



Corporate Policy & Resources Committee

Thursday, 12 February 2026

Subject: WLDC Corporate Plan 'Our West Lindsey, Our Future' 2026-2030

Report by:	Chief Executive
Contact Officer:	Paul Burkinshaw paul.burkinshaw@west-lindsey.gov.uk
Purpose / Summary:	The report presents the Council's draft Corporate Plan ('Our West Lindsey, Our Future') and corresponding Thematic Business Plans covering the period 2026-2030. Members are asked to approve these draft documents for onward recommendation to Full Council on 3 rd March 2026.

RECOMMENDATIONS

1. That the draft Corporate Plan 'Our West Lindsey, Our Future', which covers the period 2026 – 2030 as set out in Appendix 1, be recommended to Full Council for approval.
2. That the corresponding 'Thematic Business Plans', which set out key deliverables and key performance indicators assigned to each Corporate Plan theme as set out in Appendix 2 be recommended to Full Council for approval alongside the Corporate Plan.
3. That it be recommended to Full Council that the draft Corporate Plan and Thematic Business Plans be subject to annual review and approval by Council alongside the annual budget.
4. That Members note the new governance arrangements as outlined in para. 5 of the report which will ensure effective and efficient delivery of the council's priorities.

IMPLICATIONS

Legal:

None arising as a result of this report

Financial: FIN/148/26/MT/SL

Activity linked to delivery of the Corporate Plan is contained within each of the three Thematic Business Plans.

Taken together, the deliverables within the Thematic Business Plans constitute the Council's proposed Policy Programme of key activity over the 2026-2028 period. The financial implications of these deliverables have been factored into the Council's Budget and Medium-Term Financial Plan, which will be presented to Full Council for approval alongside the Corporate Plan on 3rd March 2026.

Staffing:

There are no staffing implications as a result of this report.

In producing the Thematic Business Plans, consideration has been given to the resources available to deliver the Council's priorities.

The Corporate Plan has been developed with staff through targeted engagement including staff, management and Leadership Team workshops.

Included within the Corporate Plan is reference to the Values and Behaviours which all staff are expected to display. Further detail is contained within the linked Workforce Development Plan which sits alongside the Corporate Plan.

Equality and Diversity including Human Rights:

The Corporate Plan is designed to be inclusive and to meet the needs of the whole district. The aims and objectives within the Corporate Plan and the deliverables within each Thematic Business Plan are informed by evidence of need based on open source data taken from the Council's [State of the District data dashboards](#)

Full equality impact assessments will be carried out on a case-by-case basis as and when business cases for each individual deliverable are developed and presented for approval.

Data Protection Implications:

None arising from this report.

Climate Related Risks and Opportunities:

The Corporate Plan includes specific aims and objectives related to the environment and sustainability, and mitigating the impacts of climate change. These are aligned to the Council's adopted Environment and Sustainability Strategy and associated action plan.

Section 17 Crime and Disorder Considerations:

None arising from this report.

Health Implications:

The Corporate Plan includes specific aims and objectives related to improving health and wellbeing. Actions to deliver these are contained within the 'Thriving People' draft Thematic Business Plan included within this report.

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

[WLDC Corporate Plan 2023-2027 \(Full Council 26th June 2023\)](#)

[WLDC Corporate Peer Challenge Feedback Report and Recommendations \(Full Council 8th Sep 2025\)](#)

[WLDC Corporate Peer Challenge Action Plan and Progress Update \(Full Council 10th Nov 2025\)](#)

[Overview & Scrutiny Committee Consideration of the Corporate Plan 29th January 2026](#)

Risk Assessment:

The Council could choose not to adopt a Corporate Plan and corresponding Delivery Plans. Doing so risks a lack of strategic, co-ordinated service delivery and activity. To ensure the Council is well-managed, has a clear vision, a coherent Policy Programme, and can continue to deliver a balanced budget, it is considered good practice for local authorities to work to an adopted Corporate Plan and associated Delivery Plan.

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

1 Introduction

- 1.1 In 2023, the Council adopted “Moving Forwards Together: Our Vision for West Lindsey” as the Council’s Corporate Plan for 2023-2027. The associated delivery programme was published annually in the Executive Business Plan and approved by Full Council each year as part of budget setting.
- 1.2 As part of a Local Government Association (LGA) Corporate Peer Challenge in January 2025, a recommendation was made for the Council to refresh its business planning process to ensure that the Administration’s top priorities were reflected in the Corporate Plan, and that these priorities are aligned through corporate, service and financial planning processes. As part of refreshing the business planning processes, the new Chief Executive was also keen to ensure that there was stronger alignment and clarity of activity against the Corporate Plan and that the Council had a more strategic and thematic approach.
- 1.3 Since the Peer Challenge, the Government has announced a programme of Local Government Reorganisation (LGR) for all two-tier local authority areas in England, including across Greater Lincolnshire and West Lindsey. The Council is currently preparing for the transition to these new arrangements which would result in all local government services being transferred to a single unitary authority for the area from April 2028 (based on current government timelines).
- 1.4 In September 2025, the Council appointed a new Leader, with the Council now being led by the ‘West Lindsey Administration Group’. The new Administration has worked together to shape its future priorities and ambitions.
- 1.5 Based on the recommendations of the Peer Review, LGR, and the change in political administration at the Council, a review and refresh of the Corporate Plan has been undertaken to ensure it is reflective of the Administration’s priorities, is cognisant of the requirements placed upon the Council by LGR, and responds effectively to the recommendations of the Peer Challenge.
- 1.6 This report presents the draft Corporate Plan, and corresponding draft Thematic Business Plans which set out the key deliverables and performance measures aligned to delivering the Corporate Plan. Members are asked to review the draft documents and make a recommendation to Full Council that they be formally approved at the meeting scheduled for 3rd March 2026 alongside the council’s budget and MTFP to ensure an alignment of priorities and resources to enable delivery.

2 Our West Lindsey, Our Future: The Corporate Plan 2026-2030

- 2.1 The Corporate Plan is the Council’s principal corporate strategy which drives Council activity and ensures members and staff are working together to deliver a shared vision.

2.2 The new Corporate Plan reflects the council's primary areas of focus across 3 key areas –

- To deliver good quality local government services to residents and businesses;
- To be a well-managed and forward-thinking authority;
- To set strategic priorities that will enhance our places and improve the lives of our people.

2.3 The overarching vision has been updated to reflect the above:

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

2.4 The proposed new Corporate Plan (Appendix 1) has been designed to reflect priorities through strategic aims and objectives captured in three key themes:

- i) **Thriving People** – Supporting people and communities to thrive by addressing inequality, tackling homelessness, improving housing conditions, adapting homes, boosting skills, improving health and wellbeing, and supporting those most in need.
- ii) **Thriving Places** – Enabling sustainable and inclusive economic growth in our towns and rural communities, preserving our heritage, delivering homes that meet local needs, and ensuring our places and spaces are clean, green and safe.
- iii) **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.

2.5 Each theme is supported by a corresponding Thematic Business Plan to show how the Council intends to deliver its priorities. Taken together, these Thematic Business Plans constitute the Council's delivery programme which is used to inform the Medium-Term Financial Plan (MTFP) and against which progress in delivering the Corporate Plan can be monitored.

2.6 The Corporate Plan also includes a refreshed set of Values and Behaviours, designed to support a positive, collaborative workplace culture that is focused on delivering the Council's central vision. These Values and Behaviours are the focal point of the proposed new Workforce Plan which has been developed alongside the Corporate Plan.

2.7 The Corporate Plan, Thematic Business Plans, and Workforce Plan have all been developed following thorough engagement with staff and members. A series of workshops were held during September 2025 to

which all staff and members were invited to discuss priorities for the Corporate Plan and Workforce Plan. In November 2025, further targeted workshops were held to progress the development of key deliverables, and to identify corresponding key performance measures.

- 2.8 Additionally, Overview and Scrutiny Committee reviewed the draft Corporate Plan and Thematic Business Plans (including associated key performance indicators) at its meeting on 29th January 2026. Here, the Corporate Plan was well received, with no material amendments requested to either this, or the Thematic Business Plans.
- 2.9 Reflecting on the recommendations of the LGA Corporate Peer Challenge, the Committee stressed the importance of ensuring proposed new internal governance arrangements are efficient, effective and avoid duplication of work for officers and members.
- 2.10 In discussing Corporate Plan monitoring and delivery, Members requested that consideration be given to the role Overview and Scrutiny Committee can play in supporting the work of the Strategic Delivery Panels. It is intended that each Thematic Business Plan is presented to Overview and Scrutiny Committee from quarter one 2026-2027, building on existing scrutiny of Council performance by reporting progress against key deliverables, key performance indicators, and risk.
- 2.11 The Environment and Sustainability Working Group also met in January to consider the new Corporate Plan and its alignment with the existing Environment and Sustainability Strategy. This was a productive discussion and work is now progressing to refine the Environment and Sustainability Action Plan and identify a priority list of key actions and projects.
- 2.12 As this is a refresh of the existing Corporate Plan, no specific engagement has been undertaken more widely outside the organisation, however, responses to the budget consultation, and LGR engagement survey conducted over the summer of 2025 have been used to inform and test priorities identified within the Corporate Plan and Thematic Business Plans.
- 2.13 As is usual practice at West Lindsey, priorities and deliverables have been designed based on evidence contained within the Council's State of the District report, which has recently been modernised into a suite of [interactive data dashboards](#). Such data provides members and officers with a detailed understanding of the needs, issues, challenges and opportunities present in the district which, in turn, supports effective and evidence-based decision-making.

3 Thematic Business Plans

- 3.1 Whilst the Corporate Plan sets out objectives for *what* the Council wants to deliver, and the intended outcomes of this, the detail that sits behind it to show *how* the Council will deliver its objectives is contained

within a new suite of Thematic Business Plans. It is relevant to note that whilst the council will directly deliver against many of the ambitions and priorities, others will require the council to be an effective Community Leader and Place-Shaper and seek to deliver by working in partnership, enabling and facilitating.

- 3.2 Aligned to the Corporate Plan themes, three new Thematic Business Plans have been produced to replace the previous Executive Business Plan. Attached to this report are Thematic Business Plans for 'Thriving People' (Appendix 2), 'Thriving Places' (Appendix 3) and 'Thriving Council' (Appendix 4). Members are asked to recommend that Full Council adopts these Plans alongside the Corporate Plan and the Budget and Medium-Term Financial Plan at the meeting scheduled for 3rd March 2026.
- 3.3 Each plan includes detailed information on the projects, strategies, policies and initiatives aligned to the Corporate Plan objective under each theme. The information contained within these plans has been used to inform the Council's Budget and Medium-Term Financial Plan for 2026-2027. The Thematic Business Plans also include performance measures relevant to the theme and in doing so recognises that the council's activity through its delivery of good quality local government services plays a key role in delivering against the strategic ambitions
- 3.4 Delivery of each Thematic Business Plan will be co-ordinated through three new internal Strategic Delivery Panels to provide oversight and co-ordination of delivery against the Corporate Plan. Updates against each of the Thematic Business Plans will be reported to the relevant policy committee on a quarterly basis and it is proposed that relevant Committee Chairman will provide a link between the Strategic Delivery Panels and the committee.
- 3.5 This addresses a key recommendation of the Peer Challenge referenced in para 1.2 by introducing greater transparency and oversight of activity linked to the Corporate Plan. Further detail about the Strategic Delivery Panels and associated new governance arrangements is included in para 5.

4 Key Performance Indicators

- 4.1 Acknowledging the Peer Challenge recommendation to more closely align performance reporting with the Corporate Plan to demonstrate delivery of key priorities, each Thematic Business Plan includes a suite of key performance indicators (KPIs) aligned to the relevant Corporate Plan theme. The majority of these KPIs will already be familiar to members through the Council's long-established Progress and Delivery reports.
- 4.2 As is usual practice for the Council, each KPI has been reviewed and tested with officers and members to ensure it is specific (clearly defined), measurable (demonstrating progress), achievable (able to be delivered with available capacity and resource), relevant (aligned to the

Council's strategic objectives) and time-bound (having clear deadlines). The associated targets are designed to be stretch-based. The proposed set of measures and targets for 2026-2027 are included within each Thematic Business Plan as appended to this report.

5 Governance Arrangements

- 5.1 To allow for effective and transparent monitoring of delivery against the Council's key priorities, new internal governance arrangements have been developed.
- 5.2 As referred to earlier in the report, three new thematic Strategic Delivery Panels ('Thriving People', 'Thriving Places' and 'Thriving Council') are being formally established to oversee progress of key deliverables and monitoring of KPIs and strategic risks.
- 5.3 It is proposed that each Board will meet on a quarterly basis, chaired by the appropriate Director. The role and remit of the Boards is included in the proposed Terms of Reference attached to this report as Appendix 5.
- 5.4 In respect of setting the strategic direction of the Council, it is recommended that the Thematic Business Plans are approved by Full Council each year alongside the MTFP.
- 5.5 It is proposed that in-year monitoring of key activity is conducted by the Policy committees, which will be presented with the relevant Thematic Business Plans. It is proposed that Members consider at the Annual Council Meeting, whether the current committees are appropriately placed to deliver the new Corporate Plan or whether there would be benefit in closer alignment.
- 5.6 Each Plan will provide quarterly 'RAG' rated updates on progress against key deliverables (including project delivery), monitoring of KPIs, and updates on monitoring and managing the Council's strategic risks relevant to the theme. Increasing the information that is reported to members in this way improves the way members are able to monitor and manage Council performance.
- 5.7 Many of the issues contained with the Thematic Business Plans will of course require decisions of Members and specific reports will continue to be presented to committees for consideration and determination as appropriate
- 5.8 On an annual basis, it is recommended that a high-level Corporate Plan progress report is presented to Full Council. This will include summary updates of key activity across the year, acting as a useful reference point for staff and members to see how the Corporate Plan is progressing.

6 Summary and Next Steps

6.1 The new Corporate Plan and Thematic Business Plans have been produced to address the recommendations of the Peer Challenge, to ensure the priorities of the new Administration are being reflected and delivered. The associated governance arrangements are designed to improve transparency, providing greater oversight and monitoring of Council activity. Acknowledging this, members are asked to make the following recommendations to Council:

- To approve the draft Corporate Plan.
- To approve the draft Thematic Business Plans, including key performance indicators and targets.
- To note the new governance arrangements outlined in paragraph 5.