



Performance Management Strategy

Summary

1. This report presents our refreshed Performance Management Strategy, which includes the Performance Management Framework.

Recommendations:

- a **Members review and approve the Performance Management Strategy, and Performance Management Framework, as shown in Annex 2.**

Background

2. The Authority's Performance Management Strategy sets out our approach to monitoring the Authority's performance. It explains the key documents in which we set out our priorities and objectives; describes the key performance measures we put in place; explains how we monitor performance and where this is reported; and explains the action we take to improve performance. By regularly tracking progress against corporate plans, we can identify emerging issues and take appropriate action to improve outcomes and ensure successful delivery of our objectives.
3. Performance management is an important part of corporate governance and is subject to regular reviews from our internal audit programme.
4. We carry out an annual refresh of our Performance Management Strategy and bring it to members for formal review and approval, as recommended by internal audit. The strategy was last reviewed and approved by Resources Committee in November 2025. Under our revised governance arrangements, the strategy will now be brought annually to Authority for approval.

5. There have been no fundamental changes to our strategy since the last review. Annex 1 contains an Executive Summary which explains the minor updates we have made this year.

Policy context

Links to Vision and Management Plan

6. The Performance Management Framework explains our key corporate publications (the Lake District National Park Partnership's Plan, the Authority's Business Plan and Service Plans), in which we set out our priorities and objectives; and explains how we monitor and report on our performance in delivering them.

Link to our Code of Corporate Governance

7. Our Local Code of Corporate Governance sets out the key principles of the CIPFA / SOLACE publication 'Delivering Good Governance in Local Government'. One of these is 'Managing risks and performance through robust internal control and strong public financial management'. We are committed to operating a robust performance and risk management process, with member oversight.

Proposals

8. Members are asked to review the Performance Management Strategy and to either approve it; or approve it subject to changes.

Demonstrating best value

9. Monitoring performance helps us check progress with delivering our plans. It drives improvements in performance, efficiency and the quality of our services. We compare our performance against objectives and indicator targets. Our performance management framework of monthly Business Plan progress reviews by the Strategic Leadership Team and quarterly reviews by members at committee provides appropriate scrutiny and support to delivery.

Finance considerations

10. There are no direct financial considerations arising from this report. Sustainable finances are core to the delivery of Service Plans and the

Business Plan, which underpin the Authority's contribution to the management plan. Regular budget monitoring is an integral part of the rolling Medium Term Financial Strategy process to ensure budgets continue to align with the actual financial position and performance.

Risk

11. It is essential that our Performance Management Strategy is regularly reviewed and updated to ensure it is fit for purpose. Without an effective strategy in place, there is an increased risk of non-delivery of elements of our Partnership's Plan, Business Plan and Service Plans.
12. We 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. We have a separate Risk Management Strategy which sets out in more detail our approach to managing risks. The Risk Management Strategy, which includes the Authority's Risk Appetite Statement, is also subject to regular reviews and was most recently reviewed and approved by Governance Committee in April 2026.

Human resources

13. The Performance Management Strategy sets out the roles and responsibilities of officers, the Strategic Leadership Team and members in monitoring the performance of the Authority and instigating appropriate action where we are not on track to deliver our objectives.

Background papers	None
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Annex 1: Executive summary

The Performance Management Strategy has been updated to reflect that for:

- **the Partnership's Plan**
 - a new five year plan for 2026-2031 was approved by Authority in June and adopted as our statutory management plan
 - changes have been made to the content of the plan
 - changes have been made to the monitoring and reporting of plan delivery (with some details yet to be agreed)
 - a Risk Register for the plan is currently being developed, which will show key risks which have the potential to derail the delivery of the plan
- **our Business Plan**
 - it is now a one-year plan
 - changes have been made to the content of the plan
- **overall service performance**
 - the red, amber or green status and quarterly commentary are now based on three areas rather than five:
 1. Delivery of Service Plans
 2. Performance against key performance indicator targets
 3. Management of service level risks(‘Budgetary management’ is no longer included, as this is covered in the financial reports to members; and ‘any other points to note’ is not considered useful.)
- **governance**
 - there has been an update to governance arrangements within the Authority

Annex 2: Performance Management Strategy