



**Lake District
National Park**

Lake District National Park Authority

Performance Management Strategy

(August 2026)

Review date	Approved by
August 2019	Resources Committee, 3 September 2019
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August 2026	

Next review due: August 2027

Introduction

Our Performance Management Strategy sets out a proactive approach to monitoring the Authority's performance against its objectives and targets. By frequently tracking progress against corporate plans, we can spot emerging issues or problems and take appropriate action to improve outcomes and ensure successful delivery of objectives.

The Lake District National Park Partnership's Plan has been adopted by the Authority as our combined statutory management plan for the Lake District National Park and English Lake District World Heritage Site. Our Business Plan shows the actions we are taking to help deliver the objectives in the Partnership's Plan, as well as actions related to managing the National Park Authority and its statutory duties.

To ensure we deliver the Partnership's Plan, our Business Plan and the Service Plans which underpin it, and to adhere to the Code of Corporate Governance, we must develop and maintain sound and robust performance management procedures. These enable us to regularly monitor and report on progress and initiate remedial action where it is identified we are off course. We must also ensure that any events which could be detrimental to plan delivery are identified as risks and are managed to reduce their likelihood and / or impact.

As part of continuous improvement, we will keep strengthening our performance management processes and systems where appropriate. This includes taking steps to further embed performance management into the culture and business planning processes of the organisation.

Key Strategic Aims

- To ensure we deliver what we have committed to with public funds.
- To ensure high-quality services are delivered to the public.
- To improve project / activity outcomes and delivery (on time, to budget, to quality every time).
- To focus on being proactive – to identify any performance issues at the earliest opportunity and take appropriate remedial action.
- To operate a simple process to review and manage performance as part of our ways of working.
- To embed a common and consistent approach across the Authority.

Our Approach to Performance Management

Performance Management Framework

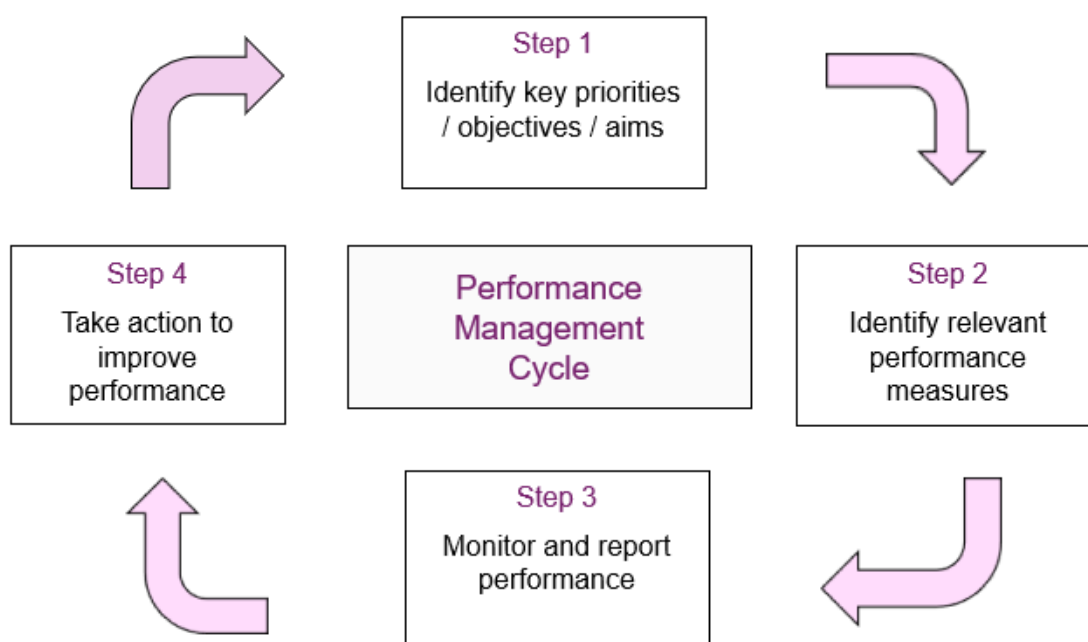
Our Performance Management Framework (Appendix 1) details our key corporate plans in which we set out our priorities and objectives for the next year and beyond; and shows how we monitor progress and where we report performance.

Key Documents

This Performance Management Strategy focuses on the key documents for performance management purposes, including the Partnership's Plan, the Authority's Business Plan and the individual Service Plans that underpin it. We also have a separate Risk Management Strategy which sets out our approach to managing the Authority's risks in more detail.

Performance Management Cycle

Our approach to performance management comprises four steps, as represented in the cycle below:



Step 1: Identify Key Priorities / Objectives / Aims

Our priorities, and the actions which support their delivery, are set out in our key corporate publications, namely the Partnership's Plan, Business Plan and Service Plans.

Partnership's Plan

The Lake District National Park Partnership's Plan is a five year strategic plan for the Lake District, which is collectively agreed and produced by all the partner organisations in the Lake District National Park Partnership, including the National Park Authority. Our Authority members

approve the Partnership's Plan and agree to adopt it as our joint statutory management plan for the Lake District National Park and English Lake District World Heritage Site. A new plan is developed every five years.

Content

The Partnership's Plan explains how the Partnership, as a collective of key organisations, will work together to proactively manage the Lake District as effectively as possible to meet a shared Vision for the National Park and World Heritage Site, and implement the objectives outlined in the plan. It is a single integrated plan which combines the management requirements of a National Park and World Heritage Site.

The Partnership's Plan contains details of:

- long-term ambitions to deliver the 2051 Vision
- objectives for the five years of the current plan, with each objective helping to deliver one or more of the long-term ambitions and make the Vision a reality
- supporting policies to help guide decision-making

The Partnership's Plan is supported by a two year Action Plan, which sets out partners' individual and collaborative approaches to delivering the plan objectives. The Action Plan does not form part of the Authority's statutory management plan, as many actions are the responsibility of other organisations. The actions that do form part of the statutory management plan are contained within the Authority's Business Plan.

Partnership's Plan risks

A Risk Register for the 2026-2031 Partnership's Plan is currently being developed with input from members, and it will be taken to the Partnership for approval.

Business Plan

Our Business Plan is an action plan for the Authority, which is reviewed and refreshed annually by the Strategic Leadership Team; and approved by members at Authority.

There is an opportunity for in-year changes to be made to Business Plan actions at the end of quarters one and two, either where factors have significantly impacted our ability to deliver planned work, or where significant new work has arisen during the year. This approach allows for some adaptability in managing the delivery of the Business Plan. If the Strategic Leadership Team propose changes, members at Authority will decide whether to approve them. If in-year Business Plan changes are approved, an updated Business Plan will be published.

Content

The Business Plan shows priority areas of work for the Authority, within the overall context of the Vision and the Partnership's Plan. It includes actions from the Partnership's Plan which we are either leading on, or are significantly involved in, together with key actions related to managing the National Park Authority and its statutory duties.

The Business Plan contains details of:

- the Organisational Strategy, which shows our priorities, values and behaviours
- key actions to help deliver our priorities
- service objectives, which describe the broad aims of each service area

Business Plan Risks and Corporate Risks

Risks which could be detrimental to the delivery of the Business Plan, and key corporate risks, are identified by the Strategic Leadership Team as part of the annual business planning process, and during the year as part of on-going performance management. Members may also identify risks, either as part of their scrutiny of the draft Business Plan each year, or during ongoing performance reviews.

Service Plans

Heads of Service and their teams produce an annual Service Plan for each reporting year 1 April to 31 March, in support of delivery of the Business Plan and delivery of their wider service objectives. A member of Executive Board approves each Service Plan.

Content

Service Plans contain details of:

- key service-level actions to deliver the Business Plan
- other actions to deliver service objectives, including 'business as usual' work not specified in the Business Plan

Service Risks

Heads of Service and their teams identify the key risks to their service and to delivery of their Service Plan as part of the annual service planning process, and during the year as part of on-going performance management.

Programme and Project Risks

For work which is to be delivered as a programme or project, key risks will be identified and managed using the guidance shown in the Project Management Framework.

Step 2: Identify Relevant Performance Measures

Partnership's Plan

Actions

All Partnership's Plan actions are assigned a named lead from a partner organisation and a target completion date.

Indicators

The Partnership's Plan sets out measures of success for each of the objectives in the Plan. In each case, we explain what success will look like in 2031.

Risks

A Risk Register for the Partnership's Plan is currently being developed. It will show the key risks which have the potential to derail the delivery of the Plan.

Business Plan

Actions

All Business Plan actions are assigned a lead service and estimated start and finish dates for the work.

Indicators

To help assess overall service performance, each Head of Service and their teams identify a set of 'key performance indicators' at the start of each reporting year, which relate to priority areas of work in their Service Plan. They may also have corporate key performance indicators which reflect wider corporate aims. Services identify in which months they will have new data for each indicator and set year to date targets for those months, as well as an end of year target.

Risks

When a Business Plan risk or corporate risk is identified, we determine the likelihood the risk will materialise and the impact on the Authority should this happen. We then use our Risk Matrix to assess the overall risk score and risk level.

The Authority's Risk Appetite Statement, which is detailed in our Risk Management Strategy, is used as a guide to the appetite for the risk (low, medium or high appetite). This helps us to decide what the tolerable risk score and risk level are.

We identify the control mechanisms which are already in place to help manage the risk and then determine any further mitigation actions which need to be taken to manage the risk and minimise the likelihood and / or impact of occurrence.

For our most significant risks, we also outline what our contingency plans are for if we are unable to manage and close the risk.

Service Plans

Actions

Service Plan actions are assigned a lead officer and estimated start and finish dates for the work.

Indicators

In addition to the set of key performance indicators owned by each service, there may be other indicators which are useful to them, for example to monitor workload or where the data will be needed for reports. Services identify in which months they will have new data and set year to date targets for those months, as well as an end of year target. Some service performance indicators may not have targets, as they are collected for contextual information.

Risks

For each key service risk, the risk owner determines the likelihood the risk will materialise and the impact on the Authority should this happen; these combine to give the overall risk score and risk level. The Risk Appetite Statement is used to help assess the risk appetite and we use this to decide what the tolerable risk score and risk level are. We then identify the control mechanisms which are already in place to help manage the risk, as well as proactive mitigation actions which need to be taken.

For our most significant risks, we also outline what our contingency plans are for if we are unable to manage and close the risk.

Step 3: Monitor and Report Performance

Partnership's Plan

Actions

Progress with delivering the Partnership's Plan actions is monitored to ensure ongoing delivery of the plan is measured. Action progress is reported quarterly to the Partnership team via a digital portal, allowing escalation to the subsequent Partnership meeting as required. The Partnership Committee includes representation from the Authority (including the Chair, Deputy Chair, CEO and Director of Sustainable Development).

An annual report will update on action progress in the previous financial year. The data comes from a variety of sources, including from partner organisations and delivery partners, and will be coordinated by the named action lead.

The Authority will ensure that the annual report is taken to its Strategy meeting for information.

Indicators

Measures of success will be reviewed periodically to ensure that the Partnership remains on track to deliver against the plan's objectives.

Other monitoring

Every five years the Authority produces a State of the Park report for Defra. Data is gathered to demonstrate change and trends over the five year period, to report on the Special Qualities of the National Park. This is not a Partnership report; however, partner organisations provide some of the data, and the State of the Park report is used to inform the drafting of the next Partnership's Plan.

World Heritage Sites are also subject to condition reporting through UNESCO's (United Nations Educational, Scientific and Cultural Organisation's) Periodic Reporting. Such reports are prepared by the Partnership.

The management of elements of the World Heritage Site that are of particular interest or concern may also be included in a State of Conservation report to UNESCO at its request. The Partnership supports the UK Government ('the State Party') in the preparation of these reports.

Risks

The systems and processes to monitor and report on Partnership risks are currently being developed.

Business Plan

Actions

The lead service provides a monthly update for their Business Plan action in the Plan Reporting database. The update includes a red, amber or green status to reflect progress with delivering the planned work, as well as a forecast date by which we expect it to be completed.

Commentary is provided for any actions where we are not substantially on track to deliver the planned work, and for all actions at the end of every quarter. At the end of quarters one and two, if there are factors significantly affecting our ability to deliver all or part of an action, the lead service can choose to set out proposed in-year changes to the Business Plan action in their commentary.

Indicators

When new data is available for a key performance indicator, the indicator owner provides an update in the Performance Indicator database. They compare year to date indicator performance with the year to date target; and provide commentary if we are not on track. The owner also gives an end of year forecast figure and assigns a red, amber or green status to show whether we are likely to meet the end of year target. Commentary is provided for any key performance indicators where we may not achieve the end of year target, and for all key performance indicators at the end of every quarter.

Overall Service Performance

Heads of Service provide a monthly update on overall service performance in the Plan Reporting database. They assign a red, amber or green status which is based on their assessment of:

- (i) delivery of the actions in their Service Plan
- (ii) performance against the targets for their set of key performance indicators
- (iii) management of service risks

Commentary is provided if service performance is not on track. A more comprehensive and detailed commentary on overall service performance is provided by all Heads of Service at the end of every quarter.

Risks

Owners of Business Plan risks and corporate risks provide a monthly update on managing them in the Risk Register database. This includes progress with the mitigation actions; an

assessment of the current likelihood that the risk will materialise, and the impact should this happen; and a red, amber or green status which indicates how likely we are to manage and close the risk by the target date. Commentary is provided for any risk where we are not on track to close it by the target date, risks with an overall risk score of 10 or above, risks where the current risk score is above tolerance, and for all risks at the end of every quarter.

At the end of every quarter, risk owners are also asked to review the stated control mechanisms and confirm that they are still in place and effective.

Review of Performance

An update on all Business Plan actions, Business Plan risks and corporate risks, and overall service performance is highlighted to the Strategic Leadership Team each month via a performance and risk monitoring report. If lead services have proposed in-year changes to Business Plan actions, the Strategic Leadership Team will review the proposed changes and decide whether to take them to members for approval. The Strategic Leadership Team may also collectively agree to propose other changes to the Business Plan after reviewing the quarterly performance reports and considering any new significant work which has arisen.

Progress with delivering the Business Plan is formally reported at the end of each quarter to members at Authority, with the focus being on those elements where we are not on track and on higher scoring risks and risks above tolerance. The reports at the end of quarters one and two will include any proposed in-year changes to the Business Plan and Authority will agree whether to approve any such changes.

Service Plans

Actions

Progress with delivering Service Plan actions is monitored on an ongoing basis by the service. The Service Plan document allows for a quarterly review, where progress with delivering the service actions can be noted.

Indicators

Owners of service performance indicators provide an update in the Performance Indicator database when new data is available. Where targets have been set, they compare year to date indicator performance with the year to date target and provide commentary if we are not on track. The indicator owner also gives an end of year forecast figure and a red, amber or green status to show whether we are likely to meet the end of year target. Commentary is provided for any indicators where we may not achieve the end of year target, and for all indicators at the end of every quarter.

Risks

Owners of key service risks provide a monthly update in the Risk Register database on progress with managing them. This includes progress with the mitigation actions; an assessment of the current likelihood that the risk will materialise, and the impact should this happen; and a red, amber or green status which indicates how likely we are to manage and

close the risk by the target date. Commentary is provided for any risk where we are not on track to close it by the target date; risks with an overall risk score of 10 or above; risks where the current risk score is above tolerance; and for all risks at the end of every quarter.

At the end of every quarter, service risk owners are also asked to review the stated control mechanisms and confirm that they are still in place and effective.

Review of Performance

Progress with delivering Service Plans, including performance against any service performance indicator targets and management of service risks, is informally reviewed by Heads of Service and their Team Leaders on an ongoing basis, and is used as a basis for 1-1 performance discussions within each service.

There is an opportunity for Heads of Service to raise any concerns over Service Plan delivery during Strategic Leadership Team meetings at the end of each quarter.

There is no formal reporting of Service Plan delivery.

Timescales for Business Plan and Service Plan monitoring

For Business Plan and Service Plan monitoring, the usual due date for a monthly performance or risk update to be provided in the relevant database is the end of the tenth day of the following month. Updates on overall service performance are due by the end of the twelfth day of the following month.

An automatic email reminder is sent to all lead officers / data owners on the first day of the month, if an update is due, with a second reminder email sent on the eighth day if the update has not yet been completed.

Compliance with providing updates on time is monitored and reported monthly to the Strategic Leadership Team.

Step 4: Take action to improve performance

Partnership's Plan

If any Partnership's Plan actions are not on track, evaluation comments and feedback are provided by quarterly reporting and an annual report, which form the basis for challenge at Partnership meetings and at Strategy meetings, as required.

The strategic challenges, risks and issues identified in the State of the Park report form the key evidence base to inform the next iteration of the Partnership's Plan.

Business Plan

If we are not on track:

- to deliver a Business Plan action

- to manage a Business Plan risk or corporate risk
- to achieve a key performance indicator target
- with overall service performance

then the monthly update in the relevant database will include commentary on the actions we are taking to improve performance and achieve our targets.

The performance and risk monitoring report, which is presented to the Strategic Leadership Team each month, contains commentary on those elements which are not on track.

The quarterly Performance and Risk Monitoring Report presented to members at Authority includes details about actions we are taking to improve performance where we are not on track. Members will focus their discussions with officers on these areas to determine what, if any, further action is required.

Service Plans

If we are not on track:

- to manage a key service risk
- to achieve a service performance indicator target

then the monthly update in the relevant database will include commentary on the actions we are taking to improve performance and achieve our targets.

If delivery of the Service Plan is not on track, the Head of Service and their Team Leaders will hold any necessary discussions with their teams to ensure that appropriate plans and resources are in place to get back on track. Conversations may also be held with a member of the Executive Board to determine if further action needs to be taken.

Governance

Internal Audit

Performance management is an important part of corporate governance and subject to regular review from our internal auditors. Outputs from such audits are presented to the Governance Committee who provide overall scrutiny and sign off for all our performance management processes and policies. Should they deem it necessary, issues can be escalated to full Authority.

Performance Reports

The Strategic Leadership Team and Authority receive formal quarterly updates on the operation of our performance management systems: specifically, on progress with delivering Business Plan actions, the management of Business Plan risks and corporate risks, and on overall performance of each service.

The committee reports include additional details for:

- Business Plan actions where we are not on track to deliver the work
- risks which have a score of 10 or above, which have a risk score above tolerance, or which are marked as amber or red.

Roles and Responsibilities

Within the overall performance management process there are a number of key roles and accountabilities as follows:

Authority members

- To understand the Authority's objectives and aims and to be accountable for effective scrutiny of performance and risk management in the Authority.
- To critically review, approve and adopt the Partnership's Plan every five years, and to agree the State of the Park report every five years.
- To critically review and approve the Authority's Business Plan each year.
- To contribute to the identification of key Business Plan actions.
- To contribute to the identification of risks to delivery of the Business Plan, and corporate risks, and ensure appropriate mitigation plans are in place.
- To review and critique quarterly reports on delivery of the Business Plan, initiating further activity as required.
- To review proposed in-year changes to the Business Plan and approve them, where it is deemed appropriate.
- To critically review and approve the Authority's Performance Management Strategy.

Governance Committee members

- To commission regular audits of performance and risk management processes, via internal audits, to independently assess the effectiveness of the strategies, policies and delivery.
- To receive such audit reports and ensure robust action plans are in place and delivered to address any highlighted weaknesses or improvement opportunities.
- To critically review and approve the Authority's Risk Management Strategy.
- To periodically review corporate and Business Plan risks to inform thinking about the work of internal and external audit, and to ensure the committee is satisfied with our approach to risk management.

Strategy meeting members

- To provide the Authority's position on the outline approach, scope and timeline for the production of the Partnership's Plan every five years, and to critically review and input to its development.
- To review delivery of the Partnership's Plan actions.

- To review the State of the Park report.

Executive Board

- To promote performance and risk management as a way of improving activity outcomes and ensure that this is embedded within the culture and business planning processes of the Authority.
- To contribute to the Partnership's Plan and risks to the delivery of its key actions and ensure appropriate mitigation plans are in place.

Strategic Leadership Team

- To collectively develop the Authority's Business Plan and ensure we have appropriate resources in place for delivery, and appropriate performance metrics in place to track progress.
- To contribute to the identification of risks to delivery of the Business Plan, and corporate risks, and ensure appropriate mitigation plans are in place.
- To scrutinise monthly highlight reports on delivery of the Business Plan, review progress against key elements, and ensure robust actions are being taken to ensure we deliver to plan.
- To agree on in-year changes to the Business Plan to take to Authority for approval.
- To review quarterly committee reports on delivery of the Business Plan and highlight / initiate any remedial action where delivery is not on plan.
- To collectively identify, on an ongoing basis, any areas of work that may arise and ensure these are put under effective management.

Heads of Service

- To ensure that robust performance and risk management is operated within their service in line with this strategy, and to ensure that performance and risk data is used for decision making and to make improvements.
- To develop service input to the overall Business Plan and to ensure areas of integration and support with other services are identified and understood.
- To develop an annual Service Plan, which includes all the necessary actions required to underpin Business Plan delivery and the undertaking of 'business as usual' activity. As part of this to liaise with other Heads of Services to ensure any cross-service support / resource needs are understood, agreed and scheduled.
- To identify key risks to the service and to delivery of the Service Plan and ensure appropriate mitigation plans are in place.
- To ensure robust performance indicators are developed that will provide effective and objective measures of success against planned actions, and which can be used to identify issues early so that proactive remedial action can be taken.

Partnership Support team

- To provide support to the Partnership with the development of the five yearly Partnership's Plan.
- To fulfil the Authority's role as facilitator of the Partnership and monitor the performance of the Partnership.
- To support the Partnership and its sub-groups and provide the right information and reports to them to fulfil their roles.

People team

- To provide support to the Strategic Leadership Team with the annual review of the Authority's Business Plan, and support to Heads of Service and Team Leaders with the production of annual Service Plans.
- To provide effective performance and risk management systems, guidance and support to all services.
- To monitor the effectiveness of the processes and systems; and identify, develop and deploy enhancements as required.
- To support members, Executive Board, the Strategic Leadership Team and Heads of Service and provide the right information and reports for them to fulfil their roles.

Performance Indicator Owners

- To ensure that all the performance indicators assigned to them have a clear methodology to explain what the indicator is measuring, where the data comes from, how the indicator figure is calculated, and how good the data quality is.
- To put in place the necessary measures to ensure that data which is collected and reported is robust and of a good enough quality to be relied on when making management decisions.

Those that work for and represent the Authority

- To deliver the activities and tasks assigned to them in individual work plans.
- To provide accurate performance and risk updates for the areas they are responsible for, in line with the agreed reporting schedule, and to ensure that all monthly updates are completed by the required due date.

Performance Management Framework

This framework describes our key corporate plans in which we set out our priorities and objectives; as well as how we monitor and where we report performance against them:

The Lake District National Park Partnership's Plan

Document overview	• Single integrated plan to meet the management plan requirements for the Lake District as both a National Park and World Heritage Site. • Collectively agreed and produced by all the partner organisations in the Partnership, including the LDNPA. • Approved by Authority and adopted as our five year statutory management plan for the Lake District National Park and English Lake District World Heritage Site. • Published on the Authority's website.
Content	• 2051 Vision for the Lake District National Park. • Long-term ambitions to help deliver the Vision. • Five year objectives to help deliver the ambitions and Vision. • Measures of success to ensure plan delivery is on track. • Supporting policies which help guide decision making.
Risks	• A Risk Register for the 2026-2031 Partnership's Plan is in development. This will show the key risks that have the potential to derail the delivery of the plan.
Monitoring	• Quarterly updates against each action in the associated Partnership Action Plan, which are reviewed by the Partnership Support team and escalated to the Partnership as required.
Reporting	• Quarterly reporting to the Partnership. • Updates to Strategy meetings as required. • Annual reporting of actions to the Partnership and Strategy meetings.

The Lake District National Park Authority's Business Plan

Document overview	• Action plan for the Authority. • Effective from 1 April to 31 March. • Reviewed and refreshed annually by the Strategic Leadership Team, with member input. • Approved by Authority. • Published on the Authority's website. • In-year changes to the Business Plan can be proposed by the Strategic Leadership Team at the end of quarters one and two. Where changes are approved by Authority, an updated Business Plan will be published.
Content	• 2051 Vision for the Lake District National Park. • Our Corporate Planning and Performance Framework. • Our Organisational Strategy, which includes our priorities for the National Park Authority, and the values and behaviours we intend to demonstrate. • Service objectives. • Key actions to deliver those elements of the Partnership's Plan that we either lead on or have substantial input to, together with actions related to managing the National Park Authority and its statutory duties.
Risks	• The Authority's corporate Risk Register database contains details of key risks to delivery of the Business Plan, and key corporate risks.
Monitoring	• Monthly updates for: ○ Business Plan actions ○ Business Plan risks and corporate risks ○ Overall service performance ○ Key performance indicators (where data is available) • An update on all Business Plan actions, Business Plan risks and corporate risks, and overall service performance is highlighted to the Strategic Leadership Team each month via a performance and risk monitoring report.
Reporting	• Progress at the end of each quarter is formally reported to the Strategic Leadership Team and to members at Authority, with the focus being on those elements where we are not on track and higher scoring risks / risks above tolerance.

The Lake District National Park Authority's Service Plans

Document overview	• Annual plans for each service area. • Effective from 1 April to 31 March. • Produced annually by Heads of Service and their teams • Approved by a member of Executive Board. • For internal use, not published.
Content	• Key service-level actions to help deliver the Business Plan actions and to deliver wider service objectives, with staff resources allocated to each action. • Individual staff capacity summaries.
Risks	• The Authority's corporate Risk Register database contains details of key risks to the service and to delivery of Service Plans.
Monitoring	• Monthly updates for: ○ Key service risks ○ All performance indicators (where data is available) • Progress with delivering Service Plans is informally reviewed by Heads of Service and their Team Leaders on an ongoing basis and is used as a basis for 1-1 performance discussions within each service. • The Service Plan document allows for a quarterly review, where progress with delivering the service actions can be noted. There is an opportunity for Heads of Service to raise any concerns over Service Plan delivery during Strategic Leadership Team meetings at the end of each quarter.
Reporting	• No formal reporting.