



**SOUTH
KESTEVEN
DISTRICT
COUNCIL**

Cabinet

Tuesday, 2 June 2025

Report of Councillor Philip Knowles,
Cabinet Member for Corporate
Governance and Licensing

Corporate Plan 2024-2027 - End of Year Review 2025/2026

Report Author

Charles James, Policy Officer

✉ charles.james@southkesteven.gov.uk

Purpose of Report

To present a review of the Council's performance against the Corporate Plan 2024-2027 for 2025/2026.

Recommendations

The Cabinet is recommended to note the review of the delivery of the Corporate Plan 2024-2027.

Decision Information

Is this a Key Decision?	No
Does the report contain any exempt or confidential information not for publication?	No
What are the relevant corporate priorities?	Effective Council
Which wards are impacted?	All

1. Implications

Taking into consideration implications relating to finance and procurement, legal and governance, risk and mitigation, health and safety, diversity and inclusion, safeguarding, staffing, community safety, mental health and wellbeing and the impact on the Council's declaration of a climate change emergency, the following implications have been identified:

Finance and Procurement

- 1.1 There are no significant financial implications arising from this report, which is for noting.

Completed by: David Scott – Assistant Director of Finance and Deputy S151 Officer.

Legal and Governance

- 1.2 Regular monitoring of service area performance is to be welcomed and represents good governance. This report is for noting and there are no significant legal or governance implications arising from the report.

Completed by: James Welbourn, Democratic Services Manager

2. Background to the Report

- 2.1 The Corporate Plan 2024-27 was adopted on 25 January 2024. The Plan sets out the Council's strategic priorities and workstreams up until the end of the 2027/28 financial year.
- 2.2 Responsibility for the development and monitoring of the Corporate Plan KPI suite was delegated to the Overview & Scrutiny Committees (OSCs). Bi-annual KPI reports (Q2 & Q4 data) are presented to the OSCs for scrutiny. This report presents a high level review of the delivery of the Corporate Plan's contents for 2025/26. Detailed KPI reports for Q4 2025/26 will be presented to the OSCs during Q2 of 2026/27.

Corporate Plan 2024/25

- 2.3 The Corporate Plan is founded on a 'golden thread' principle. This is the link that connects all work, at all levels of the organisation, directly to the overarching vision, priorities and ambitions of the Plan.
- 2.4 The five priorities represent the key spheres of activity for the Council. Each Priority is accompanied by a Mission, a succinct statement that encapsulates the Priority and defines its scope. Each Priority contains a series of Ambitions. The Ambitions are broad in scope to set the agenda for this planning cycle. Each Ambition will stimulate a range of programmes and projects.

- 2.5 The Actions detail specific workstreams the Council will be undertaking over this Corporate Plan cycle. These do not represent the full scope of the Council's activity, but are key workstreams which are identified as essential to the delivery of the Council's ambitions.
- 2.6 It is anticipated that over the course of the Plan, the headline policy direction of the Council as represented by the Plan's Priorities and Ambitions will remain largely unchanged. However, there is scope for new Actions to be added to the Plan in response to the evolving operating environment, new opportunities (for example new sources of funding), or as existing Actions are delivered. Adding an Action to the Corporate Plan would enshrine the workstream as core to the delivery of the Council's ambitions.
- 2.7 A summary of the progress of the Corporate Plan Actions is set out below, an overall summary is in Appendix A.

Delivery Summary of Corporate Plan 2024-27 as of Q4 2025/26			
Priority	Total On-Target Ongoing Actions	Total Below-Target Ongoing Actions	Total Completed Actions
Connecting Communities	10	0	1
Enabling Economic Opportunity	3	5	0
Effective Council	9	3	2
Sustainable South Kesteven	8	1	4
Housing	11	1	0

Impact of Local Government Reorganisation

- 2.8 The Government has embarked on a policy of local government reorganisation (LGR). The Council submitted a full LGR proposal in November 2025. The Government is expected to make a final decision on LGR for Lincolnshire by July 2026.
- 2.9 If LGR is delivered on the government's current implementation timeline, vesting day for Lincolnshire will be April 2028, which will coincide with the expiration of the Corporate Plan 2024-27.
- 2.10 It is expected that during 2027/28 (the final year of the Corporate Plan), the Council will be under a Section 24 direction, which will require the council to seek and gain consent from the Shadow Authority/Preparing Authority for all financial transactions over a defined threshold. This could significantly impact delivery of the Council's business and may risk meaningful delivery of the Corporate Plan during 2027/28.

- 2.11 In previous reorganisations, for example, Cumbria, North Yorkshire and Somerset, a scheme of General Consents was introduced to effectively balance the need to prevent financial decisions that would unfairly burden the new unitary, whilst enabling the current authorities to deliver their services. The key test to utilise the General Consents was whether the expenditure was to fulfil the approved actions of the Council's Corporate Plan. If similar is applied in this reorganisation round, then the Council may be able to meaningfully deliver on the Corporate Plan during 2027/28.
- 2.12 The first Section 24 direction of the current reorganisation round will come into effect for Surrey in June 2026. The situation will be closely monitored as to whether a scheme of General Consents is implemented.

3. Key Considerations

- 3.1. The report presents a strategic overview of the delivery of the Corporate Plan 2024-27 for 2025/26. Detailed presentation of the Q4 KPI data for scrutiny will be undertaken by the responsible Committees over the course of Q2 2026/27.
- 3.2. Since the adoption of the Corporate Plan in January 2024, the Government has embarked upon a policy of local government reorganisation. As of the current LGR timeline, vesting day for the successor authority of South Kesteven DC will coincide with the expiration of the Corporate Plan 2024-27.

4. Other Options Considered

- 4.1 The Overview & Scrutiny Committees (OSCs) lead on performance monitoring and scrutiny. Therefore, performance could purely be reported to the respective OSC. Whilst offering focused scrutiny in line with the Committee remits, the individual OSCs would be unable to assess the Council's performance in the whole. This report provides an accessible and strategic overview of overall delivery for 2024/25. Detailed KPI reports for Q4 2025/26 will be presented to the OSCs over the Q2 2025/26 committee cycle.

5. Reasons for the Recommendations

- 5.1. This summary report is presented to deliver a strategic overview of the first year of the Corporate Plan and to offer assurance to residents and Members on our ongoing commitment to continuous improvement.

6. Appendices

Appendix A: Corporate Plan 2024-2027 2025/2026 Delivery Summary