



**Overview and Scrutiny
Committee**

**Tuesday, 18 November
2025**

**Subject: 2026/27 Progress & Delivery Measure Setting Approach –
Member Engagement**

Report by:

Director of Change Management, ICT &
Regulatory Services

Contact Officer:

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Purpose / Summary:

Update on 2026/27 Progress & Delivery
measure setting work and highlight member
engagement.

RECOMMENDATION(S):

1. Undertake member engagement through the following forums as detailed within the supporting report.

- Establish a cross-party member Overview and Scrutiny Task and Finish Group
- Circulate KPI review proposal to all members for comment, introducing Strategic and Operational measures aligned to Corporate Plan themes.
- Provide an all-member briefing (week of 24th Nov) to present review outcomes and shift to strategic theme-based reporting.
- Secure Corporate Policy and Resources Committee approval of the 2026/27 measure set.

IMPLICATIONS

Legal: None

(N.B.) Where there are legal implications the report **MUST** be seen by the MO

Financial: None

Staffing: None

Equality and Diversity including Human Rights: None

Data Protection Implications: None

Climate Related Risks and Opportunities: None

Section 17 Crime and Disorder Considerations: None

Health Implications: None

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

[2026/27 Progress & Delivery Measure Setting Approach](#)

Risk Assessment:

1. That the updated performance management reporting does not provide an overview of our Corporate Plan strategic delivery. Mitigation – the review is aligning measures to our Corporate Plan and validating the allocation of measures to the Corporate Plan aims and objectives with Members and Management Team.
2. Failure to implement a fit-for-purpose performance management framework in time for 2026/27 performance reporting. Mitigation – the timeline has been organised to ensure the framework goes live for Q1 2026 reporting with Member approval built into the timeline.
3. Lack of member engagement with the measure setting process does not support effective Corporate Plan monitoring and assurance for members and residents. Mitigation – member engagement throughout the review and setting

process timeline highlights how members will be able to directly engaged to gain assurance that the new measure set with be aligned to the refreshed Corporate Plan and regularly monitored through Committees and internal governance.

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

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No

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Key Decision:

A matter which affects two or more wards, or has significant financial implications

Yes

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No

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1. Background

- 1.0 Performance Management is a structured approach to setting objectives, tracking progress, assessing results, and driving continuous improvement throughout the council. At West Lindsey District Council, effective performance management is essential to organisational success underpinning the delivery of both strategic objectives and high-quality services.
- 1.1 As part of a strong performance management framework that focuses on continuous learning and improvement, the Council has in place a robust measure and target setting process for its Key Performance Indicators (KPIs) which engages all relevant stakeholders.
- 1.2 WLDC's performance management framework is named Progress and Delivery (P&D). Traditionally the P&D framework has an operational focus however, the aim of the 2026/27 measure review is to enhance this and ensure that all supporting measures are strategically aligned to the council's refreshed Corporate Plan (CP) from 2026/27.
- 1.3 On 8th September, Council resolved to undertake a refresh of the existing CP via a motion put forward by the Leader of the Council. Refreshing the CP now allows the Council to prepare for the implementation of Local Government Reorganisation (LGR), and responds to the recommendations made in the recent Corporate Peer Challenge, ensuring that the CP is delivering the priorities of elected members.

- 1.4 On 14th October 2025, Overview & Scrutiny Committee (O&S) approved a report recommending a move from portfolio and service-based reports to strategic theme-based templates aligned to the CP. O&S also approved to commence the annual review of council KPIs.

2. Measure Review

- 2.1 The annual review of council measures is to be facilitated by the council's Change, Programme and Performance Manager who will meet Team Manager's to review their KPIs. The review will focus on the following elements.

- Alignment of KPIs to the refreshed Corporate Plan, introducing new measures where gaps exist.
- Review targets that consistently exceed expectations.
- Identify and reassign measures not aligned with the CP into operational performance.

- 2.2 The below table highlights the timeline of activities for the measure review with further information provided after.

Activity	Start	Due
01 Initial O&S report	14-Oct-25	14-Oct-25
02 Measure review with Team Managers	24-Oct-25	07-Nov-25
03 Director review of review outcome	14-Nov-25	14-Nov-25
04 Member engagement discussion at WL Administration Leaders meeting	17-Nov-25	17-Nov-25
05 O&S approval of member engagement	18-Nov-25	18-Nov-25
06 All members briefing	24-Nov-25	26-Nov-25
07 Circulate review outcome to all members	18-Nov-25	30-Nov-25
08 Task and Finish Group	01-Dec-25	12-Dec-25
09 MT informal approval of 2026/27 measure set	05-Jan-26	05-Jan-26
10 CPR formal approval of 2026/27 measure set	12-Feb-26	12-Feb-26
11 PD framework Go-live	Q1 2026/27	Q1 2026/27

- 2.3 **Activity 04: Member engagement discussion at WL Administration Leaders meeting** 17th November: Attendance at this forum will allow for the Leaders to guide, provide direction and shape relevant member engagement.

- 2.4 **Activity 05: Circulate review outcome to all members.** Once the review has been completed; the outcome is to be circulated to all members for comment. KPIs will be split into Strategic and Operational measures with strategic measures organised by CP theme. Members will be asked to review and provide feedback on the proposals.
- 2.5 **Activity 06: All members briefing.** Supporting the review will be an all members briefing provisionally scheduled for week commencing 24th November. This briefing will allow for officers to discuss the purpose of performance management highlighting the proposed move from service-based reporting to strategic theme-based templates. This session will also allow for members to be presented with the outcome of the measure review with introduction of the strategic / operational KPI split and how it is proposed that KPIs will align with CP themes.
- 2.6 **Activity 08: Task and Finish Group.** For the past two years, a Task and Finish group made up of O&S committee members has reviewed proposed measures before final approval. It is recommended that the membership is widened for the cross-party Task and Finish group to assess the 2026/27 measure set before CPR approval (activity 10). The two-hour review session should be held between 1st and 12th December which will allow remaining deadlines to be met.
- 2.7 **Activity 10: CPR formal approval of 2026/27 measure set.** CPR formal approval of the proposed 2026/27 measure set marks the end of the measure review progress. Following this meeting work will be undertaken to update supporting software solutions and undertake relevant officer engagement to ensure that the framework can go-live in Quarter One 2026/27.