



Workforce Plan

2026-2030



Foreword - Chief Executive

Feeling happy, valued, and fulfilled at work is essential for every member of our team. When colleagues can go home at the end of the day knowing they have done a great job, knowing their contribution has made a difference, it strengthens not only individual wellbeing but the success of our whole organisation.

A workplace where people feel supported, confident, and proud of what they do creates the foundations for high-quality services, positive relationships, and a culture where everyone can thrive. I am pleased to share our first Workforce Plan, which brings together a clear and coordinated approach to how we support, develop, and sustain our workforce for the future.

As we look ahead to the opportunities and challenges before us including Local Government Reorganisation, the plan sets out how we will continue to invest in our people, ensuring we attract the best talent and that colleagues are enabled to grow, thrive, and succeed.

Our culture is one of our greatest strengths. Colleagues describe our council as supportive and open, where our values are lived every day and where there is genuine pride in the work we do.

While performance and results matter, it is our attitudes, behaviours, and relationships that make the real difference and ultimately enhance the experience of our residents.

Our organisational values and behaviours developed collaboratively with councillors and staff reflect who we are and how we work together.

We are proud of our district and united in our ambition to make people's lives and our place better. This Workforce Plan is structured around three core themes outlined in our refreshed Corporate Plan that underpin this ambition:

- Thriving People
- Thriving Places
- Thriving Council

Together, we will continue to create a workplace where people feel supported to do their best work, where talent is nurtured, and where we remain focused on delivering excellent outcomes for our residents.



Paul Burkinshaw

Chief Executive

West Lindsey District Council

A handwritten signature in black ink that reads "Paul Burkinshaw".



Empowering our people

Supporting and developing a workforce that is connected to and can meet the future needs of residents is at the heart of everything we do at West Lindsey District Council.

This plan sets out how we are going to continue to upskill our workforce, ensuring that we employ the best people and enable them to grow and thrive at West Lindsey District Council and to be in the best position for Local Government Reorganisation.

West Lindsey District Council core values:

Our new values and behaviours were developed through councillor and staff workshops.

These were aligned across different groups and will continue to be relevant working into the future. We believe that, whilst performance and results are important in how we deliver our services, our attitudes and relationships make the real difference.

Good working relationships and positivity impact on everything we do and lead to job satisfaction and health and wellbeing benefits.

We are proud of our district and are working together with the aim to make people's lives and our place better.



Our workforce values are:



Helpful



Kind



Trustworthy



Open



Reliable



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Introduction

We are very fortunate and recognise that West Lindsey District Council already has a skilled, motivated and engaged workforce. The culture at West Lindsey District Council is described by our staff as supportive and open. We live our values and take pride in the work we do.

However, we know that we can't be complacent. Recruiting and retaining the best people has never been more challenging. As we move towards Local Government Reorganisation, we aim for our people to feel supported and in the best possible position for the future because this will ensure the best outcomes for our residents.



**Thriving
People**



**Thriving
Places**



**Thriving
Council**



Our Vision and Commitment

We want to continue to build an organisation where people feel valued, inspired and empowered to provide the best possible outcomes for our residents.

To do this, we are committed to:



Providing clear purpose and direction



Acting with integrity



Encouraging people to exceed their own expectations and do their best work



Listening to feedback and continuous learning



A culture of trust and positive relationships



An inclusive work environment where everyone feels a sense of belonging



Challenging inappropriate behaviours where needed



A safe place to work



Our Culture

We are proud of our culture and recognise that it's shaped by our workforce. We know that it is demonstrated through how we deliver our services every day and how we are seen by our colleagues and customers.

Our culture is about:

Our culture is about how people engage

Our culture is about how decisions are taken



Collaborative - strong preference for teamwork and mutual engagement

Our culture is about how people feel about their job



Friendly - demonstrate respectful behaviour



Our culture is about how people support each other

Supportive - highlighting the importance of encouragement and empathy

Positive - reflective of a vibrant and optimistic work environment

Open and inclusive - a sense of belonging with regular dialogue where employees feel safe to share ideas and concerns regardless of hierarchy



Our Values and Behaviours



Helpful

- We put people first and strive to improve their lives
- We make the customer our priority
- We offer help and are safe to ask for help
- We go above and beyond
- We strive to improve services



Kind

- We act with kindness and treat each other with respect and dignity
- We aim for positive outcomes
- We give praise for a job well done
- We support each other



Trustworthy

- We have integrity, we are honest and fair
- We take responsibility and are accountable
- We admit mistakes and learn from them
- We are honest about challenges and limitations
- We respect personal and professional boundaries
- We don't make assumptions



Open

- We are flexible and willing to develop our skills
- We are open and respectful to different perspectives
- We share information and invite feedback and ideas
- We listen without judgement



Reliable

- We honour our commitments, deliver on promises and if changes occur, we explain why
- We maintain professional integrity and ensure our knowledge is up to date
- We communicate clearly
- We arrive on time and respect others' time commitments
- We are approachable when others need help

Behaviours we want to see:

- Speak to people. We ask: 'how can I help?' and 'can you help me please?'
- Generous praise and encouragement across all team members
- Check in on each other's wellbeing. We ask, 'how are you?', 'do you need anything?'
- Our tone of voice is friendly and welcoming
- Arrive punctually to meetings
- Apologise and learn from mistakes. We say 'I'm sorry, can we make this right?'
- Giving credit where it's due
- Ensure everyone's voice is heard
- Uplifting others regardless of role or status
- Listen without interruption
- Acknowledge others' emotions and perspectives
- Do our best to work to a high standard
- Be open to feedback and differing views
- Seek solutions to problems. Ask 'what do we need to do?', 'is there a way this can work?'
- Look after ourselves- use flexible working and engage in self-care activities. Ask ourselves 'how do I keep myself well?'
- Take time to reflect- remind ourselves of our shared goals and outcomes

Behaviours we do not want to see:

- Bullying
- Gossiping, being unkind to each other
- Deliberately excluding people- avoiding collaboration
- Hostility, aggression, rudeness
- Not doing fair share/ not accountable
- Micromanaging- stifling creativity, slows decision making
- Ignoring ideas and input
- Duplication of work and frustration
- Unreliability
- Blaming others for mistakes
- Blocking others' progression

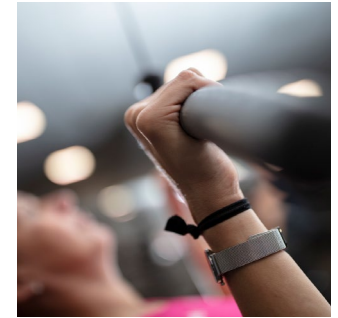
Our People Priorities

We have a responsibility to ensure that we recruit and retain the best people in order to achieve the best outcomes for our residents.

We will:

Identify where short-term specialists will be needed for critical priorities

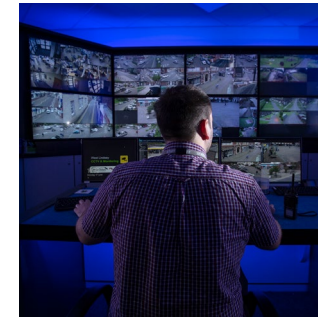
Ensure that we provide training opportunities, mentoring and coaching



Have regular check-ins with staff to ensure they are supported



Build resilience through Change Champions programme

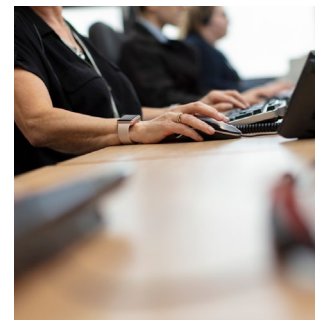


Use the apprenticeship levy to recruit new apprentices and develop existing employees

Protect and build on our positive culture and celebrate our successes



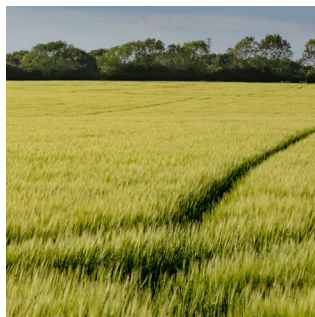
Identify critical skills-current and future needs, and identify risks should people leave.



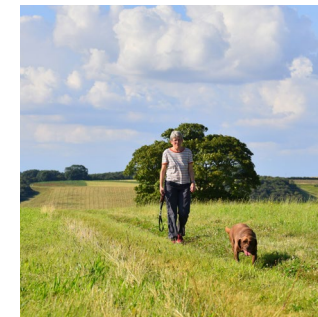
Encourage engagement through 'People First'



Use data insights to determine future needs



Create capacity and share knowledge to support teams



Regularly communicate with the workforce

Our People Managers

Our line managers are empowered to deliver our outcomes by creating a work environment where everyone does their best work. This includes anyone who is responsible for other staff.

Our people managers inspire optimism, seek opportunities, show genuine appreciation and welcome feedback and new ideas.

The headings below set out how we want our people managers to demonstrate our values:



Measures of Success

- Engaged and empowered workforce
- Everyone feels supported through Local Government Reorganisation and beyond
- People are open to opportunities and collaborative working
- Training opportunities are evaluated and show positive feedback
- Nominations for awards and celebrations

These outcomes will be measured through:

- Customer surveys and feedback
- Reduced complaints and increased compliments
- Annual staff survey
- Data insights using People First
- Pulse surveys
- Feedback from exit questionnaires
- Training and event evaluations

Corporate Policy and Resources
Committee approved:

