

Cabinet

Report Title	Westmorland and Furness Council - Council Plan Delivery Framework 2024/25 Update and Westmorland and Furness Performance Management Framework
Date of Meeting	30 April 2024
Report Author	Kieran Barr
Director	Alison Hatcher - Assistant Chief Executive
Lead Cabinet Member	Leader of the Council
Why is this a key decision?	<p>1. An executive decision which is likely to result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates. NO</p> <p>2. or is likely to be significant in terms of its effects on communities living or working in an area comprising two or more wards in the area of the Council. For these purposes, savings and expenditure are "significant" if they are equal to or greater than £500,000. NO</p> <p>For clarification, no treasury management decision shall constitute a Key Decision.</p>
Wards Affected	(All Wards);
Identify exempt information and exemption category	N/A
Reasons for urgency (only where applicable)	N/A
Appendices (if any)	<p>Appendix 1: Westmorland and Furness Council Plan Delivery Framework</p> <p>Appendix 2: Westmorland and Furness Council Performance Management Framework</p> <p>Appendix 3: Equality Impact Screening Assessment</p> <p>Appendix 4: Feedback from informal Scrutiny & Locality Board</p>

1. Executive Summary

- 1.1 This report seeks Cabinet recommendation to Full Council for approval of two related documents:

- the 2024/25 update of the Westmorland and Furness Council Plan Delivery Framework including a review of 2023/24 delivery activity (Appendix 1);
- a new Westmorland and Furness Council Performance Management Framework and associated set of corporate performance indicators for reporting in 2024/25. (Appendix 2).

1.2 The Westmorland and Furness Council Plan Delivery Framework (the Framework) builds on the Council Plan that was approved by Shadow Authority Councillors in December 2022. The first edition of the framework was agreed by Full Council in September 2023, with agreement that it be updated annually. The Framework is intended to set the strategic direction for the organisation and help explain how the Council will facilitate improved outcomes for residents, communities and businesses, identifying specific activities and deliverables each year, and setting out how the Council will use its convening powers through collaborative partnership working to facilitate the delivery of these outcomes.

1.3 The Westmorland and Furness Council Performance Management Framework (PMF) provides the overarching framework for how performance will be monitored and managed by the council to ensure progress is being made towards achievement of the council's priority outcomes. The associated set of corporate performance indicators provide the specific measures that will be used to help assess performance and will be reported publicly on a quarterly basis.

2. Recommendations

For the reasons set out in this report, Cabinet is recommended to:

2.1 agree and recommend to Full Council, the Westmorland and Furness Council Plan Delivery Framework 2024/25 edition, attached at Appendix 1.

2.2 agree and recommend to Full Council the Westmorland and Furness Council Performance Management Framework and corporate performance indicators, attached at Appendix 2.

3. Information: the Rationale & Evidence for the Recommendations

Council Plan Delivery Framework

3.1 The Westmorland and Furness Council Plan (the Plan) was approved by Shadow Authority Councillors in December 2022 and covers a period of five years (2023-28), setting out the council's vision for Westmorland and Furness to be a great place to live, work and thrive. The Plan also articulates the Council's values, priorities and areas of focus.

3.2 To support the delivery of the plan, the Council developed a more detailed delivery framework that builds on the content of the Council Plan. It sets out the strategic direction for the organisation and helps to explain how the council will facilitate improved outcomes for residents, communities and businesses, helping make Westmorland and Furness a great place to live, work and thrive.

- 3.3 The first edition of the Framework was agreed by Full Council in September 2023, with the intention that it was then updated annually following agreement of the council's budget. The Framework attached at Appendix 1 provides the update for 2024/25.
- 3.4 The Framework identifies 10 strategic themes and explains the related ambition for these themes as mission statements. These elements are unchanged from 2023/24.

Strategic Theme	Mission Statement
Communities	Communities are welcoming, inclusive and provide a good quality of life. They are proud of and care for their local areas. They are able to make the right choices for them. They are resilient, and their voices and choices are heard through local participation.
Environment	Our environment positively impacts on health, well-being and economy and together we build our resilience to climate change and take action to reverse biodiversity loss and to achieve carbon net zero.
Growth	Our economy is growing and providing people with access to a diverse range of good employment opportunities for them to be economically secure, across our rural and urban areas. Our businesses are more diverse and thriving, our large businesses continue to grow, and new investment is further increasing the contribution made to national growth and prosperity.
Connections	Transport and infrastructure enables people and businesses to reliably and easily access the places and services that meet their needs, including online, in an environmentally sustainable way.
Homes	Everyone can live in a place they call home, one which is affordable, clean, safe and warm, where they can build stable, independent, fulfilling lives and have access to schools, work and cultural activities.
Learning	Everyone has access to high quality education, where children, young people and adults are equipped with relevant tools, skills and aspiration to pursue the life they want to live and to access a rich and varied choice of local employment opportunities that contribute to a fulfilled and happy life.
Care	Children, young people and adults are supported to achieve a good life, safeguarded from harm, in the place they call home, with the people and things that matter most to them.
Health & Wellbeing	No matter where you are born or where you live, there is equal opportunity for everyone to live an active, happy, healthy life, and to be able to and confident to choose the best ways in which this is achieved for each individual and for every community.
Culture	Culture is central to our place shaping, the development of creative people and places, our economy and visitor offer, the health and wellbeing of our communities and the promotion of both our unique natural and world heritage cultural landscape. In parallel, everyone has access to a diverse and distinctive range of opportunities to be creative and enjoy high quality cultural experiences across our area.

Effective services	The council listens and takes pride in delivering services that make a difference. It is a modern, innovative and inclusive council with communities and customers at the heart of everything we do.
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- 3.5 For each strategic theme and mission statement there is set of success measures, which outline the outcomes that the Council is seeking to achieve.
- 3.6 There is also a list of key deliverables associated with each theme. This provides a clear picture of the council's priority focus and the practical action that will happen to drive progress each year. It is these lists that provide the substantive update to the Framework each year and are included in Appendix 1.
- 3.7 The updated Framework also provides an overview of the activity delivered in the preceding year, illustrating the progress that has been made under each strategic theme.
- 3.8 Approval of the Framework will support the continued delivery of the Westmorland and Furness Council Plan, its vision, values and strategic objectives. It also restates the council's commitment to the three principles of sustainable development that cut across all 10 themes, relating to equity, environment and economy.

Performance Management Framework

- 3.9 The Performance Management Framework (PMF) provides an overarching framework for how performance will be monitored and managed by the council to ensure progress is being made towards achievement of the council's priority outcomes as set out in the Delivery Framework. The PMF is attached at Appendix 2.
- 3.10 The PMF explains the process of performance management, roles and responsibilities of officers and Members, governance and the relationship between the Council Plan and individual performance, as well as how we will use data, information and analysis to inform our decision making and performance management.
- 3.11 The PMF also provides a description of how the council's performance will be publicly reported upon. A corporate performance report will be submitted quarterly to Cabinet and will be structured around the 10 delivery framework themes. The report will include an overall theme narrative highlighting areas of success and challenge in the quarter, a progress tracker monitoring key deliverables identified in the Delivery Framework, and a set of 70 corporate performance indicators that provide the specific measures that will be used to help assess performance.
- 3.12 These corporate performance indicators have been selected to align with the 10 Delivery Framework themes and are a subset of the much larger number of performance indicators used by council services to monitor day to day service delivery. In this way, a direct connection will be made between the Delivery Framework and our performance monitoring and management.

ID	Strategic Theme	Performance indicator
101	Communities	Number of Voluntary, Community, Faith and Social Enterprise Sector (VCFSE) groups supported/started up
102	Communities	Rank of Anti Social Behaviour (ASB) as a concern reported by residents
103	Communities	Rate of all recorded offences (excluding fraud)
104	Communities	Number of Social Enterprise start-ups
105	Communities	Number of Social Enterprises assisted
201	Environment	Numbers of trees and hedgerows planted over 5 years
202	Environment	Number of hectares of peat restored through the Peat Partnership (from Local Authority grant)
203	Environment	Carbon emissions (of Local Authority operations)
204	Environment	Number of private homes improved through energy efficiency initiatives (housing retrofit)
205	Environment	Percentage of household waste sent for reuse, recycling and composting
206	Environment	Kilograms of residual waste (including grey bins, litter bins street sweepings and other)
301	Growth	Total Gross Value Added (GVA)
302	Growth	Percentage of the workforce with qualifications
303	Growth	Claimant Rate of Universal Credit by those looking for employment
304	Growth	Percentage of Full Plan applications given a decision within 5 weeks or maximum 2 months (if extension of time agreed) from plans submission/validation
305	Growth	Percentage of Major Planning Applications determined within 13 weeks
306	Growth	Percentage of Minor Planning Applications determined within 8 weeks
307	Growth	Number of businesses supported through business support programmes
401	Connections	Percentage of all Highways Defects completed within agreed response time
402	Connections	Percentage of A roads in need of maintenance treatment (Grade 4/5)
403	Connections	Number of passengers using bus services supported by the Council
404	Connections	Number of open highways defects (including those waiting for assessment/categorisation)
501	Homes	Percentage of council tenant satisfaction with overall service provided by the council
502	Homes	Percentage of social housing properties that meet the Decent Homes Standard (DHS)
503	Homes	Percentage of successful homelessness prevention outcomes
504	Homes	Percentage of successful homelessness relief outcomes
505	Homes	Number of people on the waiting list for social housing
506	Homes	Number of households in temporary accommodation
507	Homes	Number of completed dwellings
508	Homes	Number of affordable homes completed
601	Learning	Percentage of Education, Health and Care Plans (EHCPs) issued within timescales (including exceptions)

602	Learning	Percentage of 16-17 year olds looked after in care in Education Employment or Training (EET)
603	Learning	Percentage of 16-17 year olds with Education, Health and Care Plans (EHCPs) in Education Employment or Training (EET)
604	Learning	Percentage of 16-17 year olds in Education Employment or Training (EET)
605	Learning	Percentage of pupils receiving a Permanent Exclusion
606	Learning	Percentage of sessions missed by all pupils (overall absence rate)
607	Learning	Percentage of pupils achieving a Good Level of Development at Early Years Foundation Stage (EYFS)
608	Learning	Percentage of pupils achieving the expected standard in Reading, Writing and Mathematics combined at Key Stage 2
609	Learning	Percentage of pupils attaining GCSE levels 4-9 in English and Mathematics at Key Stage 4
610	Learning	Average Point Score (APS) per level 3 qualification entry (includes A level, Academic, Applied and Technical)
611	Learning	Adult Education enrolments on the digital curriculum from vulnerable and older adult residents in isolated areas
701	Care	Rate of Cared For children
702	Care	Rate of children subject of a Child Protection (CP) Plan
703	Care	Percentage of Children in Need (CIN) referrals that take place within 12 months of a previous referral for the same child
704	Care	Percentage of Cared for Children living in the in same placement for 2 + years
705	Care	Percentage of Care leavers in suitable accommodation (any age)
706	Care	Number of people currently waiting for a Social Work Assessment & Occupational Therapy Assessment
707	Care	Rate of adults aged 18-64 whose long-term care needs are met by admission to residential and nursing care homes
708	Care	Rate of adults aged 65 and over whose long-term care needs are met by admission to residential and nursing care homes
709	Care	Number of people who have reduced or no ongoing support needs following a period of reablement (including reablement at home or within an intermediate care setting)
710	Care	Percentage of Section 42 Safeguarding enquiries where a risk was identified and the reported outcome was that this risk was reduced or removed
711	Care	Percentage of Care Quality Commission (CQC) ratings that remain Good as a minimum across all registered services
801	Health and well-being	Percentage of adults who are current smokers
802	Health and well-being	Rate of Suicide (persons)
803	Health and well-being	Rate of deaths from drug misuse (persons)
804	Health and well-being	Percentage of people receiving coaching support reporting an improvement in their mental health
805	Health and well-being	Percentage of mandated health visitor visits completed within timescales
806	Health and well-being	Percentage of opiate users that completed drug treatment successfully

807	Health and well-being	Number of active leisure centre memberships
901	Culture	Rate of physical visits to library sites
902	Culture	Number of recorded visitors into Local Authority museums
903	Culture	Number of attendances at shows cultural events/activities/shows within Local Authority venues
904	Culture	Number of grants issued annually by the Local Authority to support cultural & heritage projects
1001	Effective services	Percentage of Freedom of Information (FOI) and Environmental Information Regulation (EIR) requests processed within statutory timescales
1002	Effective services	Percentage of complaints responded to within timeframe
1003	Effective services	Number of days on average to process new claims for Housing Benefit (HB) / Council Tax Refund (CTR) claims
1004	Effective services	Percentage of return per annum over 10 years on Local Government Pension Scheme Investment
1005	Effective services	Number of working days forecast in the year to be lost per Full Time Equivalent (FTE) due to sickness absence
1006	Effective services	Number of RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) Reportable Health and Safety Incidents
1007	Effective services	Public Sector Network (PSN) compliance received

3.13 As with the Delivery Framework, approval of the PMF will support the continued delivery of the Westmorland and Furness Council Plan, its vision, values and strategic objectives.

4. Link to Council Plan Priorities: (People, Climate, Communities, Economy and Culture, Customers, Workforce)

4.1 All documents referenced here relate to all Council Plan priorities, providing the framework for how they will be delivered and the method by which progress will be assessed.

5. Consultation Outcomes

5.1 Neither the Delivery Framework or Performance Management Framework have been the subject of formal consultation, however, both have been shared informally with a range of internal and external stakeholders for feedback.

5.2 Scrutiny Members and Locality Board Chairs and Vice Chairs all had opportunity to comment on draft versions of the documents via two discussion sessions. A detailed breakdown of the feedback provided, and the action taken to revise and update the documents, is included separately in Appendix 4.

6. Alternative Options Considered

6.1 The 2024/25 Delivery Framework update and Performance Management Framework build on the direction and principles agreed in the Council Plan,

providing more information about how desired outcomes will be achieved and progress measured.

- 6.2 As an extension of the approved Council Plan, an alternative option was to progress the Framework without formal recommendation to Full Council. However, both the Delivery Framework and Performance Management Framework are key corporate documents which set direction and provide public accountability for our performance, therefore it is considered appropriate that both should be recommended to Full Council.

7. Reasons for the Recommendations

- 7.1 The Delivery Framework and Performance Management Framework are foundational documents for the work of Westmorland and Furness Council and reflect engagement with officers and Members. They set direction for the organisation and provide an approach for assessing progress towards goals. In addition, they provide a public statement of our priorities, the activity we are focused on in the coming year (2024/25) and provide means by which we make the organisation accountable. Therefore, it is recommended that both documents be recommended to Full Council for approval.

8. Climate and Biodiversity Implications

- 8.1 There are no climate change or biodiversity implications arising directly from these recommendations. However, both documents explicitly relate to the achievement of the council's stated goals of delivering carbon net zero, addressing biodiversity loss and mitigating the impacts of climate change by providing descriptions of priority activity and the methods by which progress will be measured.

9. Legal and Governance Implications

- 9.1 The Westmorland and Furness Council Plan Delivery Framework (the Framework) builds on the Council Plan that was approved by Shadow Authority Councillors in December 2022. The first edition of the framework was agreed by Full Council in September 2023, with agreement that it be updated annually.

10. Human Resources Health Wellbeing and Safety Implications

- 10.1 The Westmorland and Furness Council Plan Delivery Framework supports delivery of the Council Plan, its vision, values and strategic objectives. This provides clarity and purpose for the workforce on how they contribute to achieving the council's priorities

11. Financial Implications

- 11.1 The Westmorland & Furness Council Plan Delivery Framework will support the Council's strategic planning linking corporate priorities with the Medium Term Financial Plan. Budget monitoring reported to Cabinet will inform the annual review of the Framework and help the Council to be financially sustainable and pivot the budget.

12. Equality and Diversity Implications (please ensure these are compliant with the EIA Guidance)

12.1 The Delivery Framework and Performance Management Framework have been subject to Equality Impact Assessment (EqIA) Screening and it has been determined that a full EqIA is not required for these documents. See Appendix 3.

12.2 Full EqIA will be required against the more detailed strategies, plans, policies, programmes and projects that are identified in the Delivery Framework.

13. Background Documents

13.1 Westmorland and Furness Council Plan: [Council plan | Westmorland and Furness Council](#)

13.2 Westmorland and Furness Council Plan Delivery Framework 2023/24: [Council plan delivery framework | Westmorland and Furness Council](#)