

# COUNCIL PLAN DELIVERY PLAN PROGRESS REPORT

**(Progress to 31st March 2019 - Quarter 4)**

RAG Alert	Action Progress	Measure 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	G	→
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	R	→
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	G	→
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:

1.4 For the academic year 2018-2019, changes have been made to the PEPs. There is one primary PEP to cover both KS1 and KS2 and one secondary PEP to cover both KS3 and KS4 which is hoped will make the process more straightforward for schools to complete the PEPs. Guidance on how to complete a PEP has also been updated. The Virtual School website has information, guidance, FAQs and sample PEPs so that carers, schools, social workers and other professionals know how to complete a good quality PEP. From January 2019 an audit of PEPs takes place which is aligned to the audit of CLA cases. Each month the Virtual School Head (VSH) audits the PEP for the CLA and returns the completed PEP audit form to the team manager and service manager so that any issues are followed up. Any school-based issues are followed up with the schools by the Virtual School team. Any thematic findings are sent to Amy Holliman. It is too soon to measure the impact of the PEP audits, but feedback from the team managers has been positive and actions followed up. The Virtual School team are providing training to designated teachers on the quality of PEPs in June 2019 in the north, west and south of Cumbria.

1.6 Public Health Strategy produced and formally endorsed by the County Council, all six District Councils and the Lake District National Park Authority [N.B by 16 April].

1.7 The number of completed Safe and Well visits at the end of Qtr 4 (10,035) is over the annual target (10,000). These visits underpin the Prevention and Public Health agenda. Moving forward CFRS will be expanding the role of Atrial Fibrillation across the county. In addition information on awareness of cold homes during winter months will be included.

An evaluation of the two Joint Emergency Service Officer (JESO) roles has been submitted with recommendations to the Blue Light Executive Leaders Board for consideration.

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

1.5 There has been engagement with carer organisations, Children and Adult social care management teams and Health partners. Their feedback has shaped the development of the charter and will inform the next phase of engagement with carers and Members.

1.9 The Council is currently in discussion with health colleagues as to how we shape the next phase. Once we have agreed the forward approach the Charter will be ready to proceed to a formal consultation phase. 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 Teams 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.

#### 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	R	→
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:

1.15 The Children Looked After (CLA) and Care Leavers Strategy has been agreed by Cabinet in December 18.

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

1.20 In children and families, work continues to embed our practice model 'Signs of Safety' (SOS). The revised implementation plan for 2019 has been agreed and signed off by the Workforce practice Board in February 2019, each district and service area has an implementation plan which sits under this and these will be reviewed at the SOS Steering Group in May 2019. A presentation on the SOS implementation was received positively by members of Scrutiny and the Corporate Parenting Board. Coaching sessions continue to be delivered and further bespoke coaching will be delivered in relation to leadership, to the IRO and fostering service. A task and finish group has been established to develop a standardised safety plan to be used by practitioners and an ICS working group has developed a number of templates which will be signed off in April. Practice guidance has been produced for practitioners, and a guide is being developed for parents and children. The share point site has been updated to make access easier and a communications plan is in place to ensure regular updates are provided to practitioners and communication is branded with SOS. A number of good practice examples have been shared and there is increased evidence through audit of the use of the approach with children and families in all service areas. 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, with monthly and quarterly reports being discussed at Adult Social Care (ASC) Leadership Meeting, and themes shared at the Managers' Forum with the wider staff group. April will see managers developing some audit grading guidance and, in May, a joint moderation exercise will take place where each service will audit the same case. The ASC management restructure has been launched which will provide more capacity for strength-based working being embedded through the dedicated Principal Social Worker role.

Work on a collaboration canvas to support strength based conversations has started – this is a tool to support practitioners to have a guided strength based conversation with customers. Practitioner guidance is also under development and the tool will be piloted with practitioners.

1.18 Following the reconfiguration of the two CCGs, work has concentrated on developing the working relationships between the three organisations with a focus on who and how services and support will be commissioned rather than what will be commissioned.

#### 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 and management, and the effective implementation of the 'Signs Of Safety' practice model.

#### Commentary for Finance updates:

At Quarter 4 the Children Looked After service is a provisional over budget outturn of £12.460m. The Children's Programme Board continues 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	A	→
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:**

1.26 Consultation of Adult Social Care reshaping has commenced

1.27 and 1.28 Practical completion of both new care homes has been completed

1.30 The final IRMP 2019-2023 was agreed at Full Council on 11th April 2019

1.32 Work to improve the website (external and internal) and develop wider comms materials to promote Cumbria Care services is ongoing. Promotion of the quality of the Council's in-house provided services continues. This all constitutes a soft relaunch of the Cumbria Care brand.

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

1.25 The outstanding vacancies within the in-house Shift Based Commissioning Models in Carlisle, Copeland, Furness and South Lakeland have been offered up as alternative employment to staff who are at risk through the Residential Modernisation.

An in-house Shift Based Commissioning Model is to be developed in Eden, alongside the two block contracts currently in place with our independent framework provider. Ongoing discussions are underway to set up block contracts within the Allerdale area.

#### **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:

1.39 The Blue Light Collaboration Working Group continue to deliver the agreed strategic priorities, including 6 month pilots for the missing persons and blue light shared premises initiatives. Evaluations for both the Joint Incident Command Unit (JICU) and Joint Emergency Service Officer (JESO) role have been submitted with recommendations to the Blue Light Executive Leaders Board for consideration.

1.41 Programme prioritisation until the end of 2018/19 will focus on Highways. 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:

1.40 A new Council website launched with a refreshed Information, Advice and Guidance offer and work continues to develop the offer.

#### 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.	G	↑
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:

M1.3 At the end of March 2019, there were 179 foster carers - up from 178 at the end of Quarter 3. The target was set at 180 (15 more than the baseline) the recruitment of foster carers continues in 2019/20.

M1.9 The number of accidental primary dwelling fires at the end of Quarter 4 (246) is exactly on target (246). In Quarter 4 there were 73 accidental primary dwelling fires compared to a target of 61.5.

M1.10 The number of Road Traffic Collisions (RTCs) at the end of Quarter 4 (255) is 1.1 % under target (258). However, this is similar to the same period last year with 257 RTCs at the end of Quarter 4 2017/18.

M1.11 The number of Safe and Well visits conducted by end of Quarter 4 (10,035) is over the annual target (10,000). In Qtr 4 a total of 2,605 Safe and Well visits were completed.

M1.12 The usage of Assistive Technology is currently above the target of 3,200, up to 3,525 an increase of 325 on the previous quarter. The improved use of Assistive Technology has been supported by an extensive set of workshops for practitioners across the county throughout January and February, with additional workshops in April. 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:

M1.1 The latest data indicates the proportion of children at Reception stage who are overweight and obese has reduced by 2.2% to 26%, but the proportion of children who are overweight and obese at Year 6 has remained similar to the previous year at 35.3%. Various actions are ongoing including a media campaign and development of local action plans. Healthy Weight is being brought to the Early Years Strategy group to expand the reach of the Healthy Weight Pledge which has been initially rolled out with District Councils. A significant amount of delivery is through the 5-19 Public Health Service at both Primary and Secondary level to pupils, staff and parents/carers. The Healthy Weight Action Plan is included as part of the Population Health OGIM (Objectives, Goals, Initiatives, Metric) which feeds into the Integrated Care Communities.

M1.2 March saw an increase in the number of Children Looked After from December (up from 679 to 683 - equivalent to a rate of 73.8/10,000). 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 and Copeland with 302 CLA (97.1/10,000) and an increasing trend over the year. Numbers in Barrow-in-Furness and South Lakeland (212, 68.4/10,000) have been relatively unchanged over the last year as has Carlisle and Eden, at 169 (55.4/10,000). 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 have been independently reviewed and are being tracked on a fortnightly or monthly basis by the Placement Commissioning Board, depending upon action needed. The CLA Recovery Action Plan was updated in March 2019.

M1.5 The number of residents has increased from Q3 whilst the number of available beds has in some areas increased (due to increased staffing levels) but it has also reduced following the formal closure of Powbeck Residential Home. The overall number of registered beds has also reduced because of this change from 754 to 716. This has improved the overall occupancy level for Cumbria Care Residential homes to 87%. Work is continuing to achieve the 95% target.

#### 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 4 the Children Looked After service is a provisional over budget outturn of £12.460m. 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	G	↑
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:

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. Draft outturn is estimating highways spend at £77.163m

2.4 Expected outturn for 2018-19 is £8.567m. Work has been carried out and completed at 74 schools during the year.

2.5 Cumbria Strategic Floods Partnership (CSFP) has a running total of 239 projects that will contribute towards flood risk reduction - 16 completed and 94 in progress.

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

2.1 Good progress has been made in line with an agreed recovery plan. More than 9,000 properties have been reached through programme works however achievement of the final target of 9,171 has been delayed due to a number of structures effected by contractual Relief Events which will be delivered during the next quarter. Additionally, discussions are ongoing with funders and the supplier to add further deployment activity. The progress of works against the plan is monitored weekly with the supplier.

#### 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:

2.9 This work 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.

2.12 The initial review and mapping have been completed. Further reviews and improvements are being made, and are expected to be completed by July 2019.

#### Commentary for areas for improvement and detail of ongoing 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.

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 has been discussed, and as part of this work both Barrow-in-Furness and Whitehaven Libraries are being supported as specific projects by the Capital Team whilst others are in development. Barrow-in-Furness Library will be going for planning consideration shortly and is also proposed as the front face for targeted as well as universal customer services.

2.11 The Equality Plan was passed by Cabinet in October. Delivery is now commencing.

#### 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:**

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.

2.21 The first trials of the agreement are now commencing with the focus groups of Parish Councils.

2.22 As part of the County's commitment to support communities to access funding, 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 for 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:

2.27 Campus buildings in occupation and operational week commencing 06 January 2019. The demolition of the former St Benedict's buildings is now underway with removal of asbestos taking place prior to demolition work. Some concern about end date for demolition and clash with official opening ceremony planned for 02 July 2019.

2.28 The Communications team are supporting with the development of consultation documentation and programme. Six week long consultation will be concluded by the middle of the summer term. Work supporting co-location of Sandgate Special School is progressing with architects to be consulted on design and build proposals to be brought to Members.

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

2.25 Work to review policies and update activities has commenced. DfE has now published updated guidance which will be incorporated into the scheme, with consultation likely to be complete by the autumn term.

2.29 Meeting with governing body of South PRU completed. Need for urgent project management resource to be attached to the development to ensure timely delivery.

2.30 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 is a key priority for the Action Plan for 2018/19. The Early Years Strategy has been implemented and action plans are on track. SIMBG project has been delivered and participating schools have changed practice and assessment through provided tools/training; this is also reflected in identified schools own action plans. Further analysis has identified that Copeland and Carlisle have improved since 2017 but continue to need focused support. Vulnerable Learner Networks are in place in each area; final area-based conference to share learning planned for Summer 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 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:

M2.6 The proportion of 16-17 year olds provisionally reported as Not in Employment, Education and Training (NEET) or whose status was Not Known for the "scorecard" period of Dec 2018-Feb 2019 was 3.7% in Cumbria, down from 3.9% in the same period last year. This represents an average of 364 young people, down from 391 for the same period last year (216 young people who were NEET and 148 whose status was not known). The NEET rate was 1.8 percentage points lower than nationally and 1.7 percentage points lower than Cumbria's statistical neighbours. NB: the official annual scorecard figure will formally be confirmed by DfE later this year.

M2.12 Confirmation of Band 3 received from the Department for Transport (DfT), 11 April 2018. Allocation of funding from the Local Highways Maintenance Block Incentive Element is based on an annual incentive element exercise. Deadline for submission of self-assessment was 1st February 2019. Further work has been undertaken this year to strengthen our evidence base and retain Band 3 status.

M2.10 In February 2019, the proportion of children attending a good or outstanding school in Cumbria, at 82.8%, shows a fall compared to both December 2018 (83.4%) and September 2018 (84.1%) and is now 4.2 percentage points adrift from our April 2019 target of 87%. Despite this, the measure remains RAG rated as green against the target. Initial performance assessments of all schools take place and there is direct brokerage of support for any school which is underperforming. 'Evaluating Pupil Performance' is implemented for every maintained school to include self-evaluation of overall effectiveness and school culture. Best practice is matched to areas of identified need. Ofsted reports continue to recognise positive LA contribution and a number of schools that were judged 'Requires Improvement' were previously at risk of Special Measures, and therefore though less than good, would have been inadequate without the support and intervention provided.

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

M2.9 In the 2017/18 academic year the annual rate for permanent exclusions across all schools was 0.14%. This is higher than the annual figure for 2016/17 (0.11%). The year-to-date figure from September 2018 to February 2019 is 0.08% (56 exclusions - so this figure will increase as the year progresses). The current figure is therefore RAG rated as green against target but should be treated with caution as it is based on data for a 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	G	→
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	A	↑
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:**

3.4 Learning and skills manager now a member of the new CLEP People, Employment and Skills Strategy Group. Contribution made to Cumbria Local Industrial Strategy.

3.6 All learning is funded through the Council's contract with the Education and Skills Funding Agency (ESFA) for the purposes of delivering adult and community learning.

- 2,037 people attended Community Learning courses in Q1 from 1st April to 30th June 2018.
- 2,127 people attended Community Learning courses in Q2 from 1st July 2018 to 30th Sept 2018.
- 1,559 people attended Community Learning courses in Q3 from 1st October 2018 to 31st December 2018.
- 552 people attended Community Learning courses in Q4 from 1st January 2019 to 31st March 2019.
- A total of 6,275 people attended Community Learning courses this year. The target has been significantly exceeded.

3.2 A total of 953 people attended Community Learning ICT and digital skills courses since 1st April 2018.

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

3.5 Two traineeship programmes started in November 2018 (one in the north of the county and the other in the west). 24 young people have started; 20 have completed; 12 have been offered Council apprenticeships, the remainder are not yet ready to progress and referrals have been made to partners for additional support, e.g. Cumbria Youth Alliance, Inspira Trainees are currently on the programme. Unfortunately North Cumbria University Hospitals Trust (NCUHT) and Cumbria Partnership Foundation Trust (CPFT) were unable to offer any progression opportunities to apprenticeships.

#### **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:

3.9 There were 135 Council apprenticeship starts in the period 1st April 2018 to 31st March 2019, against 124 achieved in 2017/18. In the same period, there were 73 school apprenticeship starts, against 95 in 2017/18. The reduction was caused by some apprenticeships lasting for 18 months and schools being unable to accommodate additional starts. Total in-year apprenticeship starts 208. The shortfall on the public sector target was caused by lack of availability of new Apprenticeship Standards required, e.g. Social Work and in some instances lack of availability of training providers, e.g. Finance. These issues are resolved for 2019/20.

3.10 The draft system-wide Workforce Strategy has been circulated to partners for comment. The strategy is based on Health England's system-wide workforce strategy approach.

3.11 We encourage all relevant providers to consider providing this when considering bidding for our contracts. However, we cannot legally require them to do offer this rate of pay.

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

No action 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:**

3.17 Latest round of consultations is complete and a final draft prepared which is subject to further discussion with relevant government departments.

3.18 Three year appointment for Library and Culture Project Delivery post. A bid has now been submitted by a consortia in Barrow-in-Furness into the Arts Council's Creative People and Places Programme. 15 NPOs have been funded. Plans for a cultural offer in the Library Service has been initiated, and a scope has been developed with a view to applying for NPO status. Investigating options for developing a countywide cultural strategy.

3.19 Three new S106 agreements were secured in Quarter 4 - 1 Education, 1 Highways and 1 Bus Service

#### **Commentary for areas for improvement and detail of ongoing 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.

3.16 £900k improvements to the rights of way network were delivered by the Countryside Access team, work continues.

#### **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	A	→
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	A	↓

## 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:

3.23 Following the experience of accessing socio economic funding from nuclear partners which supports local projects, area teams have begun work with local businesses and the Cumbria Exchange to match businesses offering support with local projects looking for help

3.24 The Care Leavers Offer has been published in December 2018 as part of our Children Looked After and Care Leavers Strategy.

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

3.25 The Council actively promote all work experience, traineeships and apprenticeships to Children Looked After and care leavers. In October 2018, a pilot work experience project in Barrow-in-Furness offered 20 places 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. Seven young people (four care leavers and three Not in Education, Employment or Training (NEET) attended. Evaluations received have all been very positive.

Evaluation of the pilot work experience and traineeship programme is underway, working with the Looked After Children and Virtual School teams to identify next steps. Take-up of the opportunities provided has been low to date and a key strand of activity will be focussed on how to improve the number of young people accessing the opportunities available in the Council.

3.26 Local Committee Terms of Reference have been reviewed and proposals to extend their role to have greater influence were agreed by Council in November 2018. The new Terms of Reference emphasise the importance of Area Planning, and Local Committees are working on a number of priority projects where there are opportunities to reshape services locally to improve outcomes, provide a more joined up offer of services locally, and deliver efficiencies. A refreshed approach will involve the development of business cases for these priority projects and others that emerge. This is a rolling programme of Area Planning work that is not yet complete; completion is expected around May 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 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:**

M3.5 Work experience and traineeship programme now in place

M3.6 There has been an increase in the volume of locally awarded SME/micro contracts over the past quarter to 36% which is just above the target of 35%.

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

M3.4 Provisional data suggests there were 2,750 apprenticeship starts by Cumbrian domiciled people in the period Aug 2018-Jan 2019 . This is 341 fewer starts than the same period in 2017/18 (-11%). However in each of the previous three years the provisional figures have been revised upwards when late returns are incorporated and therefore it is too early to say whether this is a genuine fall in starts or an administrative effect.

M3.7 This is not possible to measure due to the complexity of contracts and pay rates which can vary between providers, between geographic areas and even between shifts. However, the Living Wage has increased since providers were last asked about it in 2018 and therefore we are unable to confirm the current status until contracts are renewed.

#### **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	G	↑
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	G	→
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:

4.3 A full range of Customer Service training is now available. Over 900 staff have attended Customer Service workshops, Writing for Customers, Customer Service "bitesize" events and completed Customer Service eLearning - with 93% rating the training Good or Excellent. A further 500 have already booked for future training.

4.9 The review of the Council's Customer Service standards has been completed.

4.12 County wide 'Time to Talk' events took place on 7th February, which engaged with hundreds of employees across the county. The Time to Talk Charter was signed by the Leader and Cllr Deborah Earl.

Improved information and guidance for employees to support financial wellbeing, including better links/awareness of the services provided by Credit Unions has generated a 22% increase in uptake of services offered.

4.2 The new 'My Account' platform has been launched.

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

4.7 The final outturn position is a balanced position for the Council however individual service areas are reporting over and underspend positions hence the amber rating. The full detail can be found in the financial outturn report however the material elements are as follows.

Children Looked After, £11.246m over budget due to increasing numbers and average package costs.

CNDR financing, (£7.457m) under budget due to a refinancing exercise completed in December 2018.

Inflation & Contingency, (£4.790m) under budget due to there being no requirement to release the contingency budget during the year and careful review of inflationary pressures.

4.11 A total of £35.587m (91.7%) has been delivered by 31st March 2019, giving a shortfall of £3.242m against this target. The material element of the variance from target relate to the funding of children's care costs from responsible organisations where final outturn was lower than original estimates and the cross cutting service reviews. Further information, including on other smaller variances, can be found in Appendix 2 of the Budget Outturn report.

##### 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 at provisional outturn is £3.242m.

## 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	75% of 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:

M4.1 The marginal cost for 2018/19 is £1,688,666 which is £394,994 (17.2%) lower than 2017/18 (2,038,660). Following the success of the Externally Provided Workforce (EPW) Strategy group Chaired by Assistant Director Organisational Change it has been decided to continue during 2019/20 to ensure EPW marginal costs are at least maintained to March 2019 levels or further reduced.

M4.3 In Quarter 4 60 corporate complaints were received, of which 55 were resolved informally (92%). Performance for the year has seen the current target achieved with the direction of travel continuing to show an ongoing improvement.

M4.5 Whilst there has been a decline in performance from 78% at the end of Quarter 3, performance remains 'green' at 73% compared with 75% target. The amount of requests being received continues to increase on a quarterly basis, with 65 requests received in Quarter 4 compared with 50 received in Quarter 3, 41 in Quarter 2 & 34 in Quarter 1. Additional resource has been identified to provide training on Subject Access Request (SAR) handling to increase the capacity available to handle the volume of requests being received.

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

M4.2 Forecast absence tracking is reported at 12.49 working days lost per Whole Time Equivalent (WTE) at end of March 2018 compared to the 12.05 working days lost per WTE forecast for the year at the end of Quarter 3.

The detailed action plan remains in place with additional analysis, remedial plans ongoing and a deep dive challenge by the Scrutiny Management Board. Sickness Absence will continue to be high profile focus for managers, Corporate Management Team and Scrutiny

M4.4 Performance for quarter 4 was 74% and has shown an increase from the previous quarter of 71% in terms of responding to requests in 20 working days, although still RAG rated as Red when compared to the performance target of 90%. Request volumes still remain in excess of previous years, with a monthly average of 131 per month compared with 111 in 2017/18. Reshaping proposals are currently being progressed to incorporate the FOI handling function as part of the Service Centre operations.

#### 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 contributed to reducing employee related expenditure.