



Westmorland
& Furness
Council

DRAFT

Performance Management Framework

2024/25



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Introduction

What is the purpose of this document?

Performance management is fundamental to our values of being outcome focused, ambitious and needs led, and it is the responsibility of everyone in the Council.

It is also a duty under the Local Government Act 1999 to ensure that arrangements are in place to secure continuous improvement in the provision of our services.

This document supports those two drivers and provides a framework explaining the roles and responsibilities of every staff and elected member in delivering effective performance management, alongside providing guidance and tools on how to achieve this.

It sits alongside the Westmorland and Furness Council Plan Delivery Framework, providing the method by which we will manage and monitor our progress towards the achievement of the 10 missions set out in the Delivery Framework.

What is performance management?

Performance management is often misconstrued as having to achieve objectives or hit targets. In fact, good performance management is understanding...

- **why** objectives are (or are not) achieved
- **what** changes would have the most positive impact
- **how** to best implement these changes.

Good performance management focuses on progress and change, not on 'being above average' on every measure or hitting targets.

What is a Performance Management Framework?

A Performance Management Framework is essential to ensure effective governance, transparency, and accountability. The framework aligns performance management practice with the strategic goals of Westmorland and Furness Council as set out in our Council Plan and our Delivery Framework, with a clear objective of improving services, responsiveness, and overall community well-being.

A Performance Management Framework is a set of practice and principles which staff and elected members are required to implement.

Their role in delivering effective performance management covers five key areas, detailed in this document:

- 1 Process of Performance Management**
- 2 Roles and Responsibilities**
- 3 Governance and ‘the golden thread’**
- 4 Data, Information and Analysis**
- 5 Service Delivery**

For further information:

[**Performance Management Guide for local authority officers**](#)

[**Performance Management Guide for councillors**](#)



Why do we need performance management?

Robust performance management is essential to help the council deliver the most effective and efficient services to its residents, who include the most vulnerable individuals in need of support.

Our Performance Management Framework aims to ensure staff understand the changing needs of our residents, and how effectively our services are meeting that need, in order to support on-going development of services.

Performance management is also how we take responsibility for our performance and how we enable the public and national government to hold us to account.

Who needs performance management information?

Elected Members need...

timely and relevant intelligence to make sound strategic and policy decisions; to be assured that decisions are being implemented effectively; and that performance and outcomes are improving.

Council employees need...

timely and relevant intelligence in order to deliver effective services and manage their own performance.

Managers need...

timely and relevant intelligence to make operational decisions and to make best use of resources in order to meet customer needs and improve outcomes.

Customers need...

open, relevant and accurate information to be informed and hold the Council's services and performance to account.

1 Process of performance management

Good performance management is not achieving objectives, but understanding why objectives are, or are not, achieved and acting appropriately to optimise success.



Figure 1: Performance Management Cycle

Plan

Everyone needs to manage their performance to a clear set of objectives. *The strategic planning process cascades down* Council Plan priorities from the organisational level – to directorate – to team – to individual. So even at the individual level, everyone should be working towards clear objectives with understanding of how their objectives support the Council Plan.

Do

Carrying out the actions in the plan to achieve the objectives. This phase includes the gathering and collecting of robust data to allow effective monitoring of progress towards the plan's objectives.

Review

Data is compared to expected outcomes, often using Key Performance Indicators and reported via scorecards and dashboards. This needs to be done at regular intervals however, data, information and insights should be at the fingertips of everyone to ensure on-going awareness. Reviewing, and understanding how to improve the plan, also needs to include the wider context eg. national policy, internal audit recommendations, public priorities, resident and community feedback, learning from complaints, and feedback from staff.

Improve

Adjusting the plan to better support achievement of objectives. Positive progress must be acted on to build success, whereas problematic progress must be acted upon to correct it. Each insight will require a decision on what action to take. Actions can include changes to systems, process, resources, policies and procedures. Making changes to improve the chances of successfully meeting the plan's objectives. Effective performance management cascades up understanding through the organisation identifying what has and hasn't worked well - and what we can learn from this to revise the plan.

2 Roles and responsibilities

Performance management is the responsibility of everyone in the Council. A summary of the key roles and responsibilities of Officers and Elected Members is set out below.

Roles	Responsibilities
Full Council	<ul style="list-style-type: none"> ● Approve the Council Plan & Delivery Framework, key strategies and Medium Term Financial Plan
Cabinet	<ul style="list-style-type: none"> ● Approve the Performance Management Framework. ● Ensure strategic delivery of Council Plan, Delivery Framework and Medium Term Financial Plan. ● Evidence progress against corporate priorities. ● Provoke debate about what should happen next. ● Challenge financial and non financial performance of all services.
Portfolio Holders	<ul style="list-style-type: none"> ● Regularly monitor, review and challenge performance to ensure delivery in relation to their portfolio.
Scrutiny Members	<ul style="list-style-type: none"> ● Hold Cabinet to account. ● Scrutinise the Council's performance. ● Undertake specific reviews of any identified performance issues which can be undertaken through the Council's arrangements for Scrutiny.

Table 1: Roles and Responsibilities of Elected Members

Roles	Responsibilities
Corporate Management Team	<ul style="list-style-type: none"> ● Support implementation of the Performance Management Framework. ● Take strategic responsibility for the delivery of the Council Plan & Delivery Framework ● Review performance against the Council Plan & Delivery Framework on at least a quarterly basis ● Ensure commitment to the delivery of Council Plan & Delivery Framework through the allocation of responsibilities and resources.
Senior Leadership Team	<ul style="list-style-type: none"> ● Ensure services are working in line with requirements of the Performance Management Framework ● Lead service planning within their service areas, identifying annual priorities, KPIs and delivery activity ● Review relevant performance at Directorate Management Team meetings on a quarterly basis. ● Support integration of performance with key service areas, including risk, finance and policy. ● Support performance management process - plan, do, review ● Facilitate learning.
Service Managers	<ul style="list-style-type: none"> ● Contribute to and produce relevant plans and objectives which contribute to the Council Plan & Delivery Framework. ● Seek support to improve performance and review systems and processes. ● Inform workforce development and continuing professional development ● Provide data in accordance with performance reporting requirements.

Team Managers	<ul style="list-style-type: none"> ● Inform planning, resourcing, quality management and service delivery. ● Provide data in accordance with performance reporting requirements. ● Seek support to improve performance and manage risks. ● Manage staff performance and undertake appraisals. ● Inform workforce development and continuing professional development. ● Encourage staff to seek support when needed to improve performance and provide support when requested.
Individuals	<ul style="list-style-type: none"> ● Responsible for personal development and performance. ● Participate in annual appraisal. ● Understand how work contributes to the Council Plan. ● Seeking support to improve performance and manage risks. ● Raise specific issues regarding risk and performance with Managers. ● Ensure that activity listed within individual appraisals is implemented on schedule.

Table 2: Roles and Responsibilities of Officers

3 Governance and ‘the golden thread’

Governance defines the controls in place to govern decision-making and manage risks, including council-based compliance and regulatory obligations. We are responsible for ensuring that our business is conducted in accordance with the law and proper standards, and this includes alignment with other frameworks set out in the constitution in order to achieve council objectives, including the budget and policy framework and the risk management framework.



Figure 2: Key Local Authority Frameworks

Accountability

Each of these areas need clear accountability from the organisational level down to the individual level. Accountability for performance follows the ‘golden thread’ of the Council Plan shown in the table below.

Objectives	Strategic Documentation	Performance Tools	Accountable	Meeting
Council Vision	Council Plan	Corporate Performance Report	Cabinet & Members	Cabinet Council
Corporate Objectives	Council Plan Delivery Framework	Corporate Performance Report, Dashboards, Scorecards	Cabinet & CMT	Cabinet CMT
Directorate Objectives	Directorate Service Plans	Dashboards, Scorecards	Directors	Directorate meetings
Service Objectives	Service-Level Plans	Dashboards, Scorecards, Reports	Heads of Service	Service meeting
Team Objectives	Team Plans	Dashboards, Scorecards, Reports	Team Managers	Team meetings
Individual Objectives	Appraisals	Appraisal documentation	Individuals	Appraisals

Table 3: Golden Thread of Performance Management Accountability

Corporate performance reporting

Public corporate performance reporting ensures transparency and enhances accountability. Corporate performance reports are published quarterly and considered by Cabinet and the council's Corporate Overview & Scrutiny Committee.

The report provides an overview of the council's performance and allows monitoring of progress towards the council's goals.

The report is structured around the 10 themes set out in our **Council Plan Delivery Framework**.

Related to each theme, the report includes:

- A commentary highlighting successes, challenges, and action being taken to ensure performance improvement
- Selected key performance indicators – related to wider community outcomes in which the council plays an important role, often alongside partner organisations
- Selected key performance indicators – related to direct council service provision
- A progress tracker to monitor delivery of priority activity included in the Council Plan Delivery Framework etc.

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 these ways, a direct connection is made between the Delivery Framework and our performance monitoring and management.

ID	Strategic Theme	Corporate Performance Indicators
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	Growth	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.

Table 4: Agreed Corporate Performance Indicators by Council Plan Delivery Framework Theme

4 Data, information and analysis

Good quality data and information is the foundation of performance management. It is a key enabler to delivering our organisational objectives and one of the Council's most valuable assets. We aspire to use data to power our processes and support our digital transformation, facilitate better and more robust decision making, and to build trust with our residents.

Managing data is a complex business, from data gathering to data reporting. There are a number of policies and procedures that support effective data management.

- **Data Quality** - Good quality data is data that is fit for purpose. That means the data needs to be good enough to support the outcomes it is being used for. Public sector organisations need the right data in order to run good services, make the right decisions, and create effective policies. National guidance on best practice should be applied across the Westmorland and Furness Council data management.
- **Data maturity** – This can be described as the extent to which an organisation utilises the data they create. It attempts to ask “how much value are you getting out of your data?” Good performance management leads to greater data maturity.
- **Data Protection** – All data must be managed in accordance with General Data Protection Regulations (GDPR). This enforces the standards that apply to the management of personal data.
- **Single Data List** - National government produces a Single Data List which is a list of all the datasets that local government must submit to central government. If a data requirement is not on the list, councils will not have to collect and provide it without receiving extra funding.
- **Data Ethics** - The Data Ethics Framework is a set of principles to guide the design of appropriate data use in the public sector. It is aimed at anyone working with data in the public sector.

The W&F Data Strategy (currently under development) will outline the organisational approach and operating model to ensure effective data management in more details.

5 Service delivery

A centralised team oversee the strategic direction of performance management across Westmorland and Furness Council. This team of centralised performance experts creates a 'hub', who support service-based champions and business experts who lead on performance within that team or directorate.

The overarching ambition of the performance team is to support directorates and service areas in embedding effective performance management, with service area managers using performance in a systemic way to support learning and development to achieve objectives, from service plans to individual appraisals.

Due the volume and complexity of performance management in complex service areas (such as social care, public health, economic analysis), individuals with business area expertise are essential to work collaboratively with the performance team.

The centralised performance team responsibilities include:

- Supporting service areas in embedding the principles, skills and tools to support an effective Performance Management Framework
- Providing training and communications to support effective development of Performance Reporting across the organisation
- Helping to embed a strong performance management and service user orientated culture in the new organisation.
- Supporting implementation of the Data Strategy and Framework.

The centralised team also have key performance and intelligence reporting responsibilities, including:

- Corporate Reporting
- Statutory Reporting
- Statutory Assessments
- External partnership collaboration (such as Public Health and Local Enterprise Partnerships)

Services have responsibilities for effective performance management within their service, and application of information and analysis to support the successful achievement of objectives as outlined in service plans from directorate level to individual appraisals.

For further information or support with Performance Management please contact:

lindsey.pickard@westmorlandandfurness.gov.uk





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