



# 'Thriving Council' Thematic Business Plan

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## Introduction

Welcome to the Council's 'Thriving People' Thematic Business Plan for 2026-2027, designed to deliver the priorities articulated within "Our West Lindsey, Our Future," the Council's Corporate Plan for 2026-2030.

Each deliverable has been tested against a set of key principles to ensure they meet our commitment to being a well-managed, forward-thinking authority that strives to deliver positive outcomes for our people and our place. Taken together, these principles ensure our Thematic Business Plans:

1. Contribute to delivering a balanced budget through robust business cases that are fully costed and resourced.
2. Reflect and enable delivery of the priorities of the Council via a clear and strategic programme of activity.
3. Meet the Council's statutory and regulatory requirements.
4. Are evidence-based to address the known risks, challenges and opportunities facing the district now and, in the future, as identified through data contained in the Council's [State of the District data dashboards](#).

## Monitoring Corporate Plan delivery

The Council's overarching delivery programme has been split into three Thematic Business Plans, one for each theme of the Corporate Plan. These business plans are strategic in nature, designed to allow effective monitoring and management of Corporate Plan delivery through three corresponding Theme Boards which will manage Corporate Plan activity on a day-to-day basis.

The Boards shall provide oversight and co-ordination to ensure effective and efficient delivery of the Corporate Plan. The relevant policy committee will receive quarterly progress reports on key strategic activity contained within the Thematic Business Plans. Annually, a high-level Corporate Plan progress report will also be presented to Full Council to demonstrate overall progress and direction of travel and shall be published on the council's website

This reporting framework will be supported by the Council's usual decision-making, governance and reporting processes that, taken together, presents members with a regular and joined-up picture of service delivery, and delivery of the Corporate Plan.

## How to Navigate the Thematic Business Plans

To support members in their decision-making, and to support officers in the day-to-day management of Council activity, each Thematic Business Plan contains the following key information:

- **Key Deliverables** – those projects, strategies, initiatives or interventions that directly influence delivery of the Council's Corporate Plan priorities. Once the Thematic Business Plans have been approved, delivery will be monitored and reported to the relevant Policy committee using a RAG rating to show progress and to flag any issues that may require a decision.
- **Key Performance Indicators** – the Council's Progress and Delivery measures are in the process of being reviewed and aligned to a Corporate Plan theme. This is one way in which members can monitor performance in a more strategic and holistic way, linked to key priorities.
- **Strategic Risk** – each Plan will include the relevant strategic risks and an update on how these are being monitored, managed and mitigated. Please note that the strategic risks are currently in the process of being updated to reflect the new Corporate Plan.

Bringing these key strands of information into one place improves transparency and provides members with greater strategic insight which will enable members to more easily monitor progress against the delivery of key priorities; enhancing decision-making in the process.

The Business Plans will be agile to respond to changing circumstances as they arise but shall be subject to formal review annually.

# Thriving Council Thematic Business Plan

## Deliverables

<b>Corporate Plan objective: To deliver good quality services for residents and businesses</b>
<b>Refresh the Car Parking Strategy and deliver the action plan.</b> To refresh the district-wide Parking Strategy to ensure effective management of parking assets that, in turn, support economic vitality, accessibility, and sustainability.
<b>Revenues &amp; Benefits Self-Serve feasibility.</b> To assess the feasibility, costs, benefits, and operational implications of introducing enhanced self-serve capabilities for Revenues and Benefits services.
<b>In Cab Technology feasibility.</b> To assess the feasibility of implementing in-cab technology for waste and street-scene services, improving operational efficiency, data accuracy, and service responsiveness
<b>Customer Experience Strategy refresh.</b> 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
<b>Refresh the Equalities Strategy.</b> To refresh the Council's Equalities Strategy, ensuring it reflects current legislation, local needs and best practice.
<b>Depot Electrification feasibility study.</b> To deliver a feasibility study for the electrification of the depot, enabling the shift to low-carbon vehicles and reducing operational emissions.
<b>Food Waste Collections.</b> To design and implement a district-wide food-waste collection service in line with national waste-reform requirements, improving recycling rates and reducing landfill
<b>Corporate Plan objective: To be a well-managed Council</b>
<b>Communities Asset Transfer.</b> 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
<b>Parish and Town Council engagement.</b> Continue to engage with, and provide support to Parish and Town Councils across the district, including an annual programme of Parish Forums.
<b>Local Code of Governance.</b> Operate in accordance with the Local Code of Governance and deliver against the Annual Governance Statement Action Plan
<b>Strategic Asset Management Plan.</b> 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

<b>Review the Member / Officer protocol.</b> To review and update the Member / Officer Protocol to ensure clarity, professionalism, and effective working relationships across the organisation
<b>Review the WLDC Constitution.</b> To undertake a comprehensive review of the Council's Constitution to ensure it is modern, legally compliant, accessible, and aligned with current governance arrangements.
<b>Review the Officer Delegation Scheme.</b> To update the Officer Delegation Scheme to ensure clarity, efficiency, and accountability in decision-making.
<b>Corporate Plan objective: To be a forward-looking Council</b>
<b>LGR Ready.</b> 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).
<b>LGR Transition.</b> To manage the transition into the new local government arrangements, ensuring continuity of services, staff support, and effective integration into new structures
<b>Workforce Plan.</b> To develop and deliver a Workforce Plan that ensures the organisation has the skills, capacity, and culture needed to meet current and future challenges, including LGR.

## Performance Measures

<b>Corporate Plan objective: To deliver good quality services for residents and businesses</b>				
<b>Service</b>	<b>Measure</b>		<b>2025/26 Target</b>	<b>2026/27 Target</b>
<b>Customer Services</b>	<b>COU-M01 % of calls answered.</b> The percentage of inbound calls into the Customer Contact Centre that are answered by a Customer Services Officer. <span style="background-color: #a6c9ff; color: white; padding: 2px;">New</span>		Baseline year	90%
	<b>COU-M02 % of on-line demands received.</b> The percentage of service requests received through on-line methods via Customer Services. <span style="background-color: #ff9966; color: white; padding: 2px;">Target set</span>		Baseline year	30%
	<b>COU-M03 % of complaints where the Council is at fault.</b> % of complaints where the Council is found to be at fault. <span style="background-color: #ff9966; color: white; padding: 2px;">Target stretched</span>		40%	30%
	<b>COU-M04 Average number of calendar days taken to resolve a Stage 1 complaint.</b> The average number of calendar days taken to resolve a Stage 1 complaint, calculated from the date the complaint is received to the date a formal		Baseline year	14

Corporate Plan objective: To deliver good quality services for residents and businesses			
Service	Measure	2025/26 Target	2026/27 Target
	response is issued. A Stage 1 complaint refers to a new complaint submitted by a member of the public regarding council services, decisions, or conduct. <b>New</b>		
	<b>COU-M05 Average number of calendar days taken to resolve a Stage 2 complaint.</b> The average number of calendar days taken to resolve a Stage 2 complaint, calculated from the date the complaint is escalated to Stage 2 to the date a formal Stage 2 response is issued. A Stage 2 complaint is triggered when the complainant has received a Stage 1 response but believes that West Lindsey District Council has not fully addressed their concerns, that new or additional evidence supports their case, or that they are dissatisfied with either the proposed resolution or the outcome of the initial investigation. <b>New</b>	Baseline year	20

Corporate Plan objective: To be a well-managed Council			
Service	Measure	2025/26 Target	2026/27 Target
Financial Services	<b>COU-M06 Value of savings identified.</b> Savings identified which enable an in year and future year revenue budget reduction which results in tangible reductions. To be monitored through the Savings Board. <b>No Change</b>	To be determined by Savings Board	
	<b>COU-M07 Value of savings delivered.</b> Delivered savings that have enabled in year and future budget reduction which results in tangible reductions. To be monitored through the savings board. <b>No Change</b>		
	<b>COU-M08 % of invoices paid within 30 days from date of receipt of invoice. (Not including invoices in dispute)</b>	98%	98%
Information Governance	<b>COU-M09 % of FOIs and EIRs completed within the statutory timeframe.</b> % of FOIs completed within the statutory timeframe, this includes the 20 working days statutory timeframe and where the timeframe is paused to request additional information. <b>No Change</b>	97%	97%
Council Tax and NNDR	<b>COU-M10 Council Tax In-year collection rate.</b> The amount of Council Tax collected during the reporting period as a percentage of total available to collect during the reporting period. <b>No Change</b>	97.70%	Tbc
	<b>COU-M11 NNDR In-year collection rate.</b> The amount of NNDR collected during the reporting period as a percentage of total available to collect during the reporting period. <b>No Change</b>	97.93%	Tbc

Corporate Plan objective: To be a well-managed Council			
Service	Measure	2025/26 Target	2026/27 Target
Trinity Arts Centre	<b>COU-M12 Average spend per head on secondary sales.</b> Total spend per head on secondary sales (drinks, snacks, merchandise) at TAC. <span style="background-color: #ffccbc; padding: 2px;">Target stretched</span>	£3.00	£3.70
Digital	<b>COU-M13 Website availability.</b> % of time that the Council's website is available. <span style="background-color: #a9f5d0; padding: 2px;">No Change</span>	98%	98%
ICT	<b>COU-M14 System availability.</b> % of time that the Council's server and systems are operating as planned. <span style="background-color: #a9f5d0; padding: 2px;">No Change</span>	98%	98%
Property & Assets	<b>COU-M15 % of void property (by rental income).</b> The total % of void rental properties by their rental income. <span style="background-color: #a9f5d0; padding: 2px;">No Change</span>	N/A Statistic	

Corporate Plan objective: To be a forward-looking Council			
Service	Measure	2025/26 Target	2026/27 Target
-	No P&D related measures	-	-

## Corporate Health Measures

Corporate Health Measures			
Service	Measure	2025/26 Target	2026/27 Target
Customer Services	<b>COR-M01 Customer Satisfaction.</b> % of customers who have given a satisfaction score of 4 stars or above. <span style="background-color: #ffccbc; padding: 2px;">Target stretched</span>	75%	80%
	<b>COR-M02 Complaints received.</b> The total number of complaints received in the reporting period broken down by either Stage 1 or Stage 2. A complaint is any expression of dissatisfaction or concern about the way in which a service is provided or the standard of that service or lack of action on the part of the Council or its employees. <span style="background-color: #a9f5d0; padding: 2px;">No Change</span>	N/A Stat	
	<b>COR-M03 Compliments received.</b> The total number of compliments received in the reporting period. <span style="background-color: #a9f5d0; padding: 2px;">No Change</span>	N/A Stat	

Corporate Health Measures			
Service	Measure	2025/26 Target	2026/27 Target
Financial Services	<b>COR-M04 Budget variance (£).</b> £ variance between outturn (actual expenditure) and Council's budget. <span style="background-color: #c8f7e4;">No Change</span>	£-	£-
	<b>COR-M05 Overall Council budget forecast outturn variance (%).</b> % of forecast outturn (expenditure) variance against the approved budget for the year. <span style="background-color: #c8f7e4;">No Change</span>	0%	0%
	<b>COR-M06 Draft Annual Statement of Accounts Published by Deadline.</b> Publication date of the draft Statement of Accounts to auditors. <span style="background-color: #c8f7e4;">No Change</span>	30-Jun	30-Jun
People and Organisational Development	<b>COR-M07% of staff turnover.</b> Staff turnover is the total number of leavers divided by the average number employed- then divided by 100 for the percentage. The number of leavers includes employees who left voluntarily or involuntarily. For this measure, headcount is used and not FTE. <span style="background-color: #c8f7e4;">No Change</span>	N/A Stat	tbc
	<b>COR-M08 Staff absenteeism.</b> The average number of sickness absence days per month per FTE. <span style="background-color: #c8f7e4;">No Change</span>	1.5	1.5
	<b>COR-M09 Overall I am satisfied with my job at the council.</b> The percentage of staff member who respond 'strongly agree' or 'agree' to the corresponding question in the annual staff survey <span style="background-color: #e0f2f1;">New</span>	N/A	Baseline year
	<b>COR-M10 Would you recommend WLDC as a good place to work.</b> The percentage of staff member who respond 'strongly agree' or 'agree' to the corresponding question in the annual staff survey <span style="background-color: #e0f2f1;">New</span>	N/A	Baseline year
	<b>COR-M11 Health &amp; Safety incidents.</b> The number of health & safety incidents reported within the reporting period. Covers all staff and customers. <span style="background-color: #c8f7e4;">No Change</span>	N/A Stat	
Communities	<b>COR-M12 Number of safeguarding referrals.</b> The total number of safeguarding concerns formally referred to the council from any source (internal or external) during the reporting period. <span style="background-color: #e0f2f1;">New</span>	N/A	Baseline year