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

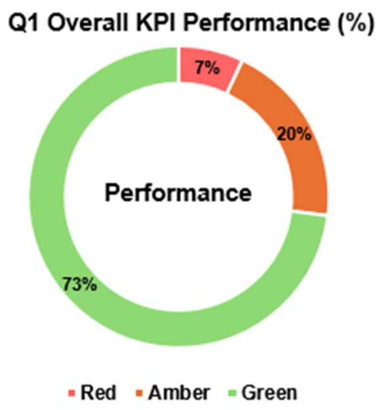
CORPORATE PLAN AIM: TO BE A FORWARD-LOOKING COUNCIL

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	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**



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)	[redacted]	[redacted]	Stage 3: A feasibility study has been carried out, looking at the procurement of a Revenues & Benefits Self-Serve Portal solution to increase self-serve provision across these services. The findings of the study show that Self-Serve is not a viable solution at this time. As such, it is proposed that this deliverable be removed from the Thriving Council Thematic Business Plan.
COU-D04 Project	**Depot Electrification feasibility study.** *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.

Ref	Key Deliverable	Head of Service	Status	Confidence	Commentary
COU-D02 Project	**In Cab Technology feasibility.** *To assess the feasibility of implementing in-cab technology for waste and street-scene services, improving operational efficiency, data accuracy, and service responsiveness*	R Gilliot	Healthy	High	Stage 3: Work is underway to gather the information required to determine the feasibility of this project before the findings are presented for consideration and decision.
COU-D03 Strategy	**Customer Experience Strategy refresh.** *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	[redacted]	[redacted]	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.

Ref	Key Deliverable	Responsible Officer	Status	Confidence	Commentary
COU-D09 BaU	**Review the Member / Officer protocol.** *To review and update the Member / Officer Protocol to ensure clarity, professionalism, and effective working relationships across the organisation*	L Langdon	N/A	N/A	The refreshed version has been approved. Political awareness training for officers has been arranged, with Member training to be scheduled.
COU-D10 BaU	**Review the WLDC Constitution** *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 unable to support quality decision	L Langdon	→ Treat	6	• Ensure completion of the annual Internal Audit Plan and reporting of associated reports during 2026/27. Audits to start June 2026 and reporting

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

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

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