

# COUNCIL PLAN DELIVERY PLAN PROGRESS REPORT

## (Progress to 31st December 2019 - Quarter 3)

RAG Alert	Action Progress	Metric Progress
RED	Has missed or is expected to miss a key milestone date in the current plan	Off target by greater than 10% (urgent action required to improve performance)
AMBER	At risk of missing a key milestone date but recovery plan in place	Off target but within target by 5-10% (some action required to improve performance)
GREEN	On schedule or key milestone date met	On target, exceeding target, or within 5% of target (action may be required to achieve further improvement)

Direction of Travel arrows indicates whether performance is

better  worse  stayed the same  since the last quarter

**Delivery of Council Plan Delivery Plan: 2018/19**

**Key Action Updates**

**OUTCOME 1: PEOPLE IN CUMBRIA ARE HEALTHY AND SAFE**

**Supporting outcome: Cumbria's environment and society will support people to be healthy and safe and manage their own physical and mental wellbeing**

Ref	Action for 2018/19	Milestone	RAG (against target)	Direction of travel since last report (improving/ sustained/ declining)
1.1	Activities to tackle the causes of poverty across the Council undertaken; and through partnership working - community-based solutions put in place.	From June 2018	A	→
1.2	Integration of health and care services within Integrated Care Communities in Cumbria planned.	By July 2018	G	↑
1.3	Cumbria's Local Transformation Plan priorities for improving emotional wellbeing and mental health support services for children and young people refreshed and implementation plans in place.	By December 2018	G	↑
1.4	Training and guidance to improve the consistency of high quality Personal Education Plans for Children Looked After provided to practitioners.	By March 2019	G	↑
1.5	An all-age carers charter to support all carers to achieve their aspirations developed.	By March 2019	G	→
1.6	A new joint Public Health Strategy with the 6 District Councils produced.	By March 2019	G	→
1.7	The role of the Fire and Rescue Service in supporting a broad prevention and public health approach enhanced and expanded, including: <ul style="list-style-type: none"> <li>• a programme of 10.000 a year safe and well visits carried out</li> <li>• a Multi Service Officer role piloted</li> </ul>	By March 2019	G	→
1.8	New, integrated early help and public health services for young people aged 0-19 commissioned and the new model put in place.	By April 2019	G	→
1.9	The initial integration of health and care services within Integrated Care in Cumbria implemented.	By April 2019	A	→
1.10	A new approach to delivery of community focused public health and prevention services established.	By October 2019	G	→

## Key Action Updates

### OUTCOME 1: PEOPLE IN CUMBRIA ARE HEALTHY AND SAFE

**Supporting outcome: Cumbria's environment and society will support people to be healthy and safe and manage their own physical and mental wellbeing**

#### **Commentary for areas of progress:**

Following consultation as outlined in Action 1.3 the Local Transformation Plan has been completed within timescales.

In relation to Action 1.5 following initial engagement with carer organisations, their feedback will help shape the development of the charter and will inform the next phase of engagement with carers and Members. Commentary has also been received from both Children and Adult social care management teams.

For Action 1.7 The role of the Fire and Rescue Service enhanced and expanded is ongoing with the year to date performance for completed Safe and Well visits within 5% of target. The visits continue to support the Prevention and Public Health agenda. The service continue to deliver Atrial Fibrillation tests / referrals within the Eden District and these visits were extended to Carlisle in Quarter 3.

For the new 0-19 aged commissioned service (Action 1.8) formal public consultation began on 21st December 2018 and will finish February 20th 2019 through the 'Have your say' page. A significant number of events (both formal and informal) are being held across the County including public drop-ins, multiagency meetings, focus groups with children, young people and families; and other service user groups.

#### **Commentary for areas for improvement and detail of ongoing action:**

Activities to tackle the causes of poverty across the Council undertaken as part of Action 1.1 is ongoing with plans in place to review the work of Area Managers and their teams focussing more directly on Council priorities. This action will be picked up as part of that work.

In relation to Action 1.9, in the South ICCs are being developed using a bottom up approach with community involvement playing a key role. In the North of the county structures and processes are more developed; Local Multi-Disciplinary Team are in place; Hubs are working effectively and some early impacts are being noted such as reduction in number of bed days in the acute settings.

A joint North/South event was held in December to share the learning across both systems as we move into phases 2 and 3 of the ICCs. Further learning events are planned for spring 2019.

#### **Commentary for Risk updates:**

In relation to actions 1.2 & 1.9 a Corporate Risk (CR12) is in place to address the Council's ability to maintain the pace required to fully integrate Health & Care Services within the context of competing priorities within the Council.

#### **Commentary for Finance updates:**

No items by exception to report.

**Delivery of Council Plan Delivery Plan: 2018/19**

**Key Action Updates**

**OUTCOME 1: PEOPLE IN CUMBRIA ARE HEALTHY AND SAFE**

**Supporting outcome: Children, young people and the most vulnerable will be protected from harm**

Ref	Action for 2018/19	Milestone	RAG (against target)	Direction of travel since last report (improving/ sustained/ declining)
1.15	The Children Looked After Strategy updated and the Children Looked After Recovery Plan implemented.	By December 2018	G	↑
1.16	A statement of intent setting out the Council's approach to Community Safety and partnerships, including Safer Cumbria and the Children's Trust Board, developed.	By December 2018	G	→
1.17	The 2018/19 Children's Improvement Plan delivered.	By March 2019	G	→
1.18	A joint Council and NHS commissioning strategy for services for people with a learning disability and/or autism, developed.	By March 2019	G	→
1.19	Corporate Parenting activity expanded across the whole Council and contracted to support our Looked After Children and Care Leavers.	By March 2019	A	↑
1.20	A strengths-based practice model, including Signs of Safety, implemented and embedded across the People Directorate.	By March 2019	A	↑

## Key Action Updates

### OUTCOME 1: PEOPLE IN CUMBRIA ARE HEALTHY AND SAFE

**Supporting outcome: Children, young people and the most vulnerable will be protected from harm**

#### Commentary for areas of progress:

For Action 1.15 the Children Looked After (CLA) and leaving care Strategy have been agreed by Cabinet in December 18.

In relation to Action 1.16 The Children's Trust Board has in place good governance, terms of reference and a Children and Young People's Plan 2016-19 (CYPP), alongside an associated delivery plan where progress is being made. A new CYPP is being developed for 2019-22 with a draft plan being agreed at the CTB in December and consultations now complete. The final version of the plan will be ready in March 2019.

Safer Cumbria has recently reviewed its structures and processes. The work towards a new Domestic and Sexual Abuse Strategy has resulted in a strategy for each being developed and signed off. Safer Cumbria have a Health check planned for January 2019.

Joint commissioning arrangements have been agreed with the Police and Crime Commissioner for services 2019-22.

#### Commentary for areas for improvement and detail of ongoing action:

In relation to Action 1.19 This will be incorporated in the CLA and Leaving Care Strategy which is now agreed. An action plan is now being developed.

For Action 1.20, In children and families, work continues to embed our practice model 'Signs of Safety' (SOS). A revised implementation plan for 2019 has been developed and will be agreed at the steering group in January. A presentation on the SOS implementation is being delivered to members of Scrutiny and the Corporate Parenting Board. Our focus during 2019 is on the three key areas of leadership, planning and practice. A series of tailored practice workshops will be complemented by specific practice guidance to support consistency of implementation. Collaborative work across Children's and Adults' continues looking for areas where tools can be shared and where approaches can be complementary.

In Adult Social Care (ASC), the strength based auditing is now well established and will be reviewed early in 2019 to identify any improvements to the tool and feedback mechanisms. Managers will shortly be consulted on some grading guidance which will form the start of the significant work looking at practice standards across the service. Work continues to develop tools and guidance to support practitioners to work in a strength-based way. The impending management restructure has been designed to provide more capacity to support this way of working. We have introduced new feedback mechanisms, and used the opportunity of the national Adult Social Care customer survey to introduce some strength-based questions into the national data set and look forward to receiving the results from this over coming months and using the learning to inform our future developments.

#### Commentary for Risk updates:

In relation to actions 1.15, a Corporate Risk (CR1) is in place to address the Council's ability to implement sufficient preventative measures to enable the reduction of looked after children impacting on the sufficiency of appropriate placements. This will be achieved through the effective delivery of the CLA Recovery Plan, the effective recruitment and retention of foster carers, effective case planning & Management and the effective implementation of the 'Signs Of Safety' practice Model.

#### Commentary for Finance updates:

At Quarter 3 the Children Looked After service is forecasting an over budget outturn of £12.048m. The Children's Programme Board continue to review this area and delivery of the Children Looked After recovery plan remains a key focus for the Directorate.

**Delivery of Council Plan Delivery Plan: 2018/19**

**Key Action Updates**

**OUTCOME 1: PEOPLE IN CUMBRIA ARE HEALTHY AND SAFE**

**Supporting outcome: Those who need specialist or emergency services will receive them when they need them**

Ref	Action for 2018/19	Milestone	RAG (against target)	Direction of travel since last report (improving/ sustained/ declining)
1.25	Increase In-house delivery of high quality support at home, enabling us to achieve our ambition of a mixed market economy of domiciliary care in Cumbria, delivered.	From June 2018	A	→
1.26	Frontline services for adults redesigned.	By March 2019	R	↓
1.27	Construction of a new residential care home for adults in Carlisle completed.	By March 2019	G	↑
1.28	Construction of a new residential care home for adults in Whitehaven completed.	By March 2019	G	↑
1.29	Rapid response teams who work together to respond quickly to a person's rapid or significant change in health condition introduced across Integrated Care Communities in Cumbria.	By March 2019	A	→
1.30	A new 4-year Integrated Risk Management Plan agreed to ensure the best possible prevention, protection and response arrangements are in place.	By March 2019	G	↑
1.31	The 'falls pathway' implemented in every Integrated Care Community in South Cumbria.	By March 2019	A	→
1.32	Consider appropriate approach to re-launch the Cumbria Care brand.	By March 2019	G	→
1.33	The implementation of the Council's actions required to deliver the improvements set out in the Health and Wellbeing Board's response to the Care Quality Commission's Local System Review of Cumbria completed.	By July 2019	G	→

## Key Action Updates

### OUTCOME 1: PEOPLE IN CUMBRIA ARE HEALTHY AND SAFE

**Supporting outcome: Those who need specialist or emergency services will receive them when they need them**

#### **Commentary for areas of progress:**

For Action 1.27 construction of a new residential care home for adults in Carlisle is complete with practical completion of the construction works achieved before Christmas 2018. Construction of a new residential care home for adults in Whitehaven (Action 1.28) is on track for practical completion for the Copeland Care Home Quarter 4, 2018/19.

For Action 1.30 the draft IRMP 2019-2023 was published for consultation on 20th Dec 2018 and will close on 8th February 2019. The final document will be at Full Council in April 2019 for approval. The Risk Based Evidence Profile will be published in January 2019.

#### **Commentary for areas for improvement and detail of ongoing action:**

Recruitment has now been undertaken in Carlisle, Copeland, Furness and South Lakeland to deliver domiciliary care as part of the Council's in-house provision with Cumbria Care (Action 1.25). Ongoing recruitment in Carlisle (4), Copeland (3), Furness (3) and South Lakeland (1) has increased the in-house capacity in Cumbria from 7 to 11 teams, with the provision to recruit a further 9 teams across the County.

In relation to Action 1.26 in order to ensure we are working in ways that support people to achieve their most independent outcomes, and make best use of the resources available we are undertaking a review of current projects to ensure that these are all captured and delivered with Promoting Independence in the future.

The review has resulted in Actions 1.26 Adult Frontline services redesigned and 1.42 relating to alternative services for children and young people being combined within the approach to promoting independence. Future updates for these actions will continue under one action and the first milestones will be after March 2019.

#### **Commentary for Risk updates:**

In relation to actions 1.25 & 1.33, Corporate Risks are in place to address these; CR3 is in place to address the Council's ability to meet care needs and delivery continuity of care in context of increasing demand, market challenges and insufficient capacity in the care market whilst at the same time CR10 is in place to ensure the Council continues to meet the regulatory standards as set by the CQC as well as addressing the 10 areas of improvement highlighted in the CQC Local System Review Action Plan.

#### **Commentary for Finance updates:**

No items by exception to report.

**Delivery of Council Plan Delivery Plan: 2018/19**

**Key Action Updates**

**OUTCOME 1: PEOPLE IN CUMBRIA ARE HEALTHY AND SAFE**

**Supporting outcome: People will be able to access advice and support to help keep themselves safe**

Ref	Action for 2018/19	Milestone	RAG (against target)	Direction of travel since last report (improving/ sustained/ declining)
1.39	Resources aligned with Blue Light partners to deliver the Council's commitment in the Blue Light Collaboration Agreement.	From June 2018	G	↑
1.40	A new Council website launched with a refreshed Information, Advice and Guidance offer.	By September 2018	A	↑
1.41	Effective triage arrangements established through the Council's Service Centre to resolve customer queries in as few contacts as possible.	By March 2019	G	→
1.42	Alternative models of delivery of children and family services identified now merged as part of refreshed action 1.26			

## Key Action Updates

### OUTCOME 1: PEOPLE IN CUMBRIA ARE HEALTHY AND SAFE

**Supporting outcome: People will be able to access advice and support to help keep themselves safe**

#### **Commentary for areas of progress:**

In relation to Action 1.39 the Blue Light Collaboration Working Group continue to deliver the agreed strategic priorities, including 6 month pilots for the Forced Entry, Missing Persons and blue light shared premises initiatives. The Joint Incident Command Units are well embedded and used at both operational incidents and prevention events. The JESO roles are currently under evaluation.

To resolve customer queries in as few contacts as possible programme prioritisation until the end of 2018/19 will focus on Highways (Action 1.41). This decision has been made based on the readiness of the service area and the impact on improved customer experience, complaints and member enquiries. This will include Business Process Re-engineering of the Highways Hotline with potential for this to transition to the Service Centre. Other early projects will include complaints and Blue Badges.

#### **Commentary for areas for improvement and detail of ongoing action:**

The new council website went live on 18 December 2018 (Action 1.40). The refreshed Information Advice and Guidance offer includes a client and customer portal; this is complete and due to launch early in 2019.

#### **Commentary for Risk updates:**

No Corporate Risks have been identified for these specific activities.

#### **Commentary for Finance updates:**

No items by exception to report.

## Delivery of Council Plan Delivery Plan: 2018/19

### OUTCOME 1: PEOPLE IN CUMBRIA ARE HEALTHY AND SAFE

#### Key Outcome Indicators

Ref	Measure for 2018/19	RAG (against target)	Direction of travel since last report (improving/ sustained/ declining)
M1.1	A reduction in proportion of children overweight and obese from 28.2% at Reception stage and 35.5% at Year 6.	R	→
M1.2	A reduction in numbers of Children Looked After from 666 to bring us in line with our statistical neighbours.	R	↑
M1.3	An increase in the number of Cumbria County Council foster care households by 15 per year.	G	↑
M1.4	A reduction in numbers of children & young people subject to a child protection plan to 520 (rate of 56/10,000) by end of March 2019.	A	↑
M1.5	An increase in Cumbria Care residential occupation rates to 95% of available beds.	R	→
M1.6	Reduction in A&E admissions in line with Sustainability and Transformation Plan targets.	A	→
M1.7	Increase proportion of those receiving reablement being at home at 91 days following discharge to 91.1%.	A	→
M1.8	Reduction in delayed transfers of care from 49,578 delayed days in line with Better Care Fund targets.	G	↑
M1.9	The number of accidental primary dwelling fires to be less than 246 in 2018/19.	G	↑
M1.10	The number of RTCs fire service required to attend to be less than 258 in 2018/19.	A	↑
M1.11	10,000 safe and well visits carried out by 31st March 2019.	G	→
M1.12	Assistive technology utilisation increased from 2666 service users in 2017/18.	G	↑

## OUTCOME 1: PEOPLE IN CUMBRIA ARE HEALTHY AND SAFE

### Key Outcome Indicators

#### Commentary for areas of progress:

For Measure M1.3 at the end of Quarter 3, there were 178 foster carers - up from 172 at the end of Quarter 2. The target has been set at 180 (15 more than the baseline) we are on track to meet the extra 15 by the end of the financial year.

For Measure M1.8 in Quarter 3 the average number of delays per day in October and November 2018 were around the target and in December well below the target. The number of delayed days in October was 2,610 (84.2 delayed days per day against target of 83.2); in November the number was 2,568 (85.6 delayed days per day against target of 83.2). In December the number of delayed days was 2,091 (67.5 average delays per day against target of 83.2). Detailed breakdown of the figures indicates North Cumbria is below target and South Cumbria remains above target. The system remains under significant pressure across Cumbria, partners across the system continue to work closely to identify patients who can be safely discharged as soon as possible. Increasing capacity across the care market to meet demand remains challenging, however, recent initiatives deployed including a 'shift based' approach to delivering care is producing noticeable benefits in freeing up capacity in the Reablement Service. There has been a downturn in performance in the South of the county and this will be investigated to understand the reasons behind it with a view to resolution. There has been a slight improvement in performance in the North and this is believed to be the result of the shift based implementation and the Integrated Care Communities (ICCs) beginning to make an impact.

The number of accidental primary dwelling fires (Measure M1.9) at the end of Qtr 3 (170) is 7.9% under target (184.5). In Qtr 3 there were 56 accidental primary dwelling fires compared to a target of 61.5.

In relation to Measure M1.12 the usage of Assistive Technology is currently above target 3,313, up from 3,084 on the previous quarter. The improved use of Assistive Technology is being supported by an extensive set of workshops for practitioners across the county throughout January and February. Types of equipment being deployed include: bed occupancy sensors, carbon monoxide alarms and fall detectors.

#### Commentary for areas for improvement and detail of ongoing action:

For Measure M1.2 December saw a fall in the number of Children Looked After (CLA) from September (down from 694 to 679 - equivalent to a rate of 73.3/10,000). The figure remains above the Cumbria 2018/19 target and both, statistical neighbours and national comparators. At a district level, rates remain highest in Allerdale & Copeland with 298 CLA (95.8/10,000) and an increasing trend over the year. Numbers in Barrow & South Lakeland (215, 69.4/10,000) have been relatively unchanged over the last year as has Carlisle & Eden, at 166 (54.5/10,000). Nationally between 31 March 2017 and 2018 there was an increase of 4% in the rate of CLA (rate of 64 per 10,000 population under 18 years in 2018). In Cumbria, rates have risen 6% over the same time period which is above the increase experienced nationally (rate of 72 per 10,000 population under 18 years in 2018). Over a five year period national CLA rates have increased by 10% whereas Cumbria rate of CLA has increased by 0.3%.

The CLA Recovery Plan is yet to evidence the decrease in numbers of Children Looked After. Controls are in place - for any emergency placement permission or external residential placement is by Assistant Director (AD) - Children and Young People only. Performance meetings are held on a weekly basis and track all new entries and exits to care as well as any placement moves and all associated costs. All external residential placements are being tracked monthly by the Placement Commissioning Board.

Cumbria Care residential occupation rates of available beds (Measure M1.5) was 79% in Quarter 3 2018/19 compared to 80% in Quarter 2. The reason for slightly lower residential occupation rate in Quarter 3 is that Cumbria Care the number of available beds has increased by 11 but there was one less resident as at 31.12.18. The figures change on a daily basis.

#### Commentary for Risk updates:

In relation to M1.2 & M1.3 Corporate Risk (CR1) is in place to address Council's ability to implement sufficient preventative measures to enable the reduction of looked after children impacting on the sufficiency of appropriate placements. One of the core causes of this risk is linked to the effective recruitment and retention of foster carers and therefore the recruitment campaign and increased fees for Foster Carers is having a positive impact on foster care numbers across the County.

#### Commentary for Finance updates:

At Quarter 3 the Children Looked After service is forecasting an over budget outturn of £12.048m. The Children's Programme Board continue to review this area and delivery of the Children Looked After recovery plan remains a key focus for the Directorate.

**Delivery of Council Plan Delivery Plan: 2018/19**

**Key Action Updates**

**OUTCOME 2: PLACES IN CUMBRIA ARE WELL-CONNECTED AND THRIVING**

**Supporting outcome: The physical and digital infrastructure that people need to access services, learning, employment, business and leisure will be in place**

Ref	Action for 2018/19	Milestone	RAG (against target)	Direction of travel since last report (improving/ sustained/ declining)
2.1	Superfast broadband infrastructure provided to over 9,000 premises, through the Connecting Cumbria contract.	By December 2018	A	→
2.2	New service standards for highways repairs adopted.	By December 2018	G	→
2.3	£62m of highway capital works to maintain our roads and bridges and continue the repair work required as a result of the winter 2015 floods delivered.	By December 2018	A	→
2.4	A prioritised maintenance programme of £8m to help keep our schools maintained to a safe, wind and watertight standard delivered.	By March 2019	G	→
2.5	Work undertaken to build on action lists to reduce flooding across Cumbria, working with partners through the Cumbria Strategic Flood Partnership.	Ongoing	G	↑

## Key Action Updates

### OUTCOME 2: PLACES IN CUMBRIA ARE WELL-CONNECTED AND THRIVING

**Supporting outcome: The physical and digital infrastructure that people need to access services, learning, employment, business and leisure will be in place**

#### **Commentary for areas of progress:**

Service standards for highways repairs approved for adoption in December 2018, with Go-Live set for 1st April 2019 to coincide with the introduction of the new Highway Condition & Safety Inspection Team. (Action 2.1).

For Action 2.5 work undertaken to build on action lists to reduce flooding with Cumbria Strategic Flood Partnership is ongoing. At the November 2018 meeting there was a running total of 258 for flood risk reduction across 2 catchment groups.

#### **Commentary for areas for improvement and detail of ongoing action:**

For Action 2.1 Good progress has been made for superfast broadband in line with an agreed recovery plan (Action 2.2). The target of over 9,000 superfast properties is expected to be delivered by the end of quarter 4 2018/19. The progress of works against the plan is monitored weekly with the supplier.

In relation to Action 2.3, overall the highways capital programme is progressing well. Across the programme there are individual projects and programmes that are experiencing greater degrees of success with a number being at green status being on budget and programme with minimal risk. However examples also exist of projects and programmes which are experiencing challenges. In addition to the delivery of planned maintenance work, the County Council's efforts to secure additional infrastructure improvements have been highly successful with £102m investment confirmed by central government for the Carlisle Southern link road. Work continues to secure further investment, for example, in Cumbria's major road network.

#### **Commentary for Risk updates:**

No Corporate Risks have been identified for these specific activities.

#### **Commentary for Finance updates:**

No items by exception to report.

**Delivery of Council Plan Delivery Plan: 2018/19**

**Key Action Updates**

**OUTCOME 2: PLACES IN CUMBRIA ARE WELL-CONNECTED AND THRIVING**

**Supporting outcome: Locally responsive services will be in place to meet the different needs of different communities across Cumbria**

Ref	Action for 2018/19	Milestone	RAG (against target)	Direction of travel since last report (improving/ sustained/ declining)
2.9	Ways to expand the role of libraries in communities and a programme of activity 2018 to take forward the findings identified.	From July 2018	G	→
2.10	A Digital Inclusion Programme developed with partners, including Citizens Online, as part of our journey to make digital so good it becomes our customers channel of choice.	By September 2018	A	→
2.11	Year 1 of the Council's Equalities Action Plan delivered.	From Sept 2018	A	→
2.12	A comprehensive review of the Council's area planning and locality working approach, including the mapping of the Council's universal and specialist offers, completed.	By March 2019	G	→
2.13	Work started to develop community based customer service hubs, for example, Barrow and Whitehaven Libraries.	By March 2019	A	→
2.14	Rail based initiatives which involve local communities and improve services in Cumbria identified through work with Community Rail Partnerships.	Ongoing	G	→

## Key Action Updates

### OUTCOME 2: PLACES IN CUMBRIA ARE WELL-CONNECTED AND THRIVING

**Supporting outcome: Locally responsive services will be in place to meet the different needs of different communities across Cumbria**

#### **Commentary for areas of progress:**

For Action 2.9 expanding the role of libraries is via Area Planning and working with different communities / needs. The library network already works with partners and has a schedule of activities aligned to local need / opportunities and national programmes. This continues to be developed.

In relation to Action 2.12 the review and mapping have been completed. Proposals for change in terms of reshaping are still being developed; expected in January / February 2019.

#### **Commentary for areas for improvement and detail of ongoing action:**

For Action 2.10 An officer has been identified who will undertake work on digital inclusion and engagement, primarily this will be for internal workforce and elected members to support them in a change of culture and working practice. Work started in November.

For Action 2.13 There are various projects in development through Area Planning and their alignment with a draft tiered customer services model is being reviewed. Through the Customer Programme Board a piece of work to look at the design / model for a library / customer contact hub is being developed, and as part of this work both Barrow and Whitehaven Libraries are being supported as specific projects by the Capital Team whilst others are in development.

#### **Commentary for Risk updates:**

No Corporate Risks have been identified for these specific activities.

#### **Commentary for Finance updates:**

No items by exception to report.

**Delivery of Council Plan Delivery Plan: 2018/19**

**Key Action Updates**

**OUTCOME 2: PLACES IN CUMBRIA ARE WELL-CONNECTED AND THRIVING**

**Supporting outcome: Communities will be confident and have access to the support they need to design and deliver the services they need**

Ref	Action for 2018/19	Milestone	RAG (against target)	Direction of travel since last report (improving/ sustained/ declining)
2.20	The information on local services which is easily accessible to communities improved and increased.	By March 2019	G	→
2.21	New arrangements surrounding the undertaking of maintenance activities on the highway implemented.	By March 2019	G	→
2.22	A new approach to support communities to access funding and maximise the benefits for each community in place.	By March 2019	G	→

## Key Action Updates

### OUTCOME 2: PLACES IN CUMBRIA ARE WELL-CONNECTED AND THRIVING

**Supporting outcome: Communities will be confident and have access to the support they need to design and deliver the services they need**

#### **Commentary for areas of progress:**

For Action 2.20 ongoing improvements are being made to website content, and the functionality of the site has been improved to enable easier access to information. Work will continue to support teams to develop appropriate website content that provides people with the information they require.

In relation to Action 2.21 New arrangements surrounding the undertaking of maintenance activities on the highway implemented is on track. Refreshed agreements drafted and currently being reviewed with a focus group of Parish Councils; website established; set of supporting resources in the form of exemplar risk assessments / guidance / training materials currently being produced.

As part of the county's commitment to support communities to access funding (Action 2.22), an Asset Based Approach is being delivered. Community Development support is provided to voluntary and third sector organisations to access the Local Committee grants, which assist to draw down match funding from external sources and increase the reach of the Local Committee fund. These grants enable communities to design and deliver the services and activities which meet their own distinct needs.

#### **Commentary for areas for improvement and detail of ongoing action:**

No actions relevant to this area

#### **Commentary for Risk updates:**

No Corporate Risks have been identified for these specific activities.

#### **Commentary for Finance updates:**

No items by exception to report.

## Delivery of Council Plan Delivery Plan: 2018/19

### Key Action Updates

#### OUTCOME 2: PLACES IN CUMBRIA ARE WELL-CONNECTED AND THRIVING

**Supporting outcome: Children and young people will receive the best education possible**

Ref	Action for 2018/19	Milestone	RAG (against target)	Direction of travel since last report (improving/ sustained/ declining)
2.24	The review and implementation of the Cumbria Alliance of System Leadership (CASL) Plan to deliver school improvement and pupils outcomes carried out.	Start in June 2018	G	→
2.25	In consultation with the Schools Forum, policies and activities updated and reviewed to manage concerns around the financial sustainability of the schools and schools related (e.g. high needs) budgets in response to national challenges.	Start in June 2018	A	→
2.26	A review to identify improvements to the Pupil Referral Unit service completed.	By December 2018	G	→
2.27	Construction of two new schools at Campus Whitehaven completed as part of delivery of the Council's inclusion strategy involving the co-location of secondary and special schools.	By January 2019	G	↑
2.28	Ways to increase Special School capacity in Cumbria identified and Resourced Provision reviewed.	By March 2019	G	→
2.29	A review to extend the Alternative Provision offer for vulnerable children and young people in the South and North of the county completed.	By March 2019	A	↑
2.30	The Early Years Strategy to secure an improvement in educational outcomes in the Early Years and to diminish variations implemented, monitored and reviewed.	By March 2019	A	→

## Key Action Updates

### OUTCOME 2: PLACES IN CUMBRIA ARE WELL-CONNECTED AND THRIVING

Supporting outcome: Children and young people will receive the best education possible

#### Commentary for areas of progress:

A draft review to identify improvements to the Pupil Referral Unit service is complete (Action 2.26). The Pupil Referral Unit (PRU) review has been finished and recommendations are also complete. A subsequent PRU funding review is to be initiated, although further engagement opportunities with primary and secondary schools are planned.

In relation to Action 2.27, Campus buildings are complete and schools will be in occupation and operational in the week commencing 6th January 2019. The demolition of the former St. Benedict's buildings will now take place and completion of the remaining playing field is planned for May 2019. Solar panels placed on the existing St. Benedict's building, under a supplier lease, are an outstanding issue with the potential to delay work this year.

#### Commentary for areas for improvement and detail of ongoing action:

For Action 2.25 School Forum informed of intention to update policies at 03 July meeting. Work to review policies and update activities has commenced and DfE required updates have been received, but a general update to the scheme will be published by in early 2019 so consultation will be deferred to reflect updated guidance. School Forum received a report in November on progress to date of work of the School Forum Task & Finish group on School Efficiencies.

For Action 2.30 the development stage is complete and the implementation stage is underway. Summer 2018 Early Years Foundation Stage Profile results (Good Level of Development) show that outcomes are on an upward trend for the last 3 years and are now within 1.4 percentage points of the national. Outcomes for disadvantaged pupils will be a key priority for the Action Plan for 2018/19.

#### Commentary for Risk updates:

No Corporate Risks have been identified for these specific activities.

#### Commentary for Finance updates:

No items by exception to report.

## Delivery of Council Plan Delivery Plan: 2018/19

### OUTCOME 2: PLACES IN CUMBRIA ARE WELL-CONNECTED AND THRIVING

#### Key Outcome Indicators

Ref	Measure for 2018/19	RAG (against target)	Direction of travel since last report (improving/ sustained/ declining)
M2.1	Early Years outcomes improved from 68.5% to be in line with the national level.	G	↑
M2.2	The percentage of pupils in Key Stage 2, achieving the expected standard in Reading, Writing and Mathematics combined to show continued upward trend from 61.3% and to be at least in line with the national level.	G	↑
M2.3	The percentage of pupils of pupils attaining GCSE 9-5 in English and Mathematics to increase from 42.2% and be in line with or better than the national level.	G	↑
M2.4	The overall progress 8 score continues to improve from -0.13 and is at least in line with the national level.	R	↑
M2.5	Outcomes for SEND (school support pupils) at Key Stage 2 achieving the expected standard in Reading, Writing and Mathematics to improve from 17.9% to be in line with national level.	G	↑
M2.6	The proportion of 16-17 year olds Not in Employment, Education and Training to be 3.75% or lower for 2018/19.	G	→
M2.7	The 'September Guarantee' duty (where all young people aged 16 and 17 receive a suitable offer of learning) increased to 98% for 2018/19.	G	→
M2.8	The Participation in education, training and employment of 16-17 year olds to reach 93% for 2018/19.	G	↑
M2.9	The proportion of permanent exclusions reduced from 0.10%.	R	↓
M2.10	The percentage of pupils attending an outstanding or good school increased to at least 87%.	G	↓
M2.11	The percentage of outstanding or good schools increased to 92%.	G	↓
M2.12	Maintenance of Band 3 Incentive Fund rating for highways asset management from the Department for Transport.	G	→

## OUTCOME 2: PLACES IN CUMBRIA ARE WELL-CONNECTED AND THRIVING

### Key Outcome Indicators

#### **Commentary for areas of progress:**

In relation to M2.1 the provisional summer 2018 'Good Level of Development' (GLD) achieved by Early Years in Cumbria was 70%, compared to the national average of 71%. This is an improvement from the summer 2017 result and the difference compared to the national Good Level of Development has reduced to 1 percentage point. NB - results are as at end of academic year. Work continues to embed transition and analysis has taken place at a Local Alliance of System Leads (LASL) Cluster level which allows brokered support for schools in need.

For Measure M2.6 The proportion of 16-17 year olds reported as NEET or whose status was Not Known in Jul-Sep 2018 was 5.9% in Cumbria, down from 6.2% in the same quarter last year (due to seasonal factors, it is not appropriate to compare quarter on quarter change). This represents an average of 588 young people, down from 654 for the same period last year. The NEET rate in Jul-Sep 2018 was 11.1 percentage points lower than nationally and 8.3 percentage points lower than Cumbria's statistical neighbours, however this is disproportionately affected at this time of year by differing tracking methodologies which mean some areas report high levels of "not knowns" (included in the NEET measure). NB: the official DfE annual scorecard figure is measured over the Dec-Feb period which is considered the most representative time period.

#### **Commentary for areas for improvement and detail of ongoing action:**

For Measure M2.4 Cumbria's provisional Progress 8 result of -0.11 is statistically significantly below the national figure for all state schools of -0.03. As figures are extremely small, variance from target percentages can be both extreme and highly volatile. NB - results are as at end of academic year. Two SSIF bids were placed in round two focussing on raising standards. The West Lakes bid has been successful with £500k secured to work with western coastal secondary schools. Data forecasting has been undertaken and schools with low predictions are being supported through a peer review process. 'Outreach' to successful schools outside of Cumbria is to take place over the next two terms. A pilot tracking project for Western Secondary schools is in place to improve collaboration and school to school support. Termly meetings which take place of all the secondary school data managers will include the Local Authority enabling progress towards 2019 targets to be monitored.

In the 2017/18 academic year the annual rate for permanent exclusions across all schools was 0.14% (Measure 2.9). This is higher than the annual figure for 2016/17 (0.11%). The year-to-date figure from September to November 2018 is 0.05% (37 exclusions - so this figure will increase as the year progresses). The year to date figure is therefore RAG rated as green against target but should be treated with caution as it is based on data for a very short time period.

There has been an increase in exclusions nationally. In Cumbria, Access and Inclusion officers provide support and advice to individual schools. We have reviewed data and identified the highest excluding schools by proportion of school population and have developed a scaled response to this. Governor training took place across the County during the autumn term. 52 Governors and 6 school support staff accessed the training. The sessions reinforced Governor responsibilities in relation to exclusions. Access and Inclusion officers will continue to offer this training to schools and clusters. We are reviewing exclusions data on a half-termly basis and are offering support to schools accordingly.

#### **Commentary for Risk updates:**

No Corporate Risks have been identified for these measures.

#### **Commentary for Finance updates:**

A continued increase in permanent exclusions has the potential to impact on the spend of high needs block.

**Delivery of Council Plan Delivery Plan: 2018/19**

**Key Action Updates**

**OUTCOME 3: THE ECONOMY IN CUMBRIA IS GROWING AND BENEFITS EVERYONE**

**Supporting outcome: Everybody will have access to learning opportunities throughout their life and career**

Ref	Action for 2018/19	Milestone	RAG (against target)	Direction of travel since last report (improving/ sustained/ declining)
3.1	New opportunities for the introduction of professional development programmes, similar to the Council's social work academy, to support 'hard to fill' recruitment and succession planning challenges identified and implemented.	From June 2019	A	→
3.2	A programme of activity to reduce digital exclusion - focusing on providing ways for those who are currently excluded due to their income, skills or lack of access to digital technology - put in place.	From July 2018	G	→
3.3	Learning shared from local pilots aimed at preventing young people becoming NEET (Not in Education, Employment or Training) and implemented.	By December 2018	G	→
3.4	A more strategic role for the Council in supporting the LEP-led approach to improving skill levels across the county identified and plans in place for implementation.	By December 2018	G	↑
3.5	Traineeships opportunities within the Council increased by 25, and ways to increase traineeships available across other employers in Cumbria identified with partners.	By March 2019	G	↑
3.6	5000 people from priority groups trained through our Community Learning Service to acquire new skills and/or new qualifications.	By July 2019	G	↑

## Key Action Updates

### OUTCOME 3: THE ECONOMY IN CUMBRIA IS GROWING AND BENEFITS EVERYONE

**Supporting outcome: Everybody will have access to learning opportunities throughout their life and career**

#### **Commentary for areas of progress:**

For Action 3.3 Based on best practice in the North and South of the county, a new NEET Provider forum was convened in the west in October 2018. Its purpose is to ensure schools are aware of the local offer Post 16, young people identified as Risk of NEET Pre 16 are targeted for IAG intervention and supported under the September Guarantee, and the LA is able to track the Destinations of YP Post 16 better through identifying the activity status of YPs who are deemed 'Not Known' October - December.

In relation to Action 3.4 the LEP Chief Executive attended the Council's August Corporate Management Team Meeting. The Council Senior Manager, Learning & Skills is now a member of the LEP Cumbrian Local Industrial Strategy Steering Group to contribute on skills issues.

In relation to Action 3.5 Two Traineeship programmes started in November 2018 (one in the north of the county and the other in the west) 24 Trainees are currently on programme.

#### **Commentary for areas for improvement and detail of ongoing action:**

For Action 3.1 a new approach to Leadership & Management Development, commencing with ELT was launched in November, including the implementation of 360 degree feedback. A similar approach to the Council's Social Work Academy is in development for Adults Social Worker, Occupational Health and Civil Engineering to support 'hard to fill' recruitment and succession planning challenges.

#### **Commentary for Risk updates:**

No Corporate Risks have been identified for these specific activities.

#### **Commentary for Finance updates:**

No items by exception to report.

**Delivery of Council Plan Delivery Plan: 2018/19**

**Key Action Updates**

**OUTCOME 3: THE ECONOMY IN CUMBRIA IS GROWING AND BENEFITS EVERYONE**

**Supporting outcome: Everybody will have access to good quality employment opportunities**

Ref	Action for 2018/19	Milestone	RAG (against target)	Direction of travel since last report (improving/ sustained/ declining)
3.9	Annual contribution to the four-year (2017-21) public sector apprenticeships target of 2.3% of the Council's headcount of staff achieved.	By March 2019	G	→
3.10	An integrated workforce strategy for the county's health and care services developed.	By March 2019	G	↑
3.11	All providers delivering services to, and on behalf of, the Council encouraged to pay the Living Wage Foundation's Living Wage rate of pay to their staff.	Ongoing	G	→
3.12	An increase in the numbers of social enterprises formed and their survival rates achieved through work with Cumbria Social Enterprise Partnership - focusing on creating pathways to local employment.	Ongoing	G	→

## Key Action Updates

### OUTCOME 3: THE ECONOMY IN CUMBRIA IS GROWING AND BENEFITS EVERYONE

#### Supporting outcome: Everybody will have access to good quality employment opportunities

##### **Commentary for areas of progress:**

For Action 3.9 Since 1.4.18, there have been 88 new CCC apprenticeship starts to date (appointed). Plans are in place for a further 46 new apprenticeship starts before 31st March 2019. Since 1.4.18, there have been 58 new Cumbria County Council school apprenticeship starts.

In relation to Action 3.12 in Quarter 3 five organisations have applied for and been approved to receive advice, from sectors as diverse as health & wellbeing, economic development and early years education.

##### **Commentary for areas for improvement and detail of ongoing action:**

No actions relevant to this area

##### **Commentary for Risk updates:**

In relation to actions 3.10 Corporate Risk (CR2) is in place to address Workforce capacity, skills and relationships, ensuring that the Workforce Plan Delivery Plan is delivered across the Council and specifically workforce for Health & Care Services.

##### **Commentary for Finance updates:**

No items by exception to report.

**Delivery of Council Plan Delivery Plan: 2018/19**

**Key Action Updates**

**OUTCOME 3: THE ECONOMY IN CUMBRIA IS GROWING AND BENEFITS EVERYONE**

**Supporting outcome: The county will be an attractive place for businesses to invest, and local businesses will thrive**

Ref	Action for 2018/19	Milestone	RAG (against target)	Direction of travel since last report (improving/ sustained/ declining)
3.15	Ways to establish local libraries as entrepreneurial libraries identified.	From July 2018	A	→
3.16	To support the county's tourism industry by delivery of infrastructure and events: <ul style="list-style-type: none"> <li>• support to the delivery of the Tour of Britain 2018 in Cumbria provided</li> <li>• over £1 million of improvements to the Rights of Way network delivered</li> </ul>	By Sept 2018 By April 2019	A	→
3.17	Local Industrial Strategy for Cumbria produced, working in partnership through the LEP.	By December 2018	G	→
3.18	Year 1 of an investment programme to promote Cumbria as a cultural and creative destination and help support the visitor and tourism economy developed and delivered.	By December 2018	G	↑
3.19	Developer contributions secured to deliver the local transport, digital and social infrastructure required by new housing developments - including school places, safe routes to schools, and sustainable transport links.	Ongoing	G	↑

## Key Action Updates

### OUTCOME 3: THE ECONOMY IN CUMBRIA IS GROWING AND BENEFITS EVERYONE

**Supporting outcome: The county will be an attractive place for businesses to invest, and local businesses will thrive**

#### **Commentary for areas of progress:**

In relation to Action 3.17 The latest round of consultations is complete and a "near final" draft will be produced at the end of January 2019. This will be followed by further consultation before a final draft is submitted at the end of March 2019.

In relation to Action 3.18 a 3 year appointment for Library and Culture Project Delivery post is in place. Working on 2 potential bids for Art Council England funding- Creative People and Places. 15 NPO's funded. Plan for cultural offer in Library service initiated with view to applying for NPO status. Investigating how to develop a countywide cultural strategy.

#### **Commentary for areas for improvement and detail of ongoing action:**

For Action 3.15 There are a number of activities already taking place across our libraries supporting businesses. Ways to further develop and expand this such as through makerspaces (a location where people gather to co-create, share resources and knowledge, work on projects, network, and build) and additional business support are currently being investigated. Good practice from other authorities such as Gloucestershire and their support for business growth are also being explored.

For Action 3.16 Expenditure on rights of way improvements has continued, however it is unlikely due to access issues that work will commence on one larger project, therefore total expenditure is likely to be in the region of £850k at year end.

#### **Commentary for Risk updates:**

No Corporate Risks have been identified for these specific activities.

#### **Commentary for Finance updates:**

No items by exception to report.

**Delivery of Council Plan Delivery Plan: 2018/19**

**Key Action Updates**

**OUTCOME 3: THE ECONOMY IN CUMBRIA IS GROWING AND BENEFITS EVERYONE**

**Supporting outcome: Everybody will be supported to achieve their aspirations**

Ref	Action for 2018/19	Milestone	RAG (against target)	Direction of travel since last report (improving/ sustained/ declining)
3.22	Proper take-up of the Schools Clothing Grant by families with children eligible for Free Schools Meals promoted through communication with schools and support agencies.	Ongoing	G	→
3.23	New ways in which the Council can work with public and private sector partners to maximise support for communities through partners' socio-economic Community Services responsibilities identified and implemented.	From July 2018	G	→
3.24	The Council's Care Leavers Offer, to assist carer leavers in or in preparing for adulthood and independent living, published.	By December 2018	G	↑
3.25	Opportunities for work experience and apprenticeships increased, and systems to ensure that all Children Looked After receive Information, Advice and Guidance about these opportunities put in place.	By March 2019	G	→
3.26	New ways in which the Council can work collaboratively to support communities to achieve their aspirations, based on a better understanding of what community want to achieve, identified and plans for implementation put in place.	By March 2019	G	→

## Key Action Updates

### OUTCOME 3: THE ECONOMY IN CUMBRIA IS GROWING AND BENEFITS EVERYONE

#### Supporting outcome: Everybody will be supported to achieve their aspirations

##### Commentary for areas of progress:

For Action 3.22 The Council continues to be proactive in communicating to eligible families the availability of the School Clothing Grant and income-based free school meals. In October 2018 there were 7381 pupils aged 5-15 eligible for free school meals (11.9% of the total in maintained schools and academies), up 524 from May 2018 (6857). This increase reflects national increases and results from the phased introduction of Universal Credit whereby existing eligible families in receipt of free school meals that may not be eligible under Universal Credit remain eligible whilst the new system is being rolled out.

For Action 3.24 The Care Leavers Offer has been published in December 18 as part of the CLA and Care Leavers Strategy.

The Council actively promote all work experience, Traineeships and Apprenticeships to Children Looked After. In October 2018, a pilot work experience project in Barrow offered 20 places to each of the following groups:

1. CLA Year 10 and Year 11 offer (week 1\*);
2. CLA/CLs 16 – 18 years old offer (week 1\*); and
3. CLs 18+ years old offer (weeks 2-4).

It offered work experience placements that provided an opportunity to gain and develop essential skills, experience and knowledge to progress to an apprenticeship or sustainable work in line with the Children's Improvement Plan. 7 young people (4 care leavers and 3 NEET) attended. Evaluations received have all been very positive.

##### Commentary for areas for improvement and detail of ongoing action:

No action relevant to this area

##### Commentary for Risk updates:

No Corporate Risks have been identified for these specific activities.

##### Commentary for Finance updates:

No items by exception to report.

## Delivery of Council Plan Delivery Plan: 2018/19

### OUTCOME 3: THE ECONOMY IN CUMBRIA IS GROWING AND BENEFITS EVERYONE

#### Key Outcome Indicators

Ref	Measure for 2018/19	RAG (against target)	Direction of travel since last report (improving/ sustained/ declining)
M3.1	An increase in employment rate of 16-64 year olds from 78.1%.	G	→
M3.2	A reduction in claimant count rate from 1.9%.	G	→
M3.3	An increase in proportion of people in Cumbria with skill level 2 or above from 75% of 16-64 year olds.	G	→
M3.4	An increase in Apprenticeship starts delivered in Cumbria from the number in 2017/18 (academic year).	A	→
M3.5	An increase in the number of offers of work experience made to Children Looked After within the Council.	G	→
M3.6	An increase in the percentage of Council commissioned spend with Cumbrian SMEs from 26%.	G	→
M3.7	An increase in the percentage of adult social care providers paying the Living Wage Foundation's Living Wage from 22% in March 2018.	R	→

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## **OUTCOME 3: THE ECONOMY IN CUMBRIA IS GROWING AND BENEFITS EVERYONE**

### **Key Outcome Indicators**

#### **Commentary for areas of progress:**

The claimant count in September 2018 was 1.9% which is 0.3 below the national rate of 2.2% (Measure M3.2). Rates were above the national average in Allerdale, Barrow and Copeland. The Full Service rollout of Universal Credit in the Carlisle and Penrith Jobcentre Plus areas has increased claimant volumes in the areas served by these offices and will continue to do so for several months.

#### **Commentary for areas for improvement and detail of ongoing action:**

For Measure M3.4 since last quarter we have received the 2017/18 ESFA Datacube which shows there were 4,535 Apprenticeship starts by Cumbrian domiciled people in 2017/18. This was down 1,330 from 2016/17, a fall of 22.7% in Cumbria compared to a fall of 24.1% nationally. The fall was biggest in Copeland (-30.0%) and lowest in Barrow (-12.2%). It is thought that the 2017/18 fall in starts was due to a variety of factors including the introduction of the Levy, the slow introduction of Standards and the 10% contribution requirement for SMEs (subsequently reduced to 5% although this has not yet been implemented). Part year data for the first half of the 2018/19 academic year should become available in April 2019 and full year data for 2018/19 should be available in Nov/Dec 2019 (ESFA do not follow a fixed timetable for data releases).

For Measure M3.7 there has been no change from the previous quarter (22%) in the percentage of adult social care providers paying the Living Wage Foundation's Living Wage. For a small number of providers of home care, it is not commercially sustainable for them to match the increases in the Living Wage and the Council cannot legally require them to do so.

#### **Commentary for Risk updates:**

No Corporate Risks have been identified for these specific measures.

#### **Commentary for Finance updates:**

No items of exception to report

**Delivery of Council Plan Delivery Plan: 2018/19**

**Key Action Updates**

**NEW WAYS OF WORKING AND ACHIEVING FINANCIAL SUSTAINABILITY**

**Supporting outcome: Everybody will be supported to achieve their aspirations**

Ref	Action for 2018/19	Milestone	RAG (against target)	Direction of travel since last report (improving/ sustained/ declining)
4.1	The Council's new General Data Protection Regulations responsibilities fulfilled.	By June 2018	G	→
4.2	A new 'My Account' platform for our customers using services online launched.	By September 2018	A	→
4.3	A programme of customer training, to support the delivery of the Council's Customer Service Strategy, implemented.	From end of June 2018	G	↑
4.4	New recruitment approaches to address market issues and 'grow your own' initiatives identified and implemented.	From July 2018	G	→
4.5	A refreshed Council website launched.	By September 2018	G	↑
4.6	Approach and programme of commercial activities to support the objective to become a financially sustainable organisation developed.	By December 2018	A	→
4.7	All services delivered in line with their 2018/19 revenue budget as set by Council in February 2018 (updated as required).	Ongoing until March 2019	A	↑
4.8	A programme of capital investment totalling £135.135 million in 2018/19 as agreed by Council in February 2018 delivered (updated as required).	Ongoing until March 2019	A	→
4.9	A review of the Council's customer service standards completed.	By March 2019	G	→
4.10	Improvements to customer services for a programme of prioritised services, beginning with highways services, designed and delivered.	By March 2019	G	→
4.11	A total of £38.829 million of new savings delivered in 2018/19.	By March 2019	R	↓
4.12	Year 1 of the well-being strand of the Council's new Workforce Plan delivered.	By March 2019	G	→

## Key Action Updates

### NEW WAYS OF WORKING AND ACHIEVING FINANCIAL SUSTAINABILITY

#### Supporting outcome: Everybody will be supported to achieve their aspirations

##### Commentary for areas of progress:

As part of Action 4.12 and delivery of Year 1 of the well-being strand of the Council's new Workforce Plan, The Council has successfully achieved the Gold Level Better Health At Work Award. Now working now towards Continuing Excellence, building upon recommendations identified by the Assessors.

All services delivering in line with their 2018/19 revenue budget (Action 4.7) is now expected to be achieved as the Quarter 3 budget monitoring is forecasting an over budget outturn of £0.024m. Service expenditure of £8.306m overspend is offset by other Corporate items underspend. Service managers are continuing to work to deliver mitigating reductions in their expenditure in order to ensure that a balanced budget position by financial year end.

##### Commentary for areas for improvement and detail of ongoing action:

For Action 4.6 A number of projects for delivery in 2019/20 have been included in the Council's draft budget:

- Remodelling Workforce Learning function
- Increase in Advertising revenue
- Registrars
- Car parks
- Works for external partners

CMT's agreed approach to transformation includes Enterprise as one of the five programmes and this continues to be developed with the Programme Initiation Document due for approval at CMT on 23 January 2019. This programme includes projects for ongoing development in 2019/20, including:

- Traded Services for Schools
- Fire & Rescue Service commercial opportunities

An update was provided to meetings of Scrutiny Management Board in July and September 2018, with a further item to be planned for early in 2019. To create additional capacity to progress certain projects external support has been secured on an invest to save basis.

In relation to Action 4.11 the Quarter 3 budget monitoring report details £35.750 million of the £38.829 million new savings are currently expected to be delivered and therefore Rag rated RED. Achievement of financial sustainability in the medium term continues to be an area of focus for this Council, along with many other Councils, particularly those with social care responsibilities. The Quarter 3 budget monitoring report is set out elsewhere on today's agenda. Although a balanced budget position is forecast for the year end, this is as a result of principally some one-off monies meeting budget overspendings elsewhere.

##### Commentary for Risk updates:

In relation to actions 4.1 Corporate Risk (CR6) is in place to address the risk of Information Security including Phase 2 of GDPR implementation. Corporate Risk (CR2) addresses the risk around workforce capacity and skills through the delivery of the Workforce Plan and addresses action 4.12 and Corporate Risk (CR5) addresses the risk relating to the Council's ability to be a financially sustainable Authority and relates directly to actions 4.7 & 4.11.

##### Commentary for Finance updates:

Non-delivery of Budget savings agreed for 2018-19 is forecast at £3.079m. This requires savings from other areas to be achieved to ensure the budget is not overspent at the year end.

## Delivery of Council Plan Delivery Plan: 2018/19

### NEW WAYS OF WORKING AND ACHIEVING FINANCIAL SUSTAINABILITY

#### Key Outcome Indicators

Ref	Measure for 2018/19	RAG (against target)	Direction of travel since last report (improving/ sustained/ declining)
M4.1	A reduction in the marginal cost of Externally Provided Workforce of 15% from March 2018 levels.	G	↑
M4.2	A reduction in Sickness Absence to 10 days per WTE by March 2019.	R	→
M4.3	80% of corporate complaints dealt with satisfactorily at informal stage.	G	↑
M4.4	90% of FOI and EIR requests dealt with within 20 day statutory timescale	R	→
M4.5	All Subject Access Requests responded to within 1 calendar month in line with GDPR legislation	G	↓

## NEW WAYS OF WORKING AND ACHIEVING FINANCIAL SUSTAINABILITY

### Key Outcome Indicators

#### Commentary for areas of progress:

For Measure M4.1 the marginal cost of EPWs being engaged in these positions over equivalent internal provision during 2018/19 is currently £1.617m. The start of January 2018 forecast was £2.012m, Comparing the start of January 2019 position to the same point in 2018, the forecast marginal cost for the financial year is currently £0.395m (19.6%) lower, indicating at this stage in the year that the CPDP EPW marginal cost reduction target of 15% lower is forecast to be achieved.

For Measure M4.3 in quarter 3, we received 58 corporate complaints, of which 52 were resolved informally (90%). Quarter 2 performance saw 57 corporate complaints of which only 37 were resolved informally (65%). Quarter 1 saw 27 corporate complaints of which 22 were resolved informally (81%). Maintaining the current level of performance from Quarter 3 going forward will see the yearly performance target of 80% exceeded.

Subject Access Request Performance (Measure M4.5) there has been a slight decline in performance (down from 81% at the end of Quarter 2 to 78% in Quarter 3), although performance remains above the 75% target. N.B. The volumes of requests being received per quarter are increasing, with 50 received in Quarter 3 compared to 41 in Quarter 2 & 34 in Quarter 1.

#### Commentary for areas for improvement and detail of ongoing action:

In relation to Measure M4.2 Forecast absence is tracking at 12.05 working days lost per FTE, compared to 11.79 reported at the end of Quarter 2. Minimal additional reduction so far in 2018/19. Historically winter months would impact further.

For the Measure M4.4 (FOI/EIR requests) Performance for quarter 3 has remained consistent with the previous quarter. 70% of requests were responded to within 20 working days, and performance remains RAG rated as Red when compared to the performance target of 90%. Request volumes still remain in excess of previous years, with 1178 requests received to the end of December 2018, giving a monthly average of 131 per month compared with 111 in 2017/18. An additional resource joined the Information Governance Team at the end of October to support the administration of request handling. A process improvement review is to be undertaken as to the handling of FOIs/EIRs which will include a review of the number of 'touch points' in processing a request together with the level of officer being requested to approve requests.

#### Commentary for Risk updates:

In relation to measure M4.2, Corporate Risk CR2 is in place to address the risk of workforce capability, skills and relationships and directly addresses the issue of high staff absence levels and therefore enables the reduction of sickness absence.

#### Commentary for Finance updates:

Continued reduction of Externally provided workforce marginal cost and planned reductions in sickness absence are expected to contribute to reducing employee related expenditure.