Public Document Pack

West Lindsey District Council

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

AGENDA

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

Thriving Council Committee
Thursday, 30th July, 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 - 9)
To confirm and sign as a correct record the Minutes of the Meeting of the Thriving Council Committee held on Thursday, 25 June 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. **Matters Arising Schedule** (PAGE 10)
Setting out current position of previously agreed actions as at 22 July 2026

6. **Public Reports for Approval**

i) Annual Voice of the Customer Report 2025/26 (PAGES 11 - 46)

ii) Local Government and Social Care Ombudsman (LGSCO) Annual Review Letter Report 2025/26 (PAGES 47 - 65)

iii) Recommendation from the Thriving People Committee: Community Grants Programme 2026-2028 (PAGES 66 - 73)

iv) Guildhall Boiler Replacement (PAGES 74 - 96)

v) Budget Consultation 2026 (PAGES 97 - 107)

vi) Budget and Treasury Monitoring - Quarter 1 2026/27 (PAGES 108 - 146)

vii) Thriving Council Thematic Business Plan Progress Report (PAGES 147 - 169)

viii) Member Attendance at the Local Councils' Network (LCN) Conference 2027 and the Local Government Association (LGA) Annual Conference 2027 (PAGES 170 - 174)

ix) Committee Work Plan (PAGES 175 - 179)

7. **Exclusion of Public and Press**

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

8. **Exempt Report(s)**

i) Market Street Renewal Ltd - 2026/2027 Business Plan (PAGES 180 - 194)

ii) Brownfield Land Fund (PAGES 195 - 202)

Paul Burkinshaw
Head of Paid Service
The Guildhall
Gainsborough

Wednesday, 22 July 2026

WEST LINDSEY DISTRICT COUNCIL

MINUTES of the Meeting of the Thriving Council Committee held in the Council Chamber - The Guildhall, Marshall's Yard, Gainsborough, DN21 2NA on 25 June 2026 commencing at 6.30 pm.

Present:	Councillor Owen Bierley (Chairman) Councillor Matthew Boles Councillor Karen Carless Councillor Paul Howitt-Cowan Councillor Stephen Bunney Councillor Maureen Palmer
In Attendance:	
Peter Davy	Director Corporate Services (Section 151 Officer)
Lisa Langdon	Assistant Chief Executive - Governance (Monitoring Officer)
Sue Leversedge	Head of Finance (Deputy Section 151)
Sarah Scully	Finance Business Support Team Leader
Grant White	Head of Localities and Community Services
Angela Matthews	Benefits Manager
Luke Matthews	Senior Building and Projects Officer
Ele Snow	Senior Democratic and Civic Officer
Apologies:	Councillor Paul Swift Councillor Ian Fleetwood
Membership:	Councillor M. Palmer was appointed substitute for Councillor I Fleetwood Councillor S. Bunney was appointed substitute for Councillor P. Swift

1 PUBLIC PARTICIPATION PERIOD

There was no public participation.

2 MINUTES OF PREVIOUS MEETING(S)

RESOLVED that the Minutes of the Meeting of the Corporate Policy and Resources Committee held on Thursday, 16 April 2026 be confirmed and signed as a correct record.

3 DECLARATIONS OF INTEREST

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

4 REFURBISHMENT OF PUBLIC TOILET FACILITIES - CAISTOR, MARKET RASEN AND GAINSBOROUGH

The Committee gave consideration to the first report of the evening, presented by the Senior Building and Projects Officer. It was explained that West Lindsey District Council's three public toilet facilities in Caistor, Market Rasen and Gainsborough required significant refurbishment due to ageing infrastructure, declining accessibility standards, and increasing maintenance issues. These facilities played an important role in supporting town centre use, public health and overall user experience.

Three options had been assessed, ranging from doing nothing to undertaking a full refurbishment, with the recommendation being for the latter. It was explained that this would provide a 15–20-year asset life extension, ensure compliance with modern accessibility and safety standards, reduce maintenance costs, improve energy efficiency, and deliver a consistent, high-quality user experience across all sites.

It was noted that this option provided the best long-term value, environmental benefits, and alignment with the Council's Strategic Asset Management Plan, and as such approval was sought for the drawdown of £190k to proceed with full refurbishment works in 2026/27.

Members of the Committee were fully supportive of the proposals, however enquired as to the impact of the closures whilst work was undertaken. It was confirmed that temporary facilities would be in place for the duration of the closures and the cost of this provision was included in the total amount requested. Members also enquired as to the options regarding the transfer of assets to the town councils, to which it was confirmed that this would be a feasible option in the future.

Members commented on the importance of maintaining the high standard of provision once works were completed, particularly with a view to avoiding vandalism and wilful damage, with Officers explaining there would be a number of ways this could be achieved such as increased patrols, and use of CCTV. In response to a question regarding the potential to use solar panels on the premises, it was explained that whilst the use of panels may not be feasible, the designs did introduce sun tubes, which would reduce the reliance on artificial lighting.

The Chairman brought the debate to a conclusion, thanking the Officer for his comprehensive report and supporting the positive comments from Committee Members. He confirmed that, of the options provided, the first option of full refurbishment had been proposed and seconded, alongside the subsequent recommendations in the report.

On taking the vote, it was

RESOLVED that

a) the draw down of £190k from the Maintenance of Facilities Reserve to fully refurbish all 3 public conveniences across the district be approved; and

b) 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 £190k be approved; and

c) the council actively engage with the three 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.

5 WEST LINDSEY DISTRICT COUNCIL PARKING STRATEGY 2026-2031

The Committee heard from the Senior Building & Projects Officer who explained that the council had commissioned a new Parking Strategy to ensure the parking service continued to support thriving town centres, sustainable transport, regeneration, and financial resilience across Gainsborough and Market Rasen. The strategy responded to changing travel habits, hybrid working, local growth, and environmental priorities, while building on earlier reviews in 2015, 2017, 2022 and 2024.

It was explained that the Parking Strategy 2026–2031 set out a comprehensive, evidence-led plan to ensure parking provision across Gainsborough and Market Rasen remained accessible, financially sustainable, safe, and aligned with the district's long-term economic, environmental, and technological objectives. Members were directed to the five main themes of the strategy, which included aspects such as modernising systems through contactless payments, digital permits, enhanced data insights, and integration with the National Parking Platform; improving the overall estate quality; and optimising capacity.

Members were supportive of the strategy and appreciated the parity of approach across the district. The introduction of contactless payment options was queried, citing the high percentage of cash payments, in response it was emphasised that this would be in addition to existing payment methods rather than instead of.

With regard to the extension of the free parking in Gainsborough, Members of the Committee highlighted informal feedback they had received from businesses in the town centre which supported and praised the free parking initiative. Officers explained that the proposed extension would enable a full 12 months of data to be collected, after which the balanced picture would be presented to Members for decision.

During the course of the debate, Members also enquired as to resident parking schemes, which was explained to be under the control of Lincolnshire County Council, however it was recognised that such issues were relevant across the district.

With thanks to Officers and praise for the merits of the strategy, having been moved, seconded, and voted upon, it was

RESOLVED that

a) the draft Parking Strategy and Action Plan be approved; and

b) the Strategy be refreshed in 5 years (2031-32); and

c) 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; and

d) the use of the Investment for Growth Reserve to the value of £24,300 to mitigate the forecast loss of car parking income be approved.

6 CRISIS & RESILIENCE FUND 2026-27

The Committee gave consideration to a report presented by the Benefits Manager regarding the Crisis and Resilience Fund 2026-27. It was explained that the report outlined the Council's approach to the implementation of the Government's Crisis and Resilience Fund (CRF), a new three-year, Government-funded DWP programme. It replaced the Household Support Fund (HSF) and aimed to provide crisis support for low-income households and build financial resilience across the district. Lincolnshire County Council (LCC) had been awarded £9.9m per year for three years and had invited the seven district councils to be involved in the delivery of the fund. West Lindsey had been allocated an amount for 2026-27, the Department for Work and Pensions (DWP) provided guidance for the spend and Members were asked to approve the recommendation for the local delivery plan.

Members were fully supportive of the proposals, particularly the emphasis on building resilience for users as well as simply assisting in crisis situations. Following a request from the Committee, it was agreed that a progress update report would be provided to the Committee to include usage statistics as well as demonstrable benefits and outcomes.

The suggestion to partner with organisations who were already providing such services as would be required under the fund guidelines was welcomed, with Members acknowledging the work which was already underway.

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

RESOLVED that

a) the recommended delivery method for the West Lindsey financial allocation be approved; and

b) the use of the named provider, by way of procurement exception as detailed in Appendix 1, be approved; and

c) 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.

Note: Councillor P. Howitt-Cowan left the Chamber at 7.45pm

7 BUDGET AND TREASURY MONITORING - FINAL OUTTURN 2025/2026

The Committee gave consideration to a report presented by the Head of Finance (Deputy S151) regarding the Budget and Treasury Monitoring - Final Outturn 2025/2026. It was explained that against revenue budgets the Council was reporting a net revenue underspend of £1.488m which reflected strong budget control in the main with one off variances in year, rather than ongoing savings for future years. The outturn variance was summarised, with Members directed to section two of the report for full details. The Committee was also advised of the proposed allocation of the surplus, with approval sought for this.

Note: Councillor P. Howitt-Cowan returned to the Chamber at 7.48pm

Committee Members were directed to section 2.5.1 of the report, seeking approval for the use of reserves greater than £50,000, and also section 2.4.2 regarding amendments to the fees and charges schedules for 2026/27, which were to be recommended to Full Council for approval. These were the specifically the introduction of a Building Safety Levy introduced under the Building Safety Levy Act 2022 from October, and the planning application fees published by Government at the end of February.

In relation to the capital programme, Members heard there was a final underspend against budget of £7.118m, with £1.698m requested as carry forward in to 2026/27. The report also included details of balances held on usable reserves at year end 2025/26 and forecast balances as at year end 2031/32. This summary would be provided as part of the quarterly monitoring reports throughout 2026/27 to provide Members with the latest position.

It was explained that the forecast balance on reserves only included approved movements to and from reserves but did not take account of the full £8m identified for reprioritisation. Other use of reserves in the pipeline would be included as they were approved. Further use of reserves may be identified in the future. It was highlighted that the balance in the final column also included annual contributions to several reserves, which would be reviewed through the MTFS and, if reduced, would lower the forecast reserve balance and also be a gain for the revenue accounts.

Members were advised that, in addition to the quarterly update to this committee, there would be a separate review of reserves report presented in November as part of the budget setting process.

The Committee thanked the Finance Team for their work, acknowledging the challenges faced. With regard to the project reserve for Local Government Reorganisation, it was explained that there would be significant work required to ready the council for reorganisation, with there also being a transition fund with other authorities. Members commented on the costs involved and questioned the government’s rationale of LGR being a money-saving process. It was acknowledged that the decision outcome was expected imminently.

The Chairman highlighted the benefits of building reserves up, and again thanked the Finance Team for their diligence.

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

RESOLVED that

a) 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, be accepted. The remaining balance being a net underspend and contribution to reserves of £1.488m; and

b) the creation of a new earmarked reserve 'Planning Fee Reserve' be approved; and

c) the balance of £1.488m be approved to 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) the use of Earmarked Reserves - £0.303m (2.5.1) be approved; and

e) the use of Earmarked Reserves approved by the Chief Finance Officer using Delegated powers (2.5.2) be accepted; and

f) the contributions to Earmarked Reserves - £0.073m (2.5.3) be approved; and

g) the contributions to Earmarked Reserves approved by the Chief Finance Officer using Delegated powers (Section 2.5.4) be accepted; and

h) the amendments to the statutory fees and charges be included in the schedules for 2026/2027 (2.4.2) and recommended to Council for approval.

CAPITAL

i) the final Capital Outturn position of £7.206m (Section 3) be accepted; and

j) the amendments to the Capital Schemes 2025/2026 as detailed in 3.2.1 to 3.2.2 be approved; and

k) the amendments to the Capital Schemes 2026/2027 as detailed in 3.2.3 and 3.3.4 be approved.

TREASURY

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

8 ANNUAL TREASURY MANAGEMENT REPORT 2025/26

Members heard from the Head of Finance (Deputy S151) regarding the Annual Treasury Management Report for 2025/26. It was explained that the report updated Councillors on progress against the treasury strategy which was approved by Council in March 2025. The report was required to comply with the CIPFA code of practice on treasury management and also to keep members updated with the current position.

The report showed that interest rates had been above those expected when the original strategy was written and therefore the Council had benefited from increased interest rates on its investments, as reported in the previous budget outturn report, with an average rate achieved of 4.047%. The interest rates had remained high into the new financial year and it was expected to achieve higher returns against budget for at least part of 2026/27, with an average rate of 4.186% as at quarter one.

Through closely monitoring cashflow and also due to the capital programme underspending in year, external borrowing had been kept to a minimum, reducing exposure to increased interest costs payable. The treasury management indicators were detailed throughout the report and it was confirmed there had been no breaches of the prudential indicators during 2025/26.

It was highlighted that the final part of the report was an economics update which had been supplied by the treasury advisors and was useful to help understand the national and international context the Council operates within when undertaking its treasury activities. Members heard that the results for the year were positive against the original treasury strategy.

Members of the Committee thanked the Officer and her team, and, having been proposed, seconded, and voted upon, it was

> **RESOLVED** that the Annual Treasury Management Report and actual Prudential Indicators 2025/26 be **recommended** to Full Council for approval.

9 COMMITTEE WORK PLAN

The Senior Democratic Services Officer advised Members there was to be a concurrent meeting of the Committee with the Thriving People Committee to consider the next steps of the leisure project. A Member of the Committee noted the work plan indicated a busier meeting planned for July than in September, Officers assured Members the agenda planning would be monitored as required.

With no further comments or questions, the committee work plan was **DULY NOTED**.

The meeting concluded at 8.01 pm.

Chairman

Thriving Council Committee Matters Arising Schedule

Purpose: To consider progress on the matters arising from previous Thriving Council Committee meetings.

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

Status	Title	Action Required	Comments	Due Date	Allocated To
Black	**Crisis and Resilience Fund Progress Update**	Item to be added to forward plan for statistics and progress to be reported to the Thriving Council Committee	**Thr.Council 25.06.26: Members requested that the statistics and progress update on the use of the funds, statistics, and measurable outcomes, be reported to the Thriving Council Committee towards the end of the year** **Update: item on work plan for February 2027**	TBC	Ange Matthews

THRIVING COUNCIL COMMITTEE

Thursday 30th July 2026

Annual Voice of the Customer Report 2025/26

Report by:	Director of Corporate Services
Contact Officer:	Natalie Kostiuk Customer Experience Manager

Executive Summary:

This report summarises customer feedback received during the year 2025/26, including customer satisfaction levels, and it analyses customer contact demand data to provide a clear view of the voice of the customer.

RECOMMENDATION(S):

That Members receive the contents of the Annual Voice of the Customer Report for 2025/26 and note the progress that has been made by the Council in improving the customer experience over the last 12 months.

2025/26 Annual Voice of the Customer Report

April 2025 – March 2026

Contents

Executive Summary 4
1. Introduction 5
What is the Voice of the Customer? 5
2. Customer Feedback 6
Customer Experience Policy and Customer Feedback 6
Overall Customer Feedback Statistics 2025/26 6
Compliments 7
Comments 8
Complaints 8
3. Insights into Action – Learning and Improvement Actions 11
4. Customer Feedback Governance and Reporting 11
5. Local Government and Social Care Ombudsman complaints (LGSCO) 12
6. Customer Satisfaction Measurement 13
Satisfaction Levels 14
7. Customer Demand Analysis 15
Face to Face (in person) Demand 17
Telephone Calls 18
Online Service Requests – Eforms 20
Payments 21
8. Conclusion 22
Appendices 23
Appendix A – Compliments received 2025/26 by Service 23
Appendix B - Comments received 2025/26 by Service 24
Appendix C – Complaints received 2025/26 by Service 25
Appendix D – Upheld complaints 2025/26 by Service 26
Appendix E – Learning and Improvement Actions Identified 27

Executive Summary

The 2025/26 Annual Voice of the Customer Report brings together information on customer feedback, customer satisfaction and customer demand across the Council's main access channels. It provides an evidence base for understanding how customers are interacting with the Council, how services are being experienced, and where improvement activity should be focused.

The overall picture for 2025/26 is mixed. Complaints increased slightly to 164, compliments reduced marginally to 1,535 and comments increased to 78. Customer satisfaction also decreased to 83% from 87% in the previous year. However, complaint handling performance remained strong, with an average response time of 6.3 days and 96% of complaints responded to within the required timeframe.

During 2025/26, WLDC were made aware of 8 complaints referred to the Local Government and Social Care Ombudsman, (LGSCO) with only 1 being investigated further. This complaint related to the home choices service and the LGSCO upheld it, identifying fault in the use of prolonged hotel accommodation for a family at risk of homelessness.

Customer demand remained high across the Council's access channels. A total of 41,919 recorded service requests were received during 2025/26. Online forms and telephone continued to be the main contact routes, accounting for over 96% of all recorded service requests, reinforcing the importance of maintaining accessible digital services and responsive contact centre support.

Face to face demand at the Guildhall reduced during 2025/26, with 39,242 visitors recorded compared to 45,403 in the previous year. Of these, 8,240 customers were accessing WLDC services and 31,002 were accessing services provided by tenants, including Job Centre Plus.

The continued use of the CRM system, alongside wider service redesign and digital development, has supported improvements in how the Council communicates with customers and manages expectations. In particular, customers of services such as waste now receive updates, reminders and service notifications that help provide a clearer, more consistent customer experience and reduce demand on progress chasing.

The findings in this report provide an important evidence base for the Customer Experience Strategy and the Council's wider digital vision. They help identify trends, highlight emerging issues and support informed decisions about where improvement activity will have the greatest impact on the customer experience.

The implementation and continuous development of the new contact centre technology provides wider opportunities for understanding customer demand and improving the way the Council interacts with its customers. Enhanced reporting and insight from this system will support more proactive management of demand, help identify further opportunities for improvement, and contribute to the continued development of a modern and customer-focused service offer.

Waste services remained the area of highest customer contact and feedback during 2025/26. They received the highest number of compliments and complaints, accounted or is it accounting for 32% of all complaints received.

1. Introduction

What is the Voice of the Customer?

1.1 This report brings together information on customer feedback received across the Council, customer satisfaction levels and customer demand data across the main customer contact channels. It provides an overview of how customers are interacting with the Council and how services are being experienced.

1.2 The information included within this report is drawn from a range of sources, including day to day customer interactions, compliments, comments and complaints received by the Customer Experience Manager, customer satisfaction survey responses, and demand data from the Council's main access channels.

1.3 Its purpose is to use this evidence and insight to better understand customer behaviour, identify trends and areas of concern, and support informed decisions about where services can be improved to enhance the overall customer experience.

1.4 This work supports the Council's wider strategic priorities, including the Corporate Plan, and the Customer Experience Strategy. Measures such as complaints received, complaint response times, upheld complaints and customer satisfaction levels are also reported through the Council's Performance Reporting framework.

1.5 A key aim of this work is to support continuous learning and improvement across Council services. The findings within this report help to inform ongoing service redesign activity, improvements to processes and procedures, and the development of services that are easier for customers to access and use.

1.6 Throughout the year, quarterly reports are produced to provide detailed information on customer feedback, customer satisfaction and customer demand during each reporting period.

1.7 This report draws together and analyses the information contained within the four quarterly reports published during 2025/26. Collectively, these reports provide an evidence base for understanding customer experience over the full year and for identifying priorities for future improvement. These reports can be viewed on the West Lindsey District Council website via this link: https://www.west-lindsey.gov.uk/council-democracy/have-your-say/voice-customer-reports

2. Customer Feedback

Customer Experience Policy and Customer Feedback

2.1 All customer feedback received is processed in line with the West Lindsey District Council Customer Feedback Policy, which sets out the Council's formal complaint process. Complaints are investigated where required and are responded to by the Customer Experience Manager.

2.2 Customer feedback is broken down into three categories: Compliments, Comments and Complaints.

2.3 All customer feedback received is recorded on a central system allowing for easier and more specific reporting, so that meaningful comparison can take place. Customer feedback is logged by service and specific subjects or issues can be reported on making it easier to identify and examine issues, trends and areas where improvement is required.

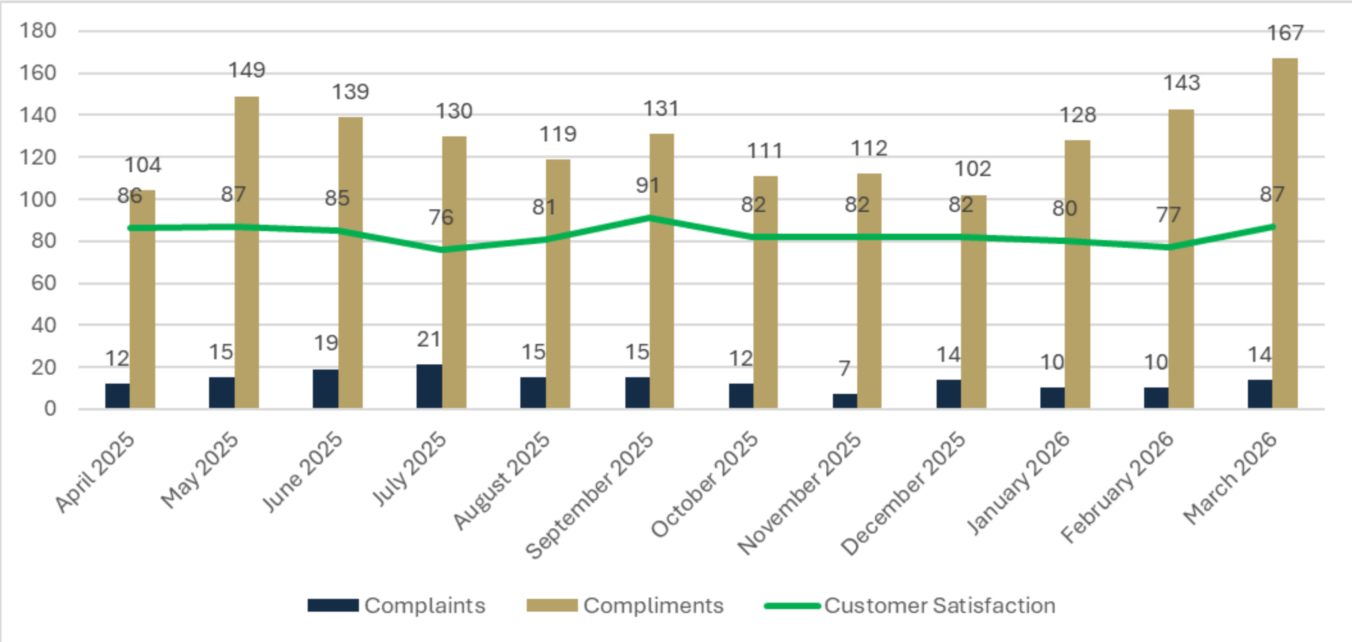
2.4 A further method used to gather feedback from customers is via customer satisfaction surveys that are sent out on a weekly basis to customers that received a service during the previous week. These surveys are sent to customers of the main customer facing services which include Community Safety, Food Health and Safety, Environmental Protection, Planning and Development, Trees and Conservation, Planning Enforcement, Housing Enforcement, Licensing, Waste Services and Street Cleansing.

Overall Customer Feedback Statistics 2025/26

2.5 The table below shows the overall figures for all customer feedback received in 2025/26 compared to previous years including complaints received, complaint response time and the number of upheld complaints:

			Totals/Averages				
	Direction of Travel compared to previous year	**2025/26**	**2024/25**	**2023/24**	**2022/23**	**2021/22**	**2020/21**
Complaints	▲	**164**	159	176	210	155	178
Compliments	▼	**1535**	1602	1333	1133	1117	784
Comments	▲	**78**	62	87	104	155	64
Average number of days to respond	▼	**6.3 days**	6.9 days	6.8 days	6.5 days	8.3 days	8.2 days
% of complaints responded to within the required timeframe	▼	**96%**	97%	98%	Not recorded	Not recorded	Not recorded
WLDC at Fault	▲	**37**	31	46	51	46	50
WLDC at Fault %	▲	**23%**	20%	26%	24%	30%	28%
Customer Satisfaction Score	▼	**83%**	87%	82%	73%	74%	76%

2.6 The graph below shows how many compliments and complaints were received each month as well as monthly customer satisfaction levels:



2.7 Monthly customer satisfaction scores ranged between 76% to 91% throughout the year. This is a small decrease when compared to the previous year when they ranged from 83% to 94%.

2.8 Throughout the year the number of compliments and complaints received has remained consistent, but customer satisfaction levels dipped when the new food waste collection service started to be communicated and rolled out to residents from February 2026.

Compliments

2.9 When compliments are received it allows us to identify what is working well and which aspects of our services our customers appreciate the most. All compliments received are shared with teams and relevant officers, they encourage our officers to be the best they can and provide the highest standard of service possible. Compliments are used to embed good practise across all Council services.

2.10 A total of 1535 compliments were received between April 2025 and March 2026; this is a decrease compared to the previous year when 1602 compliments were recorded.

2.11 The services that receive the highest number of compliments are the main customer facing services which includes waste services, customer services, planning and development, trees and conservation, licensing, revenues (council tax) and street cleansing.

2.12 The table in **APPENDIX A** shows how many compliments were received for each service in 2025/26. It should be noted that positive 5 star customer satisfaction survey comments are recorded as compliments so in some cases, for services that are surveyed a wider number of customers have been asked for their views on their experience with that service (waste services for example).

2.13 Compliments often reflect customers views on the quality, timeliness, and effectiveness of the service they receive. Customers value it when we do what we say we will and deliver within the timescales provided. They also appreciate being kept informed throughout the process, particularly when delays are expected, as this helps manage expectations. Over the past 12 months, officers across all teams have received many heartfelt messages of thanks recognising their support and assistance during what can be very challenging circumstances for customers experiencing financial hardship or housing difficulties.

2.14 Compliments have also been received regarding officer conduct, highlighting their empathy, professionalism, politeness, knowledge, understanding, and willingness to help. Even when we occasionally fail, if we identify the issue, acknowledge it, and rectify it promptly, customers often still provide positive feedback about the service received and how the matter was handled. Many positive messages have been received from customers where their bin has been missed but when reported we have returned in a timely manner to collect it.

Comments

2.15 Whilst some feedback may not be particularly praising our services or raising a complaint or feeling of dissatisfaction comments are still classed as important feedback as they can provide useful insight and suggestions that may help to improve the service and customer experience that we provide.

2.16 Between April 2025 and March 2026 a total of 78 comments were received, this is an increase when compared to the previous year when 62 comments were recorded. The table in **APPENDIX B** shows how many comments were received for each service in 2025/26.

2.17 Half of the comments received were in relation to waste services (39 (50%)), these comments included several suggestions on the garden waste service, including thoughts on the charge for the service, the recent price increase, the frequency of collections and the start and end times of the collection period. Other comments received for waste services included thoughts on various waste policies including the cost for new bins, sack collections, the provision of wheeled bins and changes to the sack collection recycling policy. Comments have also been received in relation to the waste collection calendars that were sent out, the quality of wheeled bins that have been delivered, bin lids and repairs, bins not being returned to the boundary, amongst many other issues. Towards the end of 2025/26 the new food waste service was being communicated to residents and food caddies started to be delivered, many comments were received regarding the new food waste service.

2.18 Comments received for other services include thoughts on the recent regeneration activities taking place, problems identified with forms to request a service and with the council tax payments system, comments in relation to the differences in charges for services compared to other nearby local authorities and comments regarding the public toilet facilities amongst many other matters.

2.19 Where appropriate and if not able to be implemented immediately, suggestions for service improvements are shared with the relevant service manager for consideration when future service reviews take place.

Complaints

2.20 Whilst complaints may be perceived as negative feedback the Council still encourages and welcomes them as all feedback is valuable and can potentially help to improve our services and the customer experience. Across all sectors, complaints are on the increase as there are rising customer expectations, more hardship since the cost-of-living crisis hit and customers expect ease of access and high levels of service no matter what organisation they are dealing with.

2.21 Complaints do not necessarily indicate a decrease in service quality, but they can provide an early warning signal that something has or could go wrong, and they can be a useful way of stimulating innovation and are a powerful form of knowledge.

2.22 A total of 164 complaints were received between April 2025 and March 2026, which is an increase when compared to the previous year when 159 complaints were recorded. The table in **APPENDIX C** shows how many complaints were received for each service in 2025/26 compared to previous years.

2.23 The target response time for complaints was reduced from 21 calendar days to 14 calendar days in 2024/25. The 14 day target is measured in calendar days rather than working days, as the current system cannot distinguish between the two. This is in line with guidance suggesting that complaints should be responded to within 10 working days.

2.24 The average response time for complaints in 2025/26 was 6.3 days, this is similar to the previous year (6.9 days) and is well below the 14 day target. Complaint response times can vary; often waste service complaints can be resolved the same day whereas more complicated complaints that relate to planning or enforcement matters for instance can take several weeks to investigate and respond to.

2.25 During 2025/26, 96% of complaints were responded to within the 14 day target. Seven complaints took longer than 14 days to investigate and respond to, due to the nature and number of issues raised, particularly where they related to planning, planning enforcement and revenues (council tax). Response times were affected by factors including the complexity of the issues, officer availability and the number of parties involved. Complainants were kept informed of delays during the investigation process.

2.26 The 5 services to receive to highest number of complaints were waste services, revenues (council tax), planning and development, customer services and home choices. Further and more detailed information on the complaints received throughout the year can be found in the previously published Quarterly Reports for 2025/26.

2.27 Waste services have historically always received the highest number of complaints; this is to be expected and is relative to the volume of service requests they receive as this service has contact with the largest number of households and customers across the district on a regular basis. It is pleasing to note that waste services also receive the most positive feedback in the form of compliments and 5 star customer satisfaction scores received.

2.28 32% (52) of all the complaints received related to waste services, this is an increase compared to the previous year when 45 complaints were received for waste services.

2.29 It should be noted that a single occurrence of a missed bin collection would not be classed as a formal complaint, the only time missed bins are treated as formal complaints is when there has been a repeated issue of missed bins, normally 3 occurrences in a row or where we have failed on an assisted collection or failed to return for a missed bin within the 5 days promised. In these instances, further investigation into the reasons why it keeps occurring is required and it may not always be the waste crews that are at fault.

2.30 54% of the complaints received for waste services were about the quality of service received which is a similar number to the previous year, and 21% were in relation to staff behaviour, which is an increase of 10% when compared to the previous year.

2.31 17% (28) of the complaints received in 2025/26 were classed as out of scope, these complaints related to various issues including the household waste recycling centres, potholes, blocked drains, roadworks and highways amongst many other things that WLDC are not responsible for. These complainants were signposted to the most appropriate authority or agency to assist with their concerns. Information included on the WLDC website regarding what WLDC are responsible for and what LCC oversee has been further improved and made more prominent to try and reduce the amount of out of scope customer feedback received.

2.32 13% (21) of the complaints received were for revenues (council tax), this is a significant increase in complaints when compared to previous years. Many complaints received were regarding the quality of service received, the decision made or in relation to action being taken to recover arrears owed for unpaid Council Tax.

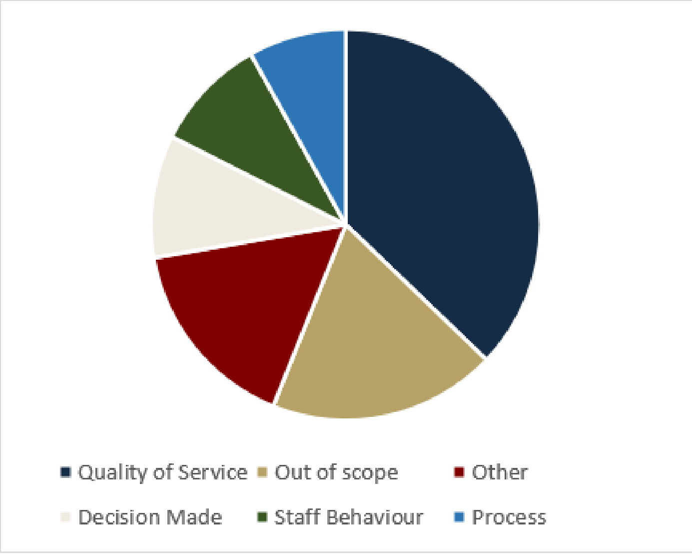
2.33 7% (11) of the complaints received were for planning and development, trees and conservation, this is a decrease in complaints when compared to previous years. Most s (82%) received were in relation to a decision that had been made or the process that had been followed including how residents had been notified or how comments and objections had been taken into account when decisions were made.

2.34 5% (9) of the complaints received were for customer services, this is a small increase in complaints when compared to previous years. Many of the complaints received were in relation to the lack of or quality of information provided to the customer.

2.35 5% (8) of the complaints received were for home choices, this is a small increase in complaints when compared to previous years. Most of the complaints received were in relation to the quality of service received. These complaints included issues in relation how long it was taking to find long term suitable accommodation, the standard of accommodation being offered and how housing need cases had been handled.

2.36 On examining the reasons for complaints received it is found that over 90% of the complaints received that related to services provided by WLDC (excluding out of scope complaints) fall into 5 main reason categories:

Quality of Service	55
Out of scope	28
Other	24
Decision Made	15
Staff Behaviour	14
Process	12
Quality of Information Provided	4
Breach of Confidentiality	3
Lack of contact/communication	3
Staff Communication	3
Missed Bin Collection	2
Incorrect Information provided	1
	164



Upheld Complaints

2.37 Of the 164 complaints received, 37 (23%) were upheld with the Council deemed to be at fault by the independent investigating officer (the Customer Experience Manager).

2.38 This is an increase in upheld complaints in comparison to the previous year when 31 (20%) complaints were upheld.

2.39 Waste services complaints have an impact on the overall number of upheld complaints, in 2025/26 21 of the 52 complaints received for waste services were upheld, which equates to over 56% of the full total of upheld complaints for the year.

2.40 The table in **APPENDIX D** shows how many complaints were upheld for each service in 2025/26 and further information on upheld complaints for each service can be found in the four quarterly reports that were published during 2025/26. These reports can be viewed on the West Lindsey District Council website via this link: https://www.west-lindsey.gov.uk/council-democracy/have-your-say/voice-customer-reports

2.41 Complaints in 2025/26 were upheld for various reasons, including service failures, inappropriate staff behaviour, delays in a service being delivered, lack of contact, communication or response, errors being made in regard to customer account information, incorrect information, advice or timescales being provided and policies not being clear enough amongst many other faults identified.

2.42 When a complaint is upheld learning and improvement actions are recorded where relevant.

2.43 Complaints received can vary in nature, often they can be justified but there is little within the authorities control that can be done to resolve them. When they are justified and fault on behalf of the council is identified then appropriate resolutions and recommendations are put into place, this could involve an apology to the customer, ensuring that the customer receives the answer or advice they require or a change in policy or process amongst other things.

3. Insights into Action – Learning and Improvement Actions

3.1 Gathering feedback from customers enables the Council to use these insights to shape the way it improves and develops. Customer insights relating to services are shared with the relevant Heads of Service stating the actions required and a deadline implementation date, this is escalated to the Leadership Team if failing to implement within the set timescale. The Customer Experience Manager will assist with implementing the improvements where possible. Over time all suggested improvements are gathered into reports which are prioritised and fed into relevant projects and service redesign work.

3.2 When feedback is received it is considered and when complaints are investigated the outcome is examined to identify any learning opportunities that can be gained from the issues raised or faults identified.

3.3 During the 2025/26 period many improvement actions have been implemented including changes in policies and processes, procedure reviews, updates to the website, external systems and the continued training of staff.

3.4 Full details of all the learning and improvement actions that have been identified during the 2025/26 period can be found in **APPENDIX E.**

4. Customer Feedback Governance and Reporting

4.1 Customer Feedback is governed by a set of regular reports:

- Monthly Progress and Delivery reports monitor customer feedback levels including feedback received, days to respond to complaints and information on how many complaints are upheld in each period as well as customer satisfaction levels.

- Monthly reports on feedback received are shared with each service.

- Quarterly customer feedback and demand reports are produced for the Leadership Team and Heads of Services and are published on the WLDC website.

- Quarterly Reports are included in the Members newsletter.

- Regular reports are submitted to the Leadership Team and regular ‘emerging issues’ meetings are held with the Head of Customer Services and relevant Directors.

- The Quality Monitoring Board (QMB) meets on a regular basis to discuss emerging issues and oversee decisions on complex and sensitive complaints where high risk or reputational issues are involved. The QMB will agree any resolution or action required and will ensure that appropriate improvement actions are implemented where necessary.

- This Report is presented to the Leadership Team, Thriving Council Committee and the Wider Leadership Team.

5. Local Government and Social Care Ombudsman complaints (LGSCO)

5.1 If a customer is dissatisfied with the outcome once they have completed the Council’s formal complaints process, they can refer their complaint to the Local Government and Social Care Ombudsman (LGSCO) for consideration. There is no cost to the Council.

5.2 Between April 2025 and March 2026 the LGSCO contacted WLDC regarding a total of 8 complaint referrals that had been made to them, however the Annual Ombudsman letter shows that 18 complaints were referred to them, and 12 were decided by them.

NOTE: The LGSCO is behind on dealing with complaints referred to them and they have not yet contacted WLDC about several of the complaints they received in 2025/26 The Annual LGSCO Report reflects the figures that the Ombudsman have issued to WLDC.

5.3 When a complaint is referred to the LGSCO, they make initial enquiries and then decide whether or not to investigate further. The table below shows the outcome of complaints referred to them compared to previous years, (please note this table only includes complaints that the LGSCO contacted WLDC about):

LGSCO Outcome	2025/26	2024/25	2023/24	2022/23	2021/22	2020/21
Number of complaints referred	8	13	8	13	10	13
Complaints not investigated	7	11	7	9	3	9
Complaints investigated	1	2	1	4	7	4
Complaints upheld	1	1	0	1	2	2
Complaints not upheld	0	1	1	3	5	2

5.4 The number of complaints referred to, not investigated, and investigated by the LGSCO (that WLDC is aware of) has decreased slightly in comparison to previous years.

5.5 The LGSCO decided not to investigate many of the complaints that were referred to them during 2025/26. The reasons given were that there was insufficient evidence of fault on behalf of the Council to warrant an investigation, the complainants had already submitted appeals to the Planning Inspector and the LGSCO was unlikely to find fault in the other matters raised or the injustice caused was not significant enough to warrant further investigation. The LGSCO also decided not to investigate some complaints further as the desired outcome could not be achieved for the complainant.

5.6 The complaints that the LGSCO did not investigate were in relation to Planning and Development (3), Revenues and Benefits (2) and Waste (2).

5.7 The LGSCO investigated one of the complaints that were referred to them, this was in relation to the Home Choices service and was regarding the Councils actions when a family became at risk of homelessness.

5.8 The complaint was upheld by the LGSCO as they identified some fault in how the case had been handled. They found no fault in the Council's actions leading up to the family's eviction, nor in its actions in trying to secure suitable temporary accommodation. However, they did find fault in the family being placed in hotel accommodation for a prolong period.

5.9 The LGSCO recommended that the Council apologise to the family and make a payment to them to recognise the unsuitable hotel accommodation the family were placed in. More detailed information regarding this complaint is included in the Annual LGSCO Report 2025/26.

5.10 The Annual LGSCO Report 2025/26 reflects the figures that the LGSCO have issued to WLDC, these differ from the figures above as the LGSCO received several complaints in 2025/26 that they have not yet contacted WLDC about. This report also includes benchmarking data to illustrate how we compare to other similar authorities in terms of the number of complaint referrals and instances where councils are found to be at fault.

6. Customer Satisfaction Measurement

6.1 The Council has been using an e-survey platform over the last few years which enables the sending and analysis of customer satisfaction surveys from one place with real time results, this platform is called Qualtrics.

6.2 Surveys are sent on a weekly basis to customers that have contacted the Council or have received a Council service during the previous week, including planning application decisions.

6.3 Currently surveys are only being sent via email, but other methods are currently being considered during the implementation of the new Customer Relationship Management (CRM) System and the new Customer Contact Centre.

6.4 The insights gained from survey responses received feed into the customer feedback system to collate all feedback in one central place. By identifying issues that customer raise in their survey response comments we can act on and solve issues before they potentially escalate into a formal complaint.

6.5 Satisfaction surveys are sent to customers of the main customer facing services. During 2025/26 the services that have been surveyed are Community Safety, Food Health and Safety, Environmental Protection, Planning and Development, Trees and Conservation, Planning Enforcement, Housing Enforcement, Licensing, Waste Services and Street Cleansing.

Satisfaction Levels

6.6 During the 2025/26 period from April 2025 to March 2026 a total of 9754 satisfaction surveys were sent out and 1527 responses were received. This is a decrease in responses in comparison to the previous year when 1723 responses were received.

6.7 71% of the surveys completed are from Waste Services customers as they process the highest number of service requests daily.

6.8 The table below shows how many responses were received for each service in 2025/26:

Anti-Social Behaviour	43	3%
Food Health and Safety	5	0%
Housing Enforcement	11	1%
Licensing	44	3%
Planning and Development	74	5%
Planning Enforcement	20	1%
Public Protection	46	3%
Street Cleansing	199	13%
Waste Services	1085	71%

6.9 Customers are asked to rate the service they received from 1 to 5 stars, if they choose 1 to 3 stars they are asked what could have been done to improve their experience and if they choose 4 or 5 stars they are asked what was done well. Ratings of 4 and 5 stars are used to calculate the overall satisfaction score.

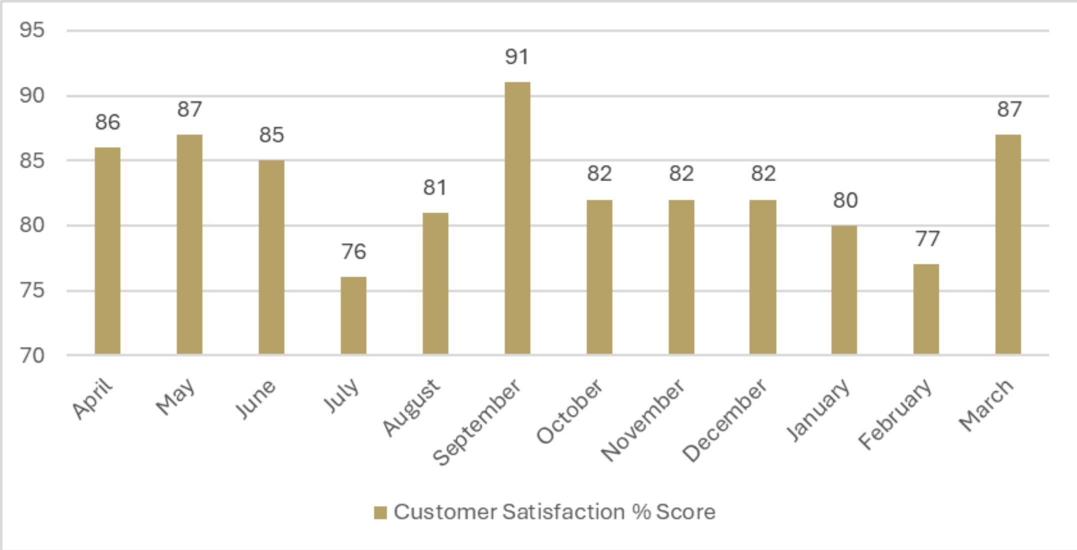
6.10 The table below shows how many customers rated the service they received as 1 to 5 stars in 2025/26:

Number of 1 star ratings	113	7%
Number of 2 star ratings	42	3%
Number of 3 star ratings	114	7%
Number of 4 star ratings	190	13%
Number of 5 star ratings	1068	70%

6.11 The overall satisfaction score for 2025/26 was 83% which is a decrease when compared to the previous year. The overall satisfaction score for the previous year was 87%.

2025/26	2024/25	2023/24	2022/23	2021/22	2020/21
83%	87%	82%	73%	74%	76%

6.12 The chart below shows the satisfaction scores for each month during 2025/26 which were ranged between 76% to 91%:



6.13 The comments that customers submit when they complete a satisfaction survey are analysed and are fed into the customer feedback system. If required, comments are followed up with the customer that has responded and if they highlight a learning or improvement opportunity, they are recorded and followed up as an action that needs attention.

6.14 Customers who submitted high satisfaction ratings highlighted several positive aspects of the service they received. They valued that we delivered on our commitments and met the timescales we had set out. Keeping customers informed at each stage, particularly when a request had been received, was being progressed and had been completed, was also seen as important. Since the introduction of the new CRM system for waste services, satisfaction has improved because customers now receive confirmation when fly-tipping reports have been resolved and reminders ahead of bulky waste collections. Over the course of the year, customers regularly commended officers for their communication, the advice and support provided, their helpful and understanding approach, and the professionalism shown by our customer facing officers.

6.15 Feedback from customers who gave lower satisfaction ratings identified several areas where the service could be improved. Recurring themes included the timeliness of service delivery, dissatisfaction with outcomes or decisions, and a perceived lack of response or communication. Some customers also highlighted the need for stronger coordination between services and more effective communication, while others reported difficulties in contacting the Council quickly and easily.

6.16 To increase customer satisfaction going forward all services need to ensure that they are dealing with their customers in a timely manner, keeping them up to date and managing their expectations in terms of what will happen, when, and what they should expect. The updated Corporate Plan, the Customer Experience Strategy and continuous improvements being made to the CRM and Contact Centre technologies will assist with this as these will ensure that appropriate acknowledgements and response times are being utilised by all Council services.

6.17 Further and more detailed information on customer satisfaction including comments that have been received for individual services can be found in the previously published Quarterly Voice of the Customer Reports for 2025/26.

7. Customer Demand Analysis

7.1 The demand analysis part of this report focuses on the data available surrounding customer contact points. This includes data collected around telephony, face to face interactions, the website, payments and how service requests are received. Analysing this information can show how customers are choosing to interact with the council and through which channels. You can see how many interactions have taken place across different council services during 2025/26 in the diagram below:

Service Requests and Customer Contact Methods

7.2 Service requests can be made by customers through various channels. For example, telephone, online forms, at the Guildhall and via email. It is important to understand how customers are making requests so the receipt of these can be resourced adequately and appropriately.

7.3 Currently the method of receipt of service requests are only recorded by the following teams: Anti-Social Behaviour, Planning Enforcement, Housing Enforcement, Food Health and Safety, Public and Environmental Protection, Street Naming and Numbering (SNN) and Waste Services. Future investments in technology will allow for improved handling and recording of future service request enabling a better understanding of our demands in this area.

7.4 The number of service requests received recorded on the Flare and CRM system for 2025/26 was 41,919 which is an increase compared to the previous year where 40,970 were recorded. Note: these figures include Garden Waste (GW) subscription requests. There were just over 24,000 GW subscriptions in total in 2025/26. 83% of GW subscriptions were completed online and 16% were completed over the telephone

7.5 Although customer demand has decreased in terms of the number of people contacting the Council, a higher number of service requests and online forms have been submitted when compared to the previous year. This indicates that customers are now able to do more online and through automated services, meaning that when they do interact with officers, those interactions are often more meaningful and more likely to result in a service request being logged.

7.6 The table below illustrates the full breakdown of all contact channels used in 2025/26 by customers to request a service compared with the previous two years:

Contact Method		2025/26	2024/25	2023/24
Online Forms	▲	**73.88% (30,917)**	73.29% (30,027)	71.87% (28,174)
Email	▼	**1.64% (686)**	2.39% (978)	2.45% (960)
Telephone	▲	**22.47% (9,418)**	20.89% (8,557)	23.24% (9,111)
Face to Face	▼	**1.46% (614)**	1.56% (640)	1.24% (487)
Letter	▼	**0.14% (59)**	1.00% (409)	0.07% (26)
Internal Referrals	▼	**0.41% (171)**	0.88% (359)	1.13% (443)
Total number of service requests received	▲	**41,919**	40,970	39,201

7.7 Along with the overall number of service requests recorded on Flare and CRM increasing the use of online forms to request a service has increased in comparison to previous years, this is a result of improved digital options available to our customers. As with previous years many customers requesting a specific service (over 96% in 2025/26) contacted us via the phone and online forms.

Face to Face (in person) Demand

7.8 Historically the number of customers that choose to visit the Council’s reception at the Guildhall is relatively low as many customers now opt to request services via other means, as you can see from the information included in the section above. During the 2025/26 period face to face contact decreased compared to previous years, for both Council services, and for services provided by our tenants including Job Centre Plus (JCP).

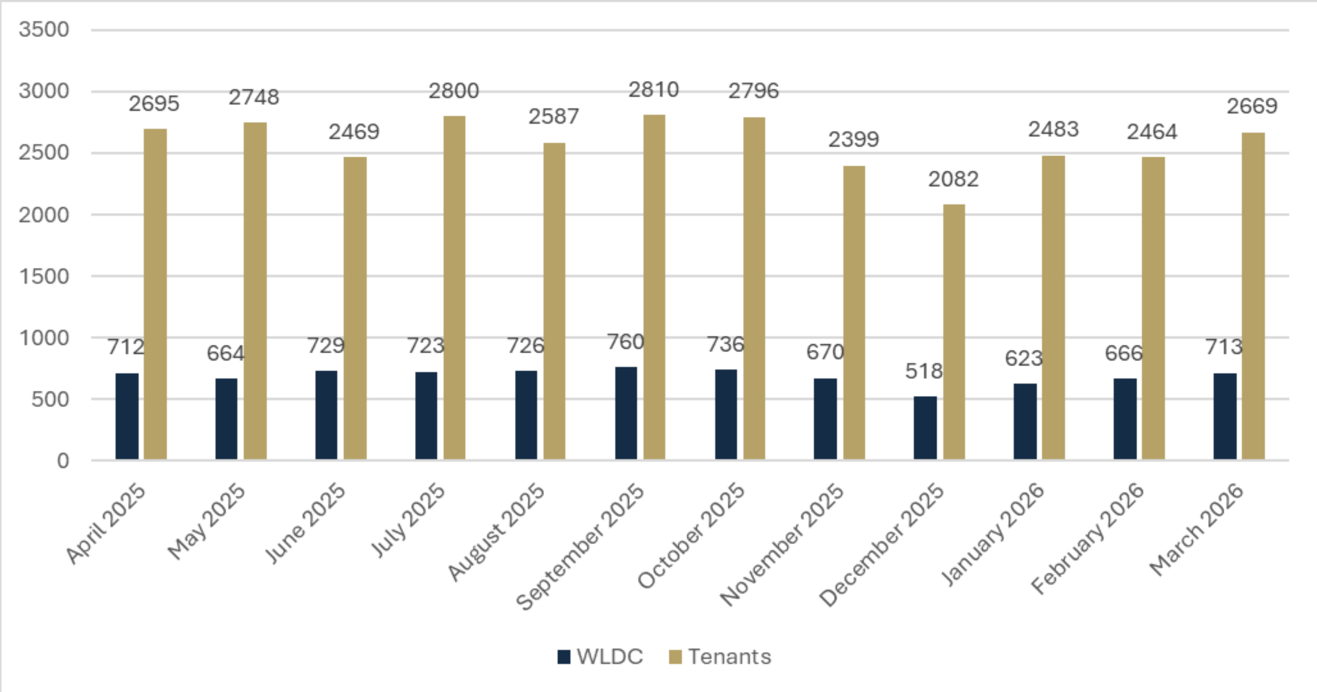
7.9 Although face to face demand for WLDC services is relatively low it is recognised that a face to face service will always be required as customers need the choice available, however, a higher number of customers may choose to use online services now they are confident in doing so rather than visiting the Guildhall for a face to face service.

7.10 It should also be noted that many of the face to face customers regardless of which services they are accessing are vulnerable and as a result take up more officer time, which can in extreme situations result in officers spending hours dealing with a particular vulnerable customer

7.11 As well as customers for WLDC services, WLDC visitors and customers for our tenants are also dealt with via the main Guildhall reception. A big majority of the customers that come into the Guildhall are attending JCP appointments. It should be noted that although a customer may not require services from WLDC it is a Council officer that has the first interaction with each person that walks through the door.

7.12 During 2025/26 a total of 39,242 customers visited the Guildhall for a face to face service, this is a decrease of over 6000 compared to the previous year when 45,403 customers visited. 8,240 (21%) of these customers were accessing a WLDC service, 31,002 (79%) were accessing services provided by our tenants.

7.13 The graph below shows how many customers visited the Guildhall building each month during 2025/26 and the number of customers that were accessing WLDC or tenant services each month:



7.14 These visitor numbers along with data relating to the specific reasons why customers attend the Guildhall are analysed and used in the plans for the future design of how the reception area will work in terms of face to face contact and how services will operate going forward.

Telephone Calls

7.15 Telephone calls received through the council's current contact centre are reported on for inclusion in this report, which includes calls received by customer services, revenues (council tax) and benefits. The contact centre records all calls that are made to the council's main telephone number (01427 676676).

7.16 On the 12th November 2024 a new contact centre system was implemented for telephone calls received by the Council. Anyone calling the 01427 676676 number is now transferred through the new contact centre in the first instance.

7.17 The new system introduced a variety of improvements including a voice response system seeking to understand the intent of the customer when contacting us. The way in which the system interprets customer intent is important to continuous improvement efforts. The new system allows better reporting and more informative reporting that will enable us to easily identify ways the service can be improved.

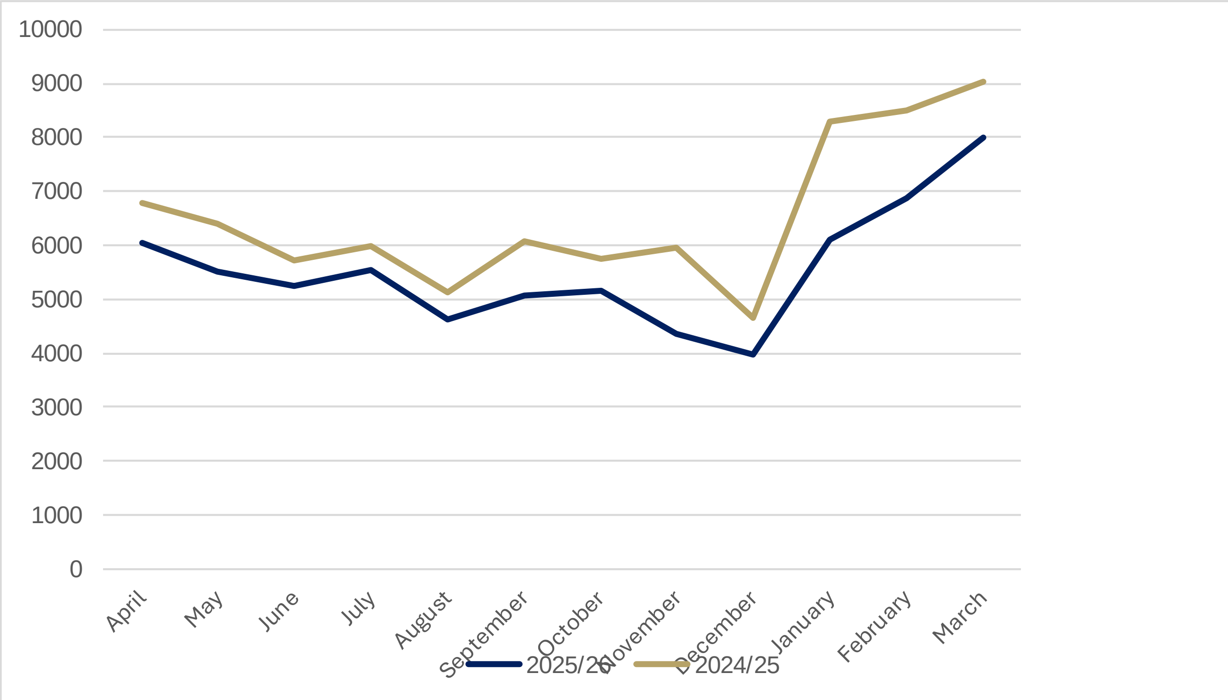
7.18 Overall telephone demand decreased every month during 2025/26 compared to the previous year, 66,460 calls were received into the contact centre (which includes customer services, revenues (council tax) and benefits) in 2025/26, whereas 78,239 were received in 2024/25, this is a decrease of over 11,500 calls in total.

7.19 The new contact centre and improvements that have been made to better direct calls and provide an automated service for some requests has contributed to the decrease in the number of calls received.

7.20 Call volumes expectedly increase from January to March due to the garden waste subscription period starting in January each year.

7.21 On average 95% of all calls received into the contact centre were answered and handled during 2025/26, this is an 8% increase compared to the previous year where 87% of all calls were answered and handled on first contact. It should be noted that although a call may go unanswered, customers can opt to receive a call back once the officer is available. (unanswered call figures include calls which go through to voicemail services).

7.22 The graph below illustrates telephone demand via the contact centre each month for 2025/26 compared to the previous year:



Customer Service Call Volumes 2025/26

7.23 This section of the report examines calls received and recorded by the customer services department specifically. During 2025/26 a total of 37,180 calls were received by the customer services department, which is a decrease of just under 12,000 compared to 2024/25. 30,509 of these calls met the requirements for being recorded on the Council's Customer Relationship Management (CRM) system.

7.24 Some of the calls received were resolved on the first point of contact by the customer services department and other calls were either signposted to other external agencies or passed on for further involvement by another council department. This could involve a service request report, a paid service request, a call back request or a request for further information or advice from a specific department. Work around deflecting calls not for WLDC services commenced in November 2024 and has enabled us to deal with more calls for WLDC services.

7.25 Calls that meet the requirements for being recorded are logged on the council's CRM system and the officer handling the call will record what council department or external agency the call was in relation to.

7.26 During 2025/26 30,509 calls handled by customer services were recorded against 35 Council departments and 5 external agencies.

7.27 95% (28,807) of the 30,509 calls recorded were for 13 council departments and 2 external agencies. 46% (13,924) of the calls recorded were in relation to operational services (waste services) which included missed bin reports, bulky waste collections, fly tipping reports, new bin requests, big bin clear out requests amongst many other waste issues. The table below shows the top 15 reasons for calls recorded by the customer services department during 2025/26.

WLDC Service or External Agency Required	Number of calls recorded	% of calls recorded
Operational Services	13924	45.64%
Home Choices	3091	10.13%
Planning	2882	9.45%
Revenues	2274	7.45%
Customer Services	1130	3.70%
Housing and Enforcement	808	2.65%
Environmental Protection	803	2.63%
Lincolnshire County Council	780	2.56%
Trinity Arts Centre and Leisure	682	2.24%
Licensing	560	1.84%
Assets and Property	511	1.67%
Benefits	436	1.43%
External	381	1.25%
Communities	330	1.08%
Building Control	278	0.91%

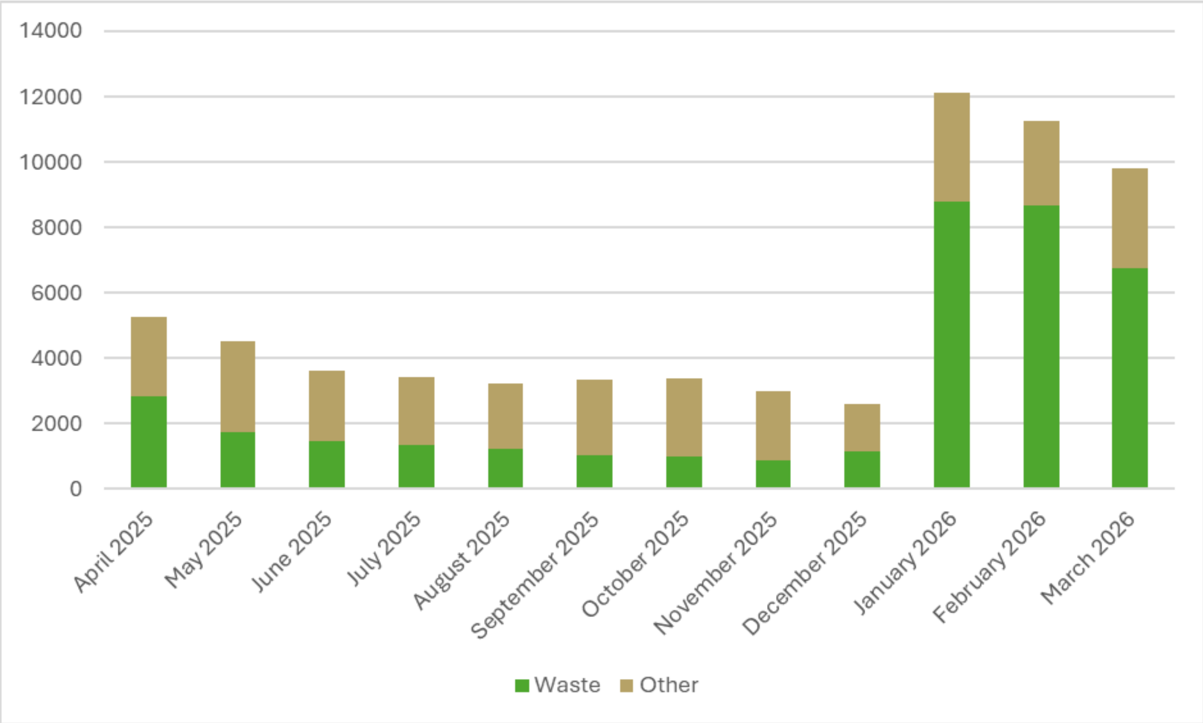
Online Service Requests – Eforms

7.28 Customers can request or subscribe to a service via the Council website. The most visited pages on the website include the general waste and garden waste service pages during the subscription period and the second most popular pages are relating to planning and development, with revenues (council tax) and benefits coming in as third most popular.

7.29 Compared to the previous year, there was a small decrease in the number of service requests made via online forms during 2025/26. In total, 64,760 online requests were received, compared to 65,474 in 2024/25.

7.30 The main services requested via e-forms in 2025/26 were waste services (including garden waste subscriptions and bulky waste collections), revenues (council tax) and customer services. A significant proportion of all e-forms completed related to waste services.

7.31 The graph below illustrates how many online requests were received each month during 2025/26 broken down by waste requests and other requests. The increases in January, February and March are due to garden waste subscriptions:



Payments

7.32 Various services across the council accept payments from customers. The methods in which customers make payments to the Council can be classified into three categories; Self-Serve, Staff Assisted Payments and External Payments.

7.33 Self-Serve payments include payments taken over the website, the kiosk in reception and the automated telephone payment line. Staff Assisted payments include payments over the phone, postal cheques and small amounts of cash taken face to face. External Payments include bank account payments (but not direct debit payments), Post Office payments and PayPal.

7.34 In 2025/26, 84,932 payments were taken (including direct debit payments), which is an increase compared to the previous year. The breakdown of how these payments were made is illustrated in the table below.

	2025/26	2024/25	2023/24	2022/23
Self Service Payments	69.01%	68.70%	66.39%	63.50%
Staff Assisted Payments	11.36%	12.91%	13.36%	15.19%
External Payments	19.63%	18.38%	19.94%	21.31%
Total number of Payments (including direct debits)	84,932	76,696	75,761	77,108

7.35 The payments received in 2025/26 consisted of 69% self-serve payments; this is the same as last year and is due to frequent use of the automated payment facility. 11% of payments were staff-assisted, this has decreased slightly compared to the previous year and this involves customers paying over the telephone with an officer. The volume of external payments has increased by 1% compared to the previous year.

8. Conclusion

The 2025/26 year presented a mixed picture for customer experience and customer feedback and demand. Overall complaint volumes increased slightly to 164, whilst compliments reduced marginally to 1,535 and comments increased to 78. Customer satisfaction also decreased to 83% from 87% in the previous year. However, complaint handling remained strong, with an average response time of 6.3 days and 96% of complaints responded to within the required timeframe.

The continued use of the CRM system and the improvements implemented through service redesign and digital development have supported a more efficient customer experience, particularly in areas such as waste services where customers receive timely reminders, updates and service notifications. These developments continue to improve how the Council communicates with customers and manages expectations.

Self-service online and telephone contact continue to be the main methods used by customers to interact with the Council. In 2025/26, over 96% of recorded service requests were made through online forms and telephone contact. This continued preference for digital and telephone access reinforces the importance of ensuring that online information is accurate, accessible and easy to understand, and that contact centre services remain responsive and effective.

As customers live, work and do business within the district over a sustained period of time, it is important that the Council continues to build positive and effective long-term relationships with them. Providing services that are straightforward to access, available through a range of channels, and designed around customer need remains essential to delivering a high-quality customer experience.

The information contained within this report provides an important evidence base for the delivery of the Customer Experience Strategy, ongoing service improvements and the wider digital vision for the Council. It enables the Council to examine services from the customer’s perspective, identify emerging trends and areas of concern, and target improvement activity where it will have the greatest impact.

Work is also continuing through service improvement activity, with the data in this report helping to inform how individual services operate, how processes and procedures can be improved, and how customers make contact with the Council. This ensures that customer insight is not considered in isolation but is used practically to shape service delivery and future planning.

Customers want services that are easy to access, simple to understand and delivered with as little effort on their part as possible. The insight contained in this report helps the Council better understand customer behaviour, identify where barriers exist in the customer journey, and make informed decisions about how services can be improved to deliver a better overall experience.

Taken together, the findings in this report will support the Council to deliver customer facing services that are efficient, effective and responsive, while ensuring that resources are used in the best possible way to provide services that are right first time wherever possible.

Appendices

Appendix A – Compliments received 2025/26 by Service

	Compliments
Waste Services	642
Customer Services	266
Planning and Development, Trees and Conservation	172
Street Cleansing	84
Licensing	58
Revenues (Council tax)	49
Arts and Leisure	48
Home Choices	42
Community Safety	25
Environmental Protection	25
Benefits	21
Communities	17
Building Control	11
Growth and Regeneration	11
Housing Enforcement	9
Crematorium	8
Customer Experience	8
Disabled Facilities Grants	8
Local Land Charges	7
Food, Health and Safety	5
Property Services	5
Member and Support Services	4
WLDC Council in General	3
System Development	2
Cemetery	1
Communications Team	1
Electoral Services	1
HR	1
Planning Enforcement	1
Total	**1535**

Appendix B - Comments received 2025/26 by Service

	Comments
Waste Services	39
Out of Scope	13
Revenues (Council tax)	5
Planning and Development, Trees and Conservation	3
Property Services	3
Communities	2
Growth and Regeneration	2
Home Choices	2
Arts and Leisure	1
Cemetery	1
Community Safety	1
Customer Services	1
Electoral Services	1
Housing Enforcement	1
Licensing	1
Street Cleansing	1
System Development	1
Total	**78**

Appendix C – Complaints received 2025/26 by Service

COMPLAINTS	2025/26	2024/25	2023/24	2022/23	2021/22	2020/21
Waste Services	**52**	45	65	107	38	45
Out of Scope	**28**	30	23	9	18	20
Revenues (Council tax)	**21**	8	11	17	14	9
Planning and Development, Trees and Conservation	**11**	15	14	17	21	44
Customer Services	**9**	8	3	11	4	4
Home Choices	**8**	6	14	7	7	2
Planning Enforcement	**7**	8	11	9	14	14
Licensing	**5**	3	3	1	0	1
Street Cleansing	**5**	4	2	5	5	4
Community Safety	**4**	3	5	1	7	5
Food, Health and Safety	**3**	2	0	1	2	2
Disabled Facilities Grants	**2**	1	1	1	4	3
Electoral Services	**2**	3	1	0	1	0
Environmental Protection	**2**	5	6	4	3	9
Arts and Leisure	**1**	1	2	3	3	1
Benefits	**1**	3	2	2	4	3
Building Control	**1**	0	1	0	0	1
Crematorium	**1**	0	0	0	0	0
Property Services	**1**	8	1	5	2	2
Cemetery	**0**	0	1	0	0	0
Communications Team	**0**	0	0	1	1	0
Communities	**0**	0	2	0	0	0
Customer Experience	**0**	0	0	0	0	0
Energy	**0**	0	0	0	0	0
Financial Creditors and Debtors	**0**	0	1	2	0	0
Growth and Regeneration	**0**	0	1	0	0	1
Housing Enforcement	**0**	4	2	2	2	2
HR	**0**	0	0	1	0	0
Internal Confidential Issues	**0**	0	1	1	0	0
Local Land Charges	**0**	0	1	0	2	0
Management Team	**0**	0	0	1	1	0
Member and Support Services	**0**	0	1	0	1	2
PA and FOI Team	**0**	1	0	0	0	0
Public Health Funerals	**0**	0	0	0	0	0
System Development	**0**	1	0	2	1	2
Tourism	**0**	0	0	0	0	0
Wellbeing and Health	**0**	0	0	0	0	0
WLDC Council in General	**0**	0	1	0	1	2
Totals	**164**	159	176	210	155	178

Appendix D – Upheld complaints 2025/26 by Service

	Complaints received	Upheld Complaints
Waste Services	52	21
Revenues (Council tax)	21	4
Planning and Development, Trees and Conservation	11	1
Customer Services	9	6
Home Choices	8	0
Planning Enforcement	7	0
Licensing	5	0
Street Cleansing	5	3
Community Safety	4	0
Food, Health and Safety	3	0
Disabled Facilities Grants	2	0
Electoral Services	2	0
Environmental Protection	2	0
Arts and Leisure	1	0
Benefits	1	0
Building Control	1	1
Crematorium	1	1
Property Services	1	0
Totals	**136**	**37**

* Out of scope complaints are excluded from this table

Appendix E – Learning and Improvement Actions Identified

Waste Services	14	**Waste Services – Bin presentation times on collection days** Feedback was received from a customer who had missed their bin collection, that day it happened just after 7am however, this customer only put their bins out at 7:30am as they usually get collected late morning time. There was no fault on the Councils behalf, but the comms team were asked to put some reminders out on social media regarding bins being presented by 7am on collection day and the fact that collections will not always necessarily take place at the same time every week. **Waste Services/Street Cleansing - What3Words** Various feedback received could have been avoided if more accurate locations had been recorded for location based waste service requests such as fly tipping reports and bulky waste collections. Customer Service officers have been advised to use What3words when taking reports and requests from customers so that it can be added to the note system, but further work is required on how to integrate this into the CRM system if possible. **Waste Services – Big Bin Clear Out** Complaints have been received regarding the standard of big bins that have been delivered for the Big Bin Clear Out service. Customers have received bins with waste already inside them and on one occasion there was dirty water inside the bin on receipt. All big bins need to be cleaned and checked prior to being delivered to the next customer. Waste services supervisors have reminded all crews that this needs to take place in the future when big bins are delivered to customers. **Waste Services – Late bin deliveries** A complaint was received regarding delayed bin deliveries; a customer was waiting 16+ days for delivery which led to further calls being made to the customer services department. The customer was not kept up to date or given an exact date for delivery when they called to chase on 2 occasions. If waste services know that bin deliveries will be delayed, they need to inform customer services so that customers can be contacted and informed to reduce calls and to manage customer expectations. Customers should also be offered an alternative means of collection in the meantime – sacks to be collected if needed.

<u>Waste Services/Street Cleansing – Changes in process – sack collections</u>

A complaint was received regarding waste sacks not being taken. The investigation found that changes had been made to how sack collections were operating, clear sacks were no longer being collected on a general waste collection day. When a change is made to how we do things, this should be communicated to those affected as there will be an impact on resources for customer services when people start to call to question why their sacks have not been collected. Going forward it is recommended that residents affected by any change are written to, and customer services must be made aware so the impact of potential extra customer contact can be planned for.

<u>Waste Services – crew procedure when emptying bins</u>

A complaint was received regarding waste operatives tipping the contents of a bin into another bin before taking it to the vehicle to be emptied. This is not the procedure that should be followed. Crews should not be tipping bins into other bins; there is also a health and safety issue here. All waste crews have been reminded of the correct process and have been advised not to tip bins into other bins going forward.

<u>Waste Services – tagging contaminated bins</u>

Some customers bins have been rejected for contamination, but the operatives did not put a tag on the bin to inform the residents why it had not been emptied - the resident argued that policy had not been followed. Although a tag had not been used, the crew had added photographs and information on what the incorrect items were onto the customers CRM accounts. All crews need to use tags on bins when they are rejecting them for incorrect items to ensure that the policy is always followed. Also, if a tag is used then this may stop the customer from calling us unnecessarily. The waste services team leader is ensuring that all crews have ample supplies of tags and that they always use them when rejecting a bin in the future.

<u>Waste Services – policy wording/update in relation to personal goods</u>

A customer put some personal belongings into their blue recycling bin when they were in a hurry, the bin was not presented for collection. The crew came along and pulled the bin out to empty it, they thought the resident had forgotten to put it out, they did not check inside the bin, and the personal items were taken and

		tipped into the recycling vehicle. Crews need to be more careful - do not pull bins out if not presented and ensure that all bins are thoroughly checked for incorrect items. This bin should not have been emptied, and it is recommended that the waste policy is updated to explain to residents that all bins are WLDC property and they should not be used for storage of personal items, and that WLDC will not be held responsible for any personal items left in a WLDC bin. **<u>Waste Services - CRM reminders for waste</u>** Customer Satisfaction Survey Feedback. A comment was received regarding how late the email reminder was sent for a sharps collection taking place the following day, it was received at 11pm the night before.IT have now reviewed the CRM reminders that are sent out, the time appeared to have slipped later since the clocks went back in time. This was altered so that all reminders are sent at a reasonable time of the day to give customers plenty of notice the day before the service is due to take place. **<u>Do Not Reply emails</u>** An investigation into a complaint received where a customer did not receive a response to a garden waste enquiry found that they had replied to a confirmation email that was from a do not reply email address. All waste confirmation emails from CRM go from a do not reply email address. Additional wording has been added to these emails to make it clear that it is a do not reply email address to encourage customers not to reply. **<u>Missed Bin Reports – Garden Waste</u>** An upheld complaint discovered that a missed garden waste collection had not been reported on the correct form, so it was not tracked through the system. All missed bins should be logged onto a missed bin form - this allows accurate recording, reporting, monitoring and follow up as it is tracked on the system. If this had been done in this instance the customer's expectations would have been managed, as they would have been told that we would return in 5 working days, and the customer would not have had to call 5 times to enquire why their missed garden bin had not been collected. **<u>Garden Waste – Paypal Payments</u>** Paypal payments have led to issues with garden waste subscription forms being processed correctly and garden waste subscriptions have not been registered correctly. A pause was put on Paypal payments until a system resolution was identified.

		Garden Waste – Email Reminders The wording of the reminders that were sent out via email confused customers, leading to an increase in unnecessary contact including calls and emails from people checking if they had paid as they received the reminder when they paid months ago. Going forward we need to ensure that the wording used on reminders is improved or put a system in place to stop reminders being sent to customers that have already subscribed to the service. **Food Waste** Teething problems are to be expected when a new service is introduced and many issues have been reported including caddys not being delivered, parts missing or broken lids and then increased customer contact as first collections were missed. We need to be mindful of this when a new service is implemented in the future and learn from food waste to improve next time to decrease the impact on the customer service and customer experience departments.
Revenues (Council Tax)	3	**Council Tax – legal challenges against being liable for Council Tax** Following an increase in the number of customers submitting legal challenges against being liable for Council Tax, it is suggested that some comms messages are put out via social media channels regarding Council Tax legislation. To explain what Council Tax is and who has to pay etc., with links to the WLDC website where more information can be found regarding legal challenges to pay and what will happen if Council Tax is not paid in order to educate residents. **Council Tax – amendments to Customer Council Tax Accounts** Officers in correspondence with customers in relation to Council Tax need to be more aware of opportunities to add notes to accounts and put holds on to suppress and delay reminders and summons being issued where accounts are in dispute, or where ongoing actions are taking place - for instance where a benefit decision is due or where payments allocations haven't been made correctly onto council tax accounts. And officers also need to pay extra care and attention when inputting information in relation to Council Tax accounts to ensure that all details are being inputted accurately. **Council Tax – ensuring thorough checks are carried out when linking account information** Following an upheld complaint, all Council Tax staff have been reminded to ensure that thorough checks

		are carried out when identifying and linking account addresses. This will ensure that correspondence is sent to the correct person, allowing them the opportunity to pay for what is owed prior to further action being taken.
Street Cleansing	3	**<u>Street Cleansing – CRM fly tipping reports</u>** "Customer Satisfaction Survey Feedback about CRM emails for fly tipping requests that are not on WLDC land. When a fly tipping report goes through CRM and it is marked as unable to collect as not on our land the customer that made the report receives this email: Thank you for recently reporting fly tipping case to West Lindsey District Council. In this instance we have been unable to clear the site due to it being located on land not under our ownership. **If we are able to identify the correct landowners, we will be in touch to share this information with you.** Should you have any further queries regarding this case please contact our customer services team on 01427 676676 and select option 5 for waste enquiries. Many thanks Operational Services Team (WLDC) It has been established that no one then attempts to identify the correct landowner to let the customer know, so this email is inaccurate and unhelpful. The line highlighted in bold above will be removed from these emails." **<u>Street Cleansing – procedure when emptying public litter bins</u>** A complaint was received regarding a street cleansing operative parking on the path near to a school to empty a public litter bin. It was established that this litter bin is not usually emptied at school times when pedestrians are passing and crews do not usually park on the path. The litter bin will now be moved so that it is easier for crews to empty without causing a hazard. **<u>Street Cleaning – public litter bins (Caistor)</u>** A complaint was received in relation to the public bins in Caistor town centre, although they had been emptied recently, they were already full and overflowing. The Street Cleaning manager met with the complainants, and it was established that more bins and larger bins would improve the situation, along

		with more frequent visits by a street cleansing operative. It was agreed that going forward an operative would visit 3 times a week on Mon, Weds and Fri to empty the bins. More bins will be provided (subject to funding) and larger bins will be provided (to increase capacity for public waste).
Planning and Development	3	**Planning and Development – Site Notices (neighbour notification)** A complaint regarding how planning applications are publicised was not upheld but it was identified that an improved process for site notices could be implemented. For a non-major development, we are required to give notice either by site notice on display on or near to the land; or, by serving notice on any adjoining owner or occupier. - if we are not sending neighbour letters then we need to ensure that a planning officer puts the site notice up and takes a photo for evidence - otherwise it could be classed as a non lawful application - officers are not to rely on a third party or the applicant/agent to put a site notice up they must oversee this task. **Planning and CiL** Suggestions received via customer comments that are being considered by relevant officers; on planning approvals, can we include whether CiL applies, other authorities include this information, and it may save customer and officer time in the long run. Some forms required at the validation stage duplicate other information provided, for example you have to complete a biodiversity questionnaire even if you are exempt from that requirement. **Planning and Development – Proforma for Building Control comments** Following on from a planning complaint that received in quarter 1 an improvement action has been identified in relation to how planning and building control work together on planning applications. A proforma is in progress to ensure that when building control provides comments on an application they are clearly set out and that all matters are noted and then thoroughly considered by the case officer dealing with the application.
Arts and Leisure	3	**<u>Trinity Arts Centre – New grab rails</u>** A suggestion has been received for installing more grab rails at the end of the rows on the side of seats in order to assist those with restricted mobility. The property and assets team are considering the suggestion and logistics etc. to establish if any extra

		rails can be installed. **<u>Arts and Leisure – Event suggestion</u>** A complaint was received regarding restrictions in place during a recent festival in the town centre, WLDC did put a notice up in the town centre prior to the event but a resident felt that this wasn't enough and that communication could improve in the future. The resident suggested that in the future, residents should be communicated with earlier and they suggested that they are all written to if it is going to directly affect them. **<u>Website information re Market Rasen Tuesday market</u>** A customer comment was received regarding the information published on the WLDC website advising that the website for the Market Rasen Market is now incorrect. https://www.west-lindsey.gov.uk/events/market-rasen-market The website has now been updated by the systems development team.
Property Services	1	**<u>Property Services – Public Toilets</u>** Feedback was received via a complaint about the cleanliness of Roseway toilets in Gainsborough. The customer suggested a QR code to scan in the toilet if an issue is identified so that the report can be completed with little effort and so that officers are made aware quickly. The property services department will investigate the feasibility of this once the toilets have been refurbished next year.
Crematorium	1	**<u>Lea Fields Crematorium – Grounds Maintenance</u>** Feedback received in relation to the standard of upkeep and grounds maintenance at the crematorium has led to examination of the ground maintenance contract. A full list of concerns is being examined and the issues highlighted will be targeted as soon as practicably possible. This will include the removal and replacement of dead trees, shrubs and hedging. The quality of the grassed areas will be improved, and fresh bark and flower beds will be procured. Once the grounds have been brought up to an acceptable standard officers will ensure that a maintenance agreement is in place to guarantee that the grounds are maintained and kept to the standard of quality expected.
Environmental Protection/Community Safety	1	**<u>Information Sharing – Environmental Protection/Community Safety</u>** Although the complaint was not upheld - On review of a recent formal complaint, the process on handling complaints and sharing information between different

		departments has been examined, and the cross over between ASB and EP. Whilst it is recognised that each team has an informal understanding of how complaints are received, given this complaint a more structured approached is needed. An email has been sent from the EP to the ASB team setting out the process that should be followed and hopefully this will improve the process and experience for the customer.
WLDC all Services – Subject Access Requests	1	**<u>All Council Services – Information that can be released under SAR</u>** All Council services and officers need to be reminded about what information and records will be released to a customer if they were to make a Subject Access Request (SAR). Officers should ensure that all written records and correspondence, including emails and teams messages, are relevant and professional and that personal opinions are not included as these may be released to the customer at a later date.

ASSOCIATED IMPLICATIONS

Legal:

None arising directly from this report.

Financial: FIN/52/27/TC/SL

There are no financial implications arising from this report.

Staffing:

None arising directly from this report.

LGR implications:

No LGR implications

Equality and Diversity including Human Rights:

By understanding how customers interact with the Council in more detail, means that we will be able to identify and address issues that are preventing them from accessing services in an equal manner.

Data Protection Implications:

None arising directly from this report.

Climate Related Risks and Opportunities:

None arising directly from this report.

Section 17 Crime and Disorder Considerations:

None arising directly from this report.

Health Implications:

None arising directly from this report.

Risk Assessment:
Not Applicable

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

- West Lindsey District Council Customer Feedback Policy
- 2025/26 Quarterly Voice of the Customer Reports x 4

Available on the West Lindsey District Council website via this link:

https://www.west-lindsey.gov.uk/council-democracy/have-your-say/voice-customer-reports

Call in and Urgency:

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

Yes		**No**	**X**

Key Decision:

Yes		**No**	**X**

THRIVING COUNCIL COMMITTEE

Thursday 30th July 2026

Annual Local Government and Social Care Report 2025/26

Report by:	Director of Corporate Services
Contact Officer:	Natalie Kostiuk Customer Experience Manager

Executive Summary:

This is a report on the Local Government and Social Care Ombudsman (LGSCO) Annual Review Letter 2025/26 covering complaints referred to and decided by them between April 2025 and March 2026. Examining the types and outcomes of complaints referred and comparison with other similar district councils.

RECOMMENDATION:

That committee members receive this report, and after considering its contents are assured that the current complaint handling procedures are functioning adequately.

Local Government and Social Care Ombudsman (LGSCO) Report 2025/26

Contents

Executive Summary ... 4
1. Introduction ... 5
2. Annual Review Letter 2025/26 Figures ... 7
3. Upheld Complaints and Learning and Improvement Actions ... 13
5. Comparison with other similar District Councils ... 14
Appendix 1 – LGSCO Annual Review Letter 2025-26 ... 15
Appendix 2 – Comparison with 20 similar District Councils – Complaints dealt with and Upheld ... 17

Executive Summary

This report examines the Local Government and Social Care Ombudsman (LGSCO) Annual Review Letter 2025/26 which covers complaints that were either referred to or decided by them during the period from April 2025 to March 2026.

Historical data on complaints handled by the LGSCO is included within this report along with comparison to previous year's figures and findings.

Finally, the report compares how West Lindsey District Council (WLDC) has performed overall in comparison with 20 other similar district councils in terms of the number of complaints referred, investigated and upheld by the LGSCO.

During the 2025/26 period, a total of 18 new complaints were referred to the LGSCO.

WLDC Service		**LGSCO Categorisation**
Planning and Development	5	Planning and Development
Planning Enforcement	4	Planning and Development
Refuse and Recycling	3	Environmental Services & Public Protection & Regulation
Licensing -Other	1	Environmental Services & Public Protection & Regulation
Housing Benefit	1	Benefits & Tax
Council Tax	1	Benefits & Tax
Homelessness	1	Housing
Private landlord/tenant issues	1	Housing
NULL	1	NULL

There were also 2 outstanding complaints that were carried over into the 2025/26 period that had not yet been decided at the end of the 2024/25 period.

In total the LGSCO made 12 decisions during 2025/26. 7 complaints were closed after initial enquiries, 1 complaint was incomplete, and 1 complaint led to the complainant receiving advice from the LGSCO and 2 were referred back for local resolution. 1 complaint was investigated and upheld.

The LGSCO investigated 1 and upheld 1 complaint in 2025/26. More details on this upheld complaint and the recommendations made by the LGSCO can be found in the Upheld Complaints, Learning and Improvement Actions section of this report.

It is important to note that at the end of the 2025/26 period there were 8 outstanding complaints received by the LGSCO that have yet to be determined for action or not by the LGSCO, these will be reported against in 2026/27 annual letter.

1. Introduction

1.1 If a customer has followed and completed the Council’s formal complaints process and remains dissatisfied with the outcome of their complaint or the way it has been handled by WLDC they are able to refer their complaint to the LGSCO for review.

1.2 The LGSCO will only consider a complaint once it has been dealt with in full via the WLDC Customer Feedback Policy and only if it meets their criteria for investigation - https://www.lgo.org.uk/make-a-complaint/what-we-can-and-cannot-look-at

1.3 Issues that have another formal route of appeal or tribunal will not be considered by the LGSCO, for example, planning appeals, council tax valuation issues and appeals regarding the suitability of housing etc.

1.4 There is no cost to the authority for the work carried out by the LGSCO. A cost is only involved if an upheld complaint recommendation suggests a financial remedy.

1.5 The LGSCO do not necessarily investigate all complaints that are referred to them. As the LGSCO is a public service they have to decide how to best use their publicly funded resources and therefore they cannot investigate all complaints they receive.

They are more likely to investigate complaints where the issues:

- have had a serious or long-term impact on people’s lives
- affect many other people

They are less likely to investigate complaints where:

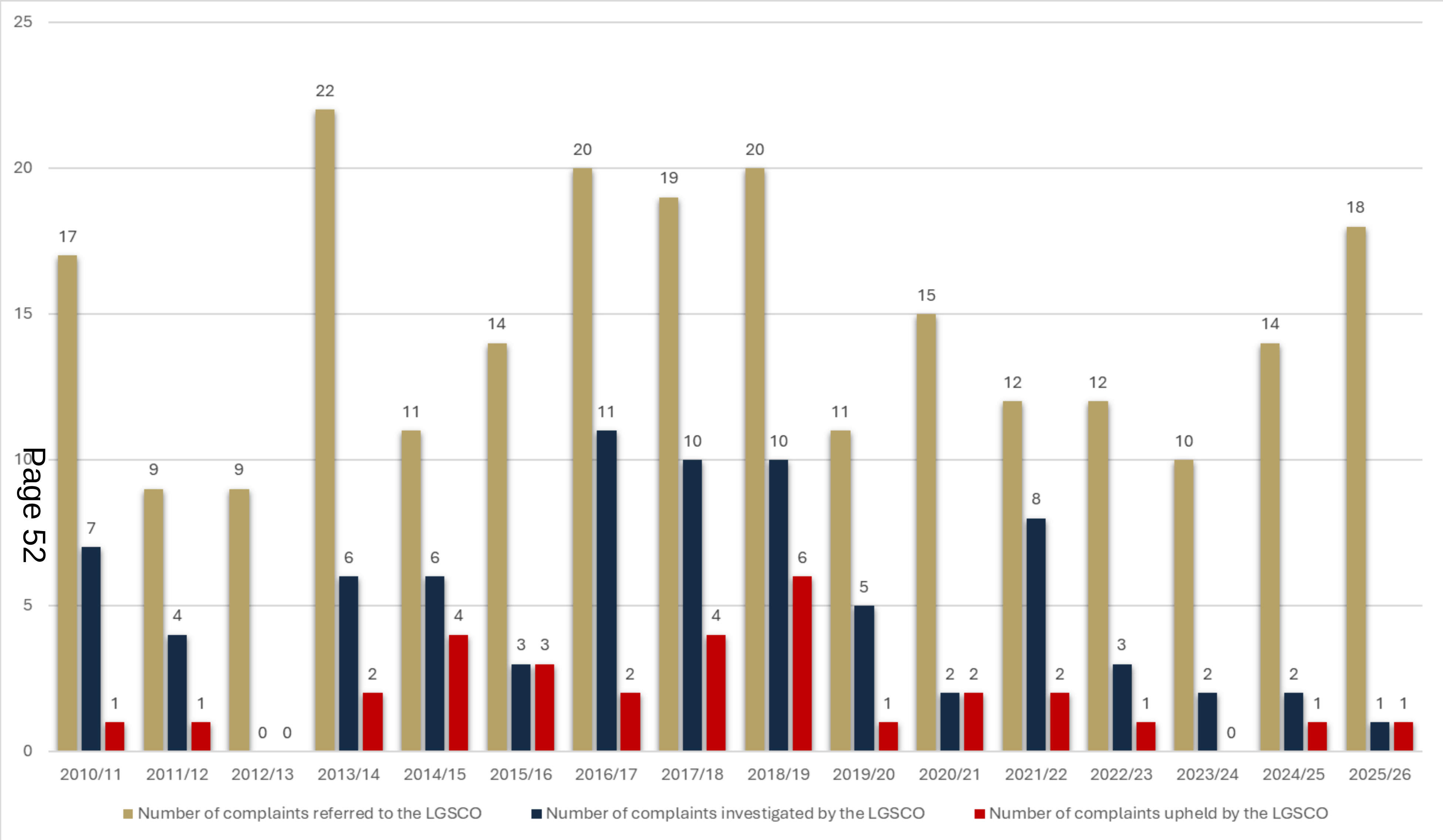
- the issues have caused minor irritation or upset
- they cannot ask the Council to do what the complainant wants them to

1.6 An Annual Review Letter is published by the LGSCO for each authority every year which details the number of complaints referred to them, investigated by them and includes information on complaints upheld by them. Information regarding compliance with LGSCO recommendations is also included. The full WLDC Annual Review Letter for 2025/26 can be found in Appendix 1 of this report.

1.7 The information published by the LGSCO allows us to examine our performance for the year and look at how we compare to other similar authorities.

1.8 The investigations carried out and decisions made by the LGSCO allow us to learn and make improvements to the way we deliver our services and deal with our customers daily. Complaints investigated that are not upheld by the LGSCO provide assurance that we are operating correctly. We can also learn from LGSCO complaints and decisions made for other authorities, when weekly decision lists are published, they are shared with relevant team managers.

1.9 The graph on the next page shows how many WLDC complaints have been referred to, investigated and upheld by the LGSCO each year since 2010, the last 4 years has seen a decrease in the average number of WLDC complaints investigated and upheld by the LGSCO:



- *The number of complaints investigated and upheld in 2012/2013 is unknown due to change in LGSCO procedure*

2. Annual Review Letter 2025/26 Figures

2.1 In total 18 new complaints were referred to the LGSCO in 2025/26, this is a small increase when compared to the previous 3 years. The table below shows which services the 18 complaints related to compared with previous years.

2.2 As you can see, over the years the majority of the complaints referred to the LGSCO are in relation to Planning and Development services. In 2025/26 there was an increase in the number complaints regarding this group of services being referred to the LGSCO for WLDC when compared to the previous 3 years.

	Benefits and Tax	Corporate and Other Services	Environmental Services	Highways and Transport	Housing	Planning and Development	Other	Total
2025/26	**2**	**0**	**4**	**0**	**2**	**9**	**1**	**18**
2024/25	2	2	3	1	1	5	0	14
2023/24	0	0	4	0	0	6	0	10
2022/23	1	1	3	0	3	4	0	12
2021/22	1	0	1	0	1	9	0	12
2020/21	0	0	3	0	1	10	1	15
2019/20	4	1	1	0	1	4	0	11

2.3 The service categories for complaints that the LGSCO use include various WLDC service areas, for instance their Planning and Development category includes Planning Enforcement and their Environmental Services and Public Protection and Regulation includes Environmental Health services, Community Safety including ASB and Housing Enforcement, and Corporate and Other Services includes FOI requests.

2.4 The table below, that is also included in the introduction section of this report shows the breakdown of WLDC services compared to the LGSCO categorisation and the number of complaints referred to them relating to each WLDC service in 2025/26:

WLDC Service		**LGSCO Categorisation**
Planning and Development	5	Planning and Development
Planning Enforcement	4	Planning and Development
Refuse and Recycling	3	Environmental Services & Public Protection & Regulation
Licensing -Other	1	Environmental Services & Public Protection

		& Regulation
Housing Benefit	1	Benefits & Tax
Council Tax	1	Benefits & Tax
Homelessness	1	Housing
Private landlord/tenant issues	1	Housing
NULL	1	NULL

2.5 As well as the 18 new complaints referred to the LGSCO in 2025/26 included in the table above, there were 2 complaints outstanding from the previous year, these were in relation to Council Tax and Planning Enforcement and the LGSCO decided not to investigate them further.

2.6 In total 12 decisions were made by the LGSCO during the 2025/26 period. The table below provides information on the complaints that were received and decided including the dates they were received and decided by the LGSCO, the service they related to, the decision made, and any recommendations made regarding the decision reached.

The links included in the LGSCO Category and Reference Number column of the table below will take you to the full complaint details as published on the LGSCO website. If there is no link included the LGSCO did not publish any information because the complaint did not pass the initial assessment stage.

LGSCO Category and Reference Number	WLDC Service	Received by the LGSCO	Decided by the LGSCO	Days Taken	Decision	Decision Reason	Remedy
24018333 Planning and development	Enforcement - other	22/01/2025	08/04/2025	77	Advice given	Previously considered and decided	N/A
24020059 Corporate & Other Services	Council Tax (access to information)	19/02/2025	06/04/2025	47	Closed after initial enquiries	Sch 5.1 court proceedings	N/A
25000676 Housing	Home Choices (Homelessness)	18/06/2025	07/01/2026	203	Upheld	Fault causing Injustice	Apology and Financial redress: Avoidable distress/time and trouble
25004473 Benefits and Tax	Council Tax	06/06/2025	04/08/2025	60	Closed after initial enquiries	Not warranted by alleged fault	N/A

25004561 Planning and Development	Planning and Development	09/06/2025	09/06/2025	1	Referred back for local resolution	Premature Decision - advice given	N/A
25005492 Planning and Development	Householder planning application	18/06/2025	18/06/2025	1	Closed after initial enquiries	26(6)(b) appeal to Minister	N/A
25008579 Planning and Development	Householder planning application	28/07/2025	21/11/2025	116	Closed after initial enquiries	26(6)(b) appeal to Minister	N/A
25010807 Environmental Services & Public Protection & Regulation	Refuse and Recycling	29/08/2025	11/12/2025	105	Closed after initial enquiries	Not warranted by alleged injustice	N/A
25011503 Planning & Development	Other planning application	08/09/2025	19/12/2025	103	Closed after initial enquiries	Not warranted by alleged fault	N/A
25012262 NULL	NULL	19/09/2025	19/09/2025	1	Incomplete/ Invalid	Insufficient information to proceed and PA advised	N/A
25016157 Benefits and Tax	Housing Benefit	29/10/2025	10/03/2026	133	Closed after initial enquiries	Not warranted by alleged fault	N/A
25024937 Planning and Development	Enforcement - other	27/01/2026	27/01/2026	1	Referred back for local resolution	Premature Decision - advice given	N/A
These complaints were received in 2025/26 but were carried over and will be decided in 2026/27, they will feature in next year's report containing the published figures for the year ending 31st March 2027							

25020485 Environmental Services & Public Protection & Regulation	Refuse and Recycling	10/12/2025	15/04/2026	127	Closed after initial enquiries	Not warranted by alleged fault	N/A
25024105 Planning & Development	Enforcement - householder	21/01/2026	15/06/2026	146	Closed after initial enquiries	Late complaint - out of jurisdiction	N/A
25024864 Planning and Development	Policy/Local Development framework	26/01/2026			**The LGSCO have not contacted WLDC yet**		
25026771 Environmental Services & Public Protection & Regulation	Licensing - other	25/02/206			**The LGSCO have not contacted WLDC yet**		
25028423 Planning and Development	Enforcement - other	03/03/2026			**The LGSCO have not contacted WLDC yet**		
25028513 Housing	Private landlord/tenant issues	04/03/2026			**The LGSCO have not contacted WLDC yet**		
25028686 Planning and Development	Enforcement - other	05/03/2026			**The LGSCO have not contacted WLDC yet**		
25029622 Environmental Services & Public Protection & Regulation	Refuse and Recycling	17/03/2026			**The LGSCO have not contacted WLDC yet**		

2.7 At the end of the 2025/26 period there were 8 outstanding complaints that had been received by the LGSCO that had not yet been made known to WLDC.

2.8 During 2025/26 2 complaints were referred back to WLDC for a local resolution. This occurs when a customer has not initially made their complaint known to us or have not given us the chance to investigate and resolve their complaint internally. The LGSCO will only consider a complaint once it has been investigated via the authority under the Council's formal complaint process.

2.9 1 of the complaints referred to the LGSCO was incomplete or invalid and 1 complainant received advice, these complaints did not progress any further.

2.10 In total 7 complaints were closed after initial enquiries were made. This occurs when the LGSCO receive a complaint and consider the initial information including details of the complaint and the response we have given them. If the LGSCO decide that it is unlikely that any fault or maladministration will be found or that any harm or injustice has been caused they will not investigate the matter further. The LGSCO will also take this approach to complaints where an appeal or tribunal route is available to the complainant or where the complaint has been made out of time. The reasons why the LGSCO closed these 7 complaints are listed below:

Planning and Development x 3

25005492 - Householder planning application

We cannot investigate Mr C's complaint about the Council's refusal of his planning applications because Mr C appealed to the Planning Inspector. We do not have the power to investigate the actions of the Planning Inspector.

25008579 – Housholder planning application

We will not investigate this complaint about how the Council dealt with a planning application and the pre-application planning advice it provided. This is because the complainant has appealed to the Planning Inspector. It is unlikely we would find fault in relation to the remaining issues complained about.

25011503 – Other planning application

We will not investigate this complaint about the way the Council considered a planning application. There is not enough evidence of fault in the Council's actions to warrant an investigation.

Benefits & Tax x3

24020059 – Council Tax

We will not investigate Miss X's complaint about the Council's handling of council tax arrears. This is because the matter is subject to court proceedings. The Information Commissioner is better placed to consider how the Council has dealt with Miss X's requests for information.

25004473 – Council Tax

We will not investigate this complaint about historic council tax arrears because there is insufficient evidence of fault by the Council.

25016157 – Housing Benefit

We will not investigate Ms X's complaint about the Council's actions to recover an overpayment of housing benefit and its response to her information request. There is insufficient evidence of fault to warrant an investigation. The Information Commissioner's Office is better placed to consider a complaint about information rights or data protection.

Environmental Services & Public Protection & Regulation x1

25010807 – Refuse and Recycling

We will not investigate this complaint about the Council's bin collection crew removing two rubbish bags from his bin and leaving them on his drive. This is because the matter did not cause Mr X significant injustice and we cannot achieve the outcome Mr X wants.

2.11 The LGSCO carried out detailed investigations into 1 complaint during 2025/26, this complaint was in relation to homelessness and was a case that was dealt with by the Council's Home Choices department.

2.12 Following the LGSCO's investigations into this complaint, fault causing injustice was identified and the complaint was upheld with recommendations being made.

2.13 As the LGSCO upheld the 1 complaint investigated in 2025/26 the upheld rate when taking into account all complaints referred to the LGSCO (18) is 6%.

2.14 The LGSCO calculate complaints upheld by using the number they investigated, for 2025/26 they investigated 1 complaint and upheld 1 so in terms of complaints investigated 100% were upheld. This compares to an average of 74% in similar authorities.

2.15 An overview of West Lindsey District Councils performance can be found on the LGSCO website here: https://www.lgo.org.uk/your-councils-performance/west-lindsey-district-council/statistics/#complaints-upheld

2.16 The table below shows how many complaints have been referred to, investigated and upheld by the LGSCO compared to previous years.

	2025/26	2024/25	2023/24	2022/23	2021/22	2020/21
Complaints and enquiries received by the LGSCO	**18**	14	10	12	12	15
Number of detailed investigations carried out by the LGSCO	**1**	2	2	3	8	2
Number of complaints upheld by the LGSCO	**1**	1	0	1	2	2
Upheld complaint percentage % (the number of complaints received/the number of complaints upheld)	**6%**	7%	0%	8%	17%	13%

2.17 As you can see the upheld rate has fluctuated over the years depending on how many complaints were investigated by the LGSCO. The actual number of upheld complaints is minimal, when compared to the number of complaints referred to them.

2.18 The decrease in the number of complaints investigated by the LGSCO and the reduction in the number of complaints that the LGSCO felt were justified is attributed to the work of the Customer Experience Manager and the centralised approach taken to handling complaints, that was implemented in 2018.

2.19 It is acknowledged that cases referred to the LGSCO have been more complex in nature, and we welcome a fresh pair of eyes on these matters to assist us in identifying how we can do things differently in the future.

3. Upheld Complaints and Learning and Improvement Actions

3.1 The LGSCO investigated and upheld 1 complaint in 2025/26, the complaint in relation to the Home Choices service and how long a family were placed in hotel accommodation for.

3.2 Below are the details of the complaint that was upheld, to view the full report from the LGSCO please follow the title link below:

25000676 Housing

The complaint:

Mrs X complained on behalf of her husband about the Council's actions when they became at risk of homelessness.

LGSCO decision:

I find no fault in the Council's actions leading up to the family's eviction, nor in its actions in trying to secure suitable temporary accommodation. However, I do find fault in the family being placed in hotel accommodation for a total of 23 weeks. We recommend the Council apologises and makes a payment to Mr Y.

3.3 The LGSCO did not find fault in the Council's actions leading up to the family's eviction or in trying to secure suitable temporary accommodation, but they did find fault in how long the family were placed in a hotel for.

3.4 The LGSCO acknowledged that the family refused a suitable offer of interim accommodation and, as a result, the Council was not required to make further offers. The LGSCO also recognised the significant and sustained support the Council provided throughout this period and accept that, had the family accepted the offer of suitable interim accommodation, this would have avoided the placement in hotel accommodation.

However, they pointed out that the law is clear that hotel or bed and breakfast accommodation is not suitable for families with children, regardless of the reasons why such accommodation is used. For this reason, they identified the use of hotel accommodation as a service failure, rather than maladministration, to reflect that this arose from circumstances outside the Council's control.

3.5 To remedy the injustice caused by the fault identified the LGSCO recommended that the Council apologised to Mrs X and Mr Y and pay Mr Y £850 to recognise the unsuitable hotel accommodation the family were placed in.

3.6 These recommendations were completed within the LGSCO required timeframe and the complaint findings were shared with members of the Home Choices team.

3.7 The Council recognises that there is a lack of suitable temporary accommodation to suit all needs and work is ongoing to increase availability going forward.

4. Compliance with Ombudsman Recommendations

4.1 The LGSCO produce and report statistics on compliance with the recommendations they make in relation to upheld complaints. The LGSCO's recommendations are specific and will include a timeframe for completion, allowing them to follow up with authorities and seek evidence that the recommendations have been implemented.

4.2 During 2025/26, 2 recommendations were made by the LGSCO as explained in the upheld complaint section above, an apology and a financial payment.

4.3 This recommendation was completed within the timescales set by the LGSCO and the compliance rate for WLDC is 100%

5. Comparison with other similar District Councils

5.1 A list of 20 district councils that are similar to WLDC in terms of size, population and services provided has been compiled so that some meaningful comparison and benchmarking can take place.

5.2 The tables in Appendix 2 of this report show how WLDC compares with the other 20 similar authorities.

5.3 In terms of the number of complaints dealt with by the LGSCO in 2025/26, WLDC is number 12/21 compared to similar district councils.

5.4 WLDC is number 13/21 in terms of the number of upheld complaints when compared to similar district councils.

Appendix 1 – LGSCO Annual Review Letter 2025-26

20 May 2026

By email

Mr Burkinshaw
Chief Executive
West Lindsey District Council

Local Government & Social Care OMBUDSMAN

Dear Mr Burkinshaw
Annual Review letter 2025-26

I write to you with your annual summary of complaint statistics from the Local Government and Social Care Ombudsman for the year ending 31 March 2026.

We recognise that local authorities continue to face significant pressures in delivering services to their communities. We hope the data and insight we share with you each year remains a useful tool for reflection and continuous improvement. Please consider it as part of your corporate governance processes.

Your annual statistics are available here.

In addition, you can find the detail of the decisions we have made about your Council, read reports we have issued, and view the service improvements your Council has agreed to make as a result of our investigations, as well as previous annual review letters.

We will write to organisations in July where there is exceptional practice or where we have concerns about complaint handling. Not all organisations will get a letter. If you do receive a letter it will be sent in advance of its publication on our website on 15 July 2026.

Supporting complaint and service improvement

We remain committed to supporting the sector to embed effective systems of redress. Where authorities are navigating reorganisation and devolution, we are ready to help ensure that robust complaint handling is built into new arrangements from the outset. Please do get in touch if your organisation would benefit from our advice and guidance.

Our Complaint Handling Code, in force since April 2025, is now applied in our casework and offers structure and support to your local complaint system. Our training programme provides a flexible, expert-led route to building complaints capability across your teams, with courses open for individual delegates to book. Contact training@lgo.org.uk for more information.

Our Annual Review of Local Government Complaints will be published in July 2026, setting out the national picture of complaints, trends across service areas, and emerging systemic issues. We encourage you to read it alongside your own organisation's data.

Yours sincerely,

A. K. Clarke

Amerdeep Clarke
Local Government and Social Care Ombudsman
Chair, Commission for Local Administration in England

Appendix 2 – Comparison with 20 similar District Councils – Complaints dealt with and Upheld

Local Government & Social Care OMBUDSMAN

Complaints and Enquiries Decided 2025-26

Authority Name	Complaints dealt with in 2025/26	Not for the LGSCO	Assessed and closed	Complaints Investigated	Not Upheld	Upheld	Total	Uphold rate (%)	Average uphold rate (%) of similar authorities
East Suffolk District Council	35	11	23	1	0	1	35	100%	74%
Arun District Council	25	6	15	4	0	4	25	100%	74%
South Kesteven District Council	22	7	14	1	0	1	22	100%	74%
North Devon District Council	21	6	12	3	1	2	21	67%	74%
Adur District Council	17	8	8	1	0	1	17	100%	74%
Warwick District Council	17	10	6	1	0	1	17	100%	74%
East Lindsey District Council	16	4	8	4	1	3	16	75%	74%
Torridge District Council	14	4	8	2	1	1	14	50%	74%
Bassetlaw District Council	14	5	8	1	0	1	14	100%	74%
Babergh District Council	13	5	6	2	0	1	13	50%	74%
South Hams District Council	13	5	7	1	0	1	13	100%	74%
West Lindsey District Council	**12**	**4**	**7**	**1**	**0**	**1**	**12**	**100%**	**74%**
Mid Suffolk District Council	11	1	7	3	2	1	11	33%	74%
Cotswold District Council	11	6	4	1	0	1	11	100%	74%
Stratford-on-Avon District Council	11	3	8	0	0	0	11	0%	74%
South Holland District Council	10	6	4	0	0	0	10	0%	74%
Mid Devon District Council	9	1	6	2	0	2	9	100%	74%
Mansfield District Council	9	3	6	0	0	0	9	0%	74%
King's Lynn & West Norfolk Council	9	3	6	0	0	0	9	0%	74%
Breckland District Council	6	2	4	0	0	0	6	0%	74%
North Kesteven District Council	4	2	2	0	0	0	4	0%	74%

ASSOCIATED IMPLICATIONS

Legal:

There are no legal implications arising from this report.

Financial: FIN/58/27/CL/SL

There are no financial implications arising from this report.

Staffing:

There are no staffing implications arising from this report.

LGR implications:

LGR has no impact on this report.

Equality and Diversity including Human Rights:

The LGSCO have not identified any issues with how complaints are handled in terms of Equality and Diversity or Human Rights.

Data Protection Implications:

There are no data protection implications arising from this report, appropriate redactions have been made where required.

Climate Related Risks and Opportunities:

Not applicable.

Section 17 Crime and Disorder Considerations:

Not applicable.

Health Implications:

There are no health implications arising from this report.

Risk Assessment:

Not applicable.

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

Annual Review Letters for West Lindsey District Council

https://www.lgo.org.uk/your-councils-performance/west-lindsey-district-council/annualletters/

LGSCO complaint decisions for West Lindsey District Council

https://www.lgo.org.uk/Decisions/SearchResults?t=0&fd=0001-01-01&td=2026-06-25&dc=c%2Bnu%2Bu%2B&aname=West%20Lindsey%20District%20Council&sortOrder=descending

West Lindsey District Council Performance 2023/24

https://www.lgo.org.uk/your-councils-performance/west-lindsey-district-council/statistics

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**

Agenda Item 6c

Committee Thriving Council	
Date 30 July 2026	

Subject: Community Grants Programme 2026-2028

Report by:	Sally Grindrod-Smith, Director of Planning, Regeneration and Communities
Contact Officer:	Grant White, Head of Localities and Community Services

Executive Summary:

This report seeks approval of budget allocation to establish a Community Grants Programme for 2026/27 and 2027/28.

The delivery of a Community Grants Programme has been approved by the Thriving People committee. Thriving People committee has made recommendations for budget allocation to the Thriving Council committee.

The programme will build on the Council's existing grant activity and provide four funding routes: the Councillor Initiative Fund, Community Action Fund, Community Facilities Fund and Community Environment Fund.

A formal review will take place when £2 million has been awarded, allowing Members to consider impact, demand and affordability before further delivery is confirmed.

Appendices to Report

- None

RECOMMENDATION(S):

(a) That members approve the allocation of up to £4,000,000 from the Reprioritisation (Investment for Growth) Reserve to deliver the Community Grants Programme across 2026/27 and 2027/28.

(b) That members approve delegated authority to approve spend of the £4,000,000 to Thriving People Committee, with a formal review when £2,000,000 has been awarded or during 2027/28 Q1, whichever is sooner.

(c) That members approve the allocation of up to £86,400 from the Community Grant Scheme Reserve for staff costs to deliver the Community Grants Programme across 2026/27 and 2027/28.

1. Introduction

1.1 Thriving People Committee approved the delivery of a Community Grants Programme on 16 July 2026. As part of report to approve this, Thriving People Committee also approved several recommendations to be submitted to Thriving Council Committee for approval.

1.2 The report produced for Thriving People Committee included details of the Community Grants Programme. A copy of this report has been published and can be viewed here: https://democracy.west-lindsey.gov.uk/ieListDocuments.aspx?CId=436&MId=4136

1.3 This report presents recommendations from Thriving People Committee to Thriving Council Committee to approve budget for the delivery of the Community Grants Programme.

2. Finance

2.1 To deliver the Community Grants Programme, this report proposes allocation of budget from Council reserves.

2.2 **Community Action Fund and Community Facilities Fund**

The proposed budget allocation for these funds will be delivered in two stages:

Stage	Proposal
Stage 1 – Initial Delivery	Allocation of up to £4 million from Council reserves
Stage 2 – On-going Delivery	Review when £2 million has been awarded

At the point of awarding £2 million from these funds or by 2027/28 Q1, a review of impact, external factors and the Council's financial position will be completed. The review will inform the decision to continue, pause or end delivery of these funds.

3. Resources

3.1 The scale of the proposed community grants programme will require additional delivery capacity within the Council's Localities and Community Service. To successfully deliver the programme officers will need to provide active promotion, applicant support, eligible assessment, project scoring, panel administration, payment processing, monitoring, evaluation and impact reporting.

3.2 It is proposed that the Community Grant Scheme Reserve is used to support staff resourcing within Localities and Community Services. Up to £86,400 will be allocated to support staff resource costs. This represents an 18 month fixed-term post, at the top of band 9.

3.3 This approach will help ensure the programme has sufficient officer capacity and resilience to make it accessible to applicants, managed effectively and delivered within timescales.

4. Alternative Options

	Option	Rational for not recommending
1	Do not deliver a community grants programme.	Without a continuation of a wider community grants programme, the council will not be able to support community project delivery which can contribute towards Corporate Plan objectives. The benefits and community impact from community grant funding would not be realised. Community projects in West Lindsey may not be able to proceed without funding support from the Council. Alternative sources of funding can be limited.
2	Deliver the Community Grants Programme with different funds compared to those proposed in this report.	The proposed funds in this report build on the grant programme brand already established since 2023. The funds proposed allow for various community projects to be supported with appropriate governance processes. The funds proposed in this report have already been delivered so the processes, governance and working knowledge of their delivery is already in-place. This enables an immediate launch and fast-paced delivery of the programme.
3	Commission an external organisation to deliver a Community Grants Programme.	Due to the budget value being proposed any external commissioning of programme delivery would require extensive planning for a procurement process. Any procurement process would add additional setup time to delivering community grant awards. It is expected the costs of external commissioning for the scale of this programme would exceed the cost implications of additional staff resource

		proposed in this report. This may reduce the total amount of budget available to issue as grant awards to projects. The Council has staff with experience of community grant programme delivery. External commissioning may lead to a loss of engagement and relationship development with organisations.

ASSOCIATED IMPLICATIONS

Legal:

The community grants programme will be delivered in accordance with the Council's constitution, financial rules and subsidy control requirements. Standard grant funding agreements will be used for all grant awards and will be reviewed to ensure they are proportionate to the value, nature and risk of projects supported.

Financial: FIN/59/27/TC/SL

The following proposals require Thriving Council Committee approval:

a. The council agreed to utilise £8m from reserves for member priorities. This report is requesting usage of £4m from this reprioritisation allocation for the delivery of the Community Action Fund and Community Facilities Fund across 2026/27 and 2027/28.

Description	£
Allocation Approved for Reprioritisation	8,000,000
RIBA Stage 3 Alliance Leisure	(273,700)
Community Grants Programme 2026-2028	(4,000,000)
Remaining Balance:	**3,726,300**

b. Approval of the allocation of up to £86,400 from the Community Grant Scheme Reserve for staff costs to deliver the Community Grants Programme across 2026/27 and 2027/28. This is based on an 18 month fixed term post at band 9.

Staffing:

For the delivery of the programme, it is proposed to allocate funds to support staff resourcing within Localities and Community Services. Officers will work with People Services and the Leadership Team to establish the most appropriate resourcing options.

Any staffing arrangement will be developed in consultation with Human Resources, Leadership Team and Finance and will follow relevant Council's procedures. Where fixed-term posts are created, the duration, funding source and end of contract implications will be clearly identified before recruitment.

LGR implications:

Not applicable.

Equality and Diversity including Human Rights:

The community grants programme will be delivered in accordance with the Council's Equality, Diversity & Inclusion Policy. Organisations applying for funding will be required to demonstrate how their project provides community benefit and will be accessible to the communities they intend to support.

Grant funding agreements include appropriate requirements to ensure organisations funded meet relevant standards.

Data Protection Implications:

Information collected whilst delivering the community grants programme will be managed securely and in line with the Council's policies. A Communities Privacy Notice is in place which references grants for community projects and services.

Climate Related Risks and Opportunities:

The community grants programme will provide direct opportunities to support community-led projects that can have an impact on environment, biodiversity, nature recovery, tree planting, carbon reduction and climate engagement.

Specifically, the Community Environment Fund will focus on this area of impact.

Section 17 Crime and Disorder Considerations:

There are no direct implications, however some funded projects may have a direct or indirect impact on reducing crime, disorder or anti-social behaviour. Examples may include projects that provide youth activity, community cohesion, support for vulnerable residents, safety/security improvements and improved public spaces.

Health Implications:

There are no direct implications, however some funded projects may have a direct or indirect impact on health and wellbeing. This may include projects that support physical activity, access to community facilities, social connection, volunteering, cultural activities, access to green spaces and support for vulnerable residents.

Health and wellbeing outcomes will be captured during any project evaluation work.

Risk Assessment:

Not applicable.

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

Not applicable.

Call in and Urgency:

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

i.e. is the report exempt from being called in due to urgency (in consultation with C&I chairman)	**Yes**		**No**	**X**

Key Decision:

A matter which affects two or more wards, or has significant financial implications	**Yes**	**X**	**No**	

Agenda Item 6d

Thriving Council Committee
Date 30th July 2026

Subject: Guildhall Boiler Replacement Options Appraisal

Report by:	Director of Corporate Services (S151 Officer)
Contact Officer:	Luke Matthews Luke.matthews@west-lindsey.gov.uk

Executive Summary:
This report seeks approval to replace the Guildhall's ageing boilers and upgrade the photovoltaic (PV) system. The existing boilers, installed in 2007, are beyond their lifespan, unreliable, and increasingly costly to maintain.

Two options have been considered.

Option 1 (recommended) replaces the boilers with modern high-efficiency gas units and upgrades the PV system at a total cost of approximately £145k inc. contingency. When approved this will be fully funded from the Maintenance of Facilities and the Climate Change reserves. It offers immediate cost savings, improved efficiency, and low delivery risk.

Option 2 introduces a hybrid heating system with air source heat pumps, delivering greater carbon reduction but at a significantly higher cost of circa £205k inc. contingency, with added complexity and limited additional financial benefit.

Recommendation: Approve Option 1 as the most cost-effective, deliverable, and low-risk solution.

Appendices to Report

- Appendix 1 – Guildhall Boiler Business Case.

RECOMMENDATION(S)

That Thriving Council Committee approve-

1. One of the following two capital scheme expenditure and financing options;

    a. The draw down of £145k including contingency **(Recommended option 1)** for gas for gas replacement of the existing boilers alongside additionally replacing and upgrading the existing rooftop photovoltaic array. The draw down is to be funded as £70k Maintenance of Facilities reserve for the boiler replacement and £75k from the Climate Change Reserve

    b. The draw down of £205k including contingency **(option 2)** from Maintenance of Facilities reserve to install a hybrid air source heat and gas heating system alongside additionally replacing and upgrading the existing rooftop photovoltaic array. The draw down is to be funded as £70k Maintenance of Facilities reserve for the boiler replacement and £135k from the Climate Change Reserve

2. An amendment to the capital programme for 2026/27 to create a new capital scheme for 'Guildhall Boiler Replacement' with a total scheme cost of either £145k or £205k depending on the option chosen in recommendation 1.

1 Introduction

2 Introduction

2.1 The purpose of this report is to seek Member approval for the replacement of the existing heating plant at the Guildhall, Gainsborough and to also include the replacement and upgrades to the existing Photovoltaic (PV) system.

2.2 The current gas boilers at Guildhall (installed 2007) are now beyond their expected operational life of approximately 15 years. They are increasingly unreliable, out of warranty, and spare parts are becoming difficult and costly to obtain. Planned replacement is therefore required to mitigate the risk of system failure, avoid reactive and more expensive emergency works, and ensure continuity of service delivery within the Council's primary operational building.

2.3 The council currently holds £145k identified within its Strategic Asset Management Plan to be drawn down from the Maintenance of Facilities Reserve and the Climate Change Reserve for the replacement of the Guildhall heating system on a gas for gas basis and the replacement and upgrades to the Guildhall PV system.

2.4 A detailed appraisal has been undertaken comparing two viable replacement options:

- **Option 1**: Like-for-like gas boiler replacement (gas-for-gas) at circa £70k additionally replace and upgrade the PV array at up to £75k

- **Option 2:** Hybrid system (gas boilers with air source heat pump) at circa £95k additionally replace and upgrade the PV array at up to £75k

3 Option 1 (Recommended) – Gas for Gas Replacement and PV Upgrades

3.1 Option 1 is for the replacement of our existing boilers with modern high-efficiency condensing gas boilers improving system efficiency without altering the building's heating distribution system.

3.2 Due to advances in technology over the last 18 years gas condensing boilers have improved in efficiency by up to 30%. Which whilst naturally reducing usage and their carbon impact. Based a reserved assumption of a 15% efficiency factor this would reduce running costs by approximately £1,075.

3.3 Saving could reach about £2,150 a year if the full 30% efficiency is achieved with controls and lower flow temperatures.

3.4 This saving combined with the additional saving provided from the PV upgrades would increase savings even further with an additional saving of circa £8,000 saved in electricity.

3.5 The new proposed gas for gas system sees us replaced the existing 2x Viessmann Vitocrossal 240kw with 3x smaller 150kw Ideal evomax 2 cascade boilers.

3.6 There are a number of reasons for selecting this set up and system which would be subject to a fully compliant tender process should we proceed;

- Easier transportation into the roof plant room meaning no need for a crane. The existing boilers can be dismantled in situ.
- boilers add greater resilience should one breakdown. Currently if one of our boilers breaks down in very cold weather, 1 boiler cannot keep up with demand.
- A cascade system provides greater control and in turn greater energy efficiency through modulation. Rather than just having a modulation of 5-1 on 240kw boilers, (therefore min output is 50kw), we can stage out the boilers on the cascade as demand drops, and then still modulate the last boiler 5-1 so all the way down from 450kw to around 10-15kw.
- Ideal Boilers are a local reputable supplier based in Hull meaning parts are easily sourced compared to the current German Viessmann boilers where a lot of parts are special order.

3.7 An indicative quote for the supply and install works of this option has been received at £52,108. Please note these excluded oncosts such as getting the old boilers down off the roof however these have been included within Option 1's budget figure in this report.

4 Option 2 – Hybrid System and PV Upgrades

4.1 Option 2 is for the Installation of 2x 40kw air source heat pumps (ASHP) to meet base heating demand in the slightly warmer months, supplemented by 3x smaller 90kw gas boilers during peak winter conditions.

4.2 The way this system is designed to work is during slightly cooler months the ASPHs will be able to manage most of the buildings heat demand reducing the reliance on gas. Then as the temperature drops to gas boilers will modulate as supplementary heating.

4.3 Indicative costs suggest a supply and install cost of circa £95k plus enabling works and on costs such as existing boiler dismantling. **Please note**: The quote received to support a hybrid option is subject to final design so carries some cost uncertainty.

4.4 Running a hybrid system alongside upgrading the PV at Guildhall means not only does it marginally reduce our reliance on fossil fuels it also reduces our carbon emissions by approximately 15.2 tCO_2e a year, roughly 39% when compared with the option 1 alternative.

4.5 Rough estimates indicate a possible increase in energy bills of circa £5,400

4.6 The hybrid option delivers only a marginally greater reduction in energy bills because electricity is more expensive than gas, and the Council's energy procurement arrangements secure a particularly competitive gas price.

4.7 It is worth noting that without the inclusion of the PV upgrade in this project initial figures indicate running a hybrid system alone could increase energy bills by circa £7,200.

5 Comparative Summary

5.1 4

Option 1: Gas for Gas + PV	**Option 2**: Hybrid + PV
Capital cost of circa £145k including contingencies and on costs	Capital cost of circa £205k including contingencies and on costs
Heating emissions: about 38.3 tCO_2e a year, down from about 45.0 tCO_2e, in line with the 15% efficiency gain.	Heating emissions: Additional saving against Option 1: about 15.2 tCO_2 e a year, roughly 39%.
Lowest capital cost and within existing identified budgets.	Higher capital cost requiring additional funding.
Proven, reliable technology with low delivery risk.	A clear, defensible carbon cut of about 36% on heating, well aligned with the Climate Strategy.
Best simple return of the options at today's prices and Immediate financial savings.	Gives the successor authority under LGR a partial decarbonisation pathway to extend, rather than a retrofit to start from scratch.
Simple installation with minimal disruption.	Cost uncertainty due to new technology and need for final designs.
Continued reliance on fossil fuels.	Greater technical and delivery complexity.
Limited contribution to climate strategy objectives.	Performance dependent on building conditions and specialist design.
Exposure to future gas price increases.	Not achieving the gains anticipated once in a real world scenario.

6 Conclusion and Recommendation

6.1 Both options are technically viable and deliverable. The hybrid system offers clear environmental benefits and supports long-term decarbonisation objectives; however, it requires higher capital investment and introduces additional complexity and risk.

6.2 The gas-for-gas replacement remains the most financially prudent and lowest-risk option, delivering immediate efficiency improvements and cost savings within the available budget envelope.

6.3 Therefore, it is recommended members approve option 1, the draw down of £145k including contingency from the Maintenance of Facilities reserve (£70k) and the Climate Chage Reserve (£75k) for gas for gas replacement of the boilers alongside additionally replacing and upgrading the existing rooftop photovoltaic array.

6.4 Members should note that Option 1 does not meet the Council's prior commitment that the Guildhall will be heated from a renewable energy source by 2028. If approved, members are asked to note that this commitment will be superseded. Option 2 (hybrid) is the option that advances that commitment and the net zero pathway, at higher capital and revenue cost.

7 Alternative Options

	Option	**Rational for not recommending**
1	Run existing boilers to failure (Do nothing).	• Instead of being a flagship building under LGR it could be at risk of mothballing and in turn limiting residents access to vital services. • Potential loss of income from paying tenants within the building • Negative publicity • Loss of face2face council services should the building have to close • This would increase cost in the long run dealing with issues or replacement in a reactive manner. • It would contravene our Strategic Asset Management Plan and our Maintenance Policy • Cause operational disruptions such as having to send staff home or reorganise committee meetings should the heating breakdown in the winter • Struggle to organise repair or replacement works in a timely manner due to gas engineer availability in a winter. • Not having a fit for purpose building to hand over under LGR • Under LGR The building will continue to be a public building or let so if it were to be leased or sold the boilers, due to their age would be replaced as part of these

		negations or reduce the value of the buildings resale. • Leaving the boilers to failure, means vulnerable customers do not have a warm, comfortable space for refuge or to access services. • Negative publicity of a head office closure.
2	Do nothing and further develop design regarding air source heat pump or hybrid system.	• Risk of current boilers breaking down in the meantime causing the issues mentioned above • High capital cost attributed to a full heat pump system and the need for additional building fabric upgrades • Lack of evidence to support effectiveness of a hybrid system • Additional complexities introduced with a hybrid system.
3	Install gas for gas boilers without the PV upgrades.	• The existing PV is becoming outdated and inefficient • The upgraded PV helps to reduce guildhalls carbon footprint due to increased efficiencies in the technology. • The money is available and set aside for the purpose of upgrading the PV system.

ASSOCIATED IMPLICATIONS

Legal:

All works to be procured & subject to a fully compliant tendering process.

Financial: FIN/60/27/TC/BK

If the recommended option (option 1) is approved the £145K will be fully funded using £70k from the Maintenance of Facilities reserve for the boiler replacement, and the remaining £75K from the Climate Change reserve for the PV system. At the end of the MTFS period (2031/32), if this is approved, the balance on the Maintenance of facilities reserve would be £491,500 and the balance on the Climate Change reserve would be £282,200.

Option 1 could also provide revenue savings of approximately £9.1k. This is due to electricity savings of £8k and reduced running costs of £1.1k (based on a reserved assumption of a 15% efficiency factor).

Members are asked to approve an amendment to the capital programme for 2026/27 to create a new capital scheme for 'Guildhall Boiler Replacement'.

Staffing:

The works proposed as part of the decision do not pose any staffing or human resources implications

LGR implications:

The proposed option 1, which is recommended, could negatively impact a future shadow authority's climate-related goals, particularly if they are working towards ambitious net zero targets such as 2030, which is now fast approaching and leaves limited time to implement significant carbon reduction measures.

Conversely, pursuing a do-nothing option would increase the risk of the building becoming unfit for purpose. This may be viewed by a future authority as an unacceptable operational risk, potentially leading to building closure or mothballing and a consequential reduction in service accessibility for local residents meaning residents will have to travel further to access services.

The gas for gas option provides a future authority with a building they know is fit for purpose with a new energy efficient heating system that will last for years to come encouraging them to look at other authorities operational buildings which may not be up to the same standard.

Equality and Diversity including Human Rights:

The works proposed as part of the decision do not pose any equality, diversity or human rights implications

Data Protection Implications:

The works proposed as part of the decision do not pose any Data Protection implications

Climate Related Risks and Opportunities:

The Council's Environment and Sustainability Action Plan 2025 includes a published commitment that "by 2028 the Guildhall will be heated using a renewable energy source," as a milestone toward becoming a net zero council by 2050. This is a material consideration for the decision.

Option 1 (gas-for-gas) installs new gas boilers with an expected life of 15 to 20 years. It improves efficiency but continues to heat the building with a fossil fuel, so it does not meet the 2028 commitment and represents a step away from it. If Option 1 is approved, the Council should formally review and, if necessary, restate that commitment, and should note that the successor unitary authority under Local Government Reorganisation is likely to inherit a decarbonisation obligation for the building and may need to fund a further retrofit within the life of the new boilers.

Option 2 (hybrid) introduces an air source heat pump, a recognised renewable heating technology, supported by the upgraded solar array. It does not remove gas entirely, but it heats the majority of the building's demand from a renewable source. It provides a partial and extendable pathway to the 2028 commitment and to net zero, and aligns with the likely expectations of the successor authority.

In summary, the principal climate risk attaches to Option 1: a publicly stated commitment would be unmet and a further retrofit would likely be required. The principal climate opportunity attaches to Option 2: measurable progress against the commitment now, while the capital is available and ahead of Local Government Reorganisation.

Section 17 Crime and Disorder Considerations:

The works proposed as part of the decision do not pose any crime and disorder considerations

Health Implications:

The works proposed as part of the decision do not pose any health implications

Risk Assessment:

Risk	Option 1	Option 2
System failure during transition	Low	Medium
Cost overrun	Low	Medium – High
Technology performance risk	Low	Medium
Exposure to energy price volatility	Medium (gas)	Low - Medium

Not aligning with successor authorities net zero aims under LGR	Medium	Low
Relying more heavily on gas than anticipated	N/A	Medium
Leaving the boilers to failure, means vulnerable customers do not have a warm, comfortable space for refuge or to access services..	N/A	Medium
.Negative publicity of a head office closure if we do not replace	N/A	N/A

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

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**	■

DRAFT FOR CHAIR OF E&S REVIEW

Guildhall Boiler Replacement

Business Case Paper

Like-for-like gas replacement compared with a hybrid (gas plus ASHP) system

Author	Steve Leary, Policy & Strategy Officer (Environment & Sustainability)
Technical input	Luke Matthews, Senior Building & Projects Officer
Status	Draft v0.4, rebuilt on verified consumption new ESPO contract rates
Date	1 July 2026

Note to Chair: This version differs Figures use verified 2024/25 Guildhall consumption (full building, no apportionment) and ESPO contract rates and DESNZ forecasts. Text highlighted in yellow marks figures carrying uncertainty that Officers will be firm up before the formal committee paper.

1. Executive Summary

The Guildhall's gas boilers (installed around 2007) are past their working life and need replacing. Officers have appraised the options to inform a member decision. Electric-only boilers were ruled out as not commercially viable at this scale, which leaves two realistic choices. Both include the planned rooftop solar upgrade.

This version rebuilds the paper on verified inputs. The consumption figures now use the Council's actual last 3 year Guildhall totals. The energy prices are the Council's new ESPO contract rates. Together they should sharpen the comparison, and they change the analysis from that presented previously .

The central finding is that Hybrid is no longer cheaper in overall cost terms*

The Council's contracted gas price is very low, around 3.4p/kWh for 2027/28, while electricity is around 23.6p/kWh. That is a ratio of about **7 to 1**. The Climate Change Committee's guidance is that heat pumps need a ratio below about 3.4 to 1 to compete with gas on running cost. At 7 to 1 the hybrid is a long way from that point.

Two consequences follow. The gas-for-gas efficiency saving is modest, about £1,075 a year, because saving 15% of a cheap fuel does not free up much cash. And the hybrid costs more to run than gas-for-gas: about £5,400 a year more before solar, and still about £670 a year more once solar is credited. On the verified rates the hybrid does not pay its way on running cost, even with solar.

The case for the hybrid now rests on carbon and on the position handed to the successor unitary authority, not on running cost. It cuts heating emissions by about 39%. Whether it ever becomes the cheaper option depends on the gap between electricity and gas prices closing over the boilers' 15 to 20 year life and assumptions around self-consumption from our new solar PV array vs export. Section 8 sets out what the evidence says about that, drawing on DESNZ, the Climate Change Committee and Energy UK.

Headline comparison

Measure	Option 1, Gas-for-Gas	Option 2, Hybrid
Indicative capital (heating only)	about £52,000	about £95,000
Within SAMP envelope (about £70k)?	Yes	No, about £35k over
Heating cost at verified rates	about £6,100/yr	about £11,500/yr
Heating cost with solar credited	about £6,100/yr	about £6,800/yr
Confirmed efficiency saving	about £1,075/yr	n/a (different basis)
Heating CO_2 e per year	about 38.5 t	about 23.3 t
Heating carbon cut vs Option 1	—	about 39%
Climate Strategy alignment	Weak	Strong
Delivery risk	Low	Moderate

Highlighted cells depend on the day/night electricity, consumption from our solar PV and the longer-term forecast rates, both of which should be subject to sensitivity analysis

2. Background and Verified Baseline

2.1 The asset

The Guildhall in Gainsborough is the Council's main operational building. Its gas boilers date from around 2007, so they are near 18 years old and past their typical 15-year life. They still run, but they are out of warranty and the risk of an unplanned failure rises each year. Replacing them in a planned way keeps the choice with members and avoids the cost and disruption of an emergency swap.

2.2 Verified consumption and emissions

The figures below are the Council's verified Guildhall totals for the full building, with no apportionment applied, adjusted for the relevant conversion factors. 2024/25 is the latest full year and forms the baseline for this paper.

Year	Electricity kWh	Gas kWh	Elec tCO_2 e	Gas tCO_2 e
2022/23	250,976	197,631	48.53	36.08
2023/24	251,946	204,380	51.64	37.39
2024/25	**251,946**	**211,068**	**52.17**	**45.27**

Total Guildhall emissions were 97.44 tCO_2 e in 2024/25, up from 89.03 the year before. Gas heating accounts for about 45 tCO_2 e of that, so it is the single largest source of emissions in the building and the main opportunity to cut them.

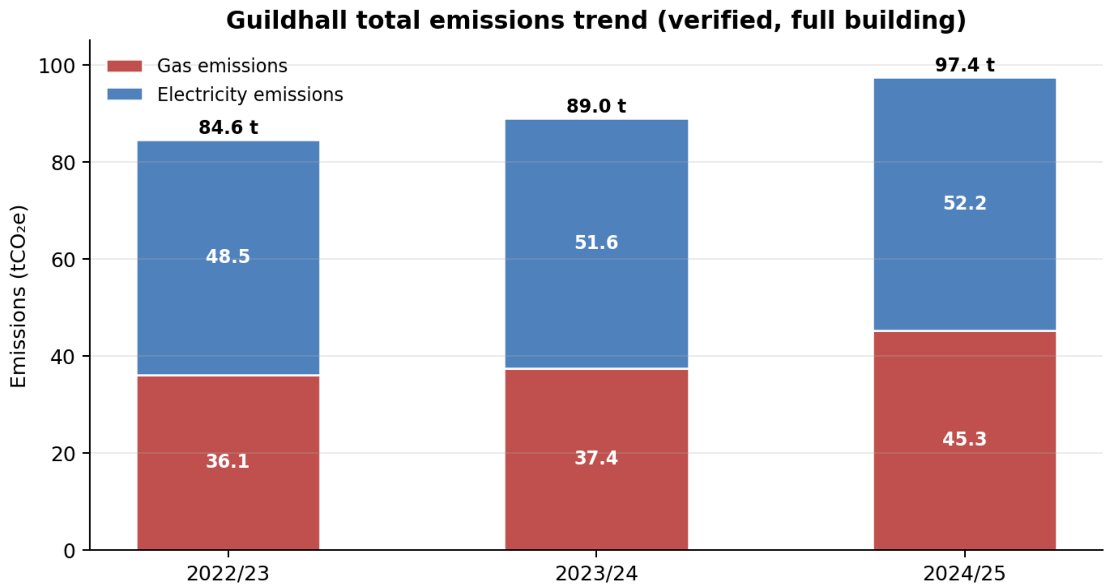


Figure 1. Verified Guildhall emissions, full building. Electricity is the larger share, but gas has risen year on year and is where the heating decision bites.

2.3 New gas supply contract and verified rates

The Council has signed a new mains gas contract through ESPO for supply from 1 April 2027 to 31 March 2031. It uses a Purchased in Advance strategy, so the price is fixed each year, and the ESPO fee is £0.60 per supply point per day. The ESPO trading team has now supplied the contracted rates and its forecast.

Item	Rate
Gas unit rate 2026/27 (confirmed)	3.1584p/kWh, plus £7.2706/day standing charge
Gas forecast 2027/28	5% to 10% above 2026/27, so about 3.32p to 3.47p/kWh

Electricity day rate (07:00 to 24:00)	21.0124p/kWh
Electricity night rate (00:00 to 07:00)	17.8245p/kWh
Electricity forecast Oct 2026 to Sep 2027	10% to 20% above current, so about 23p to 25p/kWh blended
Electricity standing / capacity	£13.81/day; capacity £1.14 per kVa per month on 120 kVa

Baseline used in this paper. The plant runs from April 2027, so the analysis uses the mid-point of the ESPO 2027/28 forecast: gas at about 3.4p/kWh and electricity at a blended 23.6p/kWh. The electricity blend assumes about 85% day and 15% night use, which is typical for a daytime office but has not been confirmed from half-hourly data. Both figures are highlighted because they move the numbers and should be verified.

2.4 Strategic context

- **Climate Strategy.** The Council has committed to decarbonising its operations. New gas plant works against that, and the Guildhall is the largest heating-emissions source in the estate. The latest Environment and Sustainability Action Plan and our published 2025 Strategy states, as a net-zero milestone, that “by 2028 the Guildhall will be heated using a renewable energy source.” This wording is on the published action plan and in the strategy.
- **Greater Lincolnshire LGR.** Vesting day is currently anticipated in April 2028. Anything installed now passes to the successor authority, and a gas-only replacement may need revisiting to meet that authority's own targets. The ESPO gas contract runs to 2031 and cannot be assigned without ESPO consent, so it will need managing through the transition.
- **External funding.** The Public Sector Decarbonisation Scheme closed to new bids in June 2025. Great British Energy prioritises rooftop solar on public buildings and remains a possible route for the solar element.
- **Funding held.** Circa £70k in the SAMP for boiler replacement, about £75k in the reserve, and about £407k uncommitted in the Climate Reserve as possible match funding. The hybrid needs about £35k above the SAMP envelope.

3. Options Considered

- **Option 1, Gas-for-Gas.** Replace the existing boilers with a modern condensing cascade (three 150 kW Ideal Evomax 2 units). Better modulation and sequencing give a confirmed efficiency gain. Indicative cost about £52,000.
- **Electric boilers.** Investigated and ruled out. No commercially viable supplier covers the mid-market range a building of this size needs.
- **Option 2, Hybrid.** Replace one unit with an Air Source Heat Pump to carry the base load, with gas units for winter back-up. Indicative installed cost about £95,000 (supply only about £71,000).

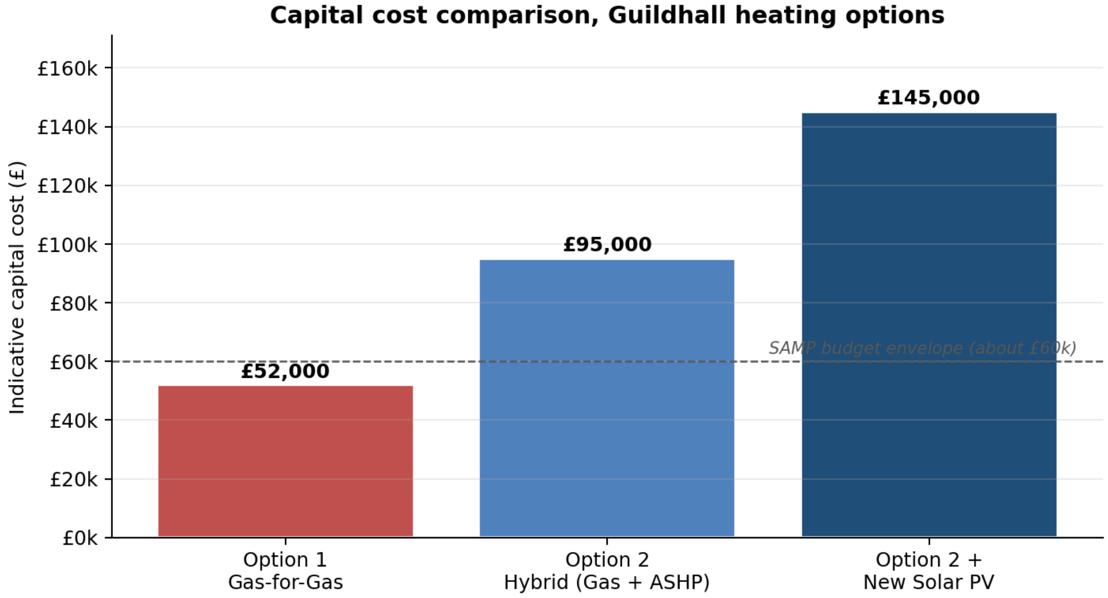


Figure 2. Indicative capital cost. The SAMP envelope applies to Option 1. The third bar adds the £75k solar reserve to the hybrid.

4. Business Case: Option 1, Gas-for-Gas

4.1 Description

A like-for-like replacement with a modern condensing cascade. Most of the gain comes from better modulation and modern sequencing controls rather than headline boiler efficiency. The option assumes no change to distribution, emitters or building fabric.

4.2 Capital and running costs

- Indicative installed cost: about £52,000, inside the SAMP envelope
- Current gas use (2024/25): 211,068 kWh
- Use after a 15% efficiency gain: about 179,400 kWh
- **Gas cost at the 2027/28 rate: about £6,100 a year. Saving: about £1,075 a year**, or up to about £2,150 if the full 30% efficiency is reached.

The saving is modest because the gas price is so low. This is not a flaw in the option, it is a direct result of the Council's keen gas rate. A cheap fuel gives little cash reward for using less of it.

4.3 Carbon

- Heating emissions: about 38.5 tCO_2 e a year, down from about 45.3, in line with the 15% gain
- The saving comes from efficiency, not from changing fuel, so there is no decarbonisation pathway in this option

4.4 Advantages and risks

- Lowest capital, fits the SAMP envelope, lowest delivery risk, familiar technology
- Clearly the cheapest to run at current and forecast prices
- Against: commits the Council to gas for 15 to 20 years, works against the Climate Strategy, and most likely leaves the successor authority to fund a heat-pump retrofit within the life of the new boilers

5. Business Case: Option 2, Hybrid (Gas plus ASHP)

5.1 Description

Replace one boiler with an Air Source Heat Pump to carry the base load, with modern condensing gas units for winter back-up. DESNZ recognises this hybrid arrangement as a credible transition technology, and the retained gas units answer the concern about heat-pump performance in cold weather.

Main assumptions: the heat pump carries about 60% of annual heat, gas covers about 40%, and the seasonal CoP is 2.5, reflecting the building's 70°C flow temperature. A boiler-only swap does not lower that flow temperature, so a conservative CoP is right.

5.2 Capital and running costs

- Indicative installed cost: about £95,000, about £35,000 above the SAMP envelope
- ASHP electricity: about 38,300 kWh a year; gas back-up: about 71,800 kWh a year
- Heating cost at verified rates: about **£11,500 a year, roughly £5,400 more than gas-for-gas**

Why the gap is so wide. With electricity at about 7 times the gas price and a CoP of 2.5, each unit of heat from the heat pump costs about 7 divided by 2.5, or nearly 2.8 times the same heat from gas. The heat pump only beats gas once the price ratio falls below the CoP, and the ratio is currently well above it. The Council's unusually cheap gas makes this gap wider than it would be for most organisations.

Caveat on the hybrid numbers. Luke as the operations expert has been clear that hybrid systems cannot be modelled accurately without specialist software, and that the hybrid figures should be treated with caution. Chair should note that the numbers here are a sound mid-case for discussion, not a final design figure. A specialist M&E review should precede any commitment.

5.3 Carbon

- **Heating emissions: about 23.3 tCO_2 e a year, a saving of about 15.2 tCO_2 e, roughly 39% against Option 1**
- The advantage grows over time as the grid electricity factor keeps falling while gas does not

5.4 Advantages and risks

- A clear carbon cut of about 39% on heating, well aligned with the Climate Strategy
- Retained gas back-up answers the cold-weather concern raised by members
- Gives the successor authority a partial decarbonisation pathway to extend rather than a retrofit from scratch
- Against: higher capital, higher running cost at current prices, more delivery complexity, and figures that need specialist validation

6. Cost and Carbon Comparison

6.1 Running cost and the price ratio

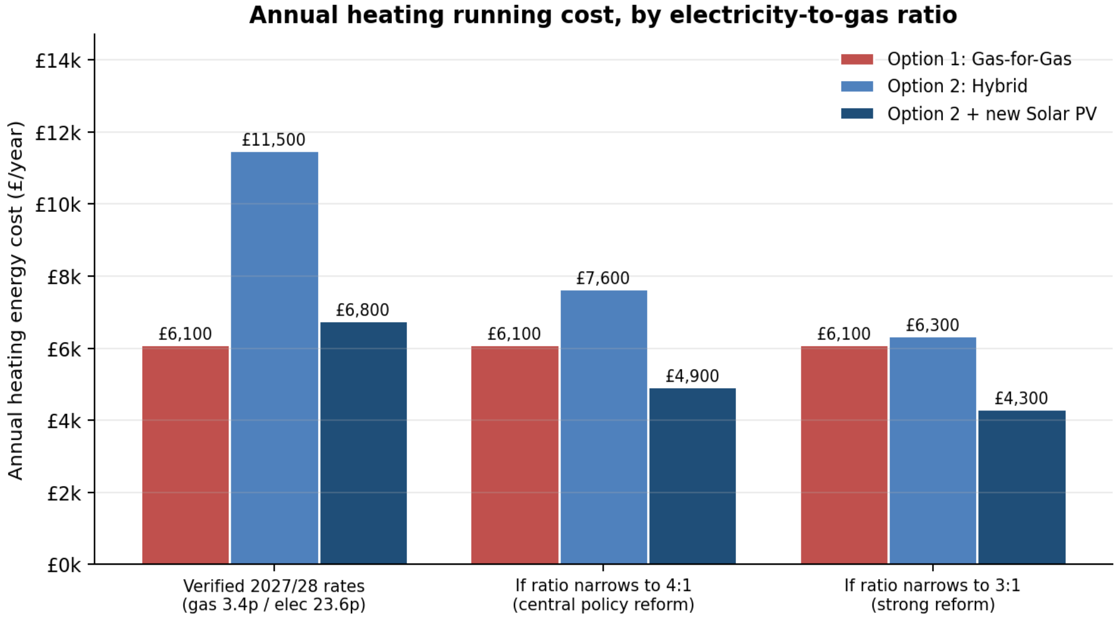


Figure 3. Heating running cost at the verified rates and if the electricity-to-gas ratio narrows. At today's 7 to 1 ratio, gas-for-gas is clearly cheapest. The hybrid, even with solar, only becomes cheaper once the ratio falls a long way. This is the heart of the decision and is examined in Section 8.

6.2 Carbon

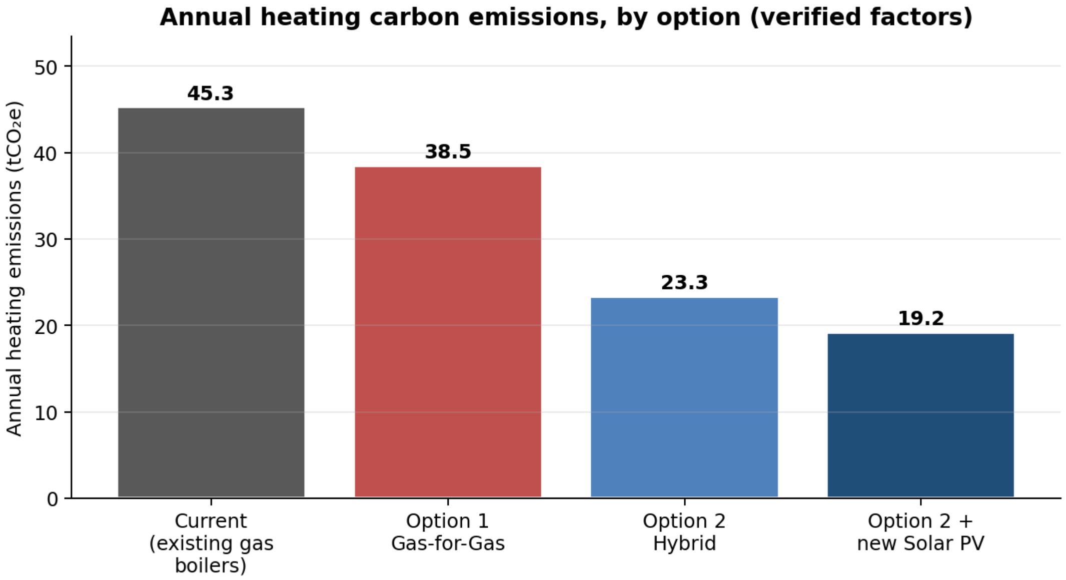


Figure 4. Annual heating emissions using the verified conversion factors. Option 2 with solar cuts heating emissions to less than half the current level.

6.3 The financial bottom line

- At verified rates, gas-for-gas is cheaper on capital, on running cost and over the whole life
- The hybrid costs about £5,400 a year more to run before solar, and about £670 a year more even with solar credited
- The hybrid is a carbon and strategic choice on these prices, not a saving. Whether that changes over the boilers' life depends on the price ratio, covered next

7. The Solar PV Upgrade

The Council holds £75,000 in a separate reserve to replace and upgrade the rooftop solar. EP Consulting's study specifies a 39.6 kWp system, 88 panels, generating 46,744 kWh a year, up from about 12,763 now, of which 39,711 kWh is used on site and 7,033 kWh exported.

Under gas-for-gas, building electricity demand does not change, so more of the extra solar output is exported at a low tariff. Under the hybrid, the heat pump adds daytime electricity demand, so more solar is used on site. Crediting about 20,000 kWh of that to the heat pump lowers the hybrid's heating cost from about £11,500 to about £6,800 a year. That narrows the gap to gas-for-gas to about £670 a year, but at the verified rates it does not close it. Solar helps the hybrid more than it helps gas-for-gas, but on current prices it is not enough on its own to make the hybrid cheaper to run.

8. Energy Prices over the Boilers' 15 to 20 Year Life

Because the new boilers will run for 15 to 20 years, the decision depends less on today's prices than on where gas and electricity prices go, and on the gap between them. This section sets out what the published evidence says. It is the analytical heart of the choice between the two options.

8.1 The question that matters

The hybrid only becomes cheaper to run than gas-for-gas if the electricity-to-gas price ratio falls. On the verified rates that ratio is about 7 to 1. The Climate Change Committee's guidance is that heat pumps need a ratio below about 3.4 to 1 to compete with gas boilers on running cost. For this specific project the maths gives two thresholds:

- The hybrid alone becomes cheaper than gas-for-gas once the ratio falls below about **2.8 to 1**.
- The hybrid with solar becomes cheaper once the ratio falls below about **5.9 to 1**, because solar offsets some of the heat pump's electricity.

So the hybrid with solar needs the ratio to fall from 7 to below about 5.9, a drop of roughly 16%, just to break even on running cost. To become clearly worthwhile it needs to approach the CCC's 3.4 to 1.

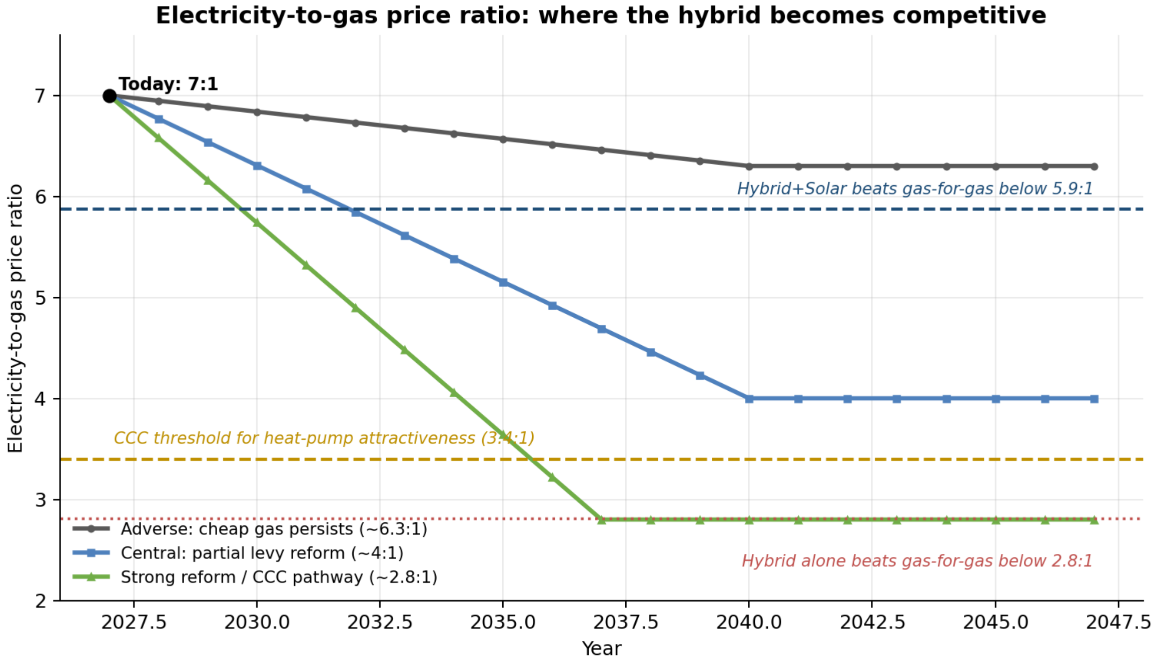


Figure 5. The electricity-to-gas ratio under three scenarios, against the break-even points for this project. The hybrid-with-solar line is crossed only under the central and strong-reform scenarios, and not before the early 2030s.

8.2 What the evidence says about gas

Government appraisal guidance points to gas staying broadly flat or falling in real terms over this period, not rising.

- **DESNZ Fossil Fuel Price Assumptions 2025** (the standard source for public-sector appraisal) has central wholesale gas easing from about 94p/therm in 2025 to about 66p/therm by 2040 in real terms, then flat to 2050. That is roughly 2.25p/kWh wholesale, which shows the Council's 3.4p delivered rate is already keen. DESNZ attributes the slight fall to lower projected demand as heating and transport electrify.
- **Cornwall Insight** expects wholesale prices to hold broadly level to 2027, then fall from 2028 as more liquefied natural gas and new renewables come on, while cautioning that prices remain above historic averages.

The practical read for this paper is that the near-term 5% to 10% rise the Council faces in 2027/28 is a contract-cycle effect, not the start of a long climb. Officers should not assume large real-terms gas inflation to justify the hybrid.

8.3 What the evidence says about electricity and the ratio

- **Energy UK** (April 2025) reports a non-domestic electricity-to-gas ratio of about 4 to 1 to 5 to 1 in recent years, and up to 8 to 1 for the largest users, driven mainly by policy levies sitting on electricity rather than gas. The Council's 7 to 1 is wide mainly because its gas is so cheap, not because its electricity is unusual.
- **The Climate Change Committee's Seventh Carbon Budget** (February 2025) assumes the ratio falls well below 3 to 1 on its Balanced Pathway, which would make heat pumps clearly cheaper to run than gas. Independent analysis notes that without faster levy reform, running-cost parity may not arrive until around 2035.
- **Autumn Budget 2025** began shifting policy costs off electricity bills, which moved the domestic price-cap ratio from about 4.7 to 1 toward about 3.6 to 1 during 2026. This is real but modest, and some of it is temporary, with Renewables Obligation costs due to return to bills from 2029/30.
- **Carbon pricing** is a live upside risk to gas costs. Gas heating currently carries no carbon price. If the UK Emissions Trading Scheme is extended to buildings, the gas price for larger consumers would rise, which would narrow the ratio from the gas side. This is under consideration but not yet in force.

8.4 Three scenarios for the appraisal

Drawing these together, officers recommend testing the decision against three scenarios rather than a single forecast.

Scenario	Basis	Ratio by about 2040
Adverse	Cheap gas persists, levies stay on electricity, national pricing retained	about 6.3 to 1
Central	Gas flat in real terms, partial levy reform, some rebalancing	about 4 to 1
Strong reform	CCC pathway, levies moved off electricity, or ETS extended to gas	about 2.8 to 1

Reading the scenarios against this project. The hybrid with solar only becomes cheaper to run than gas-for-gas below about 5.9 to 1. That point is reached in the early 2030s under the central and strong-reform scenarios, but never under the adverse scenario. The hybrid becomes clearly worthwhile, near the CCC's 3.4 to 1, only under strong reform, and not before the mid-2030s. In other words, choosing the hybrid is a bet that policy will move the ratio over the next decade. That bet is reasonable given the direction of travel, but it is a bet, and it should be presented to members as one.

This scenario framework, and the recommendation that the ratio be treated as the central sensitivity, should carry through to the formal committee paper.

9. Recommendation and Decision Route

9.1 Officer view

Both options are deliverable. On the verified rates the position is honest and clear:

- Gas-for-gas is the lower-cost and lower-risk option on capital, running cost and whole-life cost, and the higher gas price has not changed that because the gas price is still very low relative to electricity

- The hybrid is stronger on carbon and on the position handed to the successor authority, but it costs more to run and only becomes cheaper if the electricity-to-gas ratio narrows over the boilers' life

The decision comes down to how much weight members give to a roughly 39% cut in heating carbon and a decarbonisation pathway for the successor authority, set against a higher capital cost and a running-cost penalty that only reverses if energy-price policy moves as the CCC expects. If members want to align with the Climate Strategy and accept that the running-cost case depends on future price reform, the hybrid with solar is the option. If members want the lowest cost and risk on the evidence available today, gas-for-gas is the sound choice, and it is defensible.

9.2 Recommendations for the Working Group

- **(a) Note** that the very low gas price makes the hybrid more expensive to run at today's prices with current solar PV consumption assumption;
- **(b) Note** the 15 to 20 year price outlook and that the hybrid's running-cost case depends on the electricity-to-gas ratio narrowing, which the evidence expects but cannot guarantee;
- **(c) Decide** whether to weight carbon, stated public 2028 committment and the LGR inheritance position above near-term running cost;
- **(d) Direct officers** on the route to a formal decision and the further validation needed, including the confirmed electricity day/night split and specialist hybrid modelling.

10. Assumptions, Uncertainty and Validation

Figures carrying real uncertainty are highlighted in yellow through this paper and listed here.

Assumption	Value used (source / status)
Gas and electricity use	2024/25 verified Guildhall totals, full building (211,068 kWh gas; 251,946 kWh electricity)
Emission factors	Currently (about 0.215 gas, 0.207 electricity kg/kWh) as per our GHG report, but an update is pending
Gas rate 2026/27	3.1584p/kWh, confirmed by ESPO
Gas rate 2027/28	about 3.4p/kWh, ESPO forecast +5% to 10%, to confirm
Electricity blended rate	about 23.6p/kWh, assumes 85% day / 15% night and ESPO +10% to 20% forecast. Battery storage not accounted for
Efficiency gain	15% conservative (up to 30% achievable)
ASHP CoP and heat share	CoP 2.5, 60% of heat; indicative, needs specialist modelling
Solar credited to ASHP	about 20,000 kWh a year, is a conservative estimate
Price ratio trajectory	Three scenarios, policy-dependent (Section 8)

10.1 Validation before the formal paper

- Confirm the electricity day/night consumption split from half-hourly data, which sets the blended rate
- Confirm the ESPO 2027/28 gas rate once notified
- Commission specialist hybrid modelling to firm up the CoP, heat share and running costs
- Confirm the solar self-consumption credit under each option
- Confirm Climate Reserve availability for the £35k hybrid variance
- Engage the LGR programme on capital commitments and on novating the gas contract

10.2 Sources for the price outlook

DESNZ Fossil Fuel Price Assumptions 2025; DESNZ Energy and Emissions Projections 2024 to 2050; Climate Change Committee Seventh Carbon Budget (February 2025); Energy UK, Reducing non-domestic electricity prices to drive economic growth (April 2025); House of Commons Library briefing CBP-9714; Cornwall Insight power price projections; HM Treasury Autumn Budget 2025.

Draft v0.4, Guildhall Boiler Replacement Business Case, verified rates and 15 to 20 year price outlook, SL 01/07/26

Thriving Council Committee	
30 July 2026	

Subject: Budget Consultation 2026

Report by:	Head of Finance (Deputy Section 151 Officer)
Contact Officer:	Sue Leversedge Sue.leversedge@west-lindsey.gov.uk

Executive Summary:

To present the proposed Budget Consultation process for 2026.

Appendices to Report

A. Proposed Timeline
B. Proposed Questionnaire

RECOMMENDATION:

(a) That Thriving Council Committee are asked to review the proposal and approve the budget consultation process, timeline and questionnaire for 2026.

1. Background

1.1 Each year a consultation is undertaken on the following years' budget prior to it being set. Although there is no legal requirement to undertake this we have a legal requirement under the Local Government Act 1992 section 65 to consult ratepayers who are persons or bodies appearing to be representative of persons subject to non-domestic rates within the district and must be about the authority's proposals for expenditure.

1.2 West Lindsey District Council (WLDC) are members of the Consultation Institute and in accordance with best practice, we ensure that all consultations are legal and appropriate processes are in place to lower the risk of a judicial review. Consultation is the dynamic process of dialogue between individuals or groups, based upon a genuine exchange of views, with the objective of influencing decisions, policies or programmes of action.

1.3 Before 1985 there was little consideration given to consultations until a case (R v London Borough of Brent ex parte Gunning). This case sparked the need for change in the process of consultations when Stephen Sedley QC proposed a set of principles that were then adopted by the presiding judge. These principles, known as Gunning, were later confirmed by the Court of Appeal in 2001 (Coughlan case) and are now applicable to all public consultations that take place in the UK. These outline the principles which all consultations must abide by and are:

- **When proposals are still at a formative stage**
  Public bodies need to have an open mind during a consultation and not already made the decision but have some ideas about the proposals.

- **Sufficient reasons for proposals to permit 'intelligent consideration'**
  People involved in the consultation need to have enough information to make an intelligent choice and input in the process.

- **Adequate time for consideration and response**
  Timing is crucial – is it an appropriate time and environment, was enough time given for people to make an informed decision and then provide that feedback, and is there enough time to analyse those results and make the final decision?

- **Must be conscientiously considered**
  Think about how to prove decision-makers have taken consultation responses into account.

The risk of not following these principles could result in a Judicial Review.

2. Proposal

2.1. To undertake this consultation, it is proposed that multiple routes are taken to consult with our stakeholders.

We will be holding face to face events, producing an online and paper survey and accepting any written submissions. The responsible officer for this work is Sue Leversedge, Head of Finance and Deputy Section 151 Officer with the accountable officer being Katy Allen, Corporate Governance Officer.

2.2. The objectives of the engagement are to:

- Raise awareness of the financial challenges.
- Raise awareness of the diversity of services the Council provides.
- Provide some feedback on the level of increase for Council Tax that residents are prepared to pay.
- Provide some feedback on the level of fees and charges.

3. Who and how to involve

3.1. This year we would like to consult with the following stakeholders:

- Business Rate payers
- Residents
- Citizen Panel members
- Community Leaders
- County Councillors
- Significant employers
- Education sector
- Parish and Town Councils

Data from this consultation will go on to inform Councillors of West Lindsey District Council who will take this information into consideration when setting the 2027/28 budget.

3.2. To ensure we are as inclusive as possible and allow as many residents as possible to take part we run a number of different routes to take part. These routes include events, online and paper questionnaire and written submissions.

- Online and paper questionnaire –To ensure there are as many views on the consultation as possible we would have an online and a matching paper questionnaire which would be available to those on the citizen panel and any other resident that wishes to take part through requesting a questionnaire, completing a questionnaire on our website or through an invite from the Citizen Panel.

- Events –Market Stalls in Gainsborough, Market Rasen and Caistor.

- Written Submissions – Although written submissions are not advertised as being accepted we would accept them. They are not advertised due to the amount of time analysis of these submissions take compared to other routes.

3.3. The communications strategy will include;

- Social Media – we would advertise the consultation on Facebook to try to spread the chance for residents to take part as wide as possible.
- Citizens' Panel members will be contacted and asked to participate
- Parish/Town Council e-brief
- Subscribed Residents Newsletter e-brief
- WLDC Councillor e-brief
- Business e-brief
- Public Events - face to face attendance at market stalls in the three market towns
- Press release
- Minerva

4. Timescales

4.1. The timescale for the consultation and future reporting is included as **Appendix A.**

5. Questionnaire contents

5.1. The proposed questionnaire has been attached as **Appendix B**.

ASSOCIATED IMPLICATIONS

Legal:

This consultation complies with legislation including The Local Government Act 1999, The Equality Act 2010, The Localism Act 2011 and the Data Protection Act 2018 as well as legal case law as appropriate for consultation. This includes the Gunning Principles as established in case R v London Borough of Brent ex parte Gunning 1985.

Financial: FIN/57/27/TC/SL

None from this report although the outcomes from this proposed consultation may have financial implications and will feed into the delivery of the Medium Term Financial Strategy (MTFS).

Staffing:

None arising from this report.

LGR implications:

None arising from this report.

Equality and Diversity including Human Rights:

An equality questionnaire will be available to complete at the end of the survey and an EIA will be completed for any projects or changes coming from the consultation.

Data Protection Implications:

The residents and businesses to receive directed invitations have agreed by registering to receive Council information.

Climate Related Risks and Opportunities:

None arising from this report.

Section 17 Crime and Disorder Considerations:

None arising from this report.

Health Implications:

None arising from this report.

Risk Assessment:
None arising from this report.

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?

Yes		**No**	**x**

Key Decision:

Yes		**No**	**x**

Appendix A – Proposed Timeline

Thriving Council Chairs brief	16 July 2026
Group Leaders Meeting	TBC
Thriving Council	30 July 2026
Final Questionnaire	31 July 2026
Write cover letter and mail merge	4 August 2026
Survey/cover letter to print	4 August 2026
Survey out	10 August 2026
Email to businesses	31 August 2026
Caistor Market Stall	12 September 2026
Market Rasen Market Stall	15 September 2026
Gainsborough Market Stall	22 September 2026
Final cut off	30 September 2026
Input of surveys	9 October 2026
Analysis	30 October 2026
Report due	30 November 2026
Thriving Council	February 2027
Full Council	February 2027

Appendix B – Proposed Questionnaire

West Lindsey District Council
Budget Consultation 2026

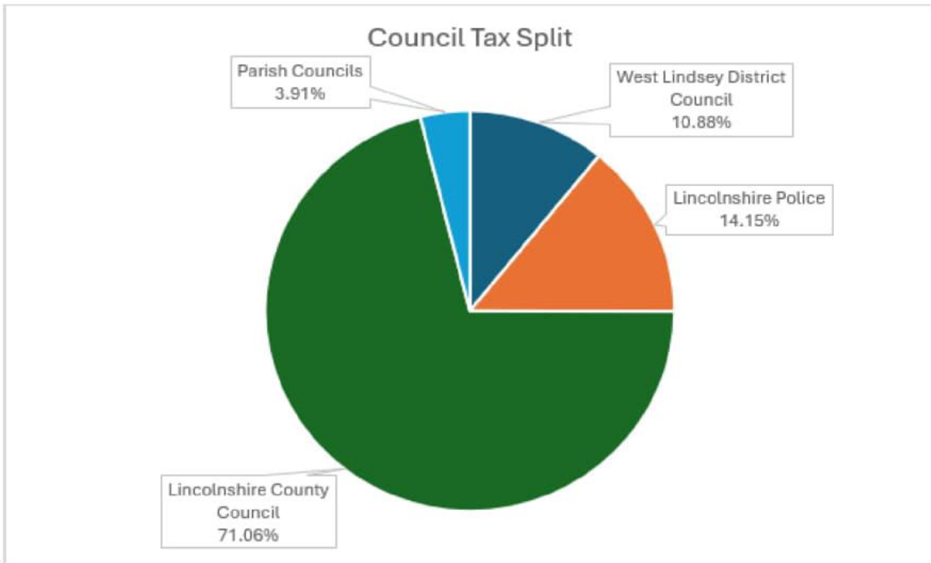
HELPFUL HINTS FOR COMPLETING THIS QUESTIONNAIRE· Please read each question carefully. In most cases you will only have to tick one box but please read the questions carefully as sometimes you will need to tick more than one box, or write in a response. Once you have finished please take a minute to check you have answered all the questions that you should have answered. If you have any questions about this survey please email the Engagement Team on engagement@west-lindsey.gov.uk.

Are you responding as: (**Please tick all that apply)**

- ☐ a citizen panel member
- ☐ a resident
- ☐ a Parish or Town Councillor
- ☐ a WLDC Councillor
- ☐ on behalf of a business
- ☐ a community representative

Council Tax

Local Councils, the Police and Fire Authorities fund their services through government grant, fees and charges, Business Rates and Council Tax. There is one council tax bill for each domestic dwelling whether it is a house, flat, mobile home or houseboat. We collect the council tax on behalf of Lincolnshire County Council, the Police and Crime Commissioner and Parish and Town Councils. West Lindsey District Council share of your overall Council Tax is 10.88% (excluding Parish/Town Council Precepts) and funds around 40% of our overall budget.



1. With the customer price index 2.8% and the retail price index at 3.1% (as at 30.6.26), what level of council tax increase would you support for 2027/28? **Please tick one box only**
   - 0% change - A 0% change would give West Lindsey a total level of council tax income of £8.59m.
   - 1% increase - A 1% increase would mean a 5 pence per week increase for a band D property on the West Lindsey proportion of council tax and would give West Lindsey a total level of council tax income of £8.68m.
   - 2% increase - A 2% increase would mean a 10 pence per week increase for a band D property on the West Lindsey proportion of council tax and would give West Lindsey a total level of council tax income of £8.76m.
   - 3% increase - A 3% increase would mean a 15 pence per week increase for a band D property on the West Lindsey proportion of council tax and would give West Lindsey a total level of council tax income of £8.85m.

2. Any comments you wish to make around the level of Council Tax:

Fees and Charges

Historically the Council has adjusted its non-statutory (e.g. locally set) fees and charges on a cost recovery basis, in accordance with the Fees, charges and Concessions Policy Framework.

Where inflationary increases are applied, this has been the lower of September Retail Price Index (RPI), September Customer Price Index (CPI) or the Local Government Pay Award for the current financial year.

This is the lowest level possible which will enable the Council to cover increases in costs, driven by the pay award for 2026/2027 as a minimum, with employee costs and officer time being the main cost driver for the majority of the proposed fees. This ensures that services remain accessible to all our residents.

Where fees don't cover the full cost of a service, the remainder is funded by local taxpayers through Council Tax rather than by service users.

3. Which of the following options do you feel would be the best for 2027/28? **Please tick one box only**
   - Increase fees by lower than inflation at an amount of 1% and review annually
   - Increase fees by the lowest option out of September RPI, September CPI or the Local Government Pay Award for the current financial year. The lowest option is currently forecast to be 3.0% and review annually
   - Increase fees at the Local Government Pay Award for the current financial year – currently forecast to be 3.3% and review annually. This would ensure employee costs are covered, being the main cost driver for services.

4. Any comments you wish to make regarding the fees and charges options:

Car Parking

Car parking in West Lindsey District Council car parks in Gainsborough is currently free for the first 2 hours. A trial has taken place and has been extended for a further 6 months to assess its long-term impact on the town centre, local businesses and visitors. Two hours free parking in the Gainsborough car parks would reduce the income for the service by around £40,000 per annum.

5. Do you believe that free parking should be subsidised by other council services to support town centres and businesses or costs of providing parking should be recovered from users only?
Please tick one box only

- Car parking should be subsidised by other council services
- Car parking should be recovered from users only
- Not sure

6. Are there any comments you wish to make on this subject?

Other comments relating to this consultation

7. Any other comments you wish to make regarding this consultation:

Equalities questionnaire

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

8. Are you willing to answer these questions?

- Yes
- No

9. Are you?

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

10. 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

11. What age are you?
    - 16-25
    - 26-35
    - 36-45
    - 46-55
    - 56-65
    - 66-75
    - 76 or over
    - Prefer not to say

12. 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

13. 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

14. 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. Once submitted you will be taken to our website.

	Thriving Council Committee
	Date: Thursday, 30th July 2026

Subject: Budget and Treasury Monitoring – Quarter 1 2026/2027

Report by:	Director of Corporate Services (S151 Officer)
Contact Officer:	Sarah Scully Business Support Team Leader sarah.scully@west-lindsey.gov.uk

Executive Summary:

This report provides the oversight of financial performance at the end of Quarter 1 2026/2027 for:

REVENUE

- Revenue Forecast Out-Turn (after carry-forwards) – Contribution from Reserves £0.073m. (0.34% of Net Revenue Budget – see 2.1 for details of significant variances).

CAPITAL

- Capital Forecast Outturn: Final outturn £5.713m against a revised budget of £5.712m, resulting in a variance of £0.001m.
- £0.001m, being net overspends which will be actioned in Quarter 2.

Members are asked to note:

- Increase in scheme budgets of £0.001m detailed at 3.2.1.

- Increase in Vehicle Replacement scheme detailed at 3.2.2.

Increase in Scheme Budgets	£m
CCTV Expansion	0.001
Total	**0.001**

Variance Against Revised Budget	**0.001**

TREASURY MANAGEMENT

Treasury Management Report and monitoring:

- Investments held as of 31st May 2026 were:
    - Average investment interest rate for April to May was 4.186%.
    - Total Investments at the end of Quarter 1 were £17.010m.
    - Bank Balance £0.057m.

The tables below reflect the movement on our investments and borrowing in Quarter 1:

Investment Movements	Qtr. 1 £'m
Investments B/fwd. (at 31.03.2026 including cash held at bank)	**19.724**
(Less) Net Capital expenditure/ Funding received	(0.682)
Add PWLB/Other LA Borrowing in year	0.000
Add/(Less) Net Revenue Expenditure	(2.532)
Add/(Less) Net Collection Fund Movement (Ctax/NNDR)	0.557
Investments carried forward (at Period end)	**17.067**

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 31st May 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.1
Prudential Borrowing	**£'m**
Total External Borrowing (PWLB)	14.000
Other Local Authorities	10.000
Leases	0.081
Internal Borrowing	10.403
Total Prudential Borrowing at 31.05.2026	**34.484**

- **Appendices included within the report:**

  1. UK Shared Prosperity Fund (UKSPF) Update Qtr. 1 2026/27
  2. Capital Investment Programme – budget monitoring table as of 31st May 2026
  3. Review of Reserves as of 31st May 2026
  4. MUFG Interest Forecast as of 26 March 2026
  5. MUFG Investment Analysis Review May 2026

RECOMMENDATION(S):

REVENUE

a) Members accept the forecast out-turn position of a **£0.073m** net contribution from reserves as of 31st May 2026 (see Section 1) relating to revenue activity.

b) Members approve the creation of revenue income and expenditure budgets to support delivery of the three projects detailed at 1.3.2 and approve the match funding of £0.01m from the Feasibility Reserve.

CAPITAL

c) Members accept the current projected Capital Outturn position of £5.713m (Section 2).

d) Members approve the amendments to the Capital Schemes as detailed in 2.2 with any amendments to be actioned at Qtr. 2.

TREASURY

e) Members accept the report, the treasury activity and the prudential indicators (Section 3).

FINAL REVENUE BUDGET OUTTURN 2026/2027

1. The final Revenue out-turn for 2026/2027 is a net contribution from reserves of £0.073m as detailed in the table below.

   Details of headline variances by Cluster can be found below at 1.1 and 1.2.

Cluster	Base Budget £	Revised Budget £	Forecast Outturn £	Outturn Variance before Cfwds £	Carry Forwards £	Outturn Variance after Cfwds £
Thriving Council	9,524,700	9,862,000	9,871,134	9,134	0	9,134
Thriving People	2,451,700	2,590,000	2,583,872	(6,128)	0	(6,128)
Thriving Place	4,792,400	4,945,500	5,087,871	142,371	0	142,371
Grand Total	**16,768,800**	**17,397,500**	**17,542,877**	**145,377**	**0**	**145,377**
Interest Receivable	(539,800)	(539,800)	(539,800)	0	0	0
Investment Income - Property Portfolio	(1,717,800)	(1,717,800)	(1,739,179)	(21,379)	0	(21,379)
Drainage Board Levies	576,500	576,500	576,500	0	0	0
Parish Precepts	3,086,100	3,086,100	3,086,100	0	0	0
Interest Payable	758,600	758,600	758,600	0	0	0
MRP/VRP (repayment of borrowing)	1,058,700	1,058,700	1,058,700	0	0	0
Net Revenue Expenditure	**19,991,100**	**20,619,800**	**20,743,798**	**123,998**	**0**	**123,998**
Transfer to / (from) General Fund	(146,000)	(774,700)	(774,700)	0	0	0
Transfer to / (from) Earmarked Reserves	1,569,300	1,569,300	1,569,300	0	0	0
Amount to be met from Government Grant or Council Tax	**21,414,400**	**21,414,400**	**21,538,398**	**123,998**	**0**	**123,998**
Funding Income						
Business Rate Retention Scheme	(2,994,300)	(2,994,300)	(2,994,300)	0	0	0
Collection Fund Surplus - Council Tax	(212,800)	(212,800)	(212,800)	0	0	0
Parish Councils Tax Requirement	(3,086,100)	(3,086,100)	(3,086,100)	0	0	0
Other Government Grants	(6,529,400)	(6,529,400)	(6,580,300)	(50,900)	0	(50,900)
Council Tax Requirement	**(8,591,800)**	**(8,591,800)**	**(8,591,800)**	**0**	**0**	**0**
TOTAL FUNDING	**(21,414,400)**	**(21,414,400)**	**(21,465,300)**	**(50,900)**	**0**	**(50,900)**
Balanced Budget / Funding Target	**0**	**0**	**73,098**	**73,098**	**0**	**73,098**

The significant variances against budgets being:

Cluster	EXPENDITURE	Total £000	Direction of Travel From Prev. Qtr.
	BUDGET UNDERSPENDS		
Thriving Council	Insurance Premiums - underspend due to corrections to policy identified post renewal.	(£28)	New
	PRESSURES		
Thriving Council / Thriving People / Thriving Places	Salary pressure. Salary budgets were based on an estimated 3% pay award for 2026/2027. Forecast is based on the latest National Employers offer of 3.3%.	£7	New
Thriving Places	Fuel - average price per litre to date £1.40, forecast £1.36 for remainder of year (compared to £1.07 average price per litre for the year 2025/2026).	£68	New
Thriving People	Parish Lighting - Repairs and Maintenance and Electricity.	£21	New
	Various forecast outturn variances <£10k.	£21	New
		£89	

Cluster	INCOME	Total £000	Direction of Travel From Prev. Qtr.
	BUDGETED INCOME EXCEEDED		
Corporate	Windfall Income: Government Grants - MHCLG - Internal Drainage Board Levies Support.	(£51)	New
	BUDGETED INCOME NOT ACHIEVED		
Thriving People	Wellbeing Lincs Responder Service.	£35	New
		(£16)	

SERVICE BUDGET VARIANCE	**£124**
CORPORATE BUDGET VARIANCE	**(£51)**
TOTAL VARIANCE	**£73**

1.1 Significant items (>£10k) of note by Cluster:

1.1.1 Thriving Council

- **Insurance Premiums**

There is an underspend of £0.028m against the insurance premium budget for 2026/2027. The underspend is due to corrections to the policy which were identified post renewal.

1.1.2 Thriving People

- **Parish Lighting**

  The Council manages a base budget to operate and maintain street lighting in parish areas, which West Lindsey District Council owns, 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 is forecasting a pressure for 2026/2027 of £0.021m due to an increase in electricity costs and unforeseen repairs and maintenance.

  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.

- **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.

  A pressure of £0.035m is forecast for 2026/2027. The ongoing impact for the MTFP will be reviewed ahead of budget setting for 2027/2028.

1.1.3 Thriving Places

- **Fuel**

  There is a forecast pressure against fuel budgets of £0.068m. The average fuel price to date is £1.40 per litre, with an average price of £1.36 per litre forecast for the remainder of the year (compared to the average price paid per litre during 2025/2026 of £1.07).

  As of June 2026, prices have eased due to reduced geopolitical pressures but remain elevated when compared to the average for the same period 2025/2026 of £1.04 per litre.

1.1.4 Funding

- **Windfall income**

We received windfall grant income of £0.051m in relation to a Government Grant for internal Drainage Board (IDB) Levies Support during 2025/2026.

Government have again provided a £5m IDB levy support grant for Authorities most impacted by IDB levies. Whilst allocations at the same level as the previous year are not guaranteed, further support in the current financial year is forecast pending formal announcement.

1.1.5 Establishment

Salary budgets 2026/2027 were based on an estimated 3.0% pay award across all scale points.

On the 24th of March 2026 the National Employers made a full and final offer of 3.3% to each of the negotiating groups for which they have responsibility.

1. Chief Officer Pay – agreement reached 2nd June 2026 at 3.3%
2. Chief Executive Pay – no agreement as of 30th June 2026
3. NJC Local Government Staff – no agreement as of 30th June 2026

Based on a full establishment, costs are expected to increase by £0.040m if the offer were to be accepted. As the organisation historically carries vacancies above the 2% vacancy factor allowed for, it is anticipated that the impact of the pay award will be contained within existing budget provision.

A pressure of £0.007m is reported against employee costs:

Pressure of £0.007m due the proposed pay award for 2026/2027 being 0.3% above budgeted levels, offset by vacancies above the 2% vacancy factor.

1.2 Fees and Charges

£2.035m has been received in Fees and Charges income during 2026/2027 to date against a budget of £2.019m, a shortfall of £0.016m.

There are no significant variances forecast for the year.

1.3 Grants

As of 1st April 2026, we had an amount of £1.071m 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 forecast balance as of 31st March 2027 is £0.883m.

The spend eligibility deadline for both UK Shared Prosperity Fund (UKSPF) and Rural England Prosperity Fund (REPF) was previously 31st of March 2026, this has been extended to the 30th of September 2026. Costs must be related to activity that takes place on or before the 30th of September 2026. The grant is expected to be fully utilised. A full update on the UKSPF is provided at **Appendix 1**.

1.3.1 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	2,610,639
Department for Levelling Up, Homes and Communities (MHCLG)	Revenue Support Grant	765,201
Midlands Net Zero Hub (MNZH)	Warm Homes Local Grant	351,150
Department for Levelling Up, Homes and Communities (MHCLG)	Pride In Place	117,604
Department for Levelling Up, Homes and Communities (MHCLG)	Extended Producer Responsibility	116,999
Department for Levelling Up, Homes and Communities (MHCLG)	Homelessness	67,841
Department for Levelling Up, Homes and Communities (MHCLG)	Renters Rights	66,138
Department for Levelling Up, Homes and Communities (MHCLG)	Transformation & Adjustment Support	64,694
Department for Levelling Up, Homes and Communities (MHCLG)	Recovery Grant	50,794
National Heritage Lottery	Townscape Heritage (THI)	34,903
Department for Work & Pensions (DWP)	Housing Benefit Admin Grant	32,932
All Saints Parish Church	Illuminate grant	29,900
Department for Levelling Up, Homes and Communities (MHCLG)	Crisis & Resiliance	20,894
Department for Work & Pensions (DWP)	HB Award Accuracy Initiative	16,120
Department for Work & Pensions (DWP)	Rent Rebate	8,071
Department for Levelling Up, Homes and Communities (MHCLG)	Domestic Abuse	5,967
Home Office	Asylum Dispersal Grant	4,200
Various	various small grants	532
		4,364,577

Income and expenditure budgets will be created to reflect the grant being received and spend activity where applicable.

1.3.2 Greater Lincolnshire Combined County Authority (GLCCA) Growth Development Fund Support

WLDC has been successful in securing GLCCA Growth Development Fund Support for three local projects:

(1) Ag-Zone Strategic Framework & Infrastructure Readiness Study:
£0.1m (inc. £0.01m WLDC and £0.01m LCC match) to fund the development of a prioritised spatial and infrastructure framework which de-risks future investment. **The £0.01m WLDC match will be drawn from the Feasibility Reserve.**

(2) SPARK Re-engagement 16-19:
£0.0417m (inc. £0.004m WLDC and £0.004m private match) to fund feasibility and development activities to scale the engagement programme. **The £0.004m WLDC match will be drawn from the base revenue budget Employment & Skills project delivery.**

The third project is privately matched and requires no WLDC match contribution:

(3) Somerby Park Advanced Manufacturing Campus Phase 1:
£0.1m (inc. £0.02m private match) to fund the development and feasibility stages to support 1st phase development.

Other Items for information

1.4 Planning Appeals

In Quarter 1 2026/2027, to the end of May 2026, there was 1 appeal determined – which was dismissed.

There are two live applications for costs awaiting decision. Appeal costs are not budgeted for and therefore any costs allowed will be a direct loss to the Council.

Period	Number of Appeals	Allowed	Dismissed
April	**0**	0	0
May	**1**	0	1
Total for Quarter 1	**1**	**0**	**1**

1.5 Aged Debt Summary – Sundry Debtors Aged Debt Summary Final 2026/2027 Monitoring Report

At the end of May 2026, there was a total of £0.206m outstanding debt in the system over 90 days. Much of this debt was over 150 days old (86%) and mainly comprised of:

- Housing £0.065m
- Property Services £0.062m
- Environmental Services £0.033m
- ICT £0.013m
- Building Control £0.010m

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 2026/2027 is provided below for information:

2025/2026 Total £
209,920

Month	90 – 119 days £	120 – 149 days £	150+ days £	2026/2027 Total £
Quarter 1 - ending May 2026	25,767	2,370	177,481	205,618

1.6 Changes to the Organisation Structure

1.6.1 Property Services - Facilities Management Officer approved as a new permanent post. This post will be funded from the ongoing budget provision allocated within the Budget Pressure Contingency budget, with no impact on the Medium-Term Financial Plan (MTFP).

1.6.2 Implementation of the new Senior Management Structure. This includes:

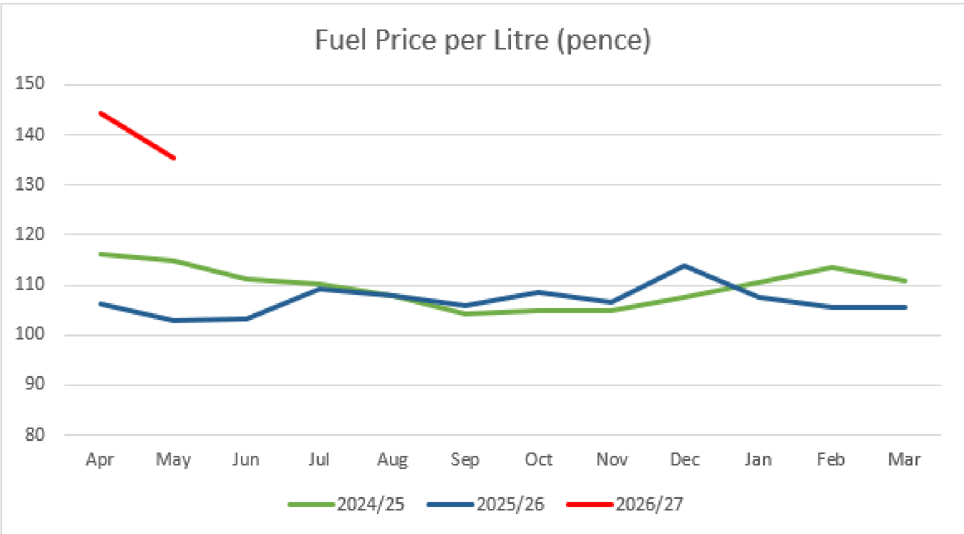
- the creation of 1 Assistant Chief executive of Policy & Delivery
- the creation of 17 Heads of Service
- the removal of 17 Business Managers, and
- the removal of 1 Director of Commercial and Operational Services

This restructure will be funded from the ongoing budget provision allocated within the Budget Pressure Contingency budget, with no impact on the MTFP.

1.7 Fuel

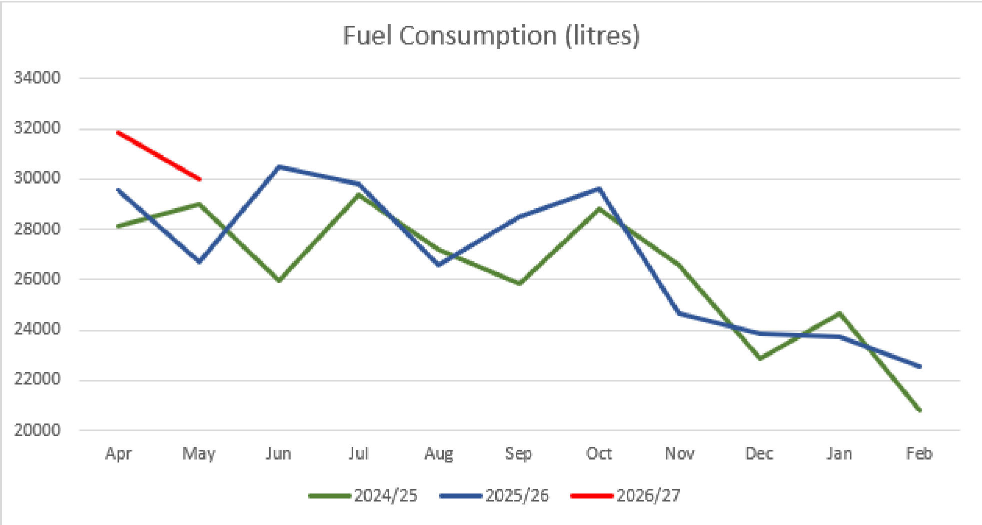
1.7.1 The chart below shows the actual price paid per litre of fuel, in pence, for each year from 2024/2025 to 2026/2027.

The prices shown for 2026/2027 are actuals for the period April 2026 to May 2026, at an average of £1.40 per litre. The average price paid per litre during 2025/2026 was £1.07.



1.7.2 The chart below shows the actual volume of fuel consumed, in litres, for each year from 2024/2025 to 2026/2027.

The volumes shown for 2026/2027 are actuals for the period April 2026 to May 2026. The consumption will be higher in 2026/2027 due to the new food waste service that commenced this year.



2.1 CAPITAL UPDATE – Quarter 1 2026/2027

2.1.1 The Capital Budget forecast out-turn is £5.713m against a revised budget of £5.712m. This results in a variance (overspend) of £0.001m.

2.1.2 Individual Schemes are detailed in the table contained within the report at **Appendix 2** with commentary provided on performance.

2.2 Capital Programme Update 2026/2027

The detailed capital monitoring table is included within the report at **Appendix 2.** The variances relate to the following schemes and any amendments to capital schemes will be actioned in Quarter 2.

Increase to scheme budgets - £0.001m

CCTV Expansion - Planned spend in June 2026 to complete CCTV expansion with new server unit. Server purchase results in an overspend of £0.001m due to increased technology costs. This will be funded by the Communities at Risk Reserve.

2.2.1 Change to scheme budget for Vehicle Replacement Programme

£0.003m from Vehicle Replacement Reserve – this additional funding would create a budget of £0.021m to fund the installation of 360-degree cameras on all the street cleansing vehicles. This equipment will be used to support lone working arrangements, enhancing public and staff safety and mitigate insurance risk. This £0.003m has been approved by delegated decision of the Chief Finance Officer and has been processed in Quarter 1.

2.3 Acquisitions, Disposals and Capital Receipts

2.3.1 The Council has made the following acquisitions during Quarter 1 which have been added to the asset register:

Asset	Acquisition Date	Capital Scheme	Acquisition Amount £
WM23 UCR Transit 2.0 3.5t EcoBlue	28/04/2026	Vehicle Replacement Programme	16,450
KY26 XAF ISUZU 7.5t box van	12/05/2026	Vehicle Replacement Programme	60,547
			76,997

2.3.2 The Council has processed no disposals of assets during Quarter 1.

2.3.3 Capital Receipts (>£0.010m)

The total value of capital receipts received in 2026/2027 at the end of Quarter 1 total £0.137m.

- £0.124m from the Housing Stock Transfer Agreement share of Right to Buy receipts

- £0.013m repayment of DFG Grants.

3. TREASURY MONITORING – Quarter 1 (April – May 2026)

The Treasury Management Strategy Statement (TMSS) for 2026/2027, which includes the Annual Investment Strategy, was approved by the Council on 2 March 2026. 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.

3.1 Officers can confirm that there have been no breaches of Prudential Indicators as detailed at 4.9 below.

3.2 Interest received (April - May) is more than the average 7-day Sterling Overnight Index Average (SONIA) (3.73%) with an average yield of 4.186% (including CCLA) and 4.112% (excluding CCLA). The Council budgeted to receive £0.406m of investment income, and this is on track to be achieved.

3.3 Interest Rate Forecasts

The Council's treasury advisors, MUFG, have provided the following forecasts on 26th March 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
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

Appendix 4 details the interest rate forecast as of 26 March 2026.

Appendix 5 details MUFG Monthly Investment Analysis Review as at the end of May 2026.

3.4 Investments

The Council held investments of £17.010m on 31st May 2026. The table below details these investments for Quarter 1:

Investments at Qtr. 1	Qtr. 1 £m
LGIM Money Market Fund	4.810
CCLA Money Market Fund	5.500
Local Authority	5.500
Lloyds Bank Deposit Account	0.200
CCLA Property Fund	1.000
Insight Money Market Fund	0
Total	**17.010**

3.5 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.

3.6 New External Borrowing

No external temporary borrowing was repaid up to 31st May 2026 and no new external temporary borrowing was taken.

The Council's total external borrowing stands at £24.0m.

3.7 Total Prudential Borrowing at Quarter 1

Prudential Borrowing	Qtr. 1 £m
Total External Borrowing	24.000
Total Internal Borrowing	10.403
Leases	0.081
Total Prudential Borrowing	**34.484**

3.8 Borrowing in advance of need

The Council has not borrowed in advance of need during the period ending 31st May 2026.

3.9 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. 1 £m
Treasury Indicators		
Authorised limit for external debt	39.000	39.000
Operational boundary for external debt	34.000	34.000
External Debt External Debt - Leases Investments	24.000 0.081 (14.333)	24.000 0.081 (15.795)
Net Borrowing	**9.748**	**8.286**
Prudential Indicators		
Capital Expenditure	3.558	5.712
Leases	0	0
Capital Financing Requirement (CFR) *Of Which is Commercial Property*	34.334 *18.224*	34.484 *18.224*
Annual change in CFR*	(1.059)	(0.909)
External Debt	24.081	24.081
Under/(over)borrowing	10.253	10.403
Ratio of financing costs to net revenue stream*	8.49%	8.41%
Incremental impact of capital investment decisions:		
Increase/Reduction (-) in Council Tax (band change per annum)	£0.00	£0.41

ASSOCIATED IMPLICATIONS

Legal: None arising as a result of this report.

Financial : FIN/39/27/TC/SSc

REVENUE

The draft revenue forecast out-turn position for 2026/2027 is a net contribution from reserves (pressure) of **£0.073m** relating to revenue activity as of 31st May 2026.

The forecast General Fund Balance as of 31st March 2027 is £1.985m (excluding carry forwards). This is outside of the range of the minimum working balance agreed by Members of between £2.0m and £2.5m – this includes the forecast deficit of £0.073m reported against revenue budgets at Quarter 1. We anticipate this moving to a surplus position as we progress to Quarter 2. If the balance were to remain below the minimum level of £2m this would be funded from the Budget Stability Reserve.

The items with significant variances are contained within this report at 1.1 and 1.2.

CAPITAL

The capital programme forecast outturn for 2026/2027 is expenditure of £5.713m against a revised budget of £5.712m, a variance of £0.001m.

The amendments to the 2026/2027 capital scheme are detailed at 2.2 and will be actioned in Quarter 2.

TREASURY

The Treasury Management activities during the reporting period are disclosed in the body of this report. Total external borrowing is currently £24.0m.

There have been no breaches of Treasury or Prudential Indicators within the period of this report.

Average investments for Qtr. 1 2026/2027 (April - May) were £19.914m, which achieved an average rate of interest of 4.186% (Qtr. 4 2025/2026, January to March, was £19.067m, 4.047%).

Staffing:

Salary budgets 2026/2027 were based on an estimated 3.0% pay award across all scale points.

On the 24th of March 2026 the National Employers made a full and final offer of 3.3% to each of the negotiating groups for which they have responsibility.

1. Chief Officer Pay – agreement reached 2nd June 2026 at 3.3%
2. Chief Executive Pay – no agreement as of 30th June 2026
3. NJC Local Government Staff – no agreement as of 30th June 2026

Based on a full establishment, costs are expected to increase by £0.040m if the offer were to be accepted. As the organisation historically carries vacancies above the 2% vacancy factor allowed for, it is anticipated that the impact of the pay award will be contained within existing budget provision.

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**	**X**

Key Decision:

A matter which affects two or more wards, or has significant financial implications	**Yes**		**No**	**X**

<u>**APPENDIX 1: UK Shared Prosperity Fund (UKSPF) Update Qtr. 1 2026/2027**</u>

Progress: All elements (five) of WLDC's 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 expect to be able to report significant spend and outputs to North East Lincolnshire Council (local accountable body) for Qtr. 1 2026/2027 across all five measures. As such there are currently no delivery/spend risks with regards to our programme.

Forward Look: Government 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). The programme is anticipated to be fully spent by the closure of the spend window.

Code	Project	Total Funding	Actuals Grant 2025/26	Actuals Match Funding 2025/26	Actuals Grant 2026/27	Actuals Match Funding 2026/27	Commitments	Balance
5032	1.1 Flagship Community Grant Programme - Grant (UKSPF	172,500	19,595	87,896	2,905	38,555	19,582	23,550
5034	1.2 Support Arts, Sport and Active Leisure	20,000	14,834	0	5,166	0	0	0
5035	1.3 Town Centre Regeneration	140,000	82,738	0	15,598		56,491	41,665
5037	2.1 Flagship WL Business Support Programme	40,000	40,000	0	0	0	0	0
5039	2.3 Growing innovation	150,000	50,000	0	0	0	85,000	100,000
5030	Admin	27,474	27,474	0	0	0	0	0
		549,974	**234,641**	**87,896**	**23,669**	**38,555**	**161,072**	**165,214**

Code	Project	Grant 2025/26	Grant 2026/27	Actuals 2025/26	Actuals 2026/27	Commitment	Balance
500027	1.1 Flagship Community Grant Programme - Grant (UKSPF	29,140	35,860	29,140.00	17,500.00	17,500	18,360
500027	1.1 Flagship Community Grant Programme - Grant (REPF)	137,865	100,829	137,864.75	26,699.60	8,518	74,130
500032/500033	1.3 Town Centre Regeneration	247,338	227,662	247,338	186,124	0	41,538
		414,343	**364,351**	**414,343**	**230,323**	**26,018**	**134,028**

APPENDIX 2: Capital Investment Programme 2026/2027

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
		£	£	£	£	£	£			£	£
Thriving Council											
Member ICT Provision	Stage 3	0	36,000	36,000	36,000				31/03/27	0	0
Capital Enhancements to Council Properties	BAU	0	50,000	339,100	339,100				BAU	0	0
Carbon Efficiencies - Street Lights	Stage 3	14,985	0	210,000	210,000				31/03/27	0	0
Desktop Refresh	BAU	0	13,300	15,900	15,900				BAU	0	0
CRM System	Stage 3	3,000	0	85,100	85,100				31/03/26	0	0
NEC Replacement/Upgrade	Pre Stage 1	0	0	30,000	30,000				31/12/26	0	0
Contact Centre	Stage 2	0	0	2,100	2,100				31/12/26	0	0
Thriving People											
Cremator - DeNox System	Stage 3	0	25,000	25,000	25,000	0	0		31/03/27	0	0
WL Leisure Centre Development	Stage 3	0	0	273,700	273,700	0	0		30/09/27	0	0
Disabled Facilities Grants	BAU	66,990	837,500	1,001,000	1,001,000	0	0		BAU	0	0
CCTV Expansion	Stage 3	0	0	9,700	11,000	1,300	0	Planned June 2026 expenditure supports completion of the CCTV expansion, including a new server, with costs creating a budget pressure due to increased technology prices.	31/03/27	0	0
Hemswell Cliff Investment for Growth	Stage 3	0	0	30,600	30,600	0	0		30/09/26	0	0
Grange Farm - Community Supported Living	Stage 3	100,000	0	100,000	100,000	0	0		31/03/27	0	0
Local Authority Housing Fund - Temp Accommodation	Stage 3	10,037	0	107,600	107,600	0	0		31/03/27	0	0
Warm Homes Local Grant	Stage 3	(290,833)	2,120,000	1,979,200	1,979,200	0	0		31/03/28	0	0
1.1 Flagship Community Grants Programme	Stage 3	44,200	0	136,700	136,700	0	0		30/09/26	0	0
Parks Fund Project	Stage 3	0	0	47,500	47,500	0	0		31/03/27	0	0
Thriving Places											
Vehicle Replacement Programme	BAU	76,997	30,000	98,000	98,000				BAU	0	0
Market Rasen 3 year vision	Stage 3	0	89,700	89,700	89,700				31/03/27	0	0
Gainsborough Heritage Regeneration	Stage 3	92,632	323,700	318,100	318,100				30/09/26	0	0
Shop Front Improvement	Stage 3	0	32,800	32,800	32,800				31/03/27	0	0
5-7 Market Place Redevelopment	Stage 3	0	0	44,900	44,900				unknown	0	44,900
Thriving Gainsborough - Pocket Park	Stage 3	0	0	10,300	10,300				30/06/26	0	0
Thriving Gainsborough - Whitton Gardens	Stage 3	0	0	5,400	5,400				30/06/26	0	0
1.3 Town Centre Regeneration- commercial premises grant	Stage 3	186,124	0	227,700	227,700				30/09/26	0	0
Changing Places Unit	Stage 3	0	0	112,800	112,800				30/09/26	0	0
Thriving Gainsborough-Final Allocations	Stage 3	1,951	0	342,500	342,500				30/09/27	0	0
Total Capital Programme Gross Expenditure		**306,082**	**3,558,000**	**5,711,400**	**5,712,700**	**1,300**	**0**			**0**	**44,900**

APPENDIX 3: Review of Reserves as of 31st May 2026

- Use of Allocation for Reprioritisation:
  - £0.274m RIBA Stage 3 Alliance Leisure work

Reserves Name	Balance at 31/03/26 £	Allocation for Reprioritisation £	Use of Allocation for Reprioritisation £	Balance Remaining 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	(852,900)	6,567,600	(5,841,300)	5,471,851
Contingency / Risk Total	6,673,434	(650,000)	0	(650,000)	1,779,000	(2,627,700)	5,174,734
Investment for Priorities Reserve Total	8,680,038	(5,697,100)	273,700	(5,423,400)	821,600	(1,776,800)	2,027,738
Earmarked Reserves Total	**20,951,923**	**(7,200,000)**	**273,700**	**(6,926,300)**	**9,168,200**	**(10,245,800)**	**12,674,323**
General Fund Balance Total	3,804,707	0	0	0	0	(1,746,800)	2,057,907
Capital Receipts Total	1,109,029	(800,000)	0	(800,000)	282,297	(263,100)	328,226
Capital Grants Total	3,609,213	0	0	0	10,228	0	3,619,441
Usable Reserves Grand Total	**29,474,872**	**(8,000,000)**	**273,700**	**(7,726,300)**	**9,460,725**	**(12,255,700)**	**18,679,897**

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	(36,000)	66,819
Maintenance of Facilities	To meet future property maintenance requirements.	590,202			817,400	(846,100)	561,502
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			645,000	(100,100)	1,511,297
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
Service Investment / Renewals Total		**5,598,451**	**(852,900)**	**0**	**6,567,600**	**(5,841,300)**	**5,471,851**

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			88,000	(1,066,700)	2,318,207
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			1,321,000	(1,478,000)	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	New reserve 26/27. To mitigate the impact of the timing of large planning fee receipts.	0			370,000		370,000
Contingency / Risk Total		**6,673,434**	**(650,000)**	**0**	**1,779,000**	**(2,627,700)**	**5,174,734**

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				(20,000)	407,206
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)		150,000	(33,900)	202,200
Investment for Growth	To support internal and local housing and business growth.	6,638,418	(5,351,100)	273,700		(737,600)	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
Investment for Priorities Reserve Total		**8,680,038**	**(5,697,100)**	**273,700**	**821,600**	**(1,776,800)**	**2,027,738**
Earmarked Reserves Total		**20,951,923**	**(7,200,000)**	**273,700**	**9,168,200**	**(10,245,800)**	**12,674,323**
General Fund Balance	A working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing.	3,804,707				(1,746,800)	2,057,907
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
Useable Reserves Grand Total		**29,474,872**	**(8,000,000)**	**273,700**	**9,460,725**	**(12,255,700)**	**18,679,897**

APPENDIX 4: 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 eurozone'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.

APPENDIX 5

West Lindsey District Council

Monthly Investment Analysis Review

May 2026

Monthly Economic Summary

General Economy

The UK economic outlook is becoming increasingly clouded as the lagged effects of the Middle East conflict begin to feed through, presenting policymakers with a more complex trade-off. The latest data now highlights a more uneven growth profile, with clear signs of weakening momentum beginning to emerge alongside pockets of resilience. Inflation has continued to ease, and GDP growth has, for now, remained positive. However, forward-looking indicators, particularly in services, construction, and the labour market, suggest that downside risks are building. Against this backdrop, the Bank of England faces “difficult judgements” in balancing the persistence of price pressures and threat of second-round effects against a softening economic backdrop, with recent developments underscoring the fragility of the UK’s recovery.

The UK PMI readings point to a potential downturn in the economy, as pressures associated with the Iran conflict begin to take effect. UK Composite PMI fell from 52.6 to 48.6 in May, reflecting the first decline in activity (a reading below 50) in over one year and firmly below market expectations of only a modest fall in expansion to 51.6. There was a split across sectors, with the Manufacturing PMI rising to 53.9 from 53.7 and the Services PMI falling to 47.9 from 52.7. The front-loading of orders amid concerns over future price rises and supply disruptions strengthened domestic and export demand, a key metric in the Manufacturing PMI. However, supply chains remained under pressure, with vendor delivery times lengthening sharply due to shipping delays and geopolitical tensions affecting key routes. On the services side, firms cited greater economic hesitancy and weaker investment sentiment among clients, along with delayed consumer spending decisions in response to the Middle East war, particularly affecting international travel. Several also pointed to domestic political uncertainty weighing on client confidence. Rounding out the month’s PMI releases, the Construction PMI sank to 39.7 from 45.6, well below market expectations of 45.7 to deepen the streak of 16 consecutive contractions. The data reflected the early impact of surges in energy prices due to the war in the Middle East, which halted exports of oil and refined products.

April’s CPI data, meanwhile, told the opposite story as headline inflation slowed to 2.8% in April from 3.3% in March, marking the lowest reading since March last year. The moderation was largely driven by housing and household services inflation which fell to 1.4% following the introduction of the new energy price cap. Transport costs also rose at a softer pace, as a downward effect from vehicle excise duty partly offset surging motor fuel prices, which climbed 23%, the highest annual increase since September 2022. Inflation also eased to 3.0% on food and non-alcoholic beverages. On a monthly basis, CPI remained at +0.7% m/m for the second month in a row, but below market expectations of +0.9%.

March GDP data also seemingly defied expectations that the economic impact of developments in the Middle East should now begin to be reflected in the UK figures. The UK economy expanded 0.3% m/m in March, slowing from a downwardly revised 0.4% growth in February but somewhat higher than a forecasted 0.2% contraction. Services were the main driver, rising 0.3%, led by communications which grew 1.1% in addition to accommodation and food services, up 1.3%. February’s revised figures left economic output growth at 1.2% y/y, the strongest growth since July last year. On the trade front, the UK recorded a deficit of £9.7 billion in March, widening from an upwardly revised £5.3 billion in the previous month, marking the largest trade gap since January 2022. Exports rose 0.2% m/m to £79.1 billion, while imports grew at a faster pace of 5.3% m/m to a three-month high of £88.8 billion.

March’s employment figures continued to add to the mixed messages being sent by the UK economy. The UK unemployment rate rose to 5.0% in the three months to March 2026, above both market expectations and February’s 4.9%. The reading marked the first set of figures for the opening month of the Middle East conflict, which added pressure to business costs and hiring conditions. Despite the higher rate, the number of unemployed people fell by 77k to 1.81 million, mainly driven by declines among those unemployed for up to six months and those out of work for between six and twelve months. Meanwhile, job vacancies continued to decline, down 7k to 705k in the three months to March. Weaker signals were also seen via the number of payrolled employees declining by 100k to 30.2 million in April 2026, following a revised 28k fall in March. This was the third consecutive monthly decline and the steepest fall since May 2020, as geopolitics and domestic conditions weighed on business confidence and hiring activity.

Rounding up the conflicting labour market indicators, average weekly earnings (including bonuses) rose to 4.1% y/y, exceeding market estimates of 3.8% and accelerating from a 3.9% increase in the prior period, which had marked the slowest pace since the three months to November 2020. Within the headline changes, private sector wage growth quickened to 3.9% from 3.6%, while public sector pay gains slowed to 4.9%.

The 1.3% m/m fall in retail sales volumes in April was the largest monthly drop since May 2025 and more than the revised 0.6% m/m gain in March. Sales volumes fell in all major categories, apart from in food stores which rose 0.9%. Fuel sales fell by the most, down 10.2%, marking the biggest monthly fall since November 2020, as motorists made fewer journeys and delayed refilling their vehicles' fuel tanks amid surging prices. This followed a 6.7% rise in March, as motorists stocked up after the start of the Iran war. Clothing stores sales fell by 2.4%, reportedly due to lower demand and consumers becoming more sensitive to higher prices, while online stores sales fell by 2.0%. Despite May's small improvement in the GfK measure of consumer confidence, from -25 in April to -23, at face value it points only to a small increase in the annual growth rate of retail sales volumes from 0.0% in April to +0.4% in May. Elsewhere, UK public sector net borrowing (excluding public sector banks) widened to £24.3 billion in April 2026 from £19.5 billion a year earlier, above market expectations of £20.9 billion.

US Economy
The US economy added 115k jobs in April 2026, following an upwardly revised 185k increase in March, and near-double market forecasts of 62k. Job gains were concentrated in health care (37k), transportation and warehousing (30k), and retail trade (22k). Further revisions were seen in previous months as February was revised down by 23k to -156k and the change for March was revised up by 7k to 185k. Elsewhere, data showed that the economy expanded an annualised 2.0% in Q1 2026, up from a revised 0.5% in the previous quarter but below market expectations of 2.3%. Much of this growth came from a partial reversal in government outlays, rebounding by 4.4% after a 5.6% contraction in Q4 2025 when it was essentially shut down by budget wrangling. Finally, the annual inflation rate in the US accelerated to 3.8% in April 2026, the highest since May 2023, and compared to 3.3% in March. Figures came above forecasts of 3.7% as the oil shock triggered by the war with Iran continues to push prices higher. Energy costs jumped 17.9%, the steepest annual increase since September 2022, compared to 12.5% in March, mostly due to gasoline and fuel oil which rose 28.4% and 54.3% respectively.

EU Economy
Reflecting the impact of higher energy costs (which rose 10.9% y/y), Eurozone annual inflation climbed to 3.0% in April, up from 2.6% in February and slightly above market expectations of 2.9%. The energy crunch derived from the Middle East conflict also impacted GDP growth, which expanded 0.8% in Q1 2026, down from 1.3% in the previous quarter, to mark the softest pace of expansion since Q2 2022.

Housing
The Halifax House Price Index fell 0.1% m/m in April, in line with expectations and following a 0.5% decline in the previous period. On a yearly basis, prices rose 0.4% compared to an upwardly revised 0.8% in March. Nationwide's House Price Index rose 0.4% m/m in April, falling from a 0.9% gain in March but more than the expected 0.3% decrease. On an annual basis, prices rose 1.7%, down from March's 3.0% increase.

Currency
Over the month, Sterling fell against the Dollar and the Euro.

May	Start	End	High	Low
GBP/USD	$1.3623	$1.3480	$1.3639	$1.3346
GBP/EUR	€1.1577	€1.1551	€1.1597	€1.1475

Interest Rate Forecast
MUFG Corporate Markets and Capital Economics did not alter 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	3.79%		MMF	AAAm		
MMF LGIM	4,810,000	3.81%		MMF	AAAm		
Surrey County Council	1,500,000	4.05%	01/05/2026	07/07/2026	AA-	0.002%	0
Blackpool Borough Council	1,000,000	4.00%	09/04/2026	09/07/2026	AA-	0.002%	0
Surrey County Council	1,500,000	4.10%	20/04/2026	20/07/2026	AA-	0.003%	0
Harlow District Council	1,500,000	4.15%	26/05/2026	03/09/2026	AA-	0.006%	0
Borrower - Funds	**Principal (£)**	**Interest Rate**	**Start Date**	**Maturity Date**			
CCLA - The Local Authorities Property Fund	1,000,000	4.70%					
Total Investments	**£17,010,000**	**3.94%**					
Total Investments - excluding Funds	**£16,010,000**	**3.89%**				0.003%	**£0**
Total Investments - Funds Only	**£1,000,000**	**4.70%**					

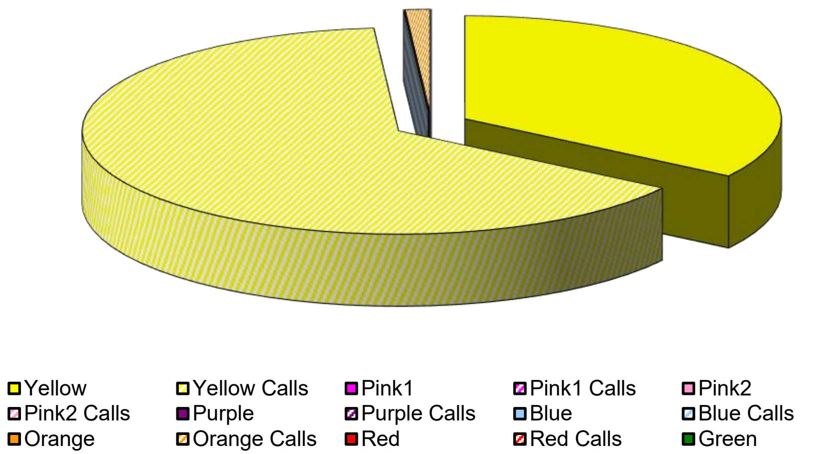
Note: An historic risk of default is only provided if a counterparty has a counterparty credit rating and is not provided for an MMF or USDBF, for which the rating agencies provide a fund rating. The portfolio’s historic risk of default therefore measures the historic risk of default attached only to 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.

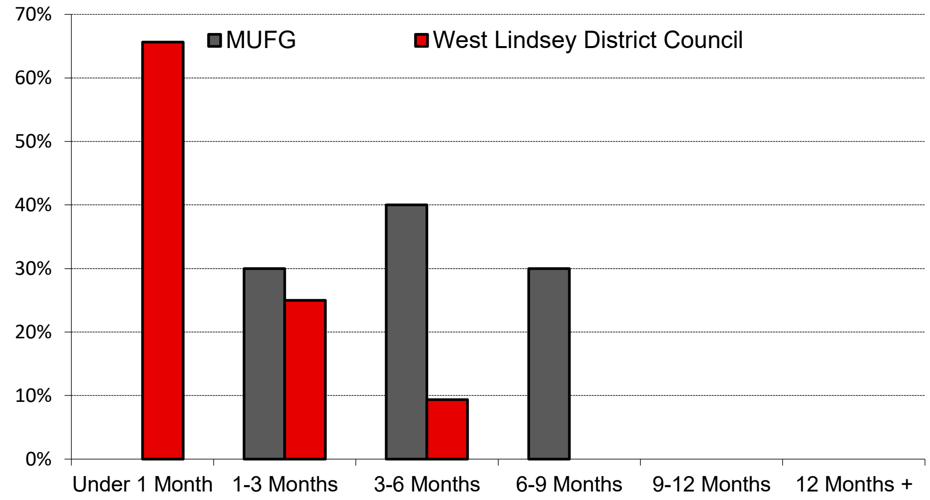
Where MUFG Corporate Markets have provided a return for a property fund, that return covers the 12 months to March 2026, which are the latest returns currently available.

West Lindsey District Council

Portfolio Composition by MUFG's Suggested Lending Criteria



Y	Pi1	Pi2	P	B	O	R	G	N/C
1	1.25	1.5	2	3	4	5	6	7
Up to 5yrs	Up to 5yrs	Up to 5yrs	Up to 2yrs	Up to 1yr	Up to 1yr	Up to 6mths	Up to 100days	No Colour



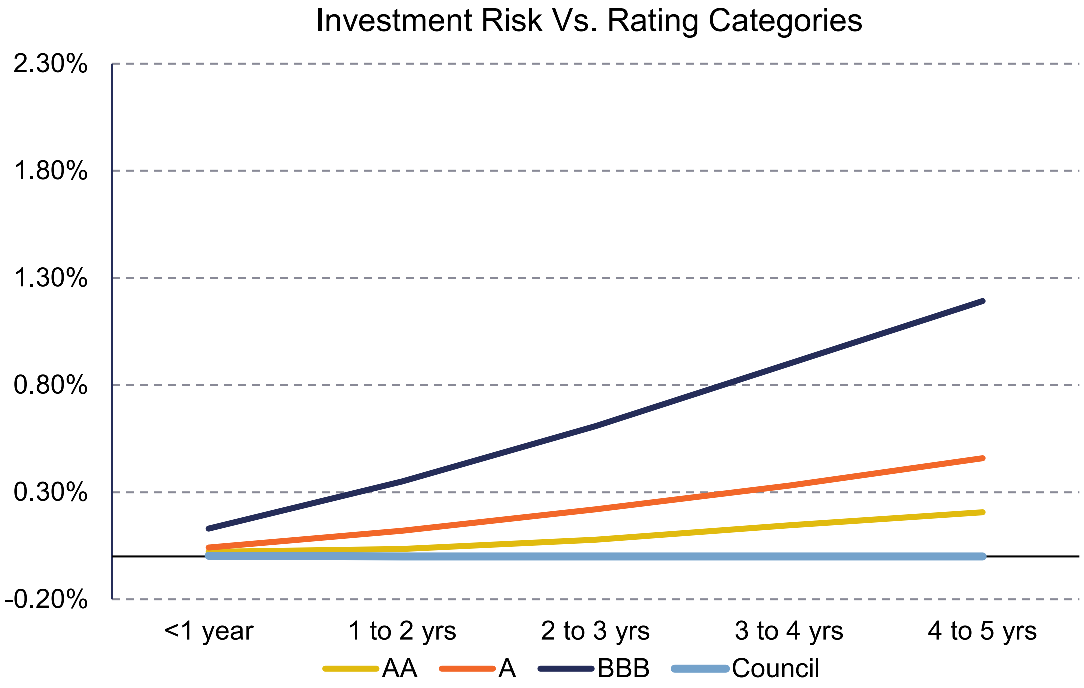
Portfolios weighted average risk number = 1.04

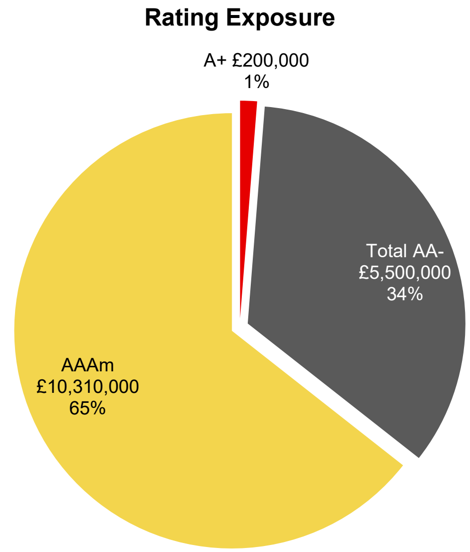
WARoR = Weighted Average Rate of Return
WAM = Weighted Average Time to Maturity

									Excluding Calls/MMFs/USDBFs	
	% of Portfolio	Amount	% of Colour in Calls	Amount of Colour in Calls	% of Call in Portfolio	WARoR	WAM	WAM at Execution	WAM	WAM at Execution
Yellow	98.75%	£15,810,000	65.21%	£10,310,000	64.40%	3.90%	20	30	57	87
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	1.25%	£200,000	100.00%	£200,000	1.25%	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
	100.00%	**£16,010,000**	**65.65%**	**£10,510,000**	**65.65%**	**3.89%**	**19**	**30**	**57**	**87**

West Lindsey District Council

Investment Risk and Rating Exposure





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%

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.

Monthly Credit Rating Changes
FITCH

Date	Update Number	Institution	Country	Rating Action
01/05/2026	2127	Deutsche Bank AG	Germany	The Outlook on the Long Term Rating was changed to Positive from Stable.
05/05/2026	2128	Citibank N.A.	United States of America	The Outlook on the Long Term Rating was changed to Positive from Stable.
05/05/2026	2129	Goldman Sachs International Bank	United Kingdom	The Outlook on the Long Term Rating was changed to Positive from Stable.
13/05/2026	2130	Bayerische Landesbank	Germany	The Long Term Rating was upgraded to AA- from A+.
13/05/2026	2130	Landesbank Baden-Wuerttemberg	Germany	The Long Term Rating was upgraded to AA- from A+.
13/05/2026	2130	Landesbank Hessen-Thueringen Girozentrale (Helaba)	Germany	The Long Term Rating was upgraded to AA- from A+.
13/05/2026	2130	Norddeutsche Landesbank Girozentrale	Germany	The Long Term Rating was upgraded to AA- from A+.
13/05/2026	2130	DZ BANK AG Deutsche Zentral-Genossenschaftsbank (DZ Bank)	Germany	The Long Term Rating was upgraded to AA from AA-.
13/05/2026	2130	Deutsche Bank AG	Germany	The Long Term Rating was upgraded to A+ from A-.
13/05/2026	2131	Citibank N.A.	United States of America	The Long Term Rating was upgraded to AA- from A+ and the Short Term Rating was upgraded to F1+ from F1.
13/05/2026	2131	Goldman Sachs International Bank	United Kingdom	The Long Term Rating was upgraded to AA- from A+ and the Short Term Rating was upgraded to F1+ from F1.
13/05/2026	2131	Bank of New York Mellon, The	United States of America	The Long Term Rating was upgraded to AA+ from AA.
13/05/2026	2132	Barclays Bank PLC (NRFB)	United Kingdom	The Long Term Rating was upgraded to AA- from A+ and the Short Term Rating was upgraded to F1+ from F1.
13/05/2026	2132	Barclays Bank UK PLC (RFB)	United Kingdom	The Long Term Rating was upgraded to AA- from A+ and the Short Term Rating was upgraded to F1+ from F1.
13/05/2026	2132	Coventry Building Society	United Kingdom	The Long Term Rating was upgraded to A+ from A-.
13/05/2026	2132	Lloyds Bank Corporate Markets Plc (NRFB)	United Kingdom	The Long Term Rating was upgraded to AA from AA-.
13/05/2026	2132	Lloyds Bank Plc (RFB)	United Kingdom	The Long Term Rating was upgraded to AA from AA-.
13/05/2026	2132	Bank of Scotland PLC (RFB)	United Kingdom	The Long Term Rating was upgraded to AA from AA-.

West Lindsey District Council

Monthly Credit Rating Changes
FITCH

Date	Update Number	Institution	Country	Rating Action
13/05/2026	2132	Nationwide Building Society	United Kingdom	The Long Term Rating was upgraded to AA- from A and the Short Term Rating was upgraded to F1+ from F1.
13/05/2026	2132	Clydesdale Bank PLC	United Kingdom	The Long Term Rating was upgraded to AA- from A and the Short Term Rating was upgraded to F1+ from F1.
13/05/2026	2132	National Westminster Bank PLC (RFB)	United Kingdom	The Long Term Rating was upgraded to AA from AA-.
13/05/2026	2132	NatWest Markets Plc (NRFB)	United Kingdom	The Long Term Rating was upgraded to AA from AA-.
13/05/2026	2132	The Royal Bank of Scotland Plc (RFB)	United Kingdom	The Long Term Rating was upgraded to AA from AA-.
13/05/2026	2132	Santander UK PLC	United Kingdom	The Long Term Rating was upgraded to AA- from A+ and the Short Term Rating was upgraded to F1+ from F1.
13/05/2026	2132	Santander Financial Services plc (NRFB)	United Kingdom	The Long Term Rating was upgraded to AA- from A+ and the Short Term Rating was upgraded to F1+ from F1.
13/05/2026	2132	Standard Chartered Bank	United Kingdom	The Long Term Rating was upgraded to AA- from A+ and the Short Term Rating was upgraded to F1+ from F1.
13/05/2026	2132	Skipton Building Society	United Kingdom	The Long Term Rating was upgraded to A from A-.
13/05/2026	2132	Yorkshire Building Society	United Kingdom	The Long Term Rating was upgraded to A from A-.
13/05/2026	2133	Danske A/S	Denmark	The Long Term Rating was upgraded to AA from A+ and the Short Term Rating was upgraded to F1+ from F1.
13/05/2026	2133	Nordea Bank Abp	Finland	The Long Term Rating was upgraded to AA from AA-.
13/05/2026	2133	Skandinaviska Enskilda Banken AB	Sweden	The Long Term Rating was upgraded to AA+ from AA-.
13/05/2026	2133	Svenska Handelsbanken AB	Sweden	The Long Term Rating was upgraded to AA+ from AA.
13/05/2026	2133	Handelsbanken Plc	United Kingdom	The Long Term Rating was upgraded to AA+ from AA.
13/05/2026	2133	Swedbank AB	Sweden	The Long Term Rating was upgraded to AA+ from AA-.
13/05/2026	2134	ABN AMRO Bank N.V.	Netherlands	The Long Term Rating was upgraded to AA- from A and the Short Term Rating was upgraded to F1+ from F1.
13/05/2026	2134	Cooperatieve Rabobank U.A.	Netherlands	The Long Term Rating was upgraded to AA- from A+ and the Short Term Rating was upgraded to F1+ from F1.
13/05/2026	2134	ING Bank N.V.	Netherlands	The Long Term Rating was upgraded to AA from AA-.
13/05/2026	2134	KBC Bank N.V.	Belgium	The Long Term Rating was upgraded to AA- from A+ and the Short Term Rating was upgraded to F1+ from F1.

West Lindsey District Council

Monthly Credit Rating Changes
FITCH

Date	Update Number	Institution	Country	Rating Action
13/05/2026	2135	BNP Paribas	France	The Long Term Rating was upgraded to AA- from A+ and the Short Term Rating was upgraded to F1+ from F1.
13/05/2026	2135	BNP Paribas Fortis	Belgium	The Long Term Rating was upgraded to AA- from A+ and the Short Term Rating was upgraded to F1+ from F1.
13/05/2026	2135	Credit Agricole S.A.	France	The Long Term Rating was upgraded to AA- from A+ and the Short Term Rating was upgraded to F1+ from F1.
13/05/2026	2135	Credit Agricole Corporate and Investment Bank	France	The Long Term Rating was upgraded to AA- from A+ and the Short Term Rating was upgraded to F1+ from F1.
13/05/2026	2135	Credit Industriel et Commercial	France	The Long Term Rating was upgraded to AA- from A+ and the Short Term Rating was upgraded to F1+ from F1.
13/05/2026	2135	Societe Generale	France	The Long Term Rating was upgraded to A+ from A-.
13/05/2026	2136	HSBC UK Bank Plc (RFB)	United Kingdom	The Long Term Rating was upgraded to AA from AA-.
13/05/2026	2136	HSBC Bank PLC (NRFB)	United Kingdom	The Long Term Rating was upgraded to AA from AA-.
13/05/2026	2137	UBS AG	Switzerland	The Long Term Rating was upgraded to AA from AA-.

Monthly Credit Rating Changes
S&P

Date	Update Number	Institution	Country	Rating Action
27/05/2026	2138	HSBC UK Bank Plc (RFB)	United Kingdom	The Outlook on the Long Term Rating was changed to Positive from Stable.
27/05/2026	2138	HSBC Bank PLC (NRFB)	United Kingdom	The Outlook on the Long Term Rating was changed to Positive from Stable.

West Lindsey District Council

Monthly Credit Rating Changes
MOODY'S

Date	Update Number	Institution	Country	Rating Action
				No rating actions to report

MUFG Corporate Markets | 19th Floor | 51 Lime Street | London | EC3M 7DQ.

Thriving Council Committee
Date: Thursday 30th July

Subject: Thriving Council Thematic Business Plan Progress Report – Q1 2026/27

Report by:	Director of Corporate Services
Contact Officer:	Peter Davy (Director of Corporate Services) peter.davy@west-lindsey.gov.uk

Executive Summary:

The report provides an update for deliverables, performance and strategic risks aligned to the Thriving Council aim of West Lindsey District Council's Corporate Plan.

Appendices to Report

- Thriving Council Thematic Business Plan Progress Report – Q1 2026/27

RECOMMENDATION(S):

(a) That Thriving Council committee assess the aligned deliverables, performance and strategic risks of the associated Corporate Plan aim.

(b) That Thriving Council committee approves the Quarter One Thematic Business Plan report.

Alternative Options

Not applicable

ASSOCIATED IMPLICATIONS

Legal: Not applicable

Financial: Not applicable

Staffing: Not applicable

LGR implications: Not applicable

Equality and Diversity including Human Rights: Not applicable

Data Protection Implications: Not applicable

Climate Related Risks and Opportunities: Not applicable

Section 17 Crime and Disorder Considerations: Not applicable

Health Implications: Not applicable

Risk Assessment:
Not applicable

Title and Location of any Background Papers used in the preparation of this report:
Not applicable

Call in and Urgency:

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

i.e. is the report exempt from being called in due to urgency (in consultation with C&I chairman)	**Yes**		**No**	**x**

Key Decision:

A matter which affects two or more wards, or has significant financial implications	**Yes**		**No**	**x**

THEMATIC BUSINESS PLAN QUARTERLY PROGRESS REPORT - THRIVING COUNCIL

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

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

Corporate Plan Objectives:

1. Ensuring our Customer Experience Strategy supports delivery of efficient, reliable services that offer a consistently good customer experience. Providing an efficient, joined-up service across the Council and with our partners
2. Ensure our communication with residents, businesses and communities is clear, consistent and concise

CORPORATE PLAN AIM: TO BE A WELL-MANAGED COUNCIL

Corporate Plan Objectives:

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

CORPORATE PLAN AIM: TO BE A FORWARD-LOOKING COUNCIL

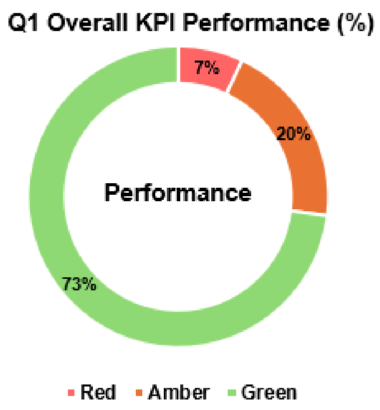
Corporate Plan Objectives:

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

QUARTER ONE 2026/27 KEY PERFORMANCE INDICATOR OVERVIEW

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

Page 151



KEY PERFORMANCE INDICATOR – QUARTER ONE 2026/2027

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

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

CORPORATE PLAN AIM: TO BE A WELL-MANAGED COUNCIL

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

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

QUARTER ONE PERFORMANCE COMMENTARY:

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

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

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

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

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

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

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

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

CORPORATE PLAN AIM: TO BE A FORWARD-LOOKING COUNCIL

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

KEY DELIVERABLES PROGRESS UPDATE – QUARTER ONE 2026/2027

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

Ref	Key Deliverable	Head of Service	Status	Confidence	Commentary
COU-D15 Project	**Revenues & Benefits Self-Serve feasibility.** *To assess the feasibility, costs, benefits, and operational implications of introducing enhanced self-serve capabilities for Revenues and Benefits services*	P Davy (Interim)	Healthy	High	Stage 3: A feasibility study has been carried out, looking at the procurement of a Revenues & Benefits Self-Serve Portal solution to increase self-serve provision across these services. The findings of the study are to be discussed at WLAL on 24th August 2026.
COU-D04 Project	**Depot Electrification feasibility study.** *To deliver a feasibility study for the electrification of the depot, enabling the shift to low-carbon vehicles and reducing operational emissions*	E King	[redacted]	[redacted]	Stage 3: A study was carried out, with the findings considered by the Environment and Sustainability Member Working Group and officers. The announcement on Local Government Reorganisation means that any further work on this has been paused. As such, this action is considered complete and can be removed from the Thematic Business Plan.
COU-D05 Project	**Food Waste Collections.** *To design and implement a district-wide food-waste collection service in line with national waste-reform requirements, improving recycling rates and reducing landfill*	R Gilliot	[redacted]	[redacted]	Stage 4: The FWC service was successfully launched on 30 March 2026, meeting all statutory deadlines. The project has now transitioned into business-as-usual (BAU), with a supporting metric included in the Thriving Places report to monitor ongoing usage. As delivery is complete and the service is embedded in BAU, this project can now be removed from the Thematic Business Plan.
COU-D02 Project	**In Cab Technology feasibility.** *To assess the feasibility of implementing in-cab technology for waste and street-scene services, improving*	R Gilliot	Healthy	High	Stage 3: Work is underway to gather the information required to determine the feasibility

Ref	Key Deliverable	Head of Service	Status	Confidence	Commentary
	operational efficiency, data accuracy, and service responsiveness				of this project before the findings are presented for consideration and decision.
COU-D03 Strategy	**Customer Experience Strategy refresh.** *Review the Council's Customer Experience Strategy, ensuring it reflects modern expectations, digital opportunities, and the organisation's commitment to accessible, efficient, and high-quality services*	L Marlow	N/A	N/A	The strategy is being reviewed against the Corporate Plan to ensure continued alignment. A full review is scheduled for 2028, although this is subject to change depending on the outcome of Local Government Reorganisation (LGR).
COU-D40 Strategy	**Refresh the Equalities Strategy.** *To refresh the Council's Equalities Strategy, ensuring it reflects current legislation, local needs and best practice*	L Langdon	N/A	N/A	The Equality, Diversity, Inclusion and Belonging Strategy is currently in development. Consultation on the proposed objectives has been completed, and the strategy is scheduled to be presented to the Thriving Council Committee in December 2026.
COU-D01 Strategy	**Refresh the Car Parking Strategy and deliver the action plan.** *To refresh the district-wide Parking Strategy to ensure effective management of parking assets that, in turn, support economic vitality, accessibility, and sustainability*	G Reevell	N/A	N/A	The refreshed Parking Strategy and associated action plan was approved by the Thriving Council Committee on 25 June 2026. Members agreed that the strategy should be reviewed and refreshed in five years' time (2031–32), noted the progress of the two-hour free parking trial in Gainsborough and approved an extension of the trial until 31 January 2027.

CORPORATE PLAN AIM: TO BE A WELL-MANAGED COUNCIL

Ref	Key Deliverable	Responsible Officer	Status	Confidence	Commentary
COU-D06 Strategy	**Communities Asset Transfer.** *To update the Assets in Communities Policy to safeguard key community assets during the Local Government Reorganisation (LGR) process, ensuring continuity, transparency, and community benefit*	G Reevell	N/A	N/A	Delivered: The Community Asset Transfer Policy was approved by Corporate Policy and Resources Committee 16th April 2026. As such, this action is considered complete and can be removed from the Thematic Business Plan.
COU-D39 BaU	**Local Code of Governance.** *Operate in accordance with the Local Code of Governance and deliver against the Annual Governance Statement Action Plan*	L Langdon	N/A	N/A	Local Code of Governance was approved at Governance and Audit Committee 25th November 2025. Ongoing monitoring and discussion at the Corporate Governance Group.
COU-D08 Strategy	**Strategic Asset Management Plan.** *To develop a Strategic Asset Management Plan that sets out how the Council will manage, invest in, and rationalise its property portfolio to support service delivery, financial sustainability, and regeneration*	G Reevell	N/A	N/A	A Strategic Asset Management Plan is in place and supports the effective management of council assets and long-term planning. The Strategic Asset Management Policy and Strategy are due to be refreshed to reflect revised governance arrangements, with an updated Strategic Asset Management Plan to follow.
COU-D09 BaU	**Review the Member / Officer protocol.** *To review and update the Member / Officer Protocol to ensure clarity, professionalism, and effective*	L Langdon	N/A	N/A	The refreshed version has been approved. Political awareness training for officers has

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

CORPORATE PLAN AIM: TO BE A FORWARD-LOOKING COUNCIL

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

STRATEGIC RISKS PROGRESS UPDATE – QUARTER ONE 2026/2027

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

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

Ref	Risk	Risk Owner	Direction of Travel/ Response	Risk Score	Planned Actions
	unable to support quality decision making due to an ineffective governance framework resulting in poor Internal Audit assessments, poorly made decisions and/or legal challenges.				2026/27. Audits to start June 2026 and reporting to follow. • Ensure updating and reporting of the Strategic Risk Register is undertaken as part of the new delivery panels and to G&A six monthly. • Reporting to start for July delivery panels as part of new process
COU-R05	The threat is that our ICT Security & Information Governance arrangements are ineffective due to data extortion attack, state-aligned actors, significant data breach or cyber loss of data, targeted malicious attack to gain access to devices & data or cyber enabled fraud resulting in a significant adverse impact on service	C Dean	→ Treat	12	• Deploy security operations centre.
COU-R06	The threat is that we are unable to maintain service delivery due to the amount of change initiatives resulting in the inability to deliver critical/key services, reputation or financial loss and increased risk of harm to vulnerable customers	D Mellors	→ Treat	8	• The risk reflects a period in time pre-LGR momentum. The risk will be reviewed post LGR decision to accurately reflect the ongoing risk.
COU-R07	The threat is that we fail to comply with legislation due to a breach or non-compliance of policies and procedures resulting in a legal challenge, financial or reputational damage or injury to employee, member of public or contractor	L Langdon	→ Tolerate	8	•To continue regular client liaison meetings with Lincolnshire Legal Service. •To monitor external legal resource requirement for LGR work and procure as necessary. •To raise awareness of sector related legal issues through email, Minerva, and wider management team as appropriate.

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

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

Thematic Business Plan: Supporting Information

Thematic Business Plan: Introduction

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

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

Key Performance Indicators (KPIs).

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

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

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

Key Deliverables - Projects.

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

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

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

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

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

Stage three: Delivery / Execution – carries out the work

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

Strategic Risks.

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

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

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

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

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

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

Contacts.

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

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

Claire Bailey
Senior Transformation and Performance Officer
claire.bailey@west-lindsey.gov.uk

Agenda Item 6h

Thriving Council Committee
Thursday, 30 July 2026

Subject: Member Attendance at the Local Councils' Network (LCN) Conference 2027 and the Local Government Association (LGA) Annual Conference 2027

Report by:	Lisa Langdon Assistant Chief Executive - Governance (Monitoring Officer)
Contact Officer:	Katie Storr Head of Democratic Services and Elections katie.storr@west-lindsey.gov.uk Ele Snow Senior Democratic and Civic Officer ele.snow@west-lindsey.gov.uk

Executive Summary:

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

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

This report seeks approval for more Members to be able to attend both the Local Councils' Network (LCN) and Local Government Association (LGA) conferences in 2027, allowing for a total of up to five Member attendees at each conference.

RECOMMENDATION(S):

(a) That a total of up to five Member spaces be reserved at both the Local Councils' Network (LCN) Conference and the Local Government Association (LGA) Annual Conference, and authority be delegated to the Chief Executive in consultation with the Leader of the Council to determine Member attendance.

1. Introduction

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

1.2 As well as detailing which events are approved under the scheme, Part VI, Page 11, para 16 states:

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

1.3 This report seeks approval for a higher number of Member places to be reserved at both the LCN Conference, Monday 15 and Tuesday 16 March 2027 at the De Vere Beaumont State Windsor, and the LGA Conference, Tuesday 29 June to Thursday 1 July 2027, at the Harrogate Convention Centre. These are regarded as the two main conferences each year for local authorities and district councils.

1.4 It is suggested that up to a total of five places be approved which would enable the appropriate Committee Chairman and/or their nominee to attend, as well as other nominated Members.

2. Rationale for Additional Places and Budget Implications

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

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

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

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

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

3. Recommendation

3.1 That a total of up to five Member spaces be reserved at both the Local Councils' Network (LCN) Conference and the Local Government Association (LGA) Annual Conference, and authority be delegated to the Chief Executive in consultation with the Leader of the Council to determine Member attendance.

4. Alternative Options

	Option	**Rationale for not recommending**
1	Do not extend attendance numbers, retaining limits as set out in the Members' Allowance Scheme	The scope of each conference is such that greatest value is achieved when there are multiple attendees to be able to engage with overlapping sessions and speaker slots. To retain the limit as detailed in the Allowance Scheme would reduce the opportunity for engagement at the conferences, thereby limiting the benefits brought back to the Council (and therefore the district) to simply what could be attended by one or two people.
2	Offer unlimited attendance by Councillors	Whilst there are budgets allocated for conference attendance, travel expenses and suchlike, the potential cost of offering unlimited attendance would be far in excess of approved budgets.
3	Only request to extend attendance numbers if additional places are required at the time	Based on previous conference attendance, it is anticipated that more spaces will be required than detailed in the Constitution. To delay making the decision to extend attendance would mean the Council would miss out on 'early-bird' booking rates, leading to unnecessary costs being incurred.

ASSOCIATED IMPLICATIONS

Legal:

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

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

Financial: FIN/66/27/TC/TMN

The cost of a booking at the LCN Conference has not yet been made public, however, the cost for 2026 was £549 (plus VAT) per person and included overnight accommodation and meals.

The cost of a booking at the LGA Conference (excluding accommodation but including all meals and refreshments) has not yet been made public, however, the 'early bird' fee for the 2026 conference was £549 (plus VAT), per person, or £599 (plus VAT) per person if booked after 'early bird' booked closed.

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

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

The costs for the LCN conference will be incurred during the 2026/2027 financial year, whilst those costs relating to the LGA conference will be incurred during the 2027/2028 financial year.

Staffing: There are no staffing implications arising from this report.

LGR implications:

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

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

Equality and Diversity including Human Rights:

There are no equality and diversity implications arising from this report.

Data Protection Implications:

There are no data protection implications arising from this report.

Climate Related Risks and Opportunities:

Whilst there are no direct climate related risks arising from this report, opportunities to minimise carbon emissions will be taken into consideration when making travel arrangements for nominated attendees.

Section 17 Crime and Disorder Considerations:

There are no Section 17 crime and disorder consideration arising from this report.

Health Implications:

There are no health implications arising from this report.

Risk Assessment:
N/A

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

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**

Thriving Council Committee Work Plan (as at 22 July 2026)

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

Recommendation:

1. That members note the contents of this report

Date	Title	Lead Officer	Purpose of the report	Date First Published
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	17 June 2026
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	17 June 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.	17 June 2026
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.	17 June 2026
30 Jul 2026	Budget Consultation 2026	Sue Leversedge, Head of Finance (Deputy Section	To present the proposed Budget Consultation process for 2026.	17 June 2026

		151)		
30 Jul 2026	Market Street Renewal Ltd - 2026/2027 Business Plan	Sally Grindrod-Smith, Director Planning, Regeneration & Communities	To present the Market Street Renewal Ltd Business Plan 2026/27.	17 June 2026
30 Jul 2026	Brownfield Land Fund	Jane Bartle, Developer Contributions & Enabling Officer, Sarah Elvin, Head of Housing, Health and Wellbeing	Paper to approve submission of a bid to the GLCCA Brownfield Land Fund	
30 Jul 2026	Guildhall Boiler Replacement	Luke Matthews, Senior Building and Projects Officer	Options report for the planned replacement of Guildhall offices current gas boilers now they are approaching the end of life.	
30 Jul 2026	Community Grants Programme 2026-2028	Grant White, Head of Localities and Community Services	To approve recommendations from the Thriving People Committee for the Community Grants Programme.	
30 Jul 2026	Member Attendance at the Local Councils' Network (LCN) Conference 2027 and the Local Government Association (LGA) Annual Conference 2027	Katie Storr, Head of Democratic Services and Elections (Deputy Monitoring Officer)	This report seeks approval for additional Members to attend both the Local Councils' Network (LCN) and Local Government Association (LGA) conferences in 2027	
24 SEPTEMBER 2026				
24 Sep 2026	Estate Rationalisation - S062 Gainsborough House	Gary Reevell, Head of Property and Assets	Freehold disposal of Gainsborough House, Parnell Street, Gainsborough DN21 2NB	
24 Sep 2026	Review of the Environment & Sustainability Member Working Group	Ellen King, Policy & Strategy Officer – Corporate Strategy & Business Planning	As the parent committee, this report seeks approval from the Thriving Council Committee to formally disband the Environment & Sustainability Member Working Group, per the Terms of Reference.	
24 Sep 2026	Squaddie Box	Sarah Elvin, Head of	Paper to discuss installation of a	

		Housing, Health and Wellbeing	Squaddie Box in West Lindsey	
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	17 June 2026
12 Nov 2026	Safeguarding Policy & Procedures 2026-2029	Grant White, Head of Localities and Community Services	To approve the Council's Safeguarding Policy & Procedures following a 3 year full review.	
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	17 June 2026
12 Nov 2026	Proposed Fees and Charges 2027/2028	Sarah Scully, Finance Business Support Team Leader	Proposed Fees and Charges to take effect from 1 April 2027	17 June 2026
12 Nov 2026	Review of Usable Reserves	Sue Leversedge, Head of Finance (Deputy Section 151)	To review the Council's usable reserves as part of the MTFS process.	17 June 2026
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	17 June 2026
10 Dec 2026	Equality, Diversity, Inclusion and Belonging Strategy	Katy Allen, Corporate Governance Officer	New Strategy for 2026 -2029	17 June 2026
10 Dec 2026	Free Parking Periods Review and Options	Luke Matthews, Senior Building and Projects Officer	This paper provides an overview of free parking periods across the district, including a review of the Gainsborough two-hour free parking trial. It presents feedback from local businesses, together with the outcomes of the public consultation, to inform Members'	

			consideration of future parking arrangements.	
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	17 June 2026
11 Feb 2027	Crisis & Resilience Fund Update 2026-27	Angela Matthews, Benefits Manager	An update on the distribution of the Crisis & Resilience Fund 2026-27	
11 Feb 2027	Thriving Council Committee Draft Budget 2027/2028 and estimates to 2031/2032.	Sarah Scully, Finance Business Support Team Leader	The report sets out details of the Committee's draft revenue budget for the period of 2027/2028 and estimates to 2031/2032.	17 June 2026
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.	17 June 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	17 June 2026

			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	17 June 2026

Agenda Item 8a

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

Document is Restricted

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

Document is Restricted

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

Agenda Item 8b

Document is Restricted