



**Corporate Policy and  
Resources Committee**

**Thursday, 12 February  
2026**

**Subject: Workforce Plan 2026 - 2030**

Report by:

People Services Manager

Contact Officer:

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Purpose / Summary:

For Corporate Policy and Resources Committee to consider and approve the Workforce Plan 2026 -2030.

The Workforce Plan sets out how the council will attract, retain and develop staff to deliver the best possible outcomes for residents.

**RECOMMENDATION(S):**

Corporate Policy and Resources Committee formally approve the Workforce Plan 2026- 2030.

## IMPLICATIONS

### **Legal:**

There are no legal implications associated with this report.

### **Financial :FIN/122/26/CPR/SSc**

There are no financial implications from this report.

### **Staffing :**

The Workforce Plan has been developed directly with staff through engagement workshops alongside the Corporate Plan.

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

The recommendation in this report will have no adverse equality, diversity or human rights impacts.

### **Data Protection Implications :**

There are no data protection implications arising from this report.

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

There are no climate risks and opportunities associated with this report.

### **Section 17 Crime and Disorder Considerations:**

There are no crime and disorder considerations.

### **Health Implications:**

The health and wellbeing of staff is an important consideration. Line managers will have a key role in supporting staff through periods of change. Line managers will receive training and support in the provision of this.

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

This report should be read in conjunction with the report WLDC Corporate Plan 'Our West Lindsey, Our Future' 2026- 2030.

**Risk Assessment :**

Should the Workforce Plan not be approved, risks to highlight are:  
-Recruitment and retention difficulties.

-Increased workloads.

-Potential for a change in workplace culture or morale.

**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**

## **1 Introduction**

- 1.1 The Corporate Peer Challenge report of January 2025 noted that the peer team were 'impressed with the passion and commitment from the council's staff in supporting and delivering for local communities' and that 'staff came across as positive, flexible and empowered'.
- 1.2 The report also highlighted the positive workplace atmosphere and culture and noted the importance of engagement and communication with employees whilst changes in the senior leadership were ongoing and the implications of Local Government reorganisation.
- 1.3 The Workforce Plan has been developed alongside the Corporate Plan for 2026 – 2030 and sets out the organisation's commitment to its staff. A key component of this are the agreed core values and behaviours required of every individual to ensure that the positive culture is maintained and developed into the future.
- 1.4 Since the Peer Challenge, the Government 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).
- 1.5 There have also been significant changes in the council's leadership team with the appointment of a new Leader, Chief Executive (HoPS) and Director of Finance and Assets. A review of the senior officer leadership team is currently in process.
- 1.6 This report presents a Workforce Plan, which sets out the council's vision and commitment to its staff leading up to 2030. The plan sets out how our culture is defined; the values and behaviours expected of our people, priorities and how our people managers will deliver our outcomes.
- 1.7 These themes were developed from engagement events with staff and councillors. A series of workshops were held during September 2025 to which all staff and councillors were invited to attend.
- 1.8 Themes were consistent across all workshops and attendees were able to articulate the importance of values and behaviours and how our culture is demonstrated.
- 1.9 The Workforce Plan is intended to reinforce the positive culture at West Lindsey District Council based on shared values, positive behaviours and a commitment to supporting the workforce into the future.

## **2 Background**

- 2.1 West Lindsey District Council has a talented and motivated workforce. The culture is consistently described as open and supportive. In the most recent staff survey 88% responded that they would be happy to recommend the council as a good place to work.
- 2.2 The Workforce Plan sets out how the council will attract, retain and develop staff to ensure that residents continue to receive high quality services.
- 2.3 The Plan outlines a commitment to create an environment where staff feel valued, inspired and empowered to deliver the best outcomes for residents. Commitments include:
- Providing clear purpose and direction.
  - Acting with integrity.
  - Building trust and positive relationships.
  - Encouraging learning.
  - Promoting inclusion, belonging and safety.
  - Ensuring a safe and supportive workplace.
  - That inappropriate behaviours will be challenged.

## **3 Workplace Culture**

- 3.1 The workplace culture is described as:
- Supportive- empathy, helpfulness and encouragement.
  - Collaborative- teamwork and mutual engagement.
  - Positive- optimistic and have a vibrant work atmosphere.
  - Openness and inclusive- everyone is able to share ideas.
  - Friendly- respectful and welcoming interactions.
- 3.2 This underpins how staff work together, support each other and engage with residents. This was a key, positive highlight in the Corporate Peer Challenge Report in January 2025.

## **4 Values and behaviours**

- 4.1 The five core values are:
- Helpful
  - Kind
  - Trustworthy
  - Open
  - Reliable

- 4.2 The plan sets out examples of positive behaviours to promote and negative behaviours to avoid. This framework provides staff with a clearly defined examples of what the organisation's expectations are. It communicates how our staff work well together and provides a means to challenge behaviour that does not align with the values.
- 4.3 These behaviours apply across all levels of the council.

## **5 Expectations of People Managers**

- 5.1 The Workforce Plan highlights that line managers are critical to delivering successful outcomes. The plan sets out specific responsibilities for line managers which are:
- Role Model the values and behaviours.
  - Lead with clear objectives, positive energy and provide praise.
  - Care for individuals, building trust and supporting staff wellbeing.
  - Empower staff and encourage innovation.
  - Encourage learning and celebrate success.
- 5.2 A programme of accredited Leadership and Management courses have been organised to start in January 2026. These range from Level 3 to Level 7 certificates.

## **6 People Priorities**

- 6.1 The Workforce Plan identifies several priorities to ensure the organisation remains agile, resilient and equipped for the future:
- Identify critical skills and risks associated with potential turnover.
  - Strengthen support mechanisms through regular check-ins and enhanced communication.
  - Build change resilience via the Change Champions programme.
  - Maximise apprenticeships for talent pipelines and internal development.
  - Use data and workforce insights for strategic planning and future needs analysis.
  - Develop organisational capacity through knowledge sharing and targeted access to specialist skills.
  - Promote engagement through the People First platform.
  - Enhance learning opportunities, mentoring, coaching and training pathways.
  - Protect and celebrate the Council's positive culture.

## **7 Next Steps: Measures of Success**

- 7.1 Success will be measured through:
- Improved staff engagement and empowerment.

- Positive workforce experience during the transition through Local Government Reorganisation.
- Increased collaboration.
- Favourable training evaluations.
- Increased recognition and award nominations.

Data will be gathered through:

- Staff surveys and pulse checks
- Customer feedback
- People First data insights
- Exit questionnaires
- Compliment/complaint trends