case Development and costs associated with LGR.	966,397				(185,100)	781,297
Invest to Save	To support initial investments which deliver savings to the Council over the medium to longer term.	452,900	(452,900)				0
Revenue Grants Unapplied	Revenue grants which have yet to be expended.	1,070,600				(222,300)	848,300
Trinity Arts Centre	Increase in ticket prices (eff 18/19) to be transferred to EMR for contribution towards future projects. Reserve capped at £50k.	50,000					50,000
Extended Producer Responsibility (EPR)	to hold the EPR funding and monitor application.	1,525,000					1,525,000
Vehicle Replacement Programme	To support service development and replacement fleet across the Authority.	284,429	(400,000)		4,222,800	(3,917,600)	189,629
<b>Service Investment / Renewals Total</b>		<b>5,598,451</b>	<b>(852,900)</b>	<b>0</b>	<b>5,722,600</b>	<b>(5,776,300)</b>	<b>4,691,851</b>

Reserve Name	Purpose	Balance at 31/03/26 £	Allocation for Reprioritisation £	Use of Allocation for Reprioritisation £	Other Approved Movements - Contribution To Reserve £	Other Approved Movements - Use of Reserve £	Estimated Balance at 31/03/32 £
Business Rates Volatility Reserve	To meet the costs of any variances of the business rate retention scheme.	3,296,907				(1,066,700)	2,230,207
Budget Stability Reserve	This reserve is set aside to smooth the effects of reductions to government funding which may happen during the next Parliament. This will give the Council time to come up with plans to address any budget shortfall and carefully plan any service redesigns which may be necessary.	2,296,927				(157,000)	2,139,927
Uphills Community Centre	Contingency budget for unforeseen repairs & maintenance events at Uphills Community Centre-WLDC is obliged to pay/contribute under current arrangements. Reserve capped at £20k.	7,100					7,100
Insurance Fund	To meet any excess on insurance claims.	73,200					73,200
Redundancy Contingency	To meet costs of staff redundancies.	266,300					266,300
Valuation Volatility	To mitigate any loss on investment from the sale of commercial investment properties.	733,000	(650,000)			(83,000)	0
Planning Fee Reserve	To mitigate the impact of the timing of large planning fee receipts.	0					0
<b>Contingency / Risk Total</b>		<b>6,673,434</b>	<b>(650,000)</b>	<b>0</b>	<b>0</b>	<b>(1,306,700)</b>	<b>4,716,734</b>

Reserve Name	Purpose	Balance at 31/03/26 £	Allocation for Reprioritisation £	Use of Allocation for Reprioritisation £	Other Approved Movements - Contribution To Reserve £	Other Approved Movements - Use of Reserve £	Estimated Balance at 31/03/32 £
Property Asset Fund	To support strategic housing and commercial property initiatives.	591,302	(246,000)			(69,400)	275,902
Community Grant Scheme	Community grant scheme to support community projects and the councillor award initiative.	26,600			136,000		162,600
Cultural Strategy Reserve	To develop the Council's Cultural Strategy in line with the recommendation contained within the Peer Review.	104,800			535,600	(640,400)	0
Communities at Risk	Support for communities at risk (2 identified CAR are currently Hemswell Cliff and South West Ward).	380,612				(268,100)	112,512
Environmental and Climate Change Reserve	Fund projects designed to reduce the carbon impact of the Council's operations.	427,206				(70,000)	357,206
Feasibility Fund	Match funding for the rural business intervention to support businesses with revenue costs.	40,000				(7,400)	32,600
Health and Wellbeing Reserve	To support the delivery of projects aligned to the strategic aims set out in the 'our people' theme within the Corporate Plan. Includes Temporary Accommodation potential budgetary shortfall.	186,100	(100,000)			(33,900)	52,200
Investment for Growth	To support internal and local housing and business growth.	6,638,418	(5,351,100)	273,700		(1,011,300)	549,718
Public Realm	To support the new capital assets created from Grant Funded capital schemes	250,000					250,000
CIL Reserve	Budget smoothing for CIL contributions and expenditure. To fund CIL officer and any other CIL related spend.	35,000					35,000
<b>Investment for Priorities Reserve Total</b>		<b>8,680,038</b>	<b>(5,697,100)</b>	<b>273,700</b>	<b>671,600</b>	<b>(2,100,500)</b>	<b>1,827,738</b>
<b>Earmarked Reserves Total</b>		<b>20,951,923</b>	<b>(7,200,000)</b>	<b>273,700</b>	<b>6,394,200</b>	<b>(9,183,500)</b>	<b>11,236,323</b>
General Fund Balance	A working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing.	3,804,707				(258,800)	3,545,906
Capital Receipts	Capital receipts are generated from the sale of a local authority's capital assets, such as land, buildings, or vehicles. The two main uses are: financing new capital expenditure and repaying debt *	1,109,029	(800,000)		282,297	(263,100)	328,226
Capital Grants	To provide a specific, restricted source of funding for long-term investments in physical assets and infrastructure. Large proportion is CIL receipts.	3,609,213			10,228		3,619,441
<b>Useable Reserves Grand Total</b>		<b>29,474,872</b>	<b>(8,000,000)</b>	<b>273,700</b>	<b>6,686,725</b>	<b>(9,705,400)</b>	<b>18,729,897</b>

Classification: Confidential

## Interest Rate Forecast Update

26 MARCH 2026

## MUFG CORPORATE MARKETS INTEREST RATE FORECAST

### Updating of our forecasts 26 March 2026

Comparison of forecasts for Bank Rate today v. previous forecast

Bank Rate	Jun-26	Sep-26	Dec-26	Mar-27	Jun-27	Sep-27	Dec-27	Mar-28	Jun-28	Sep-28	Dec-28	Mar-29
25.03.26	3.75	3.75	3.75	3.75	3.75	3.50	3.50	3.25	3.25	3.25	3.25	3.25
22.12.25	3.75	3.50	3.50	3.25	3.25	3.25	3.25	3.25	3.25	3.25	3.25	3.25
Change	0.00	0.25	0.25	0.50	0.50	0.25	0.25	0.00	0.00	0.00	0.00	0.00

- Our last interest rate forecast update was undertaken on 22 December. At that juncture it looked as if domestic inflation would soften through the spring and summer and that the Monetary Policy Committee (MPC) would be in a strong position to reduce Bank Rate to 3.25% by this time 2027.
- However, although tepid domestic growth remains a concern (0.1% q/q GDP for Q4 2025) and the current level of annual CPI inflation was recorded as 3% for February, the US/Israel conflict with Iran has somewhat derailed the prospect of looser monetary policy conditions for at least the next few months.
- The primary reason for that sea-change in policy expectations is the energy supply-side shock impacting the world economy, with energy infrastructure coming under attack from both sides of the conflict. Consequently, with clear difficulties remaining as to whether oil can be safely moved via the Strait of Hormuz, and natural gas fields in Qatar, in particular, having suffered significant damage, these are the types of supply-side set back that cannot be rectified quickly.
- For context, on 19 March, Qatar's Ras Laffan, the largest liquified natural gas (LNG) terminal in the world, built over decades in several phases and costing many billions of dollars to construct, and supplying one-fifth of the world's super-chilled fuel, was hit by Iranian missiles and drones. Fires raged across the gas-to-liquids facility within the complex, which covers 295 square kilometres – the size of a large city.
- Damage was estimated to be so extensive that Qatar Energy's CEO suggested the company may have to declare a "*force majeure*" (non-fulfilment of orders due to circumstances outside their control) on long-term contracts, potentially impacting LNG supplies to Italy, Belgium, Korea and China "for up to five years".
- Our colleagues at Capital Economics have noted that the UK entered the energy price shock with household inflation expectations still elevated and CPI inflation far higher than the euro-zone's rate of 1.9%. But the surge in oil prices has already caused the average petrol/diesel price to rise to 159p per litre, which probably raised CPI inflation by 0.3ppts in March. And petrol/diesel prices could rise by a further 9.8% in the coming weeks to 175ppl. Their working assumptions about gas prices suggest the Ofgem utility price cap may rise by 30% on 1 July, which would add an extra 1.0ppts to CPI inflation in July. And that's before the indirect boost from businesses passing on some of their energy costs in the prices of non-energy items. In their baseline scenario, they now think CPI inflation could rise to a peak of 4.6% in Q4 2026.
- With that backdrop, and warnings from the MPC that they will be alert to any impetus to inflation (and implicitly the need to raise Bank Rate), we have had to think long and hard over our revised forecast. Ultimately, although we acknowledge there is upside risk to Bank Rate movements over the course of the coming months, with the energy price shock likely to extinguish growth and add to the already elevated unemployment rate (5.2%), we have concurred with Capital Economics' central view that an extended interest rate pause is more likely than interest rate hikes.

- If that assumption proves incorrect, we would be surprised if any tightening cycle were anything other than small and short.
- Accordingly, the MUFG Corporate Markets forecast has been revised to reflect that the MPC is unlikely to feel comfortable with cutting rates until the likely rise in inflation has worked its way through the system over the next 12 months. Our first Bank Rate reduction in the new forecast is set at Q3 2027. Invariably, with geo-political factors so volatile – let's not forget there is still war raging between Russia and Ukraine – we will look to update our forecasts if any material changes to the scenario outlined above occurs.
- Moreover, with local elections being held around the UK in May, we will soon have a better handle on whether the Starmer/Reeves team is going to see out the current Parliament or whether they face a Leadership challenge from within their own party. Medium to long-term gilt yields are already at multi-year highs and there is clear evidence that a deteriorating UK fiscal position has the potential to propel yields even higher. With CPI inflation due to rise above 4% in the coming months, not only will there be upward pressure on gilt yields from this source, but also additional budgetary considerations arising from the maintenance of the triple lock on pension and benefit payments. The April 2027 increase will be based on the September 2026 reading. Furthermore, debt interest costs will almost certainly be higher than when the Chancellor set out her Autumn Statement, and the Prime Minister will need to identify at what juncture the increase in defence spending to 3% of GDP is going to manifest itself.
- As for the influence of international markets, we said back in December that the US is likely to hold sway, with President Trump seeking to reverse his decline in the polls with populist policies such as tax refunds to households ahead of the US mid-term elections in November. Any movement, up or down, in US treasury yields is likely to ripple into UK markets.
- Our revised PWLB rate forecasts below are based on the Certainty Rate (the standard rate minus 20 bps) which has been accessible to most authorities since 1 November 2012. Please note, the lower Housing Revenue Account (HRA) PWLB rate started on 15 June 2023 for those authorities with an HRA (standard rate minus 60 bps) and is set to prevail until at least the end of March 2027.

MUFG Corporate Markets Interest Rate View 25.03.26												
	Jun-26	Sep-26	Dec-26	Mar-27	Jun-27	Sep-27	Dec-27	Mar-28	Jun-28	Sep-28	Dec-28	Mar-29
BANK RATE	3.75	3.75	3.75	3.75	3.75	3.50	3.50	3.25	3.25	3.25	3.25	3.25
3 month ave earnings	4.00	3.90	3.80	3.80	3.70	3.50	3.50	3.30	3.30	3.30	3.30	3.30
6 month ave earnings	4.20	4.10	4.00	3.90	3.90	3.70	3.70	3.50	3.50	3.50	3.50	3.50
12 month ave earnings	4.60	4.50	4.40	4.20	4.20	4.00	4.00	3.80	3.80	3.80	3.80	3.80
5 yr PWLB	5.00	5.00	4.90	4.80	4.60	4.40	4.20	4.20	4.10	4.10	4.10	4.10
10 yr PWLB	5.50	5.50	5.40	5.30	5.10	4.90	4.70	4.70	4.60	4.60	4.60	4.60
25 yr PWLB	6.00	6.00	5.90	5.80	5.60	5.40	5.20	5.20	5.20	5.20	5.10	5.10
50 yr PWLB	5.80	5.80	5.70	5.50	5.40	5.20	5.00	5.00	5.00	5.00	4.90	4.90

- Money market yield forecasts are based on expected average earnings by local authorities for 3 to 12 months.
- The MUFG Corporate Markets forecast for average earnings are averages i.e., rates offered by individual entities may differ significantly from these averages, reflecting their different needs for borrowing short-term cash at any one point in time.

### Gilt yields and PWLB rates

The overall longer-run trend is for gilt yields and PWLB rates to fall back over the timeline of our forecasts, but the risks to our forecasts in the near-term are generally to the upsides. Our target borrowing rates are set **two years forward** (as we expect rates to fall back) and the current PWLB (certainty) borrowing rates are set out below: -

PWLB borrowing	Current borrowing rates as at 25.03.26 p.m. %	Target borrowing rate now (end of Q1 2028) %	Target borrowing rate previous (end of Q1 2028) %
5 years	5.19	4.20	4.10
10 years	5.64	4.70	4.70
25 years	6.21	5.20	5.30
50 years	6.02	5.00	5.10

**Borrowing advice:** Our long-term (beyond 10 years) forecast for the neutral level of Bank Rate remains at 3.5%. As all PWLB certainty rates are considerably above this level, borrowing strategies will need to be reviewed in that context. Overall, better value can be obtained at the shorter end of the curve (<5 years PWLB maturity/<10 years PWLB EIP) and short-dated fixed LA to LA monies should also be considered. Temporary borrowing rates will, generally, be in line with or above Bank Rate whilst market sentiment is skewed towards Bank Rate increases (currently two are fully priced in by the market to a peak of 4.25% during 2026).

Our suggested **budgeted earnings rates for investments** up to about three months' duration in each financial year are set out below. (Please note there is likely to be some near-term elevation above the budgeted rates for 2026/27 whilst market sentiment is geared towards potential rate increases in 2026.)

Average earnings in each year	Now %	Previously %
2026/27	3.90	3.40
2027/28	3.50	3.30
2028/29	3.30	3.30
2029/30	3.50	3.50
Years 6-10	3.50	3.50
Years 10+	3.50	3.50

We will continue to monitor economic and market developments as they unfold. Typically, we formally review our forecasts following the quarterly release of the Bank of England's Monetary Policy Report but will consider our position on an ad-hoc basis as required.

Our interest rate forecast for Bank Rate is in steps of 25 bps, whereas PWLB forecasts have been rounded to the nearest 10 bps and are central forecasts within bands of + / - 25 bps. Naturally, we continue to monitor events and will update our forecasts as and when appropriate.

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# West Lindsey District Council

## Monthly Investment Analysis Review

March 2026

## Monthly Economic Summary

### General Economy

Following the outbreak of conflict in the Middle East, the last month has seen investors focus on the impact of energy price rises upon monetary and (to a lesser extent) fiscal policy. With that in mind, whilst the Monetary Policy Committee (MPC) voted unanimously to leave Bank Rate unchanged at 3.75% during the month, investors noted the following comments from the Committee highlighting the impact of energy price rises on inflation and GDP growth: "The MPC is alert to the increased risk of domestic inflationary pressures through second-round effects in wage and price-setting, the risk of which will be greater the longer higher energy prices persist. The MPC is also assessing the implications for inflation of the weakening in economic activity that is likely to result from higher energy costs." The MPC also stated that "It stands ready to act as necessary to ensure that CPI inflation remains on track to meet the 2% target in the medium term." By month's end, the market anticipated that the MPC would raise Bank Rate by at least 0.5% by year end, sharply contrasting the pre-conflict view that Bank Rate would be cut by the same amount through the remainder of 2026. Both MUFG Corporate Markets and Capital Economics also updated their respective Bank Rate forecasts, anticipating that the MPC will now leave Bank Rate unchanged in 2026 before lowering it in 2027.

The first insight into how the conflict might affect UK growth and inflation was provided by the fall in the UK Composite PMI to 51.0 in March from 53.7. The decline was seen across sectors, with the manufacturing PMI dropping from 52.5 to 50.1, whilst the Services PMI fell from 53.9 to 51.2. As Capital Economics noted, these figures are broadly consistent with GDP not growing at the end of Q1 and going into Q2. Among the sub-indices, it was notable that the rise in the manufacturing input price balance from 56.0 to 70.2 was the largest observed since 1992. Whilst the rise in the manufacturing output price balance from 51.9 to 56.8 was smaller, it reached its highest level since May last year. Such readings are consistent with core goods inflation accelerating from 0.8% y/y in January to about 1.5% in six months' time. The rise in the services output prices balance from 55.2 to 57.4, meanwhile, is consistent with services CPI inflation rising from 4.4% to 5.0%. Rounding out the month's PMI releases, the Construction PMI fell to 44.5 in February from 46.4 January – indicating a deepening of contraction in the construction activity during the month ahead of events unfolding in the Middle East.

February's CPI data, meanwhile, confirmed that the economy entered the conflict with headline inflation remaining at the 3% y/y rate recorded in January, matching forecasts. Notably, inflation slowed for transport (2.4% y/y compared to 2.7% in January), as the average price of petrol fell during the month. On a monthly basis, the CPI rose 0.4% as expected, reversing a 0.5% fall in January. Annual core inflation (which excludes which excludes volatile items like unprocessed food and energy) unexpectedly edged up to 3.2% from 3.1%.

News that real GDP grew by just 0.1% q/q in Q4 of last year confirmed that the economic backdrop is much weaker now than the last time energy prices surged in 2022 following the outbreak of conflict in Ukraine. This was also highlighted by Bank Governor Bailey following the MPC meeting, when he cautioned about markets pricing in a series of Bank Rate hikes in 2026. This perception was reinforced by the failure of the economy to grow in January this year, compared to forecasts of 0.2% m/m growth. This left economic output just 0.8% larger than a year ago. Services output did not grow during the month, whilst the manufacturing and construction sectors grew 0.1% m/m and 0.2% m/m respectively, suggesting that weakness was broad-based. On the trade front, the UK recorded a surplus of £3.92 billion in January, which represented a sharp reversal from a £4.34 billion deficit in December. This marked the first surplus since September 2024 as exports rose 7.2% m/m to a record £82.51 billion, while imports fell 3.3% to a one-year low of £78.59 billion.

Mirroring the weakness of the UK's economy, the unemployment rate remained unchanged at 5.2% in the three months to January, staying at its highest level since the three months to February 2021, albeit marginally below expectations of 5.3%. However, the 20,000 rise in payroll employment in the month of February and upward revisions to January's and December's data did suggest that the worst of the falls in employment due to the rise in labour costs in April 2025 are in the past. The number of job vacancies however continued to decline, from 730,000 in the three months to January to 721,000 in February. The wider loosening of labour market conditions was also underlined by the fall in average earning growth (including bonuses) to 3.9% y/y in the three months to January compared to 4.2% in the three months to

December. Notably, private sector wage growth cooled to 3.5% y/y from 3.8%, its weakest pace since early 2021, while public sector pay gains moderated from 7.0% to 5.9%. Finally, average earnings growth excluding bonuses fell similarly, to 3.8% y/y from 4.1%.

Whilst retail sales fell 0.4% m/m in February against this backdrop, news that January's gain was revised up from 1.8% m/m to 2% m/m indicated that activity held up relatively well ahead of the conflict. However, the fall in GfK consumer confidence from -19 in February to an 11 month low of -21 in March was the second consecutive monthly decline, suggesting that the twin threats of higher inflation and weaker activity have begun to hit household sentiment.

Elsewhere, UK public sector net borrowing (excluding public sector banks) rose to £14.3 billion in February from £12.1 billion in the same month last year, exceeding expectations of £8.5 billion. Whilst missing forecasts, the borrowing overshoot was mainly due to timing effects relating to the government's debt interest payments, which led to a 12.3% y/y leap in spending. That said, the prospect of weaker real GDP growth, higher inflation, higher interest rates and higher gilt yields is likely to erode at least some of the Chancellor's £23.6bn fiscal headroom. Further, it may limit the scope for a large-scale fiscal support package like that seen when energy prices surged in 2022, as already indicated by the targeted measures announced to date.

### US Economy

At its March meeting, the US Federal Reserve left the Federal Funds Rate target range unchanged at 3.5%–3.75% for a 2nd consecutive meeting. Policymakers noted that the implications of the war with Iran were uncertain, although PCE (Personal Consumption Expenditure) inflation forecasts were revised higher. Fed Chair Powell noted subsequently that the Fed's projections for a rate cut were conditional on "progress on inflation". Prior to the outbreak of conflict, the annual Consumer Price Index inflation rate in the US was reported at 2.4% in February, unchanged from January. Meanwhile, the second estimate confirmed that the US economy expanded an annualised 0.7% in Q4 2025, well below 1.4% in the advance estimate, following downward revisions to consumer spending, investment, government spending and exports.

### EU Economy

Reflecting the impact of higher energy costs (which rose 4.9% y/y), Eurozone annual inflation climbed to 2.5% in March, up from 1.9% in February – albeit slightly below market expectations of 2.6%. Meanwhile, Q4 GDP growth was revised slightly lower, to 0.2% q/q and 1.2% y/y from 0.3% and 1.4% respectively. The European Central Bank kept interest rates unchanged at its March meeting, reaffirming its commitment to stabilising inflation at 2% in the medium term. Policymakers highlighted that the Middle East war has significantly increased uncertainty, creating upside risks for inflation (forecasts for which were raised) and downside risks for growth (forecasts for which were lowered).

### Housing

The Halifax House Price Index rose 0.3% m/m in February, matching expectations and slowing from a revised 0.8% gain in January. On a yearly basis, prices rose 1.3% compared to 1.1% in January. The Nationwide House Price Index also rose 0.3% m/m in February, matching both expectations and January's monthly increase. On a yearly basis, prices rose 1%, matching January's increase.

### Currency

Over the month, Sterling fell against the Dollar and rose marginally against the Euro.

March	Start	End	High	Low
GBP/USD	\$1.3445	\$1.3187	\$1.3457	\$1.3187
GBP/EUR	€1.1387	€1.1445	€1.1603	€1.1387

### Interest Rate Forecast

As noted above, both MUFG Corporate Markets and Capital Economics revised their Bank Rate forecasts during the month.

Bank Rate	Now	Jun-26	Sep-26	Dec-26	Mar-27	Jun-27	Sep-27	Dec-27	Mar-28	Jun-28	Sep-28	Dec-28	Mar-29
MUFG Corporate Markets	3.75%	3.75%	3.75%	3.75%	3.75%	3.75%	3.50%	3.50%	3.25%	3.25%	3.25%	3.25%	3.25%
Capital Economics	3.75%	3.75%	3.75%	3.75%	3.75%	3.50%	3.25%	3.00%	-	-	-	-	-

# West Lindsey District Council

## Current Investment List

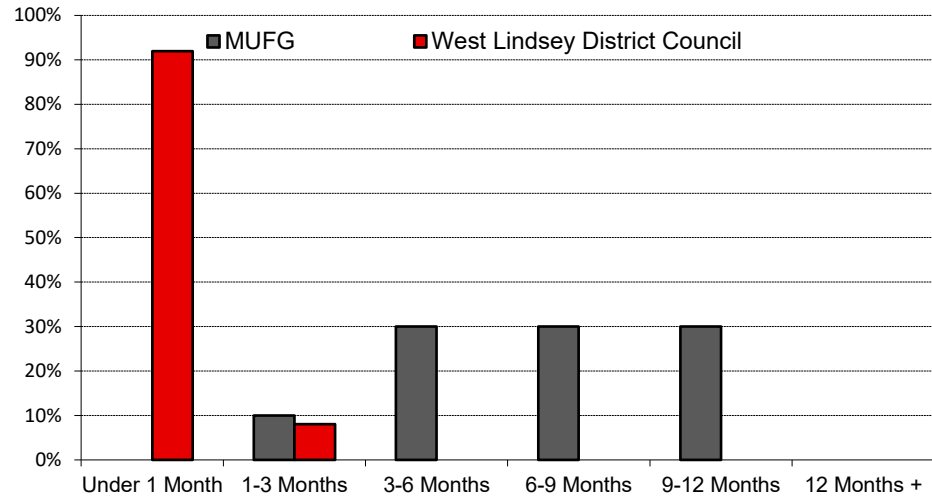
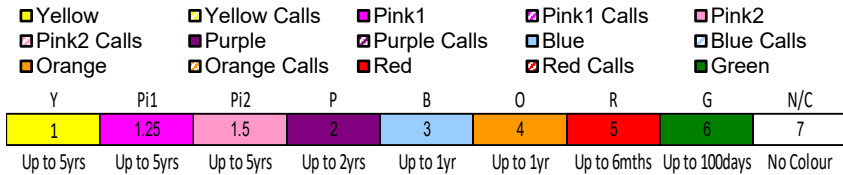
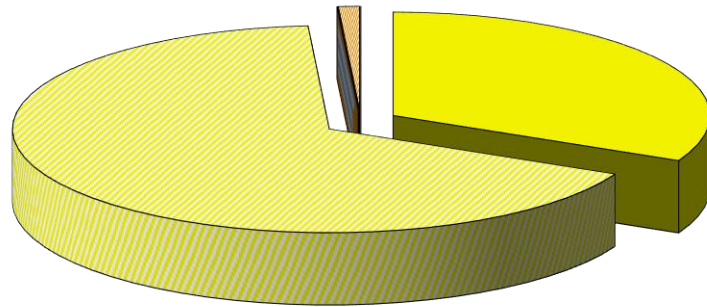
Borrower	Principal (£)	Interest Rate	Start Date	Maturity Date	Lowest LT / Fund Rating	Historic Risk of Default	Expected Credit Loss (£)
Lloyds Bank Plc (RFB)	200,000	3.65%		Call	A+	0.000%	0
MMF CCLA	5,500,000	3.74%		MMF	AAAm		
MMF LGIM	6,945,000	3.78%		MMF	AAAm		
Blackpool Borough Council	2,000,000	4.33%	09/01/2026	09/04/2026	AA-	0.001%	0
Surrey County Council	1,500,000	6.00%	20/03/2026	20/04/2026	AA-	0.001%	0
Blackpool Borough Council	1,000,000	4.75%	02/03/2026	27/04/2026	AA-	0.002%	0
Harlow District Council	1,500,000	6.30%	26/03/2026	26/05/2026	AA-	0.003%	0
<b>Borrower - Funds</b>		<b>Principal (£)</b>	<b>Interest Rate</b>	<b>Start Date</b>	<b>Maturity Date</b>		
CCLA - The Local Authorities Property Fund		1,000,000	5.70%				
<b>Total Investments</b>		<b>£19,645,000</b>	<b>4.33%</b>				
<b>Total Investments - excluding Funds</b>		<b>£18,645,000</b>	<b>4.26%</b>			<b>0.002%</b>	<b>£0</b>
<b>Total Investments - Funds Only</b>		<b>£1,000,000</b>	<b>5.70%</b>				

Note: An historic risk of default is only provided if a counterparty has a counterparty credit rating and is not provided for an MMF or USDBF, for which the rating agencies provide a fund rating. The portfolio's historic risk of default therefore measures the historic risk of default attached only to those investments for which a counterparty has a counterparty credit rating and also does not include investments which are not rated.

The Historic Risk of Default column is based on the lowest long term rating. If clients are using this % for their Expected Credit Loss calculation under IFRS 9, please be aware that the Code does not recognise a loss allowance where the counterparty is central government or a local authority since relevant statutory provisions prevent default. For these instruments, the Expected Credit Loss will be nil. Please note that we are currently using Historic Default Rates from 1990-2025 for Fitch, 1983-2025 for Moody's and 1981-2025 for S&P.

Where MUFG Corporate Markets have provided a return for a property fund, that return covers the 12 months to December 2025, which are the latest returns currently available.

Portfolio Composition by MUFG's Suggested Lending Criteria



Portfolios weighted average risk number = 1.03

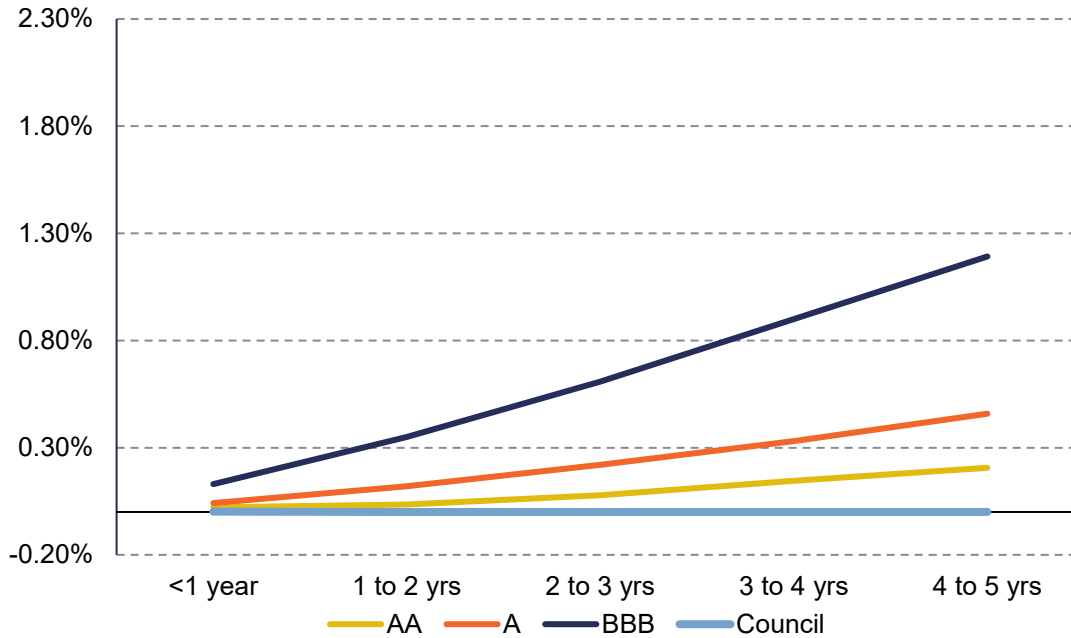
WARoR = Weighted Average Rate of Return  
WAM = Weighted Average Time to Maturity

	% of Portfolio	Amount	% of Colour in Calls	Amount of Colour in Calls	% of Call in Portfolio	WARoR	WAM	Excluding Calls/MMFs/USDBFs		
								WAM at Execution	WAM	WAM at Execution
Yellow	98.93%	£18,445,000	67.47%	£12,445,000	66.75%	4.27%	9	20	27	62
Pink1	0.00%	£0	0.00%	£0	0.00%	0.00%	0	0	0	0
Pink2	0.00%	£0	0.00%	£0	0.00%	0.00%	0	0	0	0
Purple	0.00%	£0	0.00%	£0	0.00%	0.00%	0	0	0	0
Blue	0.00%	£0	0.00%	£0	0.00%	0.00%	0	0	0	0
Orange	1.07%	£200,000	100.00%	£200,000	1.07%	3.65%	0	0	0	0
Red	0.00%	£0	0.00%	£0	0.00%	0.00%	0	0	0	0
Green	0.00%	£0	0.00%	£0	0.00%	0.00%	0	0	0	0
No Colour	0.00%	£0	0.00%	£0	0.00%	0.00%	0	0	0	0
<b>Total</b>	<b>100.00%</b>	<b>£18,645,000</b>	<b>67.82%</b>	<b>£12,645,000</b>	<b>67.82%</b>	<b>4.26%</b>	<b>9</b>	<b>20</b>	<b>27</b>	<b>62</b>

# West Lindsey District Council

## Investment Risk and Rating Exposure

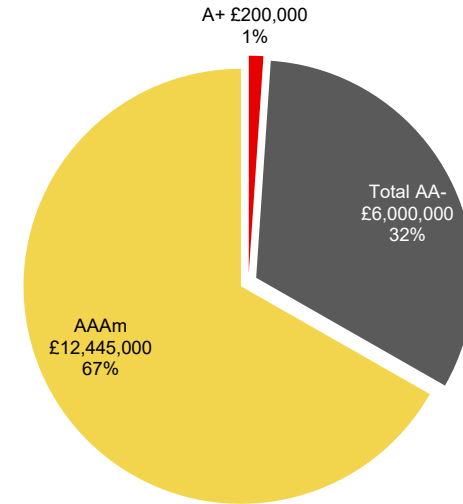
Investment Risk Vs. Rating Categories



Historic Risk of Default

Rating/Years	<1 year	1 to 2 yrs	2 to 3 yrs	3 to 4 yrs	4 to 5 yrs
AA	0.02%	0.04%	0.08%	0.15%	0.21%
A	0.04%	0.12%	0.22%	0.33%	0.46%
BBB	0.13%	0.35%	0.61%	0.90%	1.19%
Council	0.00%	0.00%	0.00%	0.00%	0.00%

Rating Exposure



### Historic Risk of Default

This is a proxy for the average % risk for each investment based on over 30 years of data provided by Fitch, Moody's and S&P. It simply provides a calculation of the possibility of average default against the historical default rates, adjusted for the time period within each year according to the maturity of the investment.

### Chart Relative Risk

This is the authority's risk weightings compared to the average % risk of default for "AA", "A" and "BBB" rated investments.

### Rating Exposures

This pie chart provides a clear view of your investment exposures to particular ratings.

Note: An historic risk of default is only provided if a counterparty has a counterparty credit rating and is not provided for an MMF or USDBF, for which the rating agencies provide a fund rating. The portfolio's historic risk of default therefore measures the historic risk of default attached only to those investments for which a counterparty has a counterparty credit rating and also does not include investments which are not rated.

# West Lindsey District Council

## Monthly Credit Rating Changes FITCH

Date	Update Number	Institution	Country	Rating Action
05/03/2026	2115	Commonwealth Bank of Australia (CBA)	Australia	The Long Term Rating was upgraded to 'AA' from 'AA-'. The Viability Rating was upgraded to 'aa-' from 'a+'. The Outlook on the Long Term Rating was changed to Stable from Positive.
31/03/2026	2116	Qatar	Qatar	The Sovereign Rating was placed on Negative Watch.

West Lindsey District Council

Monthly Credit Rating Changes  
S&P

Date	Update Number	Institution	Country	Rating Action
				No actions to report.

West Lindsey District Council

Monthly Credit Rating Changes  
MOODY'S

Date	Update Number	Institution	Country	Rating Action
				No actions to report.

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# Agenda Item 5e



**Thriving Council**

**Thursday, 25 June 2026**

**Subject: Annual Treasury Management Report 2025/26**

**Report by:**

Director of Corporate Services (S151)

**Contact Officer:**

Caroline Capon  
Corporate Finance Team Leader

Caroline.Capon@west-lindsey.gov.uk

## **Executive Summary:**

To report on Annual Treasury Management activities and prudential indicators for 2025/26 in accordance with the Local Government Act 2003.

The Council are required to receive as a minimum the following reports;

- An annual treasury strategy in advance of the year (3 March 2025)
- A mid-year, (minimum), treasury update report (26 January 2026)
- An annual review following the end of the year describing the activity compared to the strategy, (this report)

In addition, Thriving Council Committee (Previously Corporate Policy and Resources) has received quarterly management update reports.

The regulatory environment places responsibility on members for the review and scrutiny of treasury management policy and activities. This report is, therefore, important in that respect, as it provides details of the outturn position for treasury activities and highlights compliance with the Council's policies previously approved by members.

This Council confirms that it has complied with the requirement under the Code to give prior scrutiny to all of the above treasury management reports either the Governance and Audit Committee who provide scrutiny of the Treasury Management Strategy and the Thriving Council Committee (Previously Corporate Policy and Resources) who monitor in year performance and mid-year updates. Member training on treasury management issues was undertaken during the year in order to support members' scrutiny role.

### **Appendices to Report**

- Appendix 1: Economy and Interest Rates
- Appendix 2: Approved countries for investments as of 1st April 2026

**RECOMMENDATION(S):**

**That Members recommend the Annual Treasury Management Report and actual Prudential Indicators 2025/26 to Full Council for approval.**

## 1. Introduction

During 2025/26, the Council complied with its legislative and regulatory requirements. The key actual prudential and treasury indicators detailing the impact of capital expenditure activities during the year, with comparators, are as follows:

<b>Prudential and treasury indicators</b>	<b>2024/25 Actual £000</b>	<b>2025/26 Original £000</b>	<b>2025/26 Actual £000</b>
Capital expenditure	17,398	13,383	7,348*
Capital Financing Requirement:	36,085	35,251	35,250
Of which – Investment Properties	19,099	18,661	18,661
<b>Gross borrowing (External)</b>	<b>24,000</b>	<b>24,000</b>	<b>24,142</b>
Investments			
• Longer than 1 year	2,000	2,000	1,000
• Under 1 year	19,780	11,000	18,645
• <b>Total</b>	<b>21,780</b>	<b>13,000</b>	<b>19,645</b>
<b>Net borrowing</b>	<b>2,220</b>	<b>11,000</b>	<b>4,497</b>

*\*Includes £142k of new leases*

Other prudential and treasury indicators are to be found in the main body of this report.

The Director of Corporate Services (S151 Officer) also confirms that borrowing was only undertaken for a capital purpose and the statutory borrowing limit, (the authorised limit), was not breached.

This report summarises the following:-

- Capital activity during the year;
- Impact of this activity on the Council's underlying indebtedness, (the Capital Financing Requirement);
- The actual prudential and treasury indicators;
- Overall treasury position identifying how the Council has borrowed in relation to this indebtedness, and the impact on investment balances;
- Summary of interest rate movements in the year;
- Detailed debt activity; and
- Detailed investment activity.

## 2. **Capital Expenditure and Financing**

The Council undertakes capital expenditure on long-term assets. These activities may either be:

- Financed immediately through the application of capital or revenue resources (capital receipts, capital grants, revenue contributions etc.), which has no resultant impact on the Council's borrowing need; or
- If insufficient financing is available, or a decision is taken not to apply resources, the capital expenditure will give rise to a borrowing need.

The actual capital expenditure forms one of the required prudential indicators. The table below shows the actual capital expenditure and how this was funded.

Capital and Financing	2024/25 Actual £000's	2025/26 Original Budget* £000's	2025/26 Actual £000's
<b>Capital expenditure</b>	<b>17,398</b>	<b>13,383</b>	<b>7,348</b>
Financed in year by:			
Capital Receipts	119	296	446
Capital grants/contributions	16,827	4,548	4,685
Revenue	18	7,970	1,917
Leases	0	0	142
S106	434	426	158
Prudential Borrowing	0	143	0

\*Including 2024/25 Carry Forwards

### 3. The Council's overall borrowing need

The Council's underlying need to borrow for capital expenditure is termed the Capital Financing Requirement (CFR). This figure is a gauge of the Council's indebtedness. The CFR results from the capital activity of the Council and resources used to pay for the capital spend. It represents the 2025/26 unfinanced capital expenditure (see above table), and prior years' net or unfinanced capital expenditure which has not yet been paid for by revenue or other resources.

Part of the Council's treasury activities is to address the funding requirements for this borrowing need. Depending on the capital expenditure programme, the treasury service organises the Council's cash position to ensure that sufficient cash is available to meet the capital plans and cash flow requirements. This may be sourced through borrowing from external bodies, (such as the Government, through the Public Works Loan Board [PWLb], or the money markets), or utilising temporary cash resources within the Council.

**Reducing the CFR** – the Council's underlying borrowing need (CFR) is not allowed to rise indefinitely. Statutory controls are in place to ensure that capital assets are broadly charged to revenue over the life of the asset. The Council is required to make an annual revenue charge, called the Minimum Revenue Provision – MRP, to reduce the CFR. This is effectively a repayment of the borrowing need. This differs from the treasury management arrangements which ensure that cash is available to meet capital commitments. External debt can also be borrowed or repaid at any time, but this does not change the CFR.

The total CFR can also be reduced by:

- the application of additional capital financing resources, (such as unapplied capital receipts); or
- charging more than the statutory revenue charge (MRP) each year through a Voluntary Revenue Provision (VRP).

The Council's 2025/26 MRP Policy, (as required by MHCLG Guidance), was approved as part of the Treasury Management Strategy Report for 2025/26 on 3 March 2025.

The Council has retained a Valuation Volatility Reserve. This Reserve will be utilised to mitigate any loss on the investment upon sale of the assets if the capital receipt does not meet the debt outstanding. The balance on this reserve as at 31 March 2026 is £0.733m. However, now that MRP will be charged annually, thus reducing outstanding borrowing, the Reserve is being reduced over the Medium-Term Financial Plan.

The Council's CFR for the year is shown below, and represents a key prudential indicator.

<b>Capital Financing Requirement (CFR)</b>	<b>31 March 2025 Actual £000's</b>	<b>31 March 2026 Actual £000's</b>
Opening balance	37,022	36,085
Add adjustment for Prudential Borrowing	0	0
Add adjustment for Leases	0	142
Less MRP/Finance Lease Repayments	(937)	(977)
Less VRP	0	0
<b>Closing balance</b>	<b>36,085</b>	<b>35,250</b>
<i>Movement on CFR</i>	<i>(937)</i>	<i>(835)</i>

Borrowing activity is constrained by prudential indicators for gross borrowing and the CFR, and by the authorised limit.

**Gross borrowing and the CFR** - in order to ensure that borrowing levels are prudent over the medium term and only for a capital purpose, the Council ensures that its gross external borrowing does not, except in the short term, exceed the total of the capital financing requirement in the preceding year (2024/25) plus the estimates of any additional capital financing requirement for the current (2025/26) and next two financial years. This essentially means that the Council is not borrowing to support revenue expenditure. This indicator allowed the Council some flexibility to borrow in advance of its immediate capital needs. The table below highlights the Council's gross borrowing position against the CFR. The Council has complied with this prudential indicator.

	31 March 2025 Actual £000's	2025/26 Budget £000's	31 March 2026 Actual £000's
Gross Borrowing Position	24,000	24,000	24,000
Leases	0	0	142
Total Debt	24,000	24,000	24,142
CFR	36,085	35,251	35,250
(Under)/Over Funding of CFR	(12,085)	(11,251)	(11,108)

**The Authorised Limit** - the authorised limit is the “affordable borrowing limit” required by s3 of the Local Government Act 2003. Once this has been set, the Council does not have the power to borrow above this level. The table below demonstrates that during 2025/26 the Council has maintained gross borrowing within its authorised limit.

**The Operational Boundary** – the operational boundary is the expected borrowing position of the Council during the year. Periods where the actual position is either below or over the boundary are acceptable subject to the authorised limit not being breached.

**Actual financing costs as a proportion of net revenue stream** - this indicator identifies the trend in the cost of capital, (borrowing and other long term obligation costs net of investment income), against the net revenue stream.

	2025/26 £000's
Authorised limit	40,000
Maximum gross borrowing position during the year	24,142
Operational boundary	35,000
Average gross borrowing position	19,890
Financing costs as a proportion of net revenue stream	8.58%

#### 4. Treasury Position as at 31 March 2026

The Council's treasury management debt and investment position is organised by the treasury management service in order to ensure adequate liquidity for revenue and capital activities, security for investments and to manage risks within all treasury management activities. Procedures and controls to achieve these objectives are well established both through member reporting detailed in the summary, and through officer activity detailed in the Council's Treasury Management Practices. At the end of 2025/26 the Council's treasury, (excluding borrowing and finance leases), position was as follows:

<b>TABLE 1</b>	<b>31 March 2025 Principal £000's</b>	<b>Rate/ Return</b>	<b>Average Life yrs.</b>	<b>31 March 2026 Principal £000's</b>	<b>Average Rate/ Return</b>	<b>Average Life yrs.</b>
Fixed rate funding:						
-PWLB	14,000	2.25%	20	14,000	2.25%	19
-Other LA	10,000	5.25%	0.2	10,000	4.32%	0.6
-Lease	0			142	6.34%	2
<b>Total debt</b>	<b>24,000</b>		<b>20.2</b>	<b>24,142</b>		<b>19.6</b>
<b>CFR</b>	<b>36,085</b>		<b>-</b>	<b>35,250</b>	<b>-</b>	
<b>Over / (under) borrowing</b>	<b>(12,085)</b>	<b>-</b>	<b>-</b>	<b>(11,108)</b>	<b>-</b>	
Investments:						
	21,780		-	19,645		-
<b>Total investments</b>	<b>21,780</b>	<b>4.96%</b>	<b>-</b>	<b>19,645</b>	<b>4.22%</b>	<b>-</b>
<b>Net debt</b>	<b>2,220</b>	<b>-</b>	<b>-</b>	<b>4,355</b>	<b>-</b>	<b>-</b>

Under borrowing reflects Internal Borrowing from the Council's cash balances.

The maturity structure of the debt portfolio was as follows:

	<b>31 March 2025 Actual £000's</b>	<b>31 March 2026 Actual £000's</b>	<b>% Portfolio</b>
Less than 5 years	13,000	13,142	54.4%
5 years and within 10 years	0	0	0
10 years and within 20 years	2,500	2,500	10.4%
20 years and within 30 years	0	0	0
30 years and within 40 years	2,500	2,500	10.4%
40 years and within 60 years	6,000	6,000	24.8%

£14.0m of loans have been undertaken with the Public Works Loans Board at fixed rates on a maturity basis as detailed above.

### **Borrowing in advance of need**

The Council has not borrowed more than, or in advance of its needs, purely in order to profit from the investment of the extra sums borrowed.

The Council's capital investments and their subsequent financing costs as a % of the Net Revenue Stream is detailed below along with the impact on Council Tax (all other things being equal). The indicators reflect the Borrowing Strategy,

that the Council will only borrow where schemes are able to provide sustained support for the costs of borrowing and reflect new income generated is in excess of the cost of borrowing.

	<b>31 March 2025 Actual</b>	<b>31 March 2026 Actual</b>
Ratio of Financing Costs to Net Revenue Stream	10.12%	8.58%
Increase/(Reduction) in Council Tax	£26.37	-£10.16

### **Investments**

**Investment Policy** – the Council’s investment policy is governed by DLUHC investment guidance, which has been implemented in the annual investment strategy approved by the Council on 2 March 2025. This policy sets out the approach for choosing investment counterparties and is based on credit ratings provided by the three main credit rating agencies, supplemented by additional market data, (such as rating outlooks, credit default swaps, bank share prices etc.).

The investment activity during the year conformed to the approved strategy, and the Council had no liquidity difficulties.

**Resources** – the Council’s cash balances comprise revenue and capital resources and cash flow monies. The Council’s core cash resources comprised as follows:

<b>Balance Sheet Resources*</b>	<b>31 March 2025 £000’s</b>	<b>31 March 2026 £000’s</b>
General Fund Balance	4,478	4,434
Earmarked reserves	19,558	20,952
Usable capital receipts	1,480	1,109
Capital Grants Unapplied	3,070	3,609
<b>Total</b>	<b>28,586</b>	<b>30,104</b>

\*Subject to external audit of the 2025/26 accounts

### **Investments held by the Council**

- The Council maintained an average balance of £18.173m of internally managed funds.
- The internally managed funds earned an average rate of return of 4.221%.
- The comparable performance indicator is the Sterling Overnight Index Average (SONIA) which was a rate of 4.01% as at 31 March 2026.

- Total investment income was £0.767m compared to a budget of £0.519m.

Types of investments	31 March 2025 Actual £000	31 March 2026 Actual £000
Deposits with banks and building societies	500	200
Money Market Funds	19,280	12,445
Other Local Authorities	0	6,000
Property funds	2,000	1,000
<b>TOTAL TREASURY INVESTMENTS</b>	<b>21,780</b>	<b>19,645</b>

### Non-Treasury Investments

YEAR OF ACQUISITION	Commercial Property Portfolio	Sector	Total Acquisition Cost £'m
2017/18	Bradford Road, Keighley	Hotel	2.490
2018/19	43 Penistone Road, Sheffield	Leisure	2.700
2018/19	Unit 7 Drake House, Sheffield	Manufacturing	3.175
2018/19	5 Sandars Road, Gainsborough	Manufacturing	6.470
2018/19	Heaton Street, Gainsborough	Retail	1.150
2019/20	Wheatley Road, Doncaster	Commercial Unit	5.681
	<b>TOTAL PORTFOLIO</b>		<b>21.666</b>

The investments are held on the balance sheet at their Fair Value (*the price expected to be received in current market conditions*). The Fair Value as at 31 March 2026 for the Commercial Property Portfolio is £22.127m.

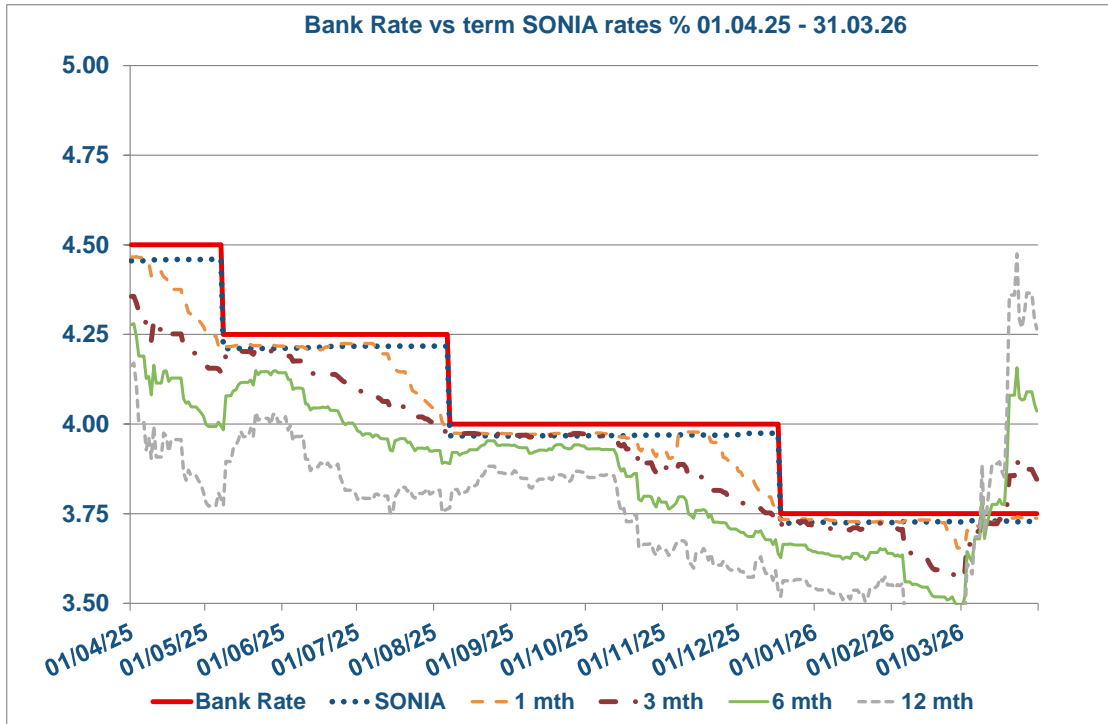
This Commercial Property Portfolio is generating a gross yield of 7.70% and £1.704m in income relevant to the financial year.

The Council mitigates any loss on investment by holding a Valuation Volatility Reserve. The balance on this reserve as at 31 March 2026 is £0.733m. However, now that MRP will be charged annually, thus reducing outstanding borrowing, the Reserve is being reduced over the Medium-Term Financial Plan.

### 5. The Strategy for 2025/26 (*Information supplied by MUF*)

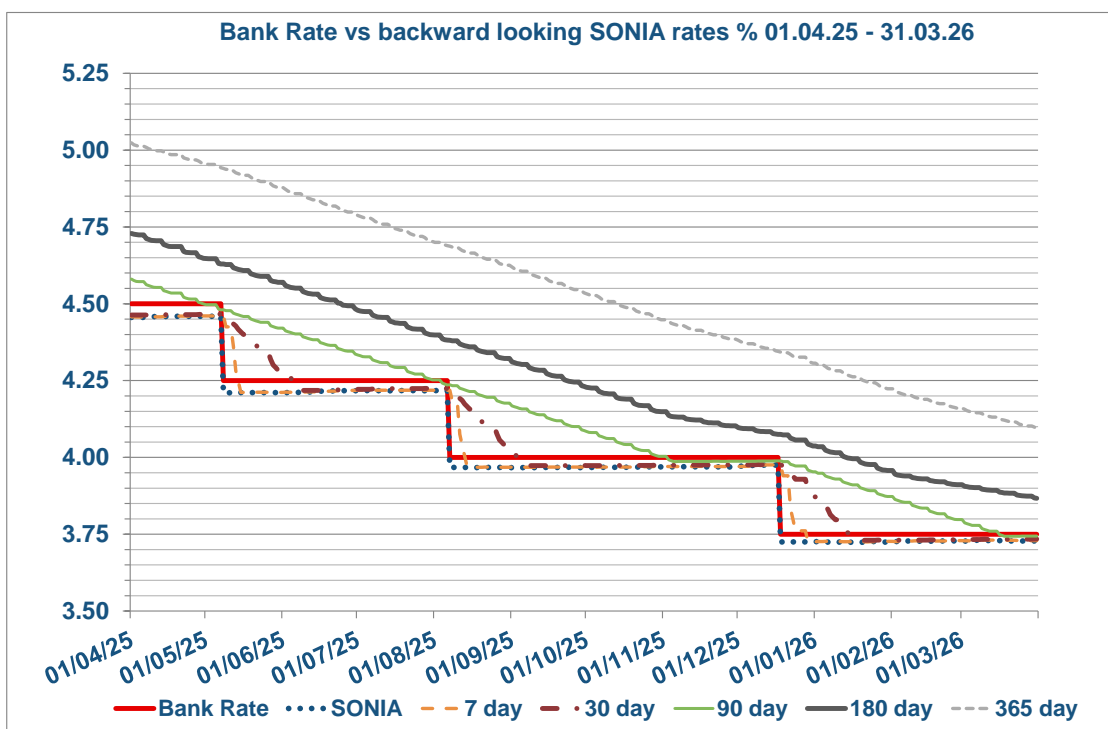
#### Investment strategy and control of interest rate risk

Investment Benchmarking Data – Sterling Overnight Index Averages (Term)  
2025/26



FINANCIAL YEAR TO QUARTER ENDED 31/03/2026						
	Bank Rate	SONIA	1 mth	3 mth	6 mth	12 mth
High	4.50	4.46	4.47	4.36	4.28	4.47
High Date	01/04/2025	07/05/2025	03/04/2025	02/04/2025	02/04/2025	23/03/2026
Low	3.75	3.72	3.65	3.57	3.49	3.40
Low Date	18/12/2025	22/12/2025	27/02/2026	27/02/2026	27/02/2026	27/02/2026
Average	4.04	4.01	3.98	3.94	3.87	3.77
Spread	0.75	0.74	0.81	0.79	0.79	1.08

### Investment Benchmarking Data – Sterling Overnight Index Averages (Backward-looking) 2025/26



FINANCIAL YEAR TO QUARTER ENDED 31/03/2026							
	Bank Rate	SONIA	7 day	30 day	90 day	180 day	365 day
High	4.50	4.46	4.46	4.47	4.58	4.73	5.02
High Date	01/04/2025	07/05/2025	28/04/2025	06/05/2025	01/04/2025	01/04/2025	01/04/2025
Low	3.75	3.72	3.73	3.73	3.74	3.87	4.09
Low Date	18/12/2025	22/12/2025	22/01/2026	21/01/2026	18/03/2026	31/03/2026	31/03/2026
Average	4.04	4.01	4.02	4.05	4.13	4.26	4.55
Spread	0.75	0.74	0.74	0.74	0.84	0.86	0.93

Investment returns remained robust throughout 2025/26 despite Bank Rate reducing steadily through the course of the financial year (three 0.25% rate cuts in total), and at the end of March the yield curve had turned positive, reflecting inflation concerns emanating from the on-going conflict in the Middle East.

Bank Rate reductions of 0.25% occurred in May, August and December, bringing the headline rate down from 4.50% to 3.75%. Two of the Bank Rate cuts occurred in the same month as the Bank of England publishes its Quarterly Monetary Policy Report, therein providing a clarity over the timing of potential future rate cuts.

As of early April 2026, market sentiment has been heavily influenced by the Middle East conflict. Commentators anticipate a growing risk of inflation, meaning interest rates will not be cut for some time, and may increase to counteract inflationary pressures arising from steepening energy costs. Growth will also be impacted in many regions of the world. UK GDP is projected by the Office for Budget Responsibility (3 March 2026) to be 1.1% in 2026 before picking up to 1.6% in 2027 and 2028. But the likelihood is that there is downside risk to this forecast given events in the Middle East through March and still on-going.

Looking back through 2025/26, investors were able to achieve returns generally in a range of 4.5% - 5% for periods ranging from 1 month to 12 months in the spring of 2025. By the end of March 2026 deposit rates were somewhat volatile, regaining some traction as the Middle East conflict suggested energy driven inflation may lead to higher interest rates than would otherwise have been the case. Where liquidity requirements were not a drain on day-to-day investment choices, extending duration through the use of "laddered investments" paid off.

Heading into 2026/27, UK inflation is likely to increase to over 4% in the coming months as oil prices, for example, remain close to \$100 per barrel, over 50% higher than before the Middle East conflict started.

### **Borrowing strategy and control of interest rate risk**

During 2025/26, the Authority maintained an under-borrowed position. This meant that the capital borrowing need, (the Capital Financing Requirement), was not fully funded with loan debt as cash supporting the Authority's reserves, balances and cash flow was used as an interim measure. This strategy was prudent as near-term investment rates have generally been lower than medium to long-term borrowing costs. The latter are expected to fall a little through 2026 and 2027 in the light of economic growth concerns and the eventual dampening

of inflation. The Authority has sought to minimise the taking on of long-term borrowing at elevated levels (>5%) and has focused on a policy of internal and temporary borrowing, supplemented by short-dated borrowing (<5 years) as appropriate.

Against this background and the risks within the economic forecast, caution was adopted with the treasury operations. The Director of Finance therefore monitored interest rates in financial markets and adopted a pragmatic strategy based upon the following principles to manage interest rate risks.

- if it had been felt that there was a significant risk of a sharp FALL in long and short-term rates, (e.g., due to a marked increase of risks around a relapse into recession or of risks of deflation), then long term borrowings would have been postponed, and potential rescheduling from fixed rate funding into short term borrowing would have been considered.
- if it had been felt that there was a significant risk of a much sharper RISE in long and short-term rates than initially expected, perhaps arising from the stickiness of inflation in the major developed economies, then the portfolio position would have been re-appraised. Most likely, fixed rate funding would have been drawn whilst interest rates were lower than they were projected to be in the next few years.

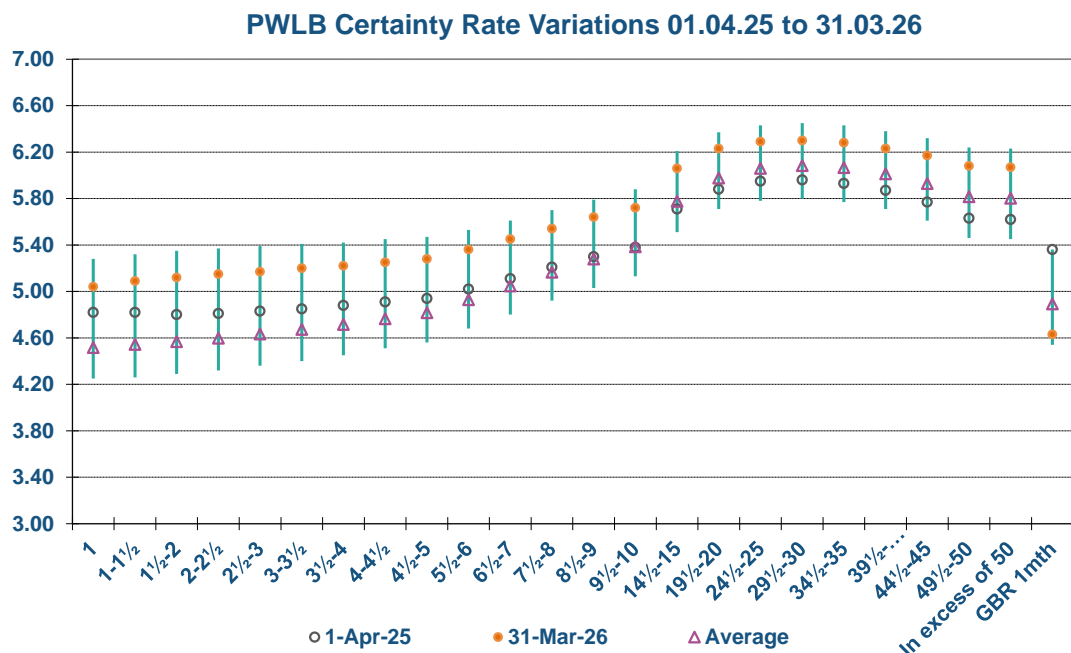
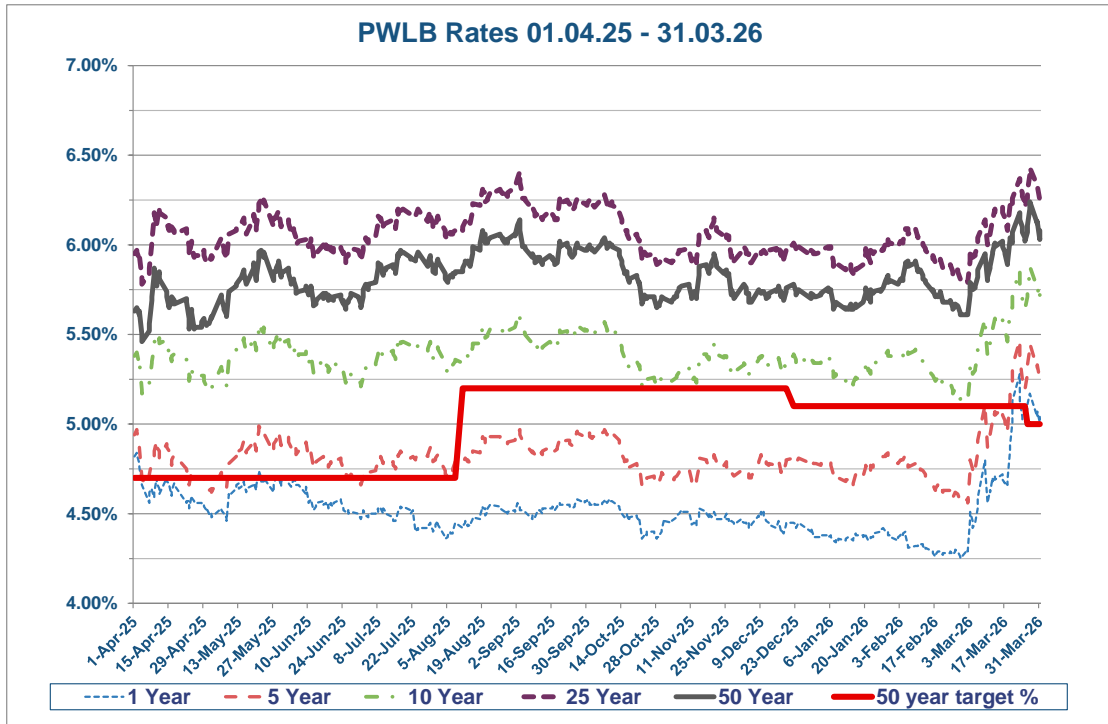
Interest rate forecasts initially suggested gradual reductions in short, medium and longer-term fixed borrowing rates during 2025/26. Bank Rate did reduce to 3.75% as anticipated, but the initial expectation of significant rate reductions across the whole curve did not transpire, primarily because inflation concerns were very elevated in March 2026.

At the start of April 2026, the market expected Bank Rate to increase over the coming months to 4% or 4.25%, from 3.75%, whilst all parts of the curve have also risen substantially through March. A significant fall in inflation will be required to underpin any material movement lower in the longer part of the curve.

Forecasts at the time of approval of the treasury management strategy report for 2025/26 were as follows:-

MUFG Corporate Markets Interest Rate View 11.11.24													
	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27	Jun-27	Sep-27	Dec-27
<b>BANK RATE</b>	4.75	4.50	4.25	4.00	4.00	3.75	3.75	3.75	3.50	3.50	3.50	3.50	3.50
3 month ave earnings	4.70	4.50	4.30	4.00	4.00	4.00	3.80	3.80	3.80	3.50	3.50	3.50	3.50
6 month ave earnings	4.70	4.40	4.20	3.90	3.90	3.90	3.80	3.80	3.80	3.50	3.50	3.50	3.50
12 month ave earnings	4.70	4.40	4.20	3.90	3.90	3.90	3.80	3.80	3.80	3.50	3.50	3.50	3.50
5 yr PWLB	5.00	4.90	4.80	4.60	4.50	4.50	4.40	4.30	4.20	4.10	4.00	4.00	3.90
10 yr PWLB	5.30	5.10	5.00	4.80	4.80	4.70	4.50	4.50	4.40	4.30	4.20	4.20	4.10
25 yr PWLB	5.60	5.50	5.40	5.30	5.20	5.10	5.00	4.90	4.80	4.70	4.60	4.50	4.50
50 yr PWLB	5.40	5.30	5.20	5.10	5.00	4.90	4.80	4.70	4.60	4.50	4.40	4.30	4.30

## PWLB Rates 2025/26



**High/Low/Average PWLB Rates for 2025/26**

	1 Year	5 Year	10 Year	25 Year	50 Year
<b>Low</b>	4.25%	4.56%	5.13%	5.78%	5.46%
<b>Date</b>	27/02/2026	27/02/2026	02/03/2026	04/04/2025	04/04/2025
<b>High</b>	5.28%	5.47%	5.88%	6.43%	6.24%
<b>Date</b>	23/03/2026	23/03/2026	27/03/2026	27/03/2026	27/03/2026
<b>Average</b>	4.52%	4.82%	5.38%	6.06%	5.81%
<b>Spread</b>	1.03%	0.91%	0.75%	0.65%	0.78%

PWLB rates are based on gilt (UK Government bonds) yields through HM Treasury determining a specified margin to add to gilt yields. The main influences on gilt yields are Bank Rate, inflation expectations and movements in US treasury yields. Inflation targeting by the major central banks has been

successful over the last 30 years in lowering inflation and the real equilibrium rate for central rates has fallen considerably due to the high level of borrowing by consumers: this means that central banks do not need to raise rates as much now to have a major impact on consumer spending, inflation, etc. This has pulled down the overall level of interest rates and bond yields in financial markets over the last 30 years.

However, since early 2022, yields have risen dramatically in all the major developed economies, first as economies opened post-Covid; then because of the inflationary impact of the war in Ukraine in respect of the supply side of many goods. In particular, rising cost pressures emanating from shortages of energy and some food categories have been central to inflation rising rapidly. More recently, the Middle East conflict is likely to see inflation spike higher from late spring 2026 through to early 2027

Gilt yields have been volatile through 2025/26. The low point for long-term rates of 25 and 50 years' duration was reached early in April 2025 whilst the low points for short and medium dated rates were reached in early 2026, prior to the outbreak of the Middle East conflict.

At the close of 31 March 2026, the 1-year PWLB Certainty rate was 5.04% whilst the 5, 10, 25 and 50 year rates were 5.28%, 5.72%, 6.29% and 6.08% respectively.

Regarding PWLB borrowing rates, the various margins attributed to their pricing are as follows: -

- **PWLB Standard Rate** is gilt plus 100 basis points (G+100bps)
- **PWLB Certainty Rate** is gilt plus 80 basis points (G+80bps)
- **Local Infrastructure Rate** is gilt plus 60 basis points (G+60bps) – available through the National Wealth Fund
- **HRA Borrowing rate** is gilt plus 40 basis points (G+40bps)

As a general rule, short-dated gilt yields will reflect expected movements in Bank Rate, whilst medium to long-dated yields are driven primarily by the inflation outlook.

## 6. Other Issues

### Economy and Interest Rates

A detailed review of the Economy and Interest Rates, provided by our Treasury Advisors, MUFG can be found in Appendix 1. Approved Countries for investments as at 01/04/2026 can be found in Appendix 2.

### IFRS 9 fair value of investments

Following the consultation undertaken by the Ministry of Housing, Communities and Local Government [MHCLG] on IFRS 9, the Government extended the

mandatory statutory override for local authorities to reverse out all unrealised fair value movements resulting from pooled investment funds to 31<sup>st</sup> March 2029, with the exception of any new pooled investments from 1<sup>st</sup> April 2024. Local authorities are required to disclose the net impact of the unrealised fair value movements in a separate unusable reserve throughout the duration of the override in order for the Government to keep the override under review and to maintain a form of transparency. The Council currently has £1m invested in CCLG Property Funds, this was invested prior to 01 April 2024 and is therefore subject to the statutory override. The fair value movement for 2025/26 was £1038.10.

### **Counterparty Limits**

There have been no breaches of Prudential Indicators.

## ASSOCIATED IMPLICATIONS

**Legal:** None from this report

**Financial: FIN/20/27/TC/CC**

Treasury Investment activities have generated £0.767m of investment interest at an average rate of 4.047%.

Non-Treasury investments (Investment Property Portfolio) have generated £1.704m income which is a gross yield of 7.70%

Financing activities has resulted in a total of £24.142m of external borrowing at a cost in year of £0.591m.

**Staffing:** None from this report

**LGR implications:** None from this report

**Equality and Diversity including Human Rights:** None from this report

**Data Protection Implications:** None from this report

**Climate Related Risks and Opportunities:** None from this report

**Section 17 Crime and Disorder Considerations:** None from this report

**Health Implications:** None from this report

**Risk Assessment:**

The Treasury Management Strategy sets out an assessment of treasury risks

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

The Treasury Management Strategy 2025/26

**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**

**No**

**X**

## Appendix 1

### Economy and Interest Rates

#### UK Economy

As with 2024/25, UK inflation has proved somewhat stubborn throughout 2025/26. Having started the financial year at 3.5% y/y (April), the CPI measure of inflation peaked at 3.8% from July to September, before dipping to 3% in January and February. Core inflation picked up to 3.2% in February, from 3.1%, and the recent upward pressure on energy costs could see CPI inflation breach 4.5% later this year.

Against this backdrop, the continued lack of progress in ending the Russian invasion of Ukraine, and the potentially negative implications for global growth as a consequence of the implementation of US tariff policies, Bank Rate reductions look limited for the remainder of 2026 (as they do in the euro-zone). Bank Rate currently stands at 3.75%.

Moreover, borrowing has becoming more expensive in 2025/26. Gilt yields have risen materially in March 2026, more than reversing the falls earlier in the financial year. Additionally, the public finances have remained under pressure. The higher-than-expected public net sector borrowing of £14.3bn in February was £2.2bn above last February's outturn. But that borrowing overshoot was mainly due to timing effects relating to the £13.0bn government debt interest payment. That came in as the highest payment since June 2025, causing a 12.3% y/y jump in spending. On the flip side, sitting at £8.1bn, tax revenues were also higher than last February, largely on the back of solid growth in self-employment incomes in 2024/25, boosting self-assessment income tax receipts and stronger capital gains tax receipts.

However, the combination of some energy price support and pressures from higher inflation amid the ongoing energy price shock, higher interest rates and a weaker economy will ultimately put borrowing on an upward trend. With the rise in energy prices possibly pushing the Retail Prices Index inflation up to a peak of 5.7%, debt interest repayments will increase by about £10bn. A weaker growth profile, higher inflation, higher interest rates and gilt yields could erode about £11bn of the Chancellor's £23.6bn headroom.

The loosening in the labour market continues to bear down on wage growth. The 3myy growth rate of average earnings including bonuses slowed from 4.2% in December to 3.9% in January. Meanwhile, excluding bonuses, private earnings growth continued to fall from 3.4% to 3.3%.

The table below provides a snapshot of the conundrum facing central banks: inflation pressures remain, labour markets are still relatively tight by historical comparisons, and central banks are also having to react to a fundamental re-ordering of economic and defence policies driven largely by the US administration.

	<b>UK</b>	<b>Eurozone</b>	<b>US</b>
<b>Bank Rate</b>	3.75%	2.0%	3.5%-3.75%
<b>GDP</b>	0.1%q/q Q4 (1.0%/y/y)	+0.2%q/q Q4 (1.2%/y/y)	0.7% Q4 Annualised
<b>Inflation</b>	3.0%/y/y (Feb)	1.9%/y/y (Feb)	2.4%/y/y (Feb)
<b>Unemployment Rate</b>	5.2% (Jan)	6.2% (Jan)	4.4% (Feb)

The Bank of England sprung no surprises in their March meeting, leaving Bank Rate unchanged at 3.75% by a vote of 9-0, but suggesting rates may need to rise if inflation picks up markedly. The vote could best be described as moderately hawkish. The MPC stated it “stands ready to act as necessary” and “is alert to the increased risk of domestic inflationary pressures through

second-round effects in wage and price-setting". Even so, we suspect the committee is likely to put equal weight on higher inflation and weaker growth, particularly the poor macroeconomic backdrop prior to the energy shock, keeping interest rates at 3.75% this year.

10-year Gilt yields have been exceptionally volatile in the final weeks of 2025/26, troughing at around 4.23% in late February before shooting up to 5.00% (and well through that on an intraday basis). That spike was driven by the outbreak of war in the Middle East, which prompted a dramatic reassessment of investors' Bank of England policy rate expectations. Having been pricing in rate cuts in late-February, as many as four rate *hikes* were discounted by late-March. The 10-year yield ended the quarter at 4.92% with around 65bp of rate hikes priced in over the coming year. In addition to more hawkish monetary policy expectations, part of this increase in yields probably reflected an increase in term premia amid concerns that the government may react by loosening the fiscal purse strings.

As for equity markets, the FTSE 100 experienced another volatile quarter, surging to an all-time high of around 10,900 in late February, leaving it up 10% from the start of 2026, before giving back most of those gains in March after the outbreak of the Middle East conflict. That pullback leaves the index at around 10,176 at the end of the quarter. For context it was at 8,582 at the start of April. The £ has stayed relatively resilient also at \$1.33, strengthening from \$1.29 back in April.

### **US Economy**

Despite a weak finish to 2025, the US economy has generally been the strongest among the developed economies, but with uncertainties growing surrounding President Trump's central economic tenet of being able to apply tariffs on an ad-hoc basis, and bend the FOMC Fed Funds rate decision-making to his will, there is something of a stalemate in place at present over when, and if, rates will be cut further in 2026.

Inflation is currently stuck at around 2.5%, unemployment is only a little above 4%, and tax refunds are in the process of being facilitated for many households. But will those refunds be – at least partially – offset by higher gasoline prices?

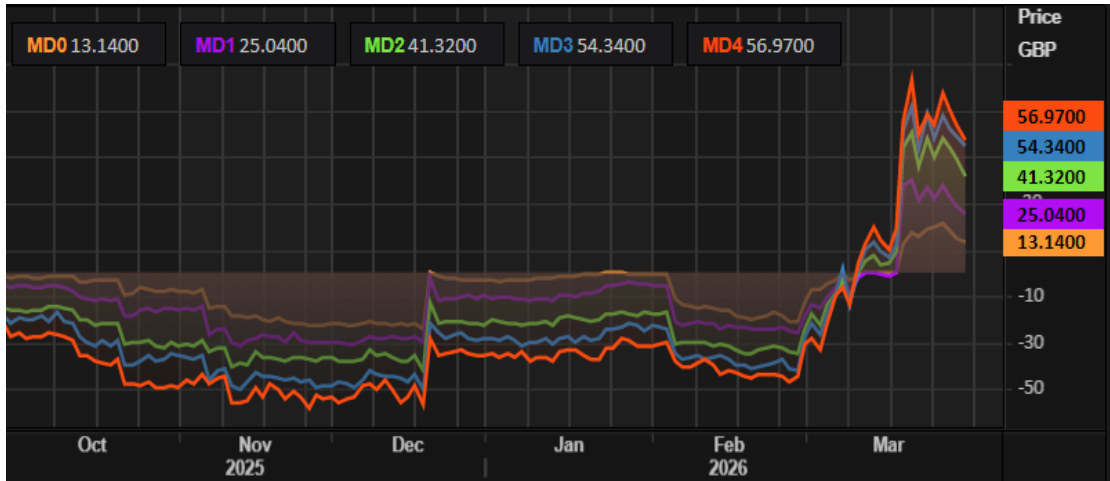
The S&P500 started April 2025 at 5,633 and finished March 2026 at 6,528 having peaked at just over 7,000. The 10-year Treasury yield finished March at 4.30% having been 4.17% back at the start of April, and during the year has been both above 4.50% and below 4.00%.

### **EZ Economy**

The Eurozone economy has run pretty much in parallel with that of the UK. A slightly stronger finish to 2025 (GDP of 0.2% q/q) than that of the UK cannot hide the fact that the economy has been negatively impacted by German economic stagnation until late in 2025. France has also struggled against a difficult political backdrop, but managed to post GDP growth of 0.3% q/q for October to December.

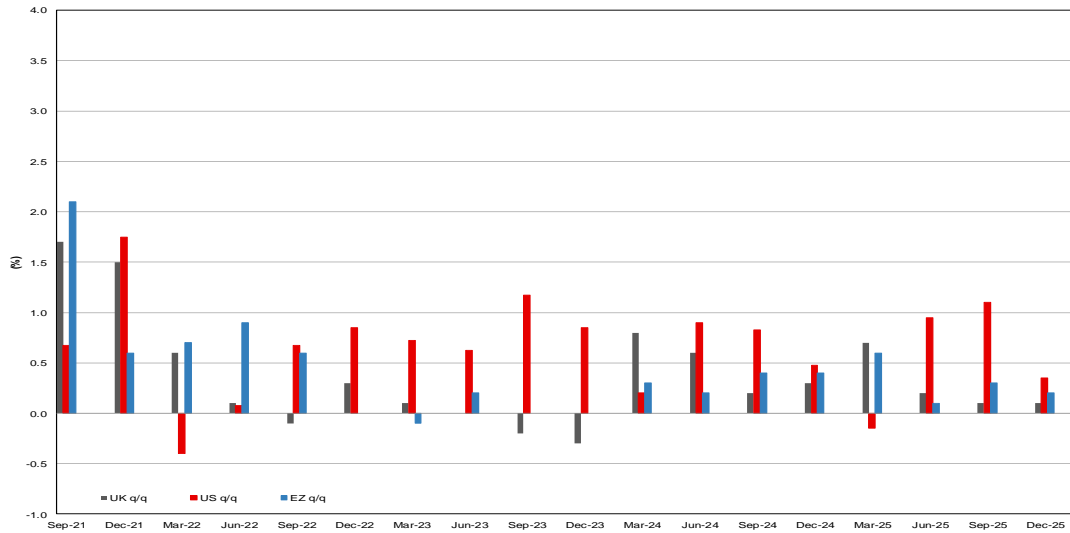
With Eurozone headline inflation close to 2%, the ECB has been able to reduce its Deposit Rate to 2%. Whether it rises from that low point will very much be driven by how energy prices trend over the coming months. The Euro has appreciated against the dollar from 1.08 at the start of April 2025 to 1.16 at the end of March.

**Market Expectations for Future Increases in Bank Rate (1<sup>st</sup> April 2026)**

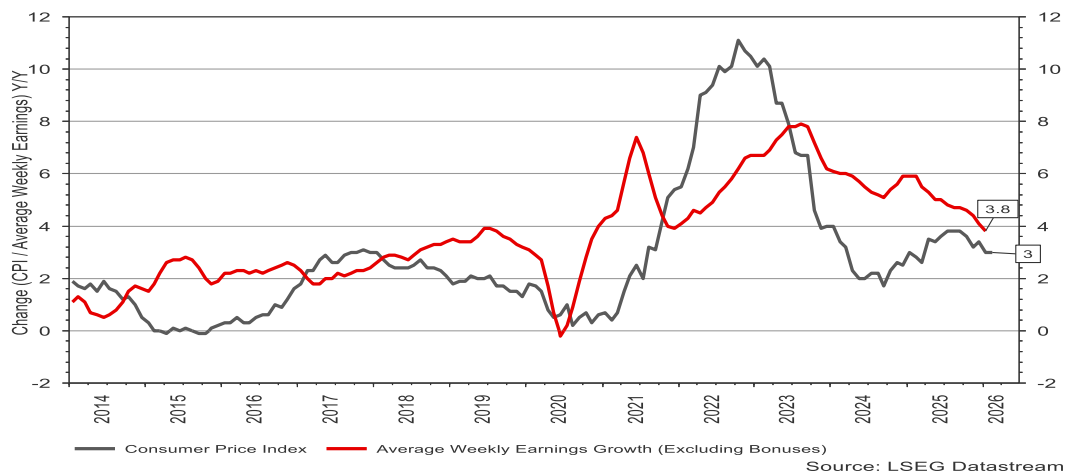


\*MD0 = Change in Bank Rate expected at MPC meeting to be held April-26, MD1 = Jun-26, MD2 = Jul-26, MD3 = Sept-26, MD4 = Nov-26.

### UK, US and EZ Quarterly GDP



### CPI v Average Weekly Earnings Growth



## Appendix 2

### Approved countries for investments as of 1<sup>st</sup> April 2026

This list is based on those countries which have sovereign ratings of AA- or higher, (we show the lowest rating from Fitch, Moody's and S&P) and also, (except - at the time of writing - for Hong Kong and Luxembourg), have banks operating in sterling markets which have credit ratings of green or above in the MUFG Corporate Markets creditworthiness service.

#### *Based on lowest available rating*

##### **AAA**

- Australia
- Denmark
- Germany
- Netherlands
- Norway
- Singapore
- Sweden
- Switzerland

##### **AA+**

- Canada
- U.S.A.

##### **AA**

- Abu Dhabi (UAE)
- Finland
- Qatar

##### **AA-**

- U.K.

##### **A+**

- Belgium
- France

## Thriving Council Committee Work Plan (as at 17 June 2026)

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### Purpose:

This report provides a summary of items of business due at meetings for the 2026/27 civic year.

### Recommendation:

1. That Members note the contents of this report

Date	Title	Lead Officer	Purpose of the report	Date First Published
<b>25 JUNE 2026</b>				
25 Jun 2026	West Lindsey District Council Parking Strategy 2026-2031	Luke Matthews, Senior Building and Projects Officer	The purpose of this report is to present the WLDC 2026-2031 parking strategy & action plan for approval.	
25 Jun 2026	Refurbishment of Public toilet Facilities - Caistor, Market Rasen and Gainsborough	Luke Matthews, Senior Building and Projects Officer	To consider the options for West Lindsey District Council's public toilets in Caistor, Market Rasen and Gainsborough which are in need major refurbishment due to ageing infrastructure, poor accessibility and rising maintenance issues.	
25 Jun 2026	Crisis & Resilience Fund 2026-27	Angela Matthews, Benefits Manager	Proposals for the administration and distribution of the West Lindsey Crisis & Resilience Fund allocation	
25 Jun 2026	Budget and Treasury Monitoring - Final Outturn 2025/2026	Sarah Scully, Finance Business Support Team Leader	This report sets out the final budget outturn position for revenue and capital spend 2025/2026, and requests approval for transfer of the underspend to Earmarked Reserves.	
25 Jun 2026	Annual Treasury Management Report 2025/26	Caroline Capon, Corporate Finance Team Leader	To report on Annual Treasury Management activities and prudential indicators for 2025/26 in accordance	

**30 JULY 2026**

30 Jul 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
30 Jul 2026	Budget and Treasury Monitoring - Quarter 1 2026/27	Sarah Scully, Finance Business Support Team Leader	This report sets out the revenue, capital and treasury management activity from 1st April 2026 to 31st May 2026
30 Jul 2026	Local Government and Social Care Ombudsman (LGSCO) Annual Review Letter Report 2025/26	Natalie Kostiuk, Customer Experience Officer	Report on the Local Government and Social Care Ombudsman (LGSCO) Annual Review Letter 2026 covering complaints referred to and decided by them between April 2025 and March 2026. Examining the types and outcomes of complaints referred and benchmarking with other similar local authorities.
30 Jul 2026	Annual Voice of the Customer Report 2025/26	Natalie Kostiuk, Customer Experience Officer	To summarise customer feedback received during the year 2025/26, customer satisfaction levels, and analyse customer contact demand data to provide a clear view of the voice of the customer.
30 Jul 2026	Depot Electrification Feasibility Study	Steve Leary, Policy and Strategy Officer - Climate and Sustainable Environment	To present the findings of a feasibility study into the electrification of the Depot, for member decision
30 Jul 2026	Budget Consultation 2026	Sue Leversedge, Head of Finance (Deputy Section 151)	To present the proposed Budget Consultation process for 2026.
30 Jul 2026	Market Street Renewal Ltd - 2026/2027 Business Plan	Sally Grindrod-Smith, Director Planning,	To present the Market Street Renewal Ltd Business Plan 2026/27.

**TBC CONCURRENT MEETING WITH THRIVING PEOPLE COMMITTEE - LEISURE PROJECT**

**24 SEPTEMBER 2026**

**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
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
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
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.

**10 DECEMBER 2026**

10 Dec 2026	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
10 Dec 2026	Equality, Diversity, Inclusion and Belonging Strategy	Katy Allen, Corporate Governance Officer	New Strategy for 2026 -2029

**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 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

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.

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 APRIL 2027**

22 Apr 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

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

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