



**Overview & Scrutiny
Committee**

Tuesday, 14 October 2025

Subject: 2026/27 Progress & Delivery Measure Setting Approach

Report by:	Director of Change Management, ICT & Regulatory Services
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Purpose / Summary:	To recommend an approach and the supporting timeline for 2026/27 Progress & Delivery measure setting.

RECOMMENDATION(S):

1. Commence work to review the Progress & Delivery framework in accordance with the following elements:

- Align measures to the refreshed Corporate Plan introducing new measures where gaps exist
- Review targets for measures that consistently exceed expectations
- Identify and reassign measures not aligned to CP into operational reporting
- Migrate from portfolio, service-based reports to strategic theme-based templates

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IMPLICATIONS**

Legal: None

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

Risk Assessment:

1. That the updated performance management reporting does not provide an overview of our corporate plan strategic delivery.
2. Failure to implement a fit-for-purpose performance management framework in time for 2026/27 performance reporting.
3. Lack of member engagement with the measure setting process does not support effective corporate plan monitoring and assurance for members and residents.

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 (WLDC), effective performance management is essential to organisational success underpinning the delivery of both strategic objectives and high-quality services.
- 1.01 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 which engages all relevant stakeholders.
- 1.02 WLDC's performance management framework is named Progress and Delivery which is commonly referred to as P&D. Traditionally the P&D framework has an operational focus however, the aim of the 2026/27 measure review is to ensure that all supporting measures are strategically aligned to the council's Corporate Plan (CP).
- 1.03 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.

2. Measure Setting Process Proposal

- 2.0 The measure review is a key component of the work being undertaken to review internal governance arrangements recommended via Corporate Peer Challenge findings and referenced in the commitments underpinning future leadership and governance arrangements. The review will focus on the following elements.
- **Strategic Alignment.** Align measures to the refreshed CP introducing new measures where gaps exist
 - **Review of targets.** Review targets for measures that consistently exceed expectations

- **Reporting Pathways.** Identify and reassign measures not aligned to CP into operational reporting
- **Report realignment.** Migrate from portfolio/service-based reports to strategic theme-based templates

- 2.01 The CP refresh consists of three main workstreams: refreshing the strategic priorities through the lens of LGR; implementing a new set of shared Values and Behaviours; and creating a new monitoring and delivery framework that streamlines existing governance processes and is delivery focused. This report contributes to the latter workstream, ensuring the Council's P&D framework is aligned to CP priorities, thus providing members with enhanced, transparent oversight of CP performance, whilst retaining oversight of the operational performance of the Council. Taken together, these three workstreams create a robust framework for ensuring that capacity and resources are focused on well-run services, delivery of strategic priorities, and preparing for LGR.
- 2.02 Past P&D performance reports have been organised to show portfolio and service performance. However, moving forward it is recommended that these reports are templated by strategic theme ensuring a focus to CP delivery and transparency in performance reporting.
- 2.03 Not all expected 2025/26 P&D measures are expected to align with refreshed CP, and the council is committed to ensure that members do not lose visibility of council-wide performance. To mitigate this, it is assumed that performance against these measures will be included in a supporting Operational Performance report.
- 2.04 Both the supporting report format and associated sign-off processes will be reviewed as part of the measure review process with collaboration and consultation with members. However, officers are keen to ensure on-going visibility, challenge and assurance of council-wide performance is continued at member level.
- 2.05 Member engagement is central to the success of the review. Historically, the Overview and Scrutiny (O&S) Task and Finish Group has played a pivotal role in shaping performance measures. Moving forward, discussions will be held with the Core Leaders Group to determine the most

effective method of engaging members in the review process. The outcome of these discussions is to be presented to O&S on 18th November, with time allocated to implement the agreed engagement activities.

- 2.06 The review will be delivered in alignment with the refresh of the CP. The timetable below outlines the key milestones, with the revised P&D framework scheduled to go live in Quarter One of the 2026/27 reporting cycle.

3. Timetable

Activity	Start	End
O&S overview of measure review	Oct-25	Oct-25
Group Leader discussions regarding member engagement and member sponsors¹	Oct-25	Oct-25
Undertake measure review	Oct-25	Nov-25
O&S overview of member engagement aligned with Group leader recommendations	Nov-25	Nov-25
Member engagement activity (two-weeks)	Dec-25	Dec-25
Management Team approval of P&D framework	Jan-26	Jan-26
CPR approval of P&D framework	Feb-26	Feb-26
PD framework Go-live	Q1 2026/27	Q1 2026/27

- 3.0 The above table highlights the delivery timeline working back from Corporate Policy & Resources (CPR) approval in February 2026.

- 3.01 A full internal communication, training and change plan will be developed and delivered by the Transformation Team.

¹ To be arranged