To: The Council Leader and Members of Cabinet

Agenda

CABINET

A meeting of the Cabinet will be held as follows:

Date: Thursday 24 September 2015
Time: 10.00 am
Place: Committee Room 2, The Courts, Carlisle

Dawn Roberts
Assistant Director – Corporate Governance

Enquiries and requests for supporting papers to: Nick Evans
Direct Line: 01228 226367
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This agenda is available on request in alternative formats

Serving the People of Cumbria
Membership

Mr SF Young (Leader)  
Mrs PA Bell (Deputy Leader)  
Mrs A Burns  
Mr B Doughty  
Mrs C Feeney-Johnson  
Ms B Furneaux  
Mr KA Little  
Mr J McCreesh  
Mr DE Southward  
Mr I Stewart

Access to Information

Agenda and Reports

Copies of the agenda and Part I reports are available for members of the public to inspect prior to the meeting. Copies will also be available at the meeting.

The agenda and Part I reports are also available on the County Council’s website – www.cumbria.gov.uk

Background Papers

Requests for the background papers to the Part I reports, excluding those papers that contain exempt information, can be made to Legal and Democratic Services at the address overleaf between the hours of 9.00 am and 4.30 pm, Monday to Friday.
AGENDA

PART 1: ITEMS LIKELY TO BE CONSIDERED IN THE PRESENCE OF THE PRESS AND PUBLIC

1 APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2 DISCLOSURES OF INTEREST

Members are invited to disclose any disclosable pecuniary interest they have in any item on the agenda which comprises

1 Details of any employment, office, trade, profession or vocation carried on for profit or gain.

2 Details of any payment or provision of any other financial benefit (other than from the authority) made or provided within the relevant period in respect of any expenses incurred by you in carrying out duties as a member, or towards your election expenses. (This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.)

3 Details of any contract which is made between you (or a body in which you have a beneficial interest) and the authority

   (a) Under which goods or services are to be provided or works are to be executed; and

   (b) Which has not been fully discharged.

4 Details of any beneficial interest in land which is within the area of the authority.

5 Details of any licence (alone or jointly with others) to occupy land in the area of the authority for a month or longer.

6 Details of any tenancy where (to your knowledge)

   (a) The landlord is the authority; and

   (b) The tenant is a body in which you have a beneficial interest.

7 Details of any beneficial interest in securities of a body where

   (a) That body (to your knowledge) has a place of business or land in the area of the authority; and
(b) Either –

(i) The total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or

(ii) If that share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

In addition, you must also disclose other non-pecuniary interests set out in the Code of Conduct where these have not already been registered.

Note

A “disclosable pecuniary interest” is an interest of a councillor or their partner (which means spouse or civil partner, a person with whom they are living as husband or wife, or a person with whom they are living as if they are civil partners).

3 MINUTES

To receive the minutes of the Cabinet meeting held on 23 July 2015 (Pages 9 - 22)

4 EXCLUSION OF PRESS AND PUBLIC

To consider whether the press and public should be excluded from the meeting during consideration of any item on the agenda.

5 STATEMENTS BY THE LEADER OF THE COUNCIL AND CABINET MEMBERS

To receive statements by the Leader of the Council and Cabinet Members.

6 PUBLIC PARTICIPATION

None at this stage

REFERRAL FROM LOCAL COMMITTEES

None for this meeting.

REFERRAL FROM SCRUTINY

7 SCRUTINY REVIEW - DIGITAL INNOVATION

a Scrutiny Review -Transforming Services through Digital Innovation

To consider a report from the Chair of Scrutiny Management Board (copy enclosed) (Pages 23 - 46)

b Corporate Director Response to Scrutiny Review - Transforming Services
through Digital Innovation

To consider a report from the Corporate Director – Environment and Community Services (copy enclosed)
(Pages 47 - 54)

8 SCRUTINY REVIEW - CHILD SEXUAL EXPLOITATION IN CUMBRIA

a Scrutiny Review - Child Sexual Exploitation in Cumbria

To consider a report from the Chair of Scrutiny Management Board (copy enclosed). (Pages 55 - 76)

b Corporate Director Response to Scrutiny Review - Child Sexual Exploitation in Cumbria

To consider a report from the Corporate Director – Children’s Services (copy enclosed).
(Pages 77 - 84)

An effective and efficient council

9 2015/16 REVENUE AND CAPITAL BUDGET MONITORING TO 30 JUNE 2015

To consider a report from the Chief Executive (copy enclosed)
(Pages 85 - 150)

10 QUARTER 1 - CORPORATE PERFORMANCE MONITORING REPORT 2015-16

To consider a report from the Chief Executive (copy enclosed).
(Pages 151 - 200)

11 HEALTH & SAFETY POLICY STATEMENT - ANNUAL REPORT

To consider a report from the Corporate Director – Environment and Community Services (copy enclosed).
(Pages 201 - 212)

12 COMMUNITY SAFETY STRATEGY

To consider a report from the Corporate Director – Environment and Community Services (copy enclosed).
(Pages 213 - 238)

13 CUMBRIA SCHOOL FUNDING FORMULA 2016-17 - PERMISSION TO CONSULT

To consider a report by the Chief Executive and the Corporate Director – Children’ Services (copy enclosed).
(Pages 239 - 248)
14 HOUSING RELATED SUPPORT LINKED TO SHORT TERM ACCOMMODATION - SUPPORTING PEOPLE

To consider a report from the Interim Corporate Director – Health and Care Services (copy enclosed) (Pages 249 - 256)

15 DRAFT CUMBRIA MINERALS AND WASTE LOCAL PLAN

To consider a report from the Corporate Director – Environment and Community Services (copy enclosed).
(Pages 257 - 294)

16 DUMFRIES & GALLOWAY STRATEGIC REINFORCEMENT PROJECT - PLANNING PERFORMANCE AGREEMENT (PPA)

To consider a report from the Corporate Director – Environment & Community Services (copy enclosed).
(Pages 295 - 312)

17 COMMISSIONING STRATEGY FOR CARE AND SUPPORT IN CUMBRIA 2015 - 2020

To consider a report from the Interim Corporate Director – Health and Care Services (copy enclosed) (Pages 313 - 368)

PART 2: ITEMS LIKELY TO BE CONSIDERED IN THE ABSENCE OF THE PRESS AND PUBLIC

18 AWARD OF CONTRACT - ADULT SOCIAL CARE COMMUNITY BASED SERVICES FRAMEWORKS 2015

To consider a report from the Corporate Director – Environment and Community Services (to follow)

19 CONNECTING CUMBRIA - UPDATE ON PHASE 2 CONTRACT

To consider a report from the Corporate Director – Environment and Community Services (copy enclosed)
(Pages 369 - 376)

20 AWARD OF CONTRACT NEW STREET LIGHTING FRAMEWORK AGREEMENTS (CAPITAL PROGRAMME)

To consider a report from the Corporate Director – Environment and Community Services (copy enclosed).
(Pages 377 - 388)

21 BASIC NEEDS CAPITAL FUNDING

To consider a report from the Corporate Director – Children’s Services (copy enclosed) (Pages 389 - 400)
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CUMBRIA COUNTY COUNCIL

Minutes of a Meeting of the Cabinet held on Thursday, 23 July 2015 at 10.00 am at Council Chamber - County Offices, Kendal, LA9 4RQ

PRESENT:

Mr SF Young (Leader)
Mrs PA Bell (Deputy Leader)
Mrs A Burns
Mr B Doughty
Ms B Furneaux
Mr KA Little
Mr J McCreesh
Mr I Stewart

Officers in attendance:

Chief Executive, Corporate Director - Environment and Community Services, Assistant Director - Finance, Assistant Director - Corporate Governance, Assistant Director - Business Services, Chief Fire Officer, Interim Monitoring Officer, Communications Manager and Democratic Services Manager

The Leadership Support Officers for the Conservative, Labour and Liberal Democrat Groups were also in attendance.

PART 1 ITEMS CONSIDERED IN THE PRESENCE OF THE PUBLIC AND PRESS

27 APOLOGIES FOR ABSENCE

Apologies for absence were received on behalf of Mrs Feeney-Johnson and Mr Southward.

28 DISCLOSURES OF INTEREST

There were no disclosures of interest on this occasion.

29 MINUTES
RESOLVED, that the minutes of the meeting held on 4 June 2015, be confirmed as a correct record and signed by the Chair.

30 EXCLUSION OF PRESS AND PUBLIC

The Leader advised that he had agreed to admit an urgent item of business at item 17 Strategic Planning Agreement – for Proposed Development Activity at Sellafield. The matter was urgent as any delay in considering the item could have adverse funding implications for the Whitehaven Education Campus.

RESOLVED, that the press and public be excluded from the meeting during consideration of Agenda Item 14 – Award of Contract – Substance Misuse Services, 15 – Award of Contract – Sexual Health and HIV Services, 16 – Award of Contract – Construction of Currock Bridge, Carlisle and the urgent item 17 – Strategic Planning Agreement – for Proposed Development Activity at Sellafield as they contained exempt information relating to the financial or business affairs of any particular person (including the authority holding that information) by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

31 STATEMENTS BY THE LEADER OF THE COUNCIL AND CABINET MEMBERS

The Cabinet Member for Health and Care Services made an statement with regard to the unexpected announcement by the Minister of Care and Support stating that there would be a delay in the implementation of the cap on care costs system. The changes had been due to come into force in April next year. However, in light of concerns on timing expressed by the LGA (Local Government Association) and many others during the recent consultation on draft regulations and guidance, the Government had taken the decision to delay implementation until 2020. The financial impact of the cap on care costs system was to be a significant new burden to Local Authorities and as such the commitment from Government was that these new burdens would be fully funded. The delay in implementation would therefore be matched by a delay in new burdens funding and so the funding challenge for the Council over the medium term remained unchanged, a £55m gap for the period 2016/17 to 2018/19.

The Cabinet Member for Health and Care Services made a further announcement in relation to NHS England announcing that the North East and Cumbria would be one of five national ‘Fast Track’ areas for Transforming Care for people with a learning disability. The aim of the
programme was to reshape services away from institutional models of care, to shift the emphasis from bed-based inpatient provision for people with high levels of need, and to strengthen the support available to people with learning disabilities to live independently in their communities. This was positive news for the county and would help deliver change that will make a real difference to the lives of people with learning difficulties.

The Deputy Leader made an announcement on the Chancellor of the Exchequer’s publication of the policy paper "Spending Review 2015: A country that lives within its means", which set out the government's approach to its Spending Review 2015. The paper confirmed the government's commitments to priority areas of spending and the ring-fencing of funding for the NHS; national security; and the overseas aid budget which would result in unprotected government departments, including local government, being asked to model for two scenarios of savings within their resource budgets. These scenarios would be for savings of 25% and 40% of resource budgets by 2019/20 and are the same reductions requested ahead of Spending Review 2010.

Ring-fencing other areas of public spending would mean that local authorities would be hit harder again. But the full impact on the Council would not be known until the Spending Review and then the draft Grant announcements which would follow in December. It was safe to assume however that the Council’s £55m gap for the following three years would not reduce. The full Spending Review would be published on 25th November after the October Cabinet where the budget consultation with the public would have been launched in order to meet all the deadlines ahead of setting the budget in February 2016.

32 PUBLIC PARTICIPATION

None for this meeting.

33 APPOINTMENT OF CABINET WORKING GROUPS AND REPRESENTATION ON OUTSIDE BODIES

A report by the Chief Executive invited Cabinet to consider appointments to member working groups and representation on certain outside bodies. The Leader referred to Part E – Appointments to Outside Bodies and advised that he would be the represent the Council on the Moorside Development Group as the other nominees from Local Authorities were of their respective Leaders. The Deputy Leader advised that the nominee to the LGA SPARSE would be Mrs Sanderson and that the place on the North West Regional Leader’s Board would be offered to a District Leader for
2015/16. Members were advised that the Conservative Group had confirmed their nominees to be unchanged from 2014/15.

**RESOLVED,** that

(1) the proposed membership of Cabinet sub-groups and other bodies as set out in appendix 1 (as amended) (Parts A, B and E) to the report be approved;

(2) the Assistant Director – Corporate Governance be authorised to make any changes to the approved list of appointments to Outside Bodies in consultation with the Leader of the Council.

34 **CORPORATE PERFORMANCE MONITORING REPORT - QUARTER 4 2014-15**

Cabinet considered a report from the Chief Executive which provided Cabinet with a progress update on corporate performance, incorporating progress on the Council Plan delivery plan for the year ended 31st March 2015, and progress against the Children’s Services Improvement Plan for the period ended 30th April 2015.

A detailed analysis of corporate performance was attached in the Appendix to the report which contained performance information grouped under each of the Council’s Council Plan priorities.

In regard to the improvement programme for Children’s Services, the previous report to 31st December 2014 included 18 service performance measures and 6 quality measures for the first time. These were used by the Children’s Safeguarding Improvement Board to track improvement on safeguarding activity. Since the previous report to Cabinet, an insufficient number of quality audits were completed due to the OfSTED inspection visit and so no significant conclusions could be drawn from the number completed. Consequently, only the 18 service measures were included in the report.

Overall, latest performance figures were positive, with many of the targets in the Council Plan delivery plan having been met. Others were on track for delivery against planned timescales, and would be rolled forward in the delivery plan for 2015-16 agreed by Cabinet on 30th April 2015. Similarly, the majority of the Council’s service performance measures indicated continued progress and further improvement.

Where performance had dipped below target or baseline, officers continued to identify and deliver appropriate actions to improve
performance and to bring performance back on track. In these instances, remedial action was highlighted in this report and in the detailed commentary in the Appendices.

In response to a question from the Leader the Assistant Director – Corporate Governance advised that a more in depth analysis of the numbers of pupils in receipt of free school meals (and the associated school uniform grant) had been carried out. Cabinet were advised that there were a number of factors influencing the numbers which included the fall in the unemployment rate and the implementation of the universal free school meals programme for infants. It was anticipated that forthcoming changes to the benefits regime would have a further impact. A recent publicity campaign regarding the availability of the scheme had resulted in an increase in numbers of parents registering and a further drive would take place before the start of the new school year.

Members were keen that the matter be raised at the Schools Forum and school governing bodies to promote the scheme as both the child and the school benefitted from the scheme and its link to the pupil premium for the school and other associated benefits for families including the school uniform grant.

**RESOLVED, that**

1. the overall performance across the 8 Council Plan priorities for the year ended 31 March 2015, and for the period ended 30 April 2015 for Children’s Improvement Plan performance be noted;

2. performance across the performance indicators used to track progress against the Children’s Improvement Plan be noted.

### 35 DIGITAL STRATEGY

Cabinet considered a report from the Corporate Director – Environment and Community Services which presented the draft Digital Strategy for approval which set out the County Council’s ambition to develop electronic solutions that meet the needs and aspirations of the people of Cumbria. The strategy outlined the aspirations to move more transactional functions to an online platform to help the whole population access the information and services in the most effective way.

The strategy was critical to the transformation of services across the organisation and in local areas. Implementation of this strategy was pivotal to the Council delivering value for money services and realising
the efficiency savings it required, exploiting the benefits of technology and supporting local growth. Greater use of technology underpinned the levers of change required for the Council to continue to provide essential services efficiently and effectively while meeting the increasingly difficult financial challenge.

The Cabinet Member for Fire, Public Safety and Central Support Services confirmed that he had attended one of a number of digital inclusion events which had been held to help members of the public get online which would help in giving them access to the benefits provided by superfast broadband.

The Deputy Leader asked whether the Council could be confident that the strategy would embrace the learning opportunities such as offered by BT as part of the Connecting Cumbria Programme. The Assistant Director Business Services confirmed that the strategy had been developed with stakeholders and there would be further work with partners to maximise the benefits of superfast broadband and its take up by the community.

**RESOLVED**, that the Digital Strategy 2015-18 be approved.

### 36 COPELAND COMMUNITY FUND

Cabinet considered a report of the Corporate Director – Environment and Community Services in relation to the Community Fund for Copeland in respect of the Low Level Waste Repository (LLWR) at Drigg.

A Co-operation Agreement, with respect to the Fund, was signed in October 2008 between the Nuclear Decommissioning Authority (NDA), Cumbria County Council (CCC) and Copeland Borough Council (CBC). A Project Board was established to run the Fund, which included representation from each of the local authorities, independent board members and the NDA to assess whether the decisions are in accordance with their socio-economic policy.

The Co-operation Agreement set out the way the Project Board could operate. It identified ‘Reserved Matters’ which required unanimous written agreement or consent of the Parties signed up to the Agreement.

Over the period 2013/14 a series of changes to the operation of the Board had been made and, following a review of operations by a company called Rocket Science, commissioned by the Project Board in 2013, additional changes had been suggested. Variations to the Co-operation Agreement were Reserved Matters and therefore require formal agreement of the County Council as one of the Co-operation Agreement signatories.
Further, at the Copeland Community Fund Board meeting of the 3rd June 2015 the Whitehaven Campus was granted £5m toward the sports facilities associated with the Campus and town centre. This level of grant exceeded 10% of the fund and, as per the Co-operation Agreement, required the Councils consent as a Reserved Matter.

**RESOLVED, that**

1. consent be given to the commitment of up to £5m grant from the Copeland Community Fund to facilitate the development and delivery of the sports facilities associated with Whitehaven Campus;

2. a further report be brought to Cabinet for decision following detailed consideration of the recommendations regarding changes to its operations.

37 **NUGEN/MOORSIDE POWER STATION: RESPONSE TO STAGE 1 STRATEGIC ISSUES CONSULTATION**

Cabinet considered a report from the Corporate Director – Environment and Community Services in respect of a response to stage 1 of the Strategic Issues Consultation in respect of the NuGen/Moorside Power Station, adjacent to Sellafield.

The Moorside Power Station was a Nationally Significant Infrastructure Project (NSIP). The application for a Development Consent Order (DCO) would be considered by the Planning Inspectorate and decided by the Secretary of State. Cumbria County Council (the Council) was a statutory consultee and was classified as a “host authority”. The Council was working with NuGen through a Planning Performance Agreement (PPA) to:

- ensure that the developer provides and responds to evidence on likely impacts,
- develop solutions for how the impacts can be avoided or mitigated,
- maximise the legacy benefits
- to agree the prospective terms of any Development Consent Order.

This report sought approval for the Council to respond to NuGen’s ‘Stage 1 Strategic Issues Consultation’ – a public consultation process that ran from 16th May to 25th July 2015. The consultation set out NuGen’s requirements and approach to the development of the Moorside site,
search areas for Associated Development, and preliminary environmental information.

A formal response to the Stage 1 Consultation was included in Appendix 1. The views of all Local Committees potentially impacted by the Moorside project had been sought and were included in Appendix 2.

The Leader commented that the Moorside development was on an unprecedented scale which would create thousands of jobs and that he was keen to ensure a lasting legacy in terms of infrastructure and employment which lasted well beyond the construction phase. Planning needed to commence now if the maximum benefits were to be realised in terms of both employment and infrastructure including the road/rail network and the port. There would be a significant lead time and the authority should start work now with NuGen to prepare the infrastructure for the construction phase which would commence in 2020. Members raised concerns about the capacity of the organisation to cope with such large projects at a time when it was shrinking significantly and agreed this would need careful management.

The Cabinet Member Fire, Public Safety and Central Services raised the issue of parking difficulties in villages along the railway line which served Sellafield caused by workers parking in villages along the route, for example Askham and sought to ensure that this matter was considered as part of the discussions.

RESOLVED, that the Council’s response to NuGen’s Stage 1 Strategic Issues consultation on the Moorside project, included at appendix 1 to the report be approved.

38 WINTER HIGHWAYS SERVICE REVIEW 2015/2016

Cabinet considered a report of the Corporate Director – Environment and Community Services on the Winter Highways Service Review which was produced in the light of experience gained during last winter and included recommendations and issues for consideration. As was normal, recommendations about alterations to the service had been made by road users and by Local Committees. The report assessed the improvements introduced last year and recommended courses of action, especially for the community gritting operations. Members noted the error on page 196 of the report and the reference to Carlisle City Council former claimed rights and agreed that it be deleted from the final document.

The Cabinet Member Fire, Public Safety and Central Services raised the issue regarding Chapel Street in Dalton in Furness between Broughton...
Road and Skelgate which included 3 schools which it had been agreed should be included in the programme but appeared to have been omitted. The Corporate Director agreed that omission was in error and would be included.

RESOLVED, that

(1) the Winter Maintenance Policy for 2015-16 as set out in Appendices 1 be approved;

(2) the adoption of the local community group resources at Nenthead, Troutbeck near Windermere, the Lyth Valley and groups in Kendal and Hawkshead which had been piloted over the past two years as per section 1.4 of the report and contained in Appendix 3(vi) of the policy be approved;

(3) the continuation of Snow Champions with a view to developing this role to taking into account other roles as per section 4.15 and 4.16 of the report be approved;

(4) the proposed changes in Appendix 2 (as amended) which would then be added to the current treatment routes be determined and the additional budget requirement be approved.

39 CHILDREN'S IMPROVEMENT PLAN AND CUMBRIA CHILDREN LOOKED AFTER STRATEGY (2015-18)

The Corporate Director – Children’s Services presented a report in response to the Ofsted report following the March inspection of services for children in need of protection, children looked after and care leavers – published 13 May 2015. It provided an update on the Children Improvement Plan and presented the Children Looked After Strategy for agreement.

One of the key recommendations in the Ofsted Report was for the Council to produce and implement a Children Looked After Strategy.

The aim of the Strategy was to set out a vision for Cumbrian children and young people who are looked after that enables them to achieve their potential and have the best lift chances possible.
The Strategy formed a critical part of the Improvement Plan that was being managed through the Children’s Improvement Board. Through this process the actions sitting underneath the plan would be monitored.

The Cabinet Member for Children’s Services paid tribute to the work of the outgoing Safeguarding Board Chair Ann Baxter, for her leadership, advice, challenge and support during her tenure.

Following discussion about the issue of support for those children leaving care and the changes to the housing benefit regime it was agreed to raise the matter with the County’s six local MP’s.

RESOLVED, that progress with the Children’s Improvement Plan be noted and the Children Looked After Strategy be approved.

PART 2 ITEMS CONSIDERED IN THE ABSENCE OF THE PRESS AND PUBLIC

40 AWARD OF CONTRACT - SUBSTANCE MISUSE SERVICES

Cabinet considered a report from the Corporate Director – Environment and Community Services which sought approval to award a contract based on the outcome of the tendering process to appoint a provider of the Substance Misuse Service for a period of 4 years from October 2015 (with an extension of up to 12 months).

The Substance Misuse Service was advertised on the Chest from 8 April 2015 with the closing date for submissions being 20 May. By the closing date, two substance misuse providers had submitted complete tenders. These had been evaluated, resulting in the proposed award as set out below.

RESOLVED, that

(1) the appointment of the successful Tenderer for the Substance Misuse Contract to Greater Manchester West Mental Health NHS Foundation Trust to take effect from 1 October 2015 for a period of four years (extendable up to an additional 12 months) be approved;

(2) the contract be subject to an annual performance review with the ability to terminate should performance fail to meet contractual requirements.
41 AWARD OF CONTRACT - SEXUAL HEALTH & HIV SERVICES

Cabinet considered a report of the Corporate Director – Environment and Community Services which sought approval to award a contract based on the outcome of the tendering process to appoint providers for the provision of Sexual Health (lot 1) and HIV services (lot 2) for a period of 3 years from October 2015 (with an extension of up to 12 months). Cabinet had agreed the Permission to Procure at its meeting in March 2015.

The procurement of a contract for the provision of Sexual Health and HIV Services had been undertaken in collaboration with NHS England to ensure service recipients receive an integrated service which meets their needs. The contract value is £2.86m pa, of which £1.86m was funded by the Council and £1m was funded by NHS England. The value of the Sexual Health service demonstrated a saving of £0.200m per annum in regard to the Medium Term Finance Plan.

RESOLVED, that

(1) the appointment of the successful Tenderer, Cumbria Partnership NHS Foundation Trust, for the Sexual Health service and HIV service to Lots 1 and 2 of the framework be approved;

(2) the call off of Sexual Health Services from Lot 1 of the framework be approved;

(3) the contract be subject to an annual performance review with the ability to terminate should performance fail to meet contractual requirements.

42 AWARD OF CONTRACT - CONSTRUCTION OF CURROCK BRIDGE, CARLISLE

Cabinet considered a report of the Corporate Director – Environment and Community Services which sought approval to award the contract for the construction of Currock Bridge, Carlisle. The existing footbridge over the Cumbrian Coastal line linked the communities of Currock and Denton Holme and had reached the end of its serviceable life and required replacement. The works contract to be awarded would include the removal of the old bridge and the installation of a new bridge and approach ramps to accommodate cyclists, pushchairs and wheelchairs.
Cumbria Local Transport Body identified the scheme as priority in July 2013 and allocated DfT ‘devolved major transport scheme’ funding to the scheme. This funding was now included in Cumbria’s Local Growth Fund allocation available in 2015/16 and 2016/17.

Following a pre-qualification questionnaire (PQQ), on the 18th May 2015, the Council invited 7 contractors to tender for the construction of the scheme. 6 suppliers submitted a bid. All compliant tenders had been evaluated and it was recommended that the contract be awarded to the organisation submitting the most economically advantageous tender using the award criteria stated in the tender documentation.

**RESOLVED, that**

1. the tender submitted by the organisation providing the most economically advantageous tender as detailed in Appendix 1 is accepted;

2. the final award of contract be delegated to the Corporate Director - Environment and Community Services in consultation with the Leader of the Council, Cabinet member for Highways and Transport and the Cabinet member for Fire, Public Safety and Central Support services;

3. subject to confirmation that the following conditions have been met:

   a. All land purchase required for the scheme is complete

   b. Network Rail Approval in Principle and Bridge Agreement are confirmed.

**43 STRATEGIC PLANNING AGREEMENT FOR PROPOSED DEVELOPMENT ACTIVITY AT SELLAFIELD**

Cabinet considered a report of the Corporate Director – Environment and Community Services in respect of the terms of a Strategic Planning Agreement to be entered into regarding proposed development activity at Sellafield and a negotiated community benefits package.

**RESOLVED, that** Members approve the negotiated package and delegate authority to sign the Agreement to the Chief Executive, in consultation with the Leader and Cabinet Member for Economic Development.
The meeting ended at 11.40 am
CABINET

Meeting date: 24 September 2015

From: SCRUTINY MANAGEMENT BOARD

SCRUTINY REVIEW - TRANSFORMING SERVICES THROUGH DIGITAL INNOVATION SCRUTINY TASK GROUP FINAL REPORT

1.0 EXECUTIVE SUMMARY

1.1 This paper updates Members on the work of the Scrutiny Management Board ‘Transforming Services through Digital Innovation’ Task and Finish Group.

1.2 The review’s purpose is to support the Council’s Strategic Planning process, and the delivery of the Council’s Digital Strategy, by gathering insight into the potential opportunities for savings from the use of digital technology in service delivery.

1.3 The Task Group explored what services other county councils had available on a digital platform, visited North Yorkshire County Council’s headquarters including their customer resolution centre, took evidence from 4 other county councils via teleconference, and took evidence from the Cabinet Member for Fire, Public Safety and Central Support Services, and the Interim Corporate Director – Health and Care. The Task Group also received input from the Assistant Director – Business Services and the Assistant Director – Transformation.

1.4 The Transforming Services through Digital Innovation’s Task and Finish Group’s final report and recommendations is attached at Appendix 1.

2.0 RECOMMENDATION

2.1 Cabinet Members are asked to consider the findings and recommendations contained in the ‘Transforming Services through Digital Innovation’ Scrutiny Task and Finish Group Report attached at Appendix 1.
3.0 **BACKGROUND**

3.1 The Scrutiny Management Board, at the meeting of 30 April 2015, agreed to establish a Task Group to undertake a review to support the Council’s Strategic Planning process by gathering insight into the potential opportunities for savings from the use of digital technology in service delivery.

3.2 This review was titled ‘Transforming Services through Digital Innovation’. The Task Group Members were:

- Councillor Bill Wearing (Chair)
- Councillor Stan Collins
- Councillor Brenda Gray
- Councillor Lawrence Fisher
- Councillor David Fletcher
- Councillor Val Tarbitt
- Councillor Henry Wormstrup

3.3 The aims and objectives of the review were agreed as:

- To develop an understanding of which services other county councils have moved online, the savings realised through this change, and the investment that has been needed to enable the change to take place
- To explore what has worked for other local authorities and what has been less successful with a move to digital service delivery
- To develop an understanding of what needs to be in place to support communities and individuals for them to be ready for a change in approach to model of service delivery

3.4 Consideration of broadband infrastructure in Cumbria was not in scope of this review.

3.5 The Task Group Members were also mindful of the development of the Council’s Digital Strategy, which was agreed by Cabinet on 23 July 2015, and opportunities to support the delivery of the strategy through the gathering of best practice and lessons learned from other county councils.

3.6 This review also followed on from previous Scrutiny Management Board Task Group reviews into Customer Services, in 2011, and National Best Practice, in 2014. These reviews had resulted in recommendations for Cabinet to consider capital investment into ICT infrastructure and the introduction of more innovative ways of using technology to support
continuous development and improvement within customer services, and the provision for more transactions to be undertaken online.

3.7 The Task Group undertook desktop research to find out what services other county councils across the country have available on digital platforms. This research covered 31 county councils. Task Group Members then used this research and other findings from existing national research in this area to identify a small number of other county councils to obtain further evidence from.

3.8 The Task Group visited North Yorkshire County Council headquarters in Northallerton, and undertook teleconferences with Wiltshire Council, Nottinghamshire Council, Warwickshire County Council and Lancashire County Council. The Task Group also received evidence from the Cumbria County Council Cabinet Member for Fire, Public Safety and Central Support Services and the Interim Corporate Director – Health and Care, plus input from the Assistant Director – Business Services and the Assistant Director – Transformation.

4.0 CONCLUSION

4.1 The Task Group’s final report highlighting their key findings and recommendations is attached at Appendix 1 for Cabinet’s consideration.

Councillor Bill Wearing
Chair, Transforming Services through Digital Innovation Task and Finish Group
18 August 2015

APPENDICES

Appendix 1 – Transforming Services through Digital Innovation Task and Finish Group Report

Previous Relevant Council or Executive Decisions
Cabinet - 23 July 2015 - approval of Digital Strategy

Background Papers – Cumbria County Council Digital Strategy

REPORT AUTHOR

Contact: Clare Killeen, Policy and Scrutiny Project Officer
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Transforming Services through Digital Innovation Task Group Review
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Evidence Gathered and Witness Interviews
Findings and Recommendations
1.0 **Summary of the Group’s Findings and Recommendations**

1.1 The Scrutiny Management Board, at the meeting of 30 April 2015, agreed to establish a Task Group to undertake a review to support the Council’s Strategic Planning process by gathering insight into the potential opportunities for savings from the use of digital technology in service delivery.

1.2 The aims and objectives of the review were agreed as:

- To develop an understanding of which services other county councils have moved online, the savings realised through this change, and the investment that has been needed to enable the change to take place
- To explore what has worked for other local authorities and what has been less successful with a move to digital service delivery
- To develop an understanding of what needs to be in place to support communities and individuals for them to be ready for a change in approach to model of service delivery

1.3 Consideration of broadband infrastructure in Cumbria was not in the scope of this review.

1.4 The Task Group Members were also mindful of the development of the Council’s Digital Strategy, which was agreed by Cabinet on 23 July 2015, and opportunities to support the delivery of the strategy through the gathering of best practice and lessons learned from other county councils.

1.5 The evidence gathered included some key points of learning from other county councils which Members feel would be extremely useful to inform the Council’s strategic planning process and the delivery of the Council’s new Digital Strategy. These are:

- It is vital to explore and implement digital services as integral to a wider customer-focused transformation programme for the Council
- It is also important to the success of any programme of transformation to invest time early in the process to obtaining the buy-in and engagement of all stakeholders, including customers, Council Members, Council management, and staff. This will support delivery and provide effective leadership for the required culture change, enable the required investment to be made to achieve the shared vision, and help to manage the expectations of customers
- The identification of, and resourcing of, specific resources to deliver a programme of digitising services is required to ensure there is the necessary resources, buy-in and leadership to deliver results
- Knowledge of customers is key to identifying the right transformation for services – using customer insight including information from tracking website usage and customer journey mapping
• A step by step piloting approach to digitising services with customer involvement has been proven to be successful in obtaining customer buy-in and engagement, managing expectations, managing risk, and developing sustainable solutions.

• Many areas are building on existing community-based settings to provide support to customers who need help to access and use online services, often through a network of volunteer ‘digital champions’. Libraries and one stop shops are common settings for these activities as they are generally seen as already being trusted; however, it is also important to work with partners including District Councils, third sector organisations and housing associations, DWP, and private sector organisations towards a ‘single journey’ for customers.

• In order to understand the benefits achieved by digitising services, baseline information on transaction costs need to be understood before the project is delivered. Progress then needs to be robustly monitored, and resulting benefits, including reductions in costs, evaluated and lessons learnt that can be applied to other services.

• To deliver effective customer-focused digital services, the organisation needs to consider the skills and capacity required to deliver the change, and to manage and maintain it in the long-term. Some of the councils Members obtained evidence from emphasised the importance of programme and project management and technical digital skills, but also the need to prepare staff for changing roles, and potential reduction of staff resources as business processes are re-designed and digitised.

• That it is important to review the existing ICT systems in place, with a view to rationalisation, and to ensure systems across the organisation are designed to ‘talk to each other’.

1.6 Following consideration of the evidence gathered and the key points outlined above, the Task Group recommend to Cabinet that:

**Recommendation 1**

The needs of the customer are placed at the centre of the development and delivery of the Council’s strategic and transformation plans, particularly the delivery of the Council’s new Digital Strategy and the further development of the Service Centre.

**Recommendation 2**

The Corporate Director - Environment and Community Services should ensure a prioritised forward plan of services to be transitioned into the Service Centre over the next 18 months is produced as soon as possible, and that progress against this plan should be monitored on a six-monthly basis through the Scrutiny Management Board.

*This plan should include timescales and planned savings to be achieved for each service, and a summary of the back-office business process changes and arrangements to be put in place.*
**Recommendation 3**

An investment fund should be identified to deliver the infrastructure, systems and workforce changes that are needed to effectively and efficiently deliver an increased number of services through digital platforms and an improved customer experience.

In addition, the Council’s Workforce Plan should be reviewed to ensure the Council has the skills, behaviours and resources in the right place to deliver digital change, particular focus should be placed on programme and project management capacity as well as the necessary technical skills.

**Recommendation 4**

The Corporate Director – Environment and Community Services should ensure that new or redesigned ICT systems developed or commissioned to support this transformation in service delivery ‘talk to each other’, enabling integrated service delivery and an enhanced customer experience. This should also result in a rationalisation of the number of different systems the Council has in operation across the organisation.

In addition, a service by service approach inclusive of significant testing should be taken to the implementation of a live web chat function.

*Progress on Recommendation 4 should be included in Scrutiny Management Board monitoring, as in Recommendation 2 above.*

**Recommendation 5**

The Corporate Director – Environment and Community Services should ensure that the Service Centre infrastructure is future-proofed to ensure it enables future expansion to other local authorities, and partner organisations across the county, The Council should actively pursue opportunities to undertake joint service delivery work with district and parish councils and other organisations to move towards delivering a ‘single customer journey’ for people in Cumbria, and create opportunities for further savings.

**Recommendation 6**

The ongoing review of ICT systems in operation in the Health and Care directorate should ensure that systems ‘talk to each other’ – linking assessments, finance and performance which enable strategic and local management to be more streamlined – and lead to the rationalisation of systems.

**Recommendation 7**

Measures necessary to provide adequate training and public access to IT equipment and online services should be implemented as a priority element of the transformation programme, to enable increased numbers of customers to access services through online channels.

*These measures should recognise the key role of Councillors as leaders and mentors in communities, and include the development and delivery of a programme of recruitment and training of a wide network of volunteers to deliver digital support to those who need it in*
communities across the county, building on existing community assets; and provision of access and training through all libraries across the county following the success of the Barrow Library project.

Recommendation 8

A ‘Community Computers’ initiative should be considered which would promote the reallocation of unused Council ICT equipment to community settings (e.g. community centres, cafes, village halls, and other community-based organisations) to enable more people to access online services and engage with the Council through digital channels.

The Chair of the Task Group would like to thank all those who contributed to this review.
2.0 **Background and Context**

2.1 The Scrutiny Management Board, at the meeting of 30 April 2015, agreed to establish a Task Group to undertake a review to support the Council’s Strategic Planning process by gathering insight into the potential opportunities for savings from the use of digital technology in service delivery.

2.2 This review was titled ‘Transforming Services through Digital Innovation’. The Task Group Members were:

- Councillor Bill Wearing (Chair)
- Councillor Stan Collins
- Councillor Brenda Gray
- Councillor Lawrence Fisher
- Councillor David Fletcher
- Councillor Val Tarbitt
- Councillor Henry Wormstrup

2.3 The aims and objectives of the review were agreed as:

- To develop an understanding of which services other county councils have moved online, the savings realised through this change, and the investment that has been needed to enable the change to take place
- To explore what has worked for other local authorities and what has been less successful with a move to digital service delivery
- To develop an understanding of what needs to be in place to support communities and individuals for them to be ready for a change in approach to model of service delivery

2.4 Consideration of broadband infrastructure in Cumbria was not in scope of this review.

2.5 The Task Group Members were also mindful of the development of the Council’s Digital Strategy, which was agreed by Cabinet on 23 July 2015, and opportunities to support the delivery of the strategy through the gathering of best practice and lessons learned from other county councils.

2.6 This review also followed on from previous Scrutiny Management Board Task Group reviews into Customer Services, in 2011, and National Best Practice, in 2014. These reviews had resulted in recommendations for Cabinet to consider capital investment into ICT infrastructure and the introduction of more innovative ways of using technology to support continuous development and improvement within customer services, and the provision for more transactions to be undertaken online.
Desk Top Research

2.7 Desk top research was carried out initially to identify the services available digitally from other county councils. A total of 31 county councils were included in this research. The findings of this research were that there was significant consistency on the services available digitally. The services available digitally by most or all county councils were: applications for a blue badge, job applications, renewal of library books, booking appointments with the registration service, reporting of highways faults, some online payment facilities, and applications for school places.

2.8 Other facilities available from a small number of other county councils were applications for adult education courses, live web chat, parking permit applications, waste permits, applications for free school meals, and reporting tree maintenance issues.

2.9 It is important to note that some of these services were available digitally from end to end, but a significant number were e-forms which would then be processed in the back office manually. Some of the county councils explored were unitary county councils, rather than 2-tier counties.

2.10 Task Group Members also considered other background and contextual information. This included research reports from sector representative bodies and major companies in the field, and information on internet usage in Cumbria which had also been used as part of the evidence base for the development of the Council’s Digital Strategy.

2.11 This information highlighted that councils across the country were all in the process of considering or working towards increased digitisation of services to improve the customer journey and to achieve savings. Some councils were at the beginning of this process and some were further along implementation; however, it was clear that implementation took a number of years meaning that no county council investigated had completed their programmes of digitisation of services, and very few were in a position to accurately quantify the savings achieved to date.

2.12 In 2014, the UK Authority estimated that digital technologies were generating estimated savings nationally of £322 million across councils.

2.13 In 2012, SOCTIM (Society of Information Technology Management) carried out a study across 120 councils. They found that the cost of:
   - Face to face transactions averages £8.62
   - Phone transactions averages £2.83
   - Online transactions averages 15p
Note: online transactions do not include email exchanges.

2.14 Potential benefits identified to date across councils in respect of using digital technology include:
   - Improving the customer journey
   - Transformation and design of services around the needs of the customer
   - Meeting customer expectations for online services
   - More effective demand management, e.g., enabling user self-service, supporting peer to peer advice-giving and assistance
• A better understanding of local need and customer insight
• Faster access to, and sharing of, data between councils, customers and partner organisations
• More reliable, speedy and precise handling of transactions – allowing professional expertise to be targeted on areas of complex need
• Reducing the costs of customer contact

2.15 Analysis of councils’ activity in this area carried out by the UK Authority and the LGA (Local Government Association) identified a number of challenges identified by councils in developing digital services. These include:
• Changing behaviours of the public
• Changing behaviours and culture of the Organisation, and within services
• Lack of investment / development funds
• Lack of in-house digital skills
• Lack of digital skills amongst the public
• Legacy systems and ICT infrastructure
• Supplier inflexibility

2.16 The information on internet usage in Cumbria highlighted that the profile of Cumbria’s population suggests that internet usage may be slightly lower in the county than the national average. The ACORN socio-economic profiling tool estimates that 21.7% of Cumbria’s residents have never used the internet – with the highest proportion in Allerdale, and the lowest in South Lakeland.

Figure 2: Internet Behaviours: % of Residents Exhibiting Behaviour: Cumbria and Districts: Based on Propensity of ACORN Socio-Economic Type of Residents:

<table>
<thead>
<tr>
<th></th>
<th>Access Internet Daily</th>
<th>Never Used the Internet</th>
<th>Have Mobile Phone with access to Internet</th>
<th>Regularly Research Local Government Services on the Internet</th>
</tr>
</thead>
<tbody>
<tr>
<td>UK Base -&gt;</td>
<td>72.6%</td>
<td>20.0%</td>
<td>48.0%</td>
<td>17.0%</td>
</tr>
<tr>
<td>Cumbria</td>
<td>70.8%</td>
<td>21.7%</td>
<td>44.7%</td>
<td>16.8%</td>
</tr>
<tr>
<td>Allerdale</td>
<td>69.9%</td>
<td>22.4%</td>
<td>44.5%</td>
<td>16.6%</td>
</tr>
<tr>
<td>Barrow-in-Furness</td>
<td>70.3%</td>
<td>21.7%</td>
<td>46.9%</td>
<td>16.3%</td>
</tr>
<tr>
<td>Carlisle</td>
<td>70.4%</td>
<td>22.0%</td>
<td>45.6%</td>
<td>16.2%</td>
</tr>
<tr>
<td>Copeland</td>
<td>70.0%</td>
<td>22.3%</td>
<td>45.9%</td>
<td>16.2%</td>
</tr>
<tr>
<td>Eden</td>
<td>71.4%</td>
<td>21.3%</td>
<td>41.8%</td>
<td>16.7%</td>
</tr>
<tr>
<td>South Lakeland</td>
<td><strong>72.6%</strong></td>
<td><strong>20.7%</strong></td>
<td><strong>43.1%</strong></td>
<td><strong>18.3%</strong></td>
</tr>
</tbody>
</table>

Source: CACI ACORN 2014, red = district with greatest proportion, blue = smallest proportion

2.17 Task Group Members also received a presentation from the Assistant Director – Business Services, and additional input from the Assistant Director – Transformation, as part of the initial session setting the scene for the review.
3.0 Evidence Gathered and Witness Interviews

3.1 Based on the initial desk top research, Task Group Members identified the following county councils for further exploration:

- North Yorkshire County Council – to focus on its implementation of the ‘livechat’ function which had reports had indicated had reduced phone contacts by over 25%
- Wiltshire County Council – to focus on their digital inclusion programme
- Warwickshire County Council – to focus on their work on online self-support for some adult care needs
- Nottinghamshire County Council – to focus on their ‘Digital First’ programme
- Lancashire County Council – to focus on understanding the progress of their transformation and digital inclusion programmes

3.2 Task Group Members also took evidence from Cumbria County Council Cabinet Member for Fire, Public Safety and Central Support Services, and the Interim Corporate Director – Health and Care Services.

Schedule of visits and witnesses

<table>
<thead>
<tr>
<th>Date and event</th>
<th>Witnesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>21 July 2015 – visit to North Yorkshire County Council headquarters, Northallerton</td>
<td></td>
</tr>
</tbody>
</table>
- Mary Weastell, Assistant Chief Executive, North Yorkshire County Council, and Chief Executive of Selby District Council  
- Robert Ling, Assistant Director of Technology and Change, North Yorkshire County Council  
- Sarah Foley, Customer Services Centre Manager, North Yorkshire County Council  
- Mark Dixon, Lead Solutions Analyst, North Yorkshire County Council  
- Christian Turner, Head of Business Change, North Yorkshire County Council  
- Helen Edwards, Head of Communications, North Yorkshire County Council |
| 21 July 2015 – teleconference with |  
- Ian Baker, Head of Programme Office, Wiltshire Council |
3.3 Evidence Gathered from Visits and Witnesses

Visit to North Yorkshire County Council, Northallerton

3.4 Task Group Members visited the headquarters of North Yorkshire County Council which included time spent in the Council’s customer service centre and observing the ‘livechat’ function in operation.

3.5 North Yorkshire County Council has established a 5 year programme, the 2020 Programme, of customer-centred transformation. The key principle underpinning this programme is that the focus of all activity is on the customer. A target of £33.3 million of savings is attached to the ‘customer’ elements of the transformation programme. The programme’s aims also include an increase in the percentage of customer contact with the Council from 15% to 70% by 2020.

3.6 The key elements of North Yorkshire County Council’s approach to customer-centred transformation were:

- The Council has made a commitment to invest to deliver customer-centred transformation
- ICT identified as an enabler for delivery of customer-centred transformation – an IT investment fund of £6 million earmarked to support delivery
- Recognising that behaviour change is required, and will take time, but within the Council behaviours that aren’t customer-focused are robustly challenged
Customer insight, customer journey mapping, and understanding of business need are critical to successful delivery.

Customers involved in design and testing – early testing of the unfinished article builds trust but the Council also needs to accept initial failure using this approach.

Face to Face channels and ‘assisted digital’ channels will be available for those who need them - existing community hubs, including libraries, are key for providing these services and assistance.

The services with the highest customer demand, using website tracking and other management information, are being prioritised for movement to digital channels.

An increase in the programme and project management skills and capacity across the Council to support delivery.

3.7 The ‘livechat’ function is an off-the-shelf software solution which is being rolled-out in small chunks service-by-service, initially focussed on information and signposting. Entry to, and promotion of, the ‘livechat’ function is carefully targeted on the webpages and services for which it is available. Since the beginning of the implementation of the ‘livechat’ function, the Council has experienced a 20 a day reduction in the numbers of customer phone calls to the council resulting from visits to the website. The Council also emphasised the efficiency of ‘livechat’ compared to the costs of responding to normal email contacts from customers.

Teleconference with Wiltshire County Council

3.8 Wiltshire Council has established a digital literacy programme provided through a network of ‘volunteer champions’. Within the programme the customer identifies the learning need; it could be online shopping, skyping with family, or using online council services, or other activities. The ‘volunteer champion’ and the customer also agree the setting for the learning – it could be the customer’s home, a café, a library or other setting. This programme is now part of some local schools’ 6th form volunteering programmes, and has helped 1400 customers to date.

3.9 In addition to information on their digital literacy programme, the officers from Wiltshire Council also provided Members with information on a multi-agency review of data sharing being undertaken, and a Care Mobile pilot.

3.10 The data-sharing review is implementing data sharing with health providers which enable direct referrals to social care from local GP practices. This involves the Council giving local GPs read-only access to some social care data. The Council is also piloting Care Mobile which involves the provision of mobile devices for front-line social care staff allowing them to update casefiles and reports remotely with the aim of achieving efficiencies in care staff time.

Teleconference with Nottinghamshire Council

3.11 Nottinghamshire Council established a Digital First project with effect from July 2014. The aims of the project are to achieve savings and improve value for money, and improve
customer satisfaction. There are 2 key elements to ensuring successful delivery of the project – these are transformation and culture change.

3.12 The Council has established a specific team to deliver this project with an investment of £0.5 million from transformation funding for staffing costs. Three are 11 members of staff delivering this project full-time. The establishment of this team has brought new skills into the organisation, e.g. interaction and digital visual design.

3.13 The digitising of applications for concessionary bus permits, waste permits and reporting of highway defects and emergency disruption, and other services to be identified is scheduled to achieve savings of £10 million.

3.14 A pyramid of need is used to identify the most appropriate primary contact channel for each service / transaction:

![Pyramid Diagram]

Note: High Needs are the smallest section of the pyramid and are best dealt with via telephone or face to face channels due to the complex needs of the customer or the complexity of the transaction, e.g. some social care transactions.
Nottinghamshire Council is prioritising digitising Universal Transactions resulting in freeing up of capacity to resource the more intensive contacts required for High Need and some Emerging Need transactions.

The Council is also implementing ‘livechat’ focusing initially particularly on those areas where their web tracking is showing customers getting stuck. The Council has also surveyed customers to identify the services they would like made available digitally.

The importance of investing time and resource early on in obtaining buy-in to the project of key stakeholders was emphasised to Members.

**Teleconference with Warwickshire County Council**

Warwickshire County Council has previously had a Digital by Default programme in place, but has now reviewed the programme and their customer services strategy and is now implementing a new approach.

One of the key lessons learned from their unsuccessful Digital by Default programme was to ensure that transaction costs were fully understood before the programme is started. This enables effective prioritisation of service areas and transactions, and ensures resulting savings can be accurately forecasted, monitored and evaluated.

The Council’s new programme has included the introduction of online self-support for people’s care needs. The Council estimates that £0.5 million savings have been achieved in social care each year to date. This initiative provides a comprehensive information and signposting service on an online partnership portal with key organisations in Warwickshire aimed at enabling people to self-serve for early help and early intervention. This reduces the numbers of contacts by other channels, such as telephone or face to face, for this level of support, and in the longer-term is aimed at reducing the need for more intensive interventions later.

In terms of supporting people to use online services, the Council has trained all staff in libraries and one stop shops to be digital champions – the first quarter of this year staff have supported 23,000 customers to undertake online transactions. The Council is also now working with local third sector organisations to increase the support to people in communities who need help using online services.

Warwickshire County Council also has ‘computers for communities programme established which enables the community to bid for the council’s spare ICT equipment.

The Council officer also emphasised to Members the importance of not under-estimating the need to engage with staff and bring them along to achieve the required cultural and workforce change.

**Teleconference with Lancashire County Council**

Lancashire County Council has a Digital Strategy in place. Creation of access points was a main priority in the strategy. Funding, including Councillors’ £10,000 funding pots, has been invested in providing equipment and access points in community settings. The Council is
working closely with partners, including the DWP, Housing Associations, some District Councils, and some private sector organisations in providing access points.

3.25 There is a programme of one-day training courses held in libraries and run by volunteers to support customers in accessing and using online services. The Council has also submitted a bid for additional funding through project working with GO-ON UK.

3.26 It was also reported that mobile technology buses had been successful in some rural parts of Lancashire.

Witness session with Cumbria County Council Cabinet Member for Fire, Public Safety and Central Support Services, supported by the Service Centre Programme Manager

3.27 The Cabinet Member outlined the vision for the delivery of the Council’s new Digital Strategy, and emphasised the role of Members in leading the change required. Task Group Members welcomed the plans for developing the Service Centre along the lines of the Customer Resolution Centre Members had witnessed at North Yorkshire County Council.

3.28 Task Group members were informed that business plans will be developed around each service proposed for transition the Service Centre online portal. Work is currently ongoing to explore the transition of a small number of services into the Service Centre supported by a new customer portal; these services include blue badge applications, school admissions, alongside work in preparation for the Council’s new requirements under the Care Act.

3.29 The Cabinet Member also suggested to Members that it would be helpful for the Task Group to play a role in monitoring the implementation of the digital strategy to support progress, and for a seminar to be held in 6 to 7 months focusing on practical customer case studies. Task Group Members welcomed this suggestion.

Witness session with Cumbria County Council Interim Corporate Director – Health and Care Services

3.30 The Task Group was updated on small scale pilot activity in relation to mobile working that had been carried out in social care teams, and the wider vision and potential for technology to be used to improve service delivery. Areas being explored include enabling professionals to undertake assessment and service ordering using mobile devices in the customer’s home, provision of information and advice through digital channels to enable self-service for those with lower level needs, and the development of a triage system, including digital channels, to enable the professional resource to be more effectively focused on those with higher and more complex needs.

3.31 The Interim Corporate Director – Health and Care also reminded the Task Group of currently agreed savings targets totalling approximately £4 million which require the transition of a significant number of services to the Service Centre model using digital channels to help customers self-serve where appropriate, and significant upstream investment.

3.32 Task Group Members were also given an understanding of some of the ongoing work and challenges in relation to ICT systems in relation to social care in particular.
3.34 Task Group Members were also advised that the intention would be to ensure that frontline staff would be involved in the development and testing of solutions.

4.0 Findings and Recommendations

4.1 From the evidence gathered, Members feel that they have developed a good understanding of the approaches being taken by a number of county councils across the country to transforming services through digital innovation, and a number of key pieces of good practice which could be integrated into the Council’s approach to delivery of the Digital Strategy. Members found that county councils are generally taking a measured and gradual approach to increasing the availability of digital council services and transactions. There is also a significant amount of consistency of the service areas being prioritised by council for digitisation.

4.2 The evidence gathered included some key points of learning from other county councils which Members feel would be extremely useful to inform the Council’s strategic planning process and the delivery of the Council’s new Digital Strategy. These are:

- It is vital to explore and implement digital services as integral to a wider customer-focused transformation programme for the Council
- It is also important to the success of any programme of transformation to invest time early in the process to obtaining the buy-in and engagement of all stakeholders, including customers, Council Members, Council management, and staff. This will support delivery and provide effective leadership for the required culture change, enable the required investment to be made to achieve the shared vision, and help to manage the expectations of customers
- The identification of, and resourcing of, specific resources to deliver a programme of digitising services is required to ensure there is the necessary resources, buy-in and leadership to deliver results
- Knowledge of customers is key to identifying the right transformation for services – using customer insight including information from tracking website usage and customer journey mapping
- A step by step piloting approach to digitising services with customer involvement has been proven to be successful in obtaining customer buy-in and engagement, managing expectations, managing risk, and developing sustainable solutions
- Many areas are building on existing community-based settings to provide support to customers who need help to access and use online services, often through a network of volunteer ‘digital champions’. Libraries and one stop shops are common settings for these activities as they are generally seen as already being trusted; however, it is also important to work with partners including District Councils, third sector organisations and housing associations, DWP, and private sector organisations towards a ‘single journey’ for customers.
In order to understand the benefits achieved by digitising services, baseline information on transaction costs need to be understood before the project is delivered. Progress then needs to be robustly monitored, and resulting benefits, including reductions in costs, evaluated and lessons learnt that can be applied to other services.

To deliver effective customer-focused digital services, the organisation needs to consider the skills and capacity required to deliver the change, and to manage and maintain it in the long-term. Some of the councils Members obtained evidence from emphasised the importance of programme and project management and technical digital skills, but also the need to prepare staff for changing roles, and potential reduction of staff resources as business processes are re-designed and digitised.

That it is important to review the existing systems in place, with a view to rationalisation, and to ensure ICT systems across the organisation are designed to ‘talk to each other’.

4.3 Following consideration of the evidence gathered and the key points outlined above, the Task Group recommend to Cabinet that:

Recommendation 1

The needs of the customer are placed at the centre of the development and delivery of the Council’s strategic and transformation plans, particularly the delivery of the Council’s new Digital Strategy and the further development of the Service Centre.

The inclusion of customer needs as the main principle guiding the approach to the delivery of the Council’s Digital Strategy and other plans should be used to obtain customer involvement in the identification of services to be prioritised for digital delivery, and the development and design, and testing, of services. Existing and additional customer insight should be used to directly inform the activities to deliver the strategy. This approach will also help the management of customer expectations and the management of risks to the Council of early testing of innovations.

Recommendation 2

The Corporate Director - Environment and Community Services should ensure a prioritised forward plan of services to be transitioned into the Service Centre over the next 18 months is produced as soon as possible, and that progress against this plan should be monitored on a six-monthly basis through the Scrutiny Management Board.

This plan should include timescales and planned savings to be achieved for each service, and a summary of the back-office business process changes and arrangements to be put in place.

Task Group Members welcomed the Service Centre approach being taken, particularly in light of the approach Members witnessed in North Yorkshire County Council. The Cabinet Member for Fire, Public Safety and Central Services recognition of the role that Members should play in providing leadership and mentoring to the public to support the required culture change was also welcomed.
as was the request that Members of this Task Group can play a helpful role in monitoring and contributing to the development of the Service Centre model.

It will be vital to ensure that current volumes and associated costs are well understood before delivery, and to ensure that they are monitored throughout delivery.

**Recommendation 3**

An investment fund should be identified to deliver the infrastructure, systems and workforce changes that are needed to effectively and efficiently deliver an increased number of services through digital platforms and an improved customer experience.

In addition, the Council’s Workforce Plan should be reviewed to ensure the Council has the skills, behaviours and resources in the right place to deliver digital change, particular focus should be placed on programme and project management capacity as well as the necessary technical skills.

The Task Group recognises that there will be significant resources, new skills, and significant behaviour and culture change required across the organisation to maximise the benefits to be realised from digitisation of appropriate services and transactions. It is the learning from other councils that robust planning and identification of resources is vital to effective and efficient delivery. Robust leadership and challenge, and engagement of staff from the beginning of the process of change, are critical success factors.

**Recommendation 4**

The Corporate Director – Environment and Community Services should ensure that new or redesigned ICT systems developed or commissioned to support this transformation in service delivery ‘talk to each other’, enabling integrated service delivery and an enhanced customer experience. This should also result in a rationalisation of the number of different systems the Council has in operation across the organisation.

In addition, a service by service approach inclusive of significant testing should be taken to the implementation of a live web chat function.

*Progress on Recommendation 4 should be included in Scrutiny Management Board monitoring, as in Recommendation 2 above.*

Task Group Members heard evidence on the importance of rationalising ICT systems and ensuring that systems ‘talk to each other’ from other councils, and also on the number of different systems currently in operation across this Council which don’t ‘talk to each other’ leading to inefficiencies.

The implementation of a ‘livechat’ function is included in the Council’s Digital Strategy delivery plan as agreed by Cabinet on 23 July 2015, and the Council’s service centre approach is established. The Task Group gathered evidence from a number of the councils engaged with during this review on the importance of a gradual approach to the implementation of the ‘livechat’ function to ensure that the necessary redesign of the customer service / contact centre is appropriately tested, and then developed to respond to increased demand for ‘chats’ (alongside the anticipated reduction in email, telephone and face to face contacts) and the expansion to other services.
Recommendation 5

The Corporate Director – Environment and Community Services should ensure that the Service Centre infrastructure is future-proofed to ensure it enables future expansion to other local authorities, and partner organisations across the county. The Council should actively pursue opportunities to undertake joint service delivery work with district and parish councils and other organisations to move towards delivering a ‘single customer journey’ for people in Cumbria, and create opportunities for further savings.

Task Group Members witnessed in North Yorkshire the customer-centred approach to transformation which included a focus on a single customer journey. This is aimed at providing effective, coherent services to a customer from start to finish and includes significant joint working between the county and some district councils on customer service initiatives, e.g. a digital platform for reporting street lighting issues, and creation of joint community hubs with digital access and assistance available.

It takes as an underpinning principle that there should be a smooth, single contact for the customer regardless of whether different councils are delivering different parts of the services.

There was also recognition that this joint working was essential to achieve the scale of the £33 million of savings identified. This approach has been given momentum in North Yorkshire by the sharing of senior officers. The Chief Executive of Selby District Council is now also the Assistant Chief Executive of North Yorkshire County Council.

Recommendation 6

The ongoing review of ICT systems in operation in the Health and Care directorate should ensure that systems ‘talk to each other’ – linking assessments, finance and performance which enable strategic and local management to be more streamlined – and lead to the rationalisation of systems.

Task Group Members heard evidence of the complexities of systems currently in operation to support the social care function and resulting from the implementation of the Care Act.

Recommendation 7

Measures necessary to provide adequate training and public access to IT equipment and online services should be implemented as a priority element of the transformation programme, to enable increased numbers of customers to access services through online channels.

These measures should recognise the key role of Councillors as leaders and mentors in communities, and include the development and delivery of a programme of recruitment and training of a wide network of volunteers to deliver digital support to those who need it in communities across the county, building on existing community assets; and provision of access and training through all libraries across the county following the success of the Barrow Library project.

A programme of support to help those who need it will be required to increase take-up as more council services are made digitally available. Libraries are well established community hubs ideally placed to provide online access and training. Activity should be undertaken to build on the success of
the Barrow Library project across all other libraries in the county. Digital Champion programmes are successfully established in other areas of the country, and the Council and Cumbria has a well-developed base of community assets to build on.

**Recommendation 8**

A ‘Community Computers’ initiative should be considered which would promote the reallocation of unused Council ICT equipment to community settings (e.g. community centres, cafes, village halls, and other community-based organisations) to enable more people to access online services and engage with the Council through digital channels.

This initiative, as run in Warwickshire, would play a role in increasing customer access to online services for those customers who don’t have access to online services. This would add value to the work done by the Council to increase online access through libraries and other community hubs.
RESPONSE TO SCRUTINY REVIEW – TRANSFORMING SERVICES THROUGH DIGITAL INNOVATION

1.0 EXECUTIVE SUMMARY

1.1 This report sets out the response from Cabinet to the Scrutiny report on Digital Innovation. It welcomes the work undertaken by the Scrutiny Task and Finish Group in this important area and provides responses to each of the recommendations made.

1.2 Cabinet approved the first Digital Strategy for the Council at its meeting in July. The Strategy pulls together all digital activities and includes an ambitious programme to improve digital inclusion, establish and increase the take-up of digital services and to generate and release efficiency savings.

1.3 Many of the recommendations from the work undertaken by Scrutiny support the direction outlined in the Digital Strategy but need to be considered against a challenging financial background.

2.0 STRATEGIC PLANNING AND EQUALITY IMPLICATIONS

2.1 The Council Plan 2014-17 sets out the Council’s vision for Cumbria - for the people of Cumbria to benefit from sustainable economic growth and an enhanced quality of life. The Council will work within its available resources to protect the vulnerable, work with others in the community to shape services and help find solutions for the future. Essentially, this strategy supports all the Council priorities, but has particular congruence with Priority 8 ‘to be a modern efficient Council’.

2.2 The Council Plan Delivery Plan describes the action the Council will take to deliver the commitments set out in the Council Plan. The development of a Digital Strategy is an important move forward which will help the Council to transform its services to be a modern and efficient council and to deliver efficiency savings by reducing the cost of service delivery.
Over the next three years the Council’s digital priorities will be:

To ensure that the council is using digital technology to its best effect to support economic growth, learning and education and provide support for the most vulnerable to ensure health and wellbeing;

To transform services, reduce cost and support improvement in outcomes through the provision of more online transactions and different models of service delivery in response to customer demand and feedback;

To support digital inclusion and access – enabling people to get online and access services for themselves; and

To maximise the potential of digital technology in communicating and engaging with the public, customers and partner organisations.

By 2017/18 implementation of the strategy will have:

- Enabled people to access services in a way that utilises digital technology;
- Supported people who want to get online to do so;
- Facilitated the transformation of services by using digital technology; and
- Used digital technology to support the delivery of better outcomes for Cumbria.

An Equality Impact Assessment of the Digital Strategy has been completed with recommendations that any changes to service delivery from the adoption of the strategy would need to consider the impact to service users and involve piloting the technology with the identified groups in the EIA (people with mental health, disabilities, dementia, single parents) and also recommends support to those with limited IT skills through third sector/partner groups and Digital Champions.

3.0 **RECOMMENDATION**

3.1 Cabinet is requested to approve the response to each of the recommendations made by Scrutiny as outlined below: agree recommendations 1, 2, 3, 4, 5, 6, 7 and 8.

3.2 This plan should include timescales and planned savings to be achieved for each service, and a summary of the back-office business process changes and arrangements to be put in place.

3.3 Progress on Recommendation 4 should be included in Scrutiny Management Board monitoring, as in Recommendation 2 above.
ADVICE OF CORPORATE DIRECTOR – ENVIRONMENT AND COMMUNITY SERVICES

4.0 BACKGROUND

4.1 The Task and Finish Group recommended a number of actions. These are considered in turn below.

4.2 Recommendation 1: The needs of the customer are placed at the centre of the development and delivery of the Council’s strategic and transformation plans, particularly the delivery of the Council’s new Digital Strategy.

4.3 Cabinet Response: Cabinet recognises the role and value customers bring and the needs of customers are at the centre of the plans to provide services digitally. Customer information, insight and views will be used in the design and implementation phases as services move to a digital platform and will be continually monitored. This recommendation is agreed.

4.4 Recommendation 2: The Corporate Director - Environment and Community Services should ensure a prioritised forward plan of services to be transitioned into the Service Centre over the next 18 months is produced as soon as possible, and that progress against this plan should be monitored on a six-monthly basis through the Scrutiny Management Board.

4.5 This plan should include timescales and planned savings to be achieved for each service, and a summary of the back-office business process changes and arrangements to be put in place.

4.6 Cabinet Response: The transition of services forms a key part of the Service Centre programme which operates in a formal programme/project management environment. Planning discussions are taking place with service areas to review business process changes and develop the transition timetable and approach. This recommendation is agreed and a detailed plan will be produced and incorporated into the Action Plan which was appended to the Digital Strategy.

4.7 Recommendation 3: An investment fund should be identified to deliver the infrastructure, systems and workforce changes that are needed to effectively and efficiently deliver an increased number of services through digital platforms and an improved customer experience.

4.8 In addition, the Council’s Workforce Plan should be reviewed to ensure the Council has the skills, behaviours and resources in the right place to deliver digital change, particular focus should be placed on programme and project management capacity as well as the necessary technical skills.

4.9 Cabinet Response: Resource allocation in the Council needs to reflect the demand for services, the Council priorities and the available budget. With the financial challenge increasing and the uncertainty over the impact of the next Comprehensive Spending Review, resourcing the implementation of the Digital Strategy will need to be proportionate. However, the Strategy has
clear leadership, will be effectively resourced which will include the establishment of a Digital Manager post within Business Services and will incorporate wide engagement. This importance of digital and customer skills will be reflected in the Workforce Plan and the recommendation is agreed.

4.10 **Recommendation 4:** The Corporate Director – Environment and Community Services should ensure that new or redesigned ICT systems developed or commissioned to support this transformation in service delivery ‘talk to each other’, enabling integrated service delivery and an enhanced customer experience. This should also result in a rationalisation of the number of different systems the Council has in operation across the organisation.

4.11 In addition, a service by service approach inclusive of significant testing should be taken to the implementation of a live web chat function.

4.12 Progress on Recommendation 4 should be included in Scrutiny Management Board monitoring, as in Recommendation 2 above.

4.13 **Cabinet Response:** All new or redesigned systems will be required to conform to the Council’s “Enterprise Architecture Platform” as described in the ICT Plan. This will ensure that all systems share common platforms and methods of communication. As part of the move to the “Enterprise Architecture Platform” applications are being reviewed and rationalised.

4.14 The use of live-chat functionality is included in the Digital Strategy but would not be implemented in a service until the digital provision has been fully designed and tested, with a particular focus on the customer experience. The recommendation is agreed.

4.15 **Recommendation 5:** The Corporate Director – Environment and Community Services should ensure that the Service Centre infrastructure is future-proofed to ensure it enables future expansion to other local authorities, and partner organisations across the county, The Council should actively pursue opportunities to undertake joint service delivery work with district and parish councils and other organisations to move towards delivering a ‘single customer journey’ for people in Cumbria, and create opportunities for further savings.

4.16 **Cabinet Response:** We will actively pursue delivery opportunities for partner organisations to support the delivery of an improved customer experience and associated efficiencies. Joint delivery opportunities will be identified and agreed in the forward plan of services to be transitioned into the Service Centre

4.17 **Recommendation 6:** The ongoing review of ICT systems in operation in the Health and Care directorate should ensure that systems ‘talk to each other’ – linking assessments, finance and performance which enable strategic and local management to be more streamlined – and lead to the rationalisation of systems
4.18 **Cabinet Response:** All new or redesigned systems will be required to conform to the Council’s “Enterprise Architecture Platform” as described in the ICT Plan. This will ensure that all systems share common platforms and methods of communication. As part of the move to the “Enterprise Architecture Platform” applications are being reviewed and rationalised.

4.19 **Recommendation 7:** Measures necessary to provide adequate training and public access to IT equipment and online services should be implemented as a priority element of the digital strategy and transformation programmes, to enable increased numbers of customers to access services through online channels.

4.20 These measures should recognise the key role of Councillors as leaders and mentors in communities, and include the development and delivery of a programme of recruitment and training of a wide network of volunteers to deliver digital support to those who need it in communities across the county, building on existing community assets; and provision of access and training through all libraries across the county following the success of the Barrow Library project.

4.21 **Cabinet Response:** The role of volunteers as digital champions is to be encouraged and supports a range of other initiatives, including the emphasis on area planning. The recommendation is agreed and officers will also work with other agencies including the Third Sector and GO-ON North West to implement this.

4.22 **Recommendation 8:** A ‘Community Computers’ initiative should be considered which would promote the reallocation of unused Council ICT equipment to community settings (e.g. community centres, cafes, village halls, and other community-based organisations) to enable more people to access online services and engage with the Council through digital channels.

4.23 **Cabinet Response:** The reallocation of used ICT hardware creates technical challenges as a requirement of our Public Service Network (PSN) requires hard drives to not only be cleansed of all data but to be destroyed on-site. This makes it difficult for any of our equipment to be recycled as proposed. Indeed, the PSN compliance is essential for the provision of some services (such as Blue Badges) and for secure data sharing with other agencies. However, further consideration will be given to this issue and the recommendation is therefore agreed.

5.0 **Options**

5.1 Cabinet could approve the recommendations set out in section 3

5.2 Cabinet could reject the recommendations set out in section 3

5.3 Cabinet could amend the recommendations set out in section 3
6.0 **RESOURCE AND VALUE FOR MONEY IMPLICATIONS**

6.1 Recommendations 1, 2, 4, 6 and 8 have no resource or value for money implications at this stage.

6.2 Recommendations 3 and 5 are likely to have resource and value for money implications. However, at this stage, the level of resource requirement and the potential savings cannot be quantified. Any workforce skills training requirements should be met within existing Learning and Development budgets.

6.3 Recommendation 7 involves the use of volunteers, and whilst there will be little in the way of resource and value for money implications in their use, the recruitment, management and training of them is likely to have implications which at this stage cannot be quantified. There is no existing budget to support the cost of this work however it could be funded by the improvement and efficiency reserve should a successful bid be made to the Business Infrastructure Board.

7.0 **LEGAL IMPLICATIONS**

7.1 There are no direct legal implications arising from the contents of this report.

7.2 In accordance with paragraph 11.3 of part 4 of the Constitution, should Cabinet propose to adopt the recommendations of the Task and Finish Group it must agree an action plan for implementing the recommendations.

8.0 **CONCLUSION**

8.1 Cabinet welcomes the report produced by Scrutiny and thanks the members of the Task and Finish Group for their work in researching and developing this. The recommendations made will strengthen the implementation of the Digital Strategy.

Dominic Donnini  
Corporate Director – Environment and Community Services  

01 September 2015

**APPENDICES**

*No appendices*

Electoral Division(s): All

* Please remove whichever option is not applicable

Executive Decision

Key Decision  

Yes*  

No
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<th>Question</th>
<th>Answer</th>
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<tr>
<td>If a Key Decision, is the proposal published in the current Forward Plan?</td>
<td>N/A</td>
</tr>
<tr>
<td>Is the decision exempt from call-in on grounds of urgency?</td>
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<tr>
<td>If exempt from call-in, has the agreement of the Chair of the relevant</td>
<td>N/A</td>
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<tr>
<td>Overview and Scrutiny Committee been sought or obtained?</td>
<td></td>
</tr>
<tr>
<td>Has this matter been considered by Overview and Scrutiny?</td>
<td>Yes*</td>
</tr>
<tr>
<td>If so, give details below.</td>
<td></td>
</tr>
<tr>
<td>Has an environmental or sustainability impact assessment been undertaken?</td>
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</tr>
<tr>
<td>Has an equality impact assessment been undertaken?</td>
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</tr>
</tbody>
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**PREVIOUS RELEVANT COUNCIL OR EXECUTIVE DECISIONS**

*[including Local Committees]*

*No previous relevant decisions*

**CONSIDERATION BY OVERVIEW AND SCRUTINY**

Task and finish group Scrutiny meeting

**BACKGROUND PAPERS**

*No background papers*

**RESPONSIBLE CABINET MEMBER**

*Cllr Barry Doughty – Cabinet Member for Fire, Public Safety and Central Support Services*

**REPORT AUTHOR**

Contact: Alan Ratcliffe, Assistant Director – Business Services
CABINET

Meeting date: 24 September 2015

From: Chair of Scrutiny Management Board

SCRUTINY REVIEW - CHILD SEXUAL EXPLOITATION IN CUMBRIA

1.0 PURPOSE OF REPORT:

1.1 The attached report outlines for members of Cabinet the findings of the Child Sexual Exploitation in Cumbria Task and Finish Group.

1.2 Members are invited to consider the recommendations made in the attached report.

2.0 RECOMMENDATIONS:

2.1 Cabinet members are invited to consider the 5 recommendations in the attached report and whether they support these.

3.0 BACKGROUND:

3.1 This task and finish group was established in February 2015 with councillors Trevor Allison, Shirley Evans, Duncan Fairbairn, Brenda Gray, Mike Hawkins, Elizabeth Mallinson, Tony Markley, Carni McCarron-Holmes, Bill McEwan, Marjorie Rae, Marjorie Stephenson, Val Tarbitt, Eileen Weir (Chair) and Christine Wharrier volunteering as members.

3.2 The topic was identified as a review priority in the light of emerging findings from Rotherham and Oxfordshire concerning the extent of Child Sexual Exploitation and the role that Local Authorities had played in failing to tackle the problem.

3.3 The Task and Finish Group met a number of witnesses from a range of organisations working with children in Cumbria to assess the level of their knowledge of child sexual exploitation, to get an idea of the scale of this form of abuse in the county, consider what improvements could be made and finally the role of members. The Task and Finish Group also sought information on the threat of child sexual exploitation to Cumbrian children in care being placed outside the county.
3.4 To supplement the work of the Task and Finish Group members undertook visits within their local communities to gain an understanding of the knowledge and level of child sexual exploitation in their areas.

3.5 Prior to the commencement of the Task and Finish Group two member briefing sessions on child sexual exploitation were held and 37 members attended one of these sessions. It is planned to run a further workshop for those members who were unable to attend the earlier sessions.

3.6 There was a strong consensus among the people who gave witness testimony that Child Sexual Exploitation is happening in Cumbria. There was a general agreement that more needs to be done to understand the extent of the problem, work in partnership to prevent Child Sexual Exploitation and disrupt the perpetrators, and to enable the public to raise concerns.

3.7 Based on the findings of the review the following recommendations were developed:

Recommendation 1: That the revised Child Sexual Exploitation Strategy being developed by the Local Safeguarding Children’s Board (LSCB) is adopted by local authorities in Cumbria, and fully addresses the recommendations made by Ofsted.

Recommendation 2: That the Corporate Director works with the LSCB to ensure that consistent and regular information on Child Sexual Exploitation is published, which can be used by Council Committees and partner decision making bodies as baseline information when considering issues linked to child safeguarding.

Recommendation 3: That the Corporate Director liaises with the LSCB to consider the findings of this review, and in particular considers historic cases and risks relating to transportation and hotels as a potential site for Child Sexual Exploitation.

Recommendation 4: That Children’s Services strengthens its links with Local Authorities across the country where Cumbrian children are being placed in care.

Recommendation 5: That the Senior Manager with lead responsibility for Child Sexual Exploitation in Children’s Services presents a 6 monthly report to the Children and Young People’s Scrutiny Advisory Board on progress in tackling Child Sexual Exploitation in Cumbria.

4.0 CONCLUSIONS

4.1 Members found that everyone in Cumbria is committed to doing more to address the issue but it seems no one knows the true extent of child sexual exploitation in Cumbria at the present time.
4.2 The task group found that the LSCB is providing the tools and support systems to enable people to work in partnership and that the Multi-Agency Oversight Group is making a difference in tackling real cases.

4.3 The Task and Finish Group were concerned that not everyone who suspects a case of child sexual exploitation would know how to report it and the message that any instances should be reported to the Multi Agency Safeguarding Hub on 0333 240 1727 needs to be advertised.

Councillor Bill Wearing
Councillor Eileen Weir
August 2015

Author Contact: Joel Rasbash, Strategic Policy and Scrutiny Advisor, Cumbria County Council.
Tel 07825 103565

Appendix: Child Sexual Exploitation in Cumbria Review
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Children and Young People

Child Sexual Exploitation in Cumbria

DRAFT
Introduction

The Child Sexual Exploitation Task Group was established by Children and Young People’s Scrutiny Board in 2015, following a discussion between the Chair of CYPB, the Portfolio Holders for Children and Education and the Corporate Director for Children’s Services at one of the regular tripartite meetings. This topic was identified as a review priority in the light of emerging findings from Rotherham and Oxfordshire concerning the extent of Child Sexual Exploitation and the role that Local Authorities had played in failing to tackle the problem.

Scrutiny Management Board agreed that the aims and objectives of this review would be:

To review Cumbria County Council’s and partners’ approach to tackling Child Sexual Exploitation, and seek reassurances that Cumbria has a robust approach to tackling the problem from a whole systems perspective.

The Task and Finish Group would ask a number of questions based on the following:

- What is the scale of the issue in Cumbria?
- What is the level of awareness?
- What can be done better?
What is the role of Members?

In undertaking this review the Task Group gathered evidence from a range of sources including:

- Two Member Briefing Sessions attended by 35 Members in the lead up to the review, and included Children Services and Police Input;
- 2 Days of Witness Sessions;
- Community Visits across Cumbria;
- Interviews with Independent Fostering Agencies.

As a result of this detailed work the Group has developed recommendations which are outlined in this report for consideration. Members would also like to highlight a number of key issues and points that they were made aware of over the course of this review.

The Chair of the Task Group would like to thank everyone who supported and gave evidence for this review.

Overview of Issues and Challenges

Overall the Task Group was reassured that Child Sexual Exploitation is being acknowledged and taken seriously. There was a clear level of understanding that was shared by all witnesses, who told a consistent story.

There was also an acknowledgement by the Task Group that Child Sexual Exploitation is a challenge for all local authorities, and that local government and partners are still in the early stages of understanding the extent of Child Sexual Exploitation and putting in place the right measures to tackle the problem.

The main issues and challenges are summarised below.

What is the scale of the issue in Cumbria?

At the time of the enquiry there were 27 known cases of children and young people at risk of Child Sexual Exploitation. Witnesses were unanimous in their view that this does not reflect the full extent of Child Sexual Exploitation in Cumbria.

Given Cumbria’s rurality and the number of children in care placed out of county there was some concern expressed by witnesses working directly with children about the potential level of hidden Child Sexual Exploitation. Some evidence was presented to Members suggesting that travel could be used as a means of payment for sexual acts.

The consensus view formed by Members was that information on the scale of Child Sexual Exploitation has improved since the Multi-Agency Oversight Group has started meeting in February 2015. This group brings together staff from Children’s Services, Police and Health, who share intelligence and take action on specific cases.

What is the level of awareness?

The awareness was good at senior officer levels, but mixed at a community level.

All witnesses were asked what a member of the public should do if they suspect a case of Child Sexual Exploitation. From the responses it appeared that there is more work required to communicate with professionals and the public about what they should do if they have a concern.
What can be done better?

The Members noted that there has been progress over the past six months, especially since the Safeguarding Hub was set up. They also noted that Ofsted were satisfied with the way the Safeguarding Hub was handling cases of Child Sexual Exploitation. However the Members identified a number of areas for improvement:

- Getting a clearer picture on the extent of Child Sexual Exploitation in Cumbria.
- Communicating a clearer picture of what is happening, how many cases, where they are happening and what is being done about them.
- More awareness raising and training.
- Communicating more clearly what a member of the public should do if they suspect that Child Sexual Exploitation is taking place.
- Having a clear Child Sexual Exploitation Strategy for Cumbria that enables all agencies to work together to tackle Child Sexual Exploitation.

What is the role of Members?

Members felt that they had a critical role in terms of acting as eyes and ears in the community, and championing efforts to tackle Child Sexual Exploitation.

Members were concerned about the current level of awareness among elected politicians, noting that only 34 of the 84 Members of the County Council had attended the Briefing Sessions on Child Sexual Exploitation.

It was also clear to Members that more work was required to engage with District Councillors, and that this included raising awareness of their Corporate Parenting Role and their Safeguarding Role.

Key Facts

- There are 27 known cases of children at risk of Child Sexual Exploitation in Cumbria in June 2015; there is 1 case of repeated Child Sexual Exploitation; the numbers are going up and there are instances across Cumbria. The current figures are likely to underestimate the true extent of Child Sexual Exploitation in Cumbria;
- The cases reported are spread across all districts of Cumbria;
- Approximately one third of all cases are Children Looked After, which reflects national trends, but demonstrates the particular risk faced by this group;
- There are currently no known cases of children who have experienced Child Sexual Exploitation being placed by other authorities in Cumbria;
- The majority of cases are female, reflecting the national picture, with girls aged 16-17 being particularly at risk; a case was presented of a male aged in his early 20s exploiting a female aged 12-13;
- There is no evidence to date of gang based Child Sexual Exploitation or trafficking. The evidence is that of the 'older boyfriend' model – where an older boyfriend
grooms the victim, and of cyber based child sexual exploitation;

- There is limited evidence currently of the night-time economy acting as a focus for Child Sexual Exploitation. However, there is a high-profile case in Carlisle from 2012. Some evidence was presented about hotels and bed and breakfast accommodation being an area of concern.

**Recommendations**

**Recommendation 1:**
That the revised Child Sexual Exploitation Strategy being developed by the Local Safeguarding Children’s Board (LSCB) is adopted by local authorities in Cumbria, and fully addresses the recommendations made by Ofsted.

**Rationale:** The Ofsted Report in 2015 was clear in raising this as a concern. Witness sessions have shown that the following areas should be focused on in developing a strategy: championing; training; public awareness; governance; the voice of the child.

**To be actioned:** Corporate Director Children’s Services and Assistant Director Corporate Governance

**Recommendation 2:**
That the Corporate Director works with the LSCB to ensure that consistent and regular information on Child Sexual Exploitation is published, which can be used by Council Committees and partner decision making bodies as baseline information when considering issues linked to child safeguarding.

**Rationale:** Members felt that witness testimony showed that there has been a lack of clarity over the numbers of cases, although the new Multi-Agency Oversight Group is already addressing this. Based on the review Members, felt there were a number of issues that a clear set of regularly updated information could address:

- Numbers of cases and trends;
- Locations across Cumbria and nationally where Cumbrian children are at risk;
- Types of Child Sexual Exploitation (i.e. cyber based, gang based, older boyfriends/friends based etc.);
- Actions to disrupt the groomers and/or secure a prosecution.

**To be actioned:** Corporate Director Children’s Services

**Recommendation 3:**
That the Corporate Director liaises with the LSCB to consider the findings of this review, and in particular considers historic cases and risks relating to transportation and hotels as a potential site for Child Sexual Exploitation.

**Rationale:** Members were concerned about a number of issues that they would like to see resolved through the LSCB. Firstly, there was a concern whether or not historic cases of Child Sexual Exploitation that had led to a successful prosecution were being used to
inform current practice. In particular the case from 2012 in Carlisle involving a restaurant owner in Carlisle was raised. Secondly, witnesses from NYAS and Barnardo’s raised the possibility of transportation being used as a means of payment for sexual acts. They highlighted that this poses specific risks in relation to children in rural areas and children placed a long distance from home.

**To be actioned:** Corporate Director Children’s Services

**Recommendation 4:**
That Children’s Services strengthens its links with Local Authorities across the country where Cumbrian children are being placed in care.

**Rationale:** The Task Group learnt that there are currently approximately 200 children in care placed outside Cumbria. Given that Children Looked After are disproportionately more likely to be victims of Child Sexual Exploitation, there are risks that they will not be adequately picked up by other authorities. The report on Independent Fostering Agencies suggests a large variance in practice in relation to Child Sexual Exploitation.

**To be actioned:** Corporate Director Children’s Services

**Recommendation 5:**
That the Senior Manager with lead responsibility for Child Sexual Exploitation in Children’s Services presents a 6 monthly report to the Children and Young People’s Scrutiny Advisory Board on progress in tackling Child Sexual Exploitation in Cumbria.

**Rationale:** This would enable the Children and Young People’s Scrutiny Advisory Board to review whether the actions in this report have been undertaken, to be appraised of progress, and raise concerns with the Executive if there has been a lack of progress.

**To be actioned:** Corporate Director Children’s Services

**Background and Context**
In 2009 the Government published a guidelines and a definition of Child Sexual Exploitation:

> ‘Sexual exploitation of children and young people under 18 involves exploitative situations, contexts and relationships where young people (or third parties) receive ‘something’ (e.g. food, accommodation, drugs, alcohol, cigarettes, affection, gifts, money) as a result of them performing, and/or another or others performing on them, sexual activities.

Child sexual exploitation can occur through the use of technology without the child’s immediate recognition; for example being persuaded to post sexual images on the Internet/mobile phones without immediate payment or gain.

In all cases, those exploiting the child/young person have power over them by virtue of their age, gender, intellect, physical strength and/or economic or other resources.
Violence, coercion and intimidation are common, involvement in exploitative relationships being characterised in the main by the child or young person's limited availability of choice resulting from their social/economic and/or emotional vulnerability.

The background to the Child Sexual Exploitation Task Group lies in the growing political awareness of the issue arising out of key reports into Child Sexual Exploitation in Rotherham, Oxfordshire and a number of other areas in England.

These reports highlighted the extent of Child Sexual Exploitation being perpetrated by criminal gangs and the failure of public sector organisations to work together to protect children, raise awareness and disrupt the perpetrators.

In 2014 Ofsted conducted a thematic review into 8 Local Authorities’ responses to Child Sexual Exploitation. The aim was to look at a range of authorities including those judged as Good or Outstanding to see what level of preparedness they have around Child Sexual Exploitation. The report revealed that:

- None of the authorities looked into was responding to Child Sexual Exploitation consistently well across the full range of its responsibilities;
- Awareness and understanding among senior leaders was beginning to improve;
- Opportunities to tackle Child Sexual Exploitation in commissioning activity were not fully developed.

In Cumbria the Local Child Safeguarding Board has developed a Child Sexual Exploitation Policy, and has introduced measures in the Safeguarding Hub to provide co-ordinated support between police, Children’s Services and health around any suspected cases of Child Sexual Exploitation. When Ofsted carried out an investigation into Children’s Services in 2015 they found that while there is evidence that the system is working for children known to be at risk of Child Sexual Exploitation, there are strategic gaps in the current approach. The quotations below are taken from the Ofsted Report:

- ‘Strategic planning to respond to both child sexual exploitation and domestic abuse is underdeveloped.’
- ‘With partners, review current strategies and action plans for child sexual exploitation to ensure that plans are progressing with the required urgency.’
- ‘Strategic planning by the local authority in response to child sexual exploitation is in the early stages of development and behind that of many other authorities. The local authority contribution to driving forward the multi-agency action plan, at pace, has been weak. The local authority, with its partners, is not yet sufficiently focused on disruption activity and ensuring that all children vulnerable to child sexual exploitation are identified early.’

Given the importance of the issue, Members of Scrutiny felt it was vital that a range of Members were engaged at the scoping stage of the Task Group. Two Member Briefings were held in County Hall in March and April 2015. The Briefings consisted of a presentation on the lessons from Rotherham and Oxfordshire, which was followed by a presentation from Children’s Services and from the Police.
The Briefing Sessions were also an opportunity to raise Member awareness of the Task Group, and in response 13 Members volunteered to join the Task Group. The membership of the Task Group was as follows:

- Cllr Trevor Allison
- Cllr Shirley Evans
- Cllr Duncan Fairbairn
- Cllr Brenda Gray
- Cllr Mike Hawkins
- Cllr Elizabeth Mallinson (Vice-Chair)
- Cllr Tony Markley
- Cllr Carni McCarron-Holmes
- Cllr Bill McEwan
- Cllr Marjorie Rae
- Cllr Martin Stephenson
- Cllr Val Tarbitt
- Cllr Eileen Weir (Chair)
- Cllr Christine Wharrier

Witness Testimonies

The witness sessions took place on June 19 and 22. The Task Group had prepared questions for each of the witnesses based on their areas of expertise, their role, and whether they are providing strategic leadership, offering expert advice or direct support to children at risk of Child Sexual Exploitation.

Witness Testimony: John Macilwraith Corporate Director Children’s Services and Anne Burns Portfolio Holder Children’s Services

The session opened with an introduction by Mr. Macilwraith, in which he set out the view that Child Sexual Exploitation is a national challenge effecting all local authorities, and that the view of Ofsted and the Government is that no local authority or partnership is where they need to be.

Cumbria reflects this trend, though Ofsted made specific challenges about how quickly Cumbria was moving to address knowledge of Child Sexual Exploitation, clear information, and a shared partnership strategy. Ofsted were also clear that where a child is known to be at risk of Child Sexual Exploitation they are dealt with well and this good practice needs to be built upon to make sure we are protecting all children at risk.

He placed a stress on the need for Child Sexual Exploitation to be seen as a partnership issue, as different agencies play a role in the process of keeping the children safe, educating the public, and disrupting the groomers. This means that the Local Children’s Safeguarding Board is the best placed organisation to be leading the strategy on Child Sexual Exploitation, with each partner doing their bit.

He then outlined the steps that are currently taking place that is beginning to make a positive impact on keeping children safe and disrupting the groomers.
Finally he discussed the importance of the Safeguarding Hub in acting on intelligence. He stressed that it is important to work with the public so that they know what to spot, and also that when they lodge a concern they may not see a blue light response or get feedback due to the sensitivity of the issues. They need to be reassured that the Safeguarding Hub will carry out an assessment, gather intelligence and act appropriately. There is a role for Members in working with the public to help them understand how the system works if they raise a concern.

Cllr. Burns echoed John Macilwraith’s points and added that it is important that Members in both the County Council and District Councils worked together. She focused on the lessons from Rotherham at the Member level, and that it was important that Members owned the fact that Child Sexual Exploitation is happening and should be seeking further assurances about what is happening to address the problem.

Witness Testimony: Elaine Jones – National Youth Advocacy Services (NYAS)

Ms. Jones is a regional manager for NYAS, who are a national charity providing advocacy to young people. NYAS have contracts with the County Council for the provision of advocacy and are contracted to carry out back to home interviews for any children in care placed out of county who have gone missing.

Ms. Jones introduced the session with some examples raising a concern about whether there is hidden Child Sexual Exploitation in which travel is a means of payment for sexual acts. Although she did not give examples of actual Child Sexual Exploitation, she referred to the following instances that raised possible risks:

- A young male placed in care outside Cumbria who regularly travelled back to see his Mum. He was found in possession of drugs and cigarettes, raising the question of where he got them, and how he found the money to pay for his transport;
- Two 16-17 year old girls being placed in Cumbria who were getting taxis to travel to their home and there were concerns about how they were finding the money to do so.

There was also a case of a young person who was placed in East Anglia in a rural area with a transient agricultural workforce. NYAS had concerns about the distance, the culture change in location and the vulnerability of the child – though there was no evidence on Child Sexual Exploitation in this case.

Another area of risk is children who are placed within bed and breakfast accommodation and hotels. In Barrow and elsewhere in the County NYAS is aware of the local authority placing homeless 16 and 17 year olds, both male and female, in temporary accommodation in hotels, which the police recognise as “locations of concern”. This is something Members agreed to raise with Children’s Services witnesses.

NYAS had received national funding for a mentoring project for a period of 18 months which has come to an end and is being evaluated. This project has trained a group of young people who can work as mentors to explain the risks of Child Sexual Exploitation to children in care. Ms. Jones recommended this as best practice. The Task Group is welcome to see the evaluation once it is ready.
When asked about any children placed from other authorities in Cumbria who are at risk of Child Sexual Exploitation, Ms. Jones said that NYAS did not have any evidence to this effect, but suggested the panel contacted the police to check.

On being asked about the effectiveness of the Safeguarding Hub, Ms. Jones responded that the Safeguarding Hub arrangements appear to be working well wherever they are in use across the country.

On being asked about the extent of Child Sexual Exploitation in Cumbria Ms. Jones said that the county is large, but the scale of the issue is not likely to be as great as many areas of England, but that it is a national issue.

Finally on being asked whether she felt the County Council had a handle the issue, Ms. Jones advised that there had been cases where Child Sexual Exploitation had not been addressed properly, but that this is now changing with increased awareness.

Witness Testimony: Richard Simpson and Rachel Head – Barnardo’s

Mr. Simpson is the Assistant Director for Barnardo's in Cumbria and has contracts with the Council and sits on the Local Safeguarding Children’s Board. Ms. Head runs the Early Help Service in Allerdale.

Mr. Simpson began by explaining that awareness raising is leading to an increased number of cases, but that this does not mean that more Child Sexual Exploitation is happen than used to be the case.

Ms. Head discussed the missing from home project that is funded by various partners who undertake reviews with children and young people who go missing from home. Barnardo’s carry out all missing from home interviews for children who are looked after aged 13 and over, children not known to the County Council who have gone missing, and those under 13 who have gone missing. They conduct an average of 12 visits per week which is greater than anticipated.

She cited one instance where a child had to be placed out of county to get them away from people who are dealing drugs, however she knew of no instance where this has had to happen because of Child Sexual Exploitation.

In terms of specific risks in Cumbria relating to Child Sexual Exploitation, Ms. Head spoke about the spread of ‘sexting’ and other means of using technology to share sexual images. Work is underway to pool intelligence about this kind of exploitation.

Another area where there is a potential risk is around children and young people in rural areas being offered transport in return for sexual favours.

Mr. Simpson talked about the benefits of information sharing, and cited a case where the police were informed by another agency of a house where there were suspected groomers, and they could enter the property with a search warrant.

On being asked about whether organisations are being complacent, Mr. Simpson expressed the view that he did not see this, and that the LSCB is working together and sharing information.
Mr. Simpson explained in conclusion that the missing from home project is partnership funded with the County Council contributing, and is a pilot. He said he would share their report with the Task Group at the end of the year.

Witness Testimony: Richard Rhodes Police and Crime Commissioner

Richard Rhodes is the Police and Crime Commissioner for Cumbria and is responsible for overseeing the provision of police services in Cumbria. He also commissions and funds a number of services that support victims of crime, in particular victims of sexual crimes, and he has led on the commissioning of the multi-agency funded Cumbria Sexual Assault Referral Centre.

Mr. Rhodes introduced the session by outlining the key challenges around Child Sexual Exploitation in Cumbria, which includes knowledge of the extent of the Child Sexual Exploitation.

He echoed other witnesses by saying that he had no knowledge of gang based Child Sexual Exploitation, but that he had been made aware by police of cases involving males in their early 20s exploiting females in their mid-teens.

He was also aware of hotels being a potential venue, and girls in Cumbria being groomed on the internet by males outside of the county who then travel to Cumbria to meet them. He discussed a campaign he had launched in Carlisle working with hotel’s, B&B’s and taxi firms.

He then discussed specific resources that his office is putting in to support the effort to tackle Child Sexual Exploitation.

Firstly he has ensured that additional police officers have been recruited to provide support in tackling Child Sexual Exploitation over the next 3 years, utilising Cumbria Constabulary’s underspend.

Secondly the opening of the Cumbria Sexual Assault Referral Centre will provide victims of rape and sexual assault with a specialist Cumbrian facility. Currently a victim of any age has to travel to Preston, which in some cases means victims have to travel that distance in the clothing they have been assaulted in, as that contains evidence. It also lengthens the time before victims access the right kind of support.

Thirdly the play Chelsea’s Choice has been presented to 15 schools (5,580 children) across Cumbria with a clear message raising awareness of Child Sexual Exploitation.

Other current work he is involved with is work in partnership with Barnardo’s, Brathay and Young Cumbria involving young people from residential homes to tackle the threat of Child Sexual Exploitation.

On being asked about the low level of prosecutions for Child Sexual Exploitation, Mr. Rhodes explained that he expects the figure to rise as awareness results in more referrals. He explained that it would be difficult, for many reasons, to get cases to court and secure convictions.

On being asked about what route members of the public should use and whether they should use the 101 service, Mr. Rhodes explained that trained officers are taking 101 calls and forward them onto the Cumbria Safeguarding Hub.

Finally Mr. Rhodes mentioned a Problem Profile that the police had commissioned that was not released yet, and Members asked for this information to be shared when it was available.
Witness Testimony: Jackie Leah Children’s Services Manager Child and Family Support

Ms. Leah is the service manager with operational responsibility for working with children affected by Child Sexual Exploitation.

She opened the session by providing an overview of the key strategic changes that have taken place in Cumbria since March 2015. Most importantly the LSCB has introduced a new policy and risk assessment screening tool, which sets out what agencies should do in response to a suspected case of Child Sexual Exploitation. This makes it much clearer to tackle and cases and the Multi-Agency Oversight Group has been set as a part of this policy, to enable people from different organisations to get together for the first time to discuss specific Child Sexual Exploitation cases and put in place action plans.

Ms. Leah discussed what is now in place for front line social work staff. All social work teams having a dedicated Child Sexual Exploitation champion, and these champions meet as a network to share best practice. Also the Multi-Agency Oversight Group produces information that is filtered to the front line teams. Monthly staff supervisions also cover any concerns about suspected Child Sexual Exploitation, and enables staff to discuss concerns with their managers.

In terms of the extent of Child Sexual Exploitation, Ms. Leah explained that there are 27 cases known to services, and presented the figures. She explained that this number is rising with awareness and better multi-agency working. There are currently police investigations in 3 areas of Cumbria as a result of this work.

She discussed some of the barriers they are experiencing in securing successful prosecutions. A key issue is winning the trust of the victim, and then supporting them through court process, which is often traumatic. This creates a problem in terms of the slow and careful process that is required to gather the evidence and support the victim, while at the same time preventing the Child Sexual Exploitation from taking place.

She explained how Child Sexual Exploitation is also challenging the way social workers investigate cases, as the traditional method is based on sexual abuse within the home, while Child Sexual Exploitation takes place in settings that are unsupervised by staff and families. This requires a mind-shift, training and time to learn.

In terms of the most at risk groups Ms. Leah explained that girls aged 16-17 are the most common victims, and that most victims are exploited by older boyfriends rather than via gangs and trafficking. However there remains a major concern over how current victims can be supported once they reach the age of 18. This is particularly the case for Children Looked After.

On being asked about the impact of technology, Ms. Leah explained that technology is moving fast, and that for the whole population awareness raising of the risks is the most important measure. In some cases parents or Corporate Parents for children looked after, may have to confiscate laptops, tablets and mobile phones, but this provides no protection for people turning 18.
On being asked about the issue of non-Cumbrian children being placed in Cumbria, Ms. Leah explained that currently there are no known cases of children experiencing Child Sexual Exploitation being placed in Cumbria, and all local authorities placing children in county have been written to. However there may be unreported cases, which is something police are looking into.

On being asked about the role of schools and risks of Academies not picking up on Child Sexual Exploitation, Ms. Leah explained that a whole school approach is important. The LSCB Education Sub-Group is looking at ensuring lead people in all secondary schools attend on-line training, and that links between secondary schools and social work teams is strengthened. As this is being developed through the LSCB it would cut across all types of school, and not just those that are Locally Maintained.

When looking at the figures for Child Sexual Exploitation, Members were concerned about the cases indicating high concern with no active case management. Ms. Leah explained that these are cases that police have flagged up and are being dealt with through Early Help processes at the point the figures were collated, and the next report will show these cases have been allocated and acted on.

On being asked about social worker turnover and resources for tackling Child Sexual Exploitation, Ms. Leah explained that this can impact, but most teams have good stability and relations with children. The role of the front line manager is critical in ensuring continuity.

In terms of resources, there is not at this point evidence that would require the development of a specialist multi-agency Child Sexual Exploitation Unit, as has had to be developed in some parts of the country. At this point the steps taken already need to bed in and then when a stronger picture emerges of the extent of Child Sexual Exploitation, it will be clearer what level of resource is being required. The creation of the Cumbria Sexual Assault Referral Centre is also a considerable addition to the current resources available.

On being asked about lessons learnt from Ofsted’s recent report and the concerns they highlighted about Child Sexual Exploitation, Ms. Leah raised a number of points. Firstly the Ofsted Report praised the most recent steps in multi-agency working in terms of its effectiveness in supporting children. However the biggest front line barrier is staff spotting the issues early.

On a broader scale, although the LSCB has put in place screening tools and training programmes, this is not backed by an overarching strategy and this is being developed as a matter of priority. This is something that other agencies need to address as well as the County Council, and discussed the police perpetrator profile and the health response to the risk assessment on Child Sexual Exploitation, which will all be needed to feed into the refresh of the LSCB’s Child Sexual Exploitation Strategy.

Witness Testimony: Deb Royston Senior Manager Targeted Youth Support

Mrs. Royston is chair of the Direction Group on the LSCB, which is responsible for the LSCB’s arrangements to tackle Child Sexual Exploitation.
The Ofsted report has focused minds and they are reviewing the training and general tools to ensure that the right people are getting the right support in relation to awareness and taking action.

In relation to the picture of Child Sexual Exploitation in Cumbria, Mrs. Royston explained that the scale of the issue in Cumbria is not fully known, and Ofsted reported that figures reported are likely to be an underrepresentation.

Although the statistics do not point to gang-related Child Sexual Exploitation, it is possible that gang-related Child Sexual Exploitation could happen in Cumbria.

The evidence suggests that there 5 or 6 children currently involved in Child Sexual Exploitation and a larger number at risk. A number of risks relate to the role being played by technology and that grooming is taking place across geographical boundaries.

Mrs. Royston discussed the importance of screening and work taking place within the homelessness and Youth Offending services. The LSCB is challenging practice across the partnerships and a Quality Assurance Board in the LSCB gathers information from other organisations.

Currently there is work underway to strengthen the knowledge of the extent of Child Sexual Exploitation and the impact of measures to tackle the problem. This includes reviewing the Missing from Home interviews and developing clearer information on Child Sexual Exploitation that can be used for reports.

On being asked about prevention measures, Ms. Royston discussed the impact that Chelsea’s Choice has had where it has been shown. This works well in school settings though there are difficulties for engaging children who do not regularly attend school.

Finally, in relation to the NYAS query about young people being placed in Bed and Breakfast accommodation, Mrs. Royston provided supplementary evidence. There are still some occasions where young people do still go to Bed and Breakfasts. However this is generally for very short periods, and as a last resort. This has declined significantly over the last 2 years, from an average length of stay of 30 nights in 2013, to an average of 7 nights in 2015.

The Nightstop project has helped by providing overnight accommodation that prevents the need to place young people in Bed and Breakfast accommodation, and rolling this out further will be important.

In cases where Bed and Breakfast accommodation is the only option there will be an allocated Social Worker who will be required to ensure that risks such as Child Sexual Exploitation are accounted for. Any young person deemed at risk of Child Sexual Exploitation will be safeguarded in line with the LSCB’s protocol.

**Witness Testimony: Dr Jason Gooding CEO Carlisle City Council**

Dr. Gooding opened by explaining his reasons for coming to the panel. He explained that he has been the lead officer for safeguarding at the City Council for 9 months. He felt that District Councils have started from a position of thinking that safeguarding is an issue predominantly for the County Council and Police due to the perception that these organisations come into direct contact with children at risk of safeguarding issues.
The problem with this view is that the District Council has direct responsibilities for licensing, leisure services, hostels and homeless services and taxis. He also noted that while these areas pose risks they also present an opportunity to train people who can report issues.

In response to this challenge Dr. Gooding has undertaken Child Sexual Exploitation training that raised his awareness and is looking at identifying key staff who require accredited training, while rolling out awareness raising to all staff and taxi drivers.

On being asked about whether he feels that the County Council has co-operated with the City Council over Child Sexual Exploitation and safeguarding Dr. Gooding gave a specific example. He talked about a case where a girl was being placed in a hostel and he had concerns about her safety and faced difficulty in making contact with the County Council. He explained that this was resolved and was positive about the support available from the County Council.

Finally Dr. Gooding discussed the importance of being open and challenging the culture of not being comfortable about discussing Child Sexual Exploitation. He gave an analogy about how organisations have moved on in discussing LGBT issues, and that such a change is needed around Child Sexual Exploitation.

**Witness Testimony: Paul Walker CEO Copeland Borough Council**

Mr. Walker introduced by describing how his experiences in the North West authorities had opened his eyes to child safeguarding issues, and that in Bolton and Blackpool he had set up the Children’s Trust Board with a strong focus on acting in partnership to tackle child protection issues.

Paul described his approach in Copeland Borough Council, which is to see child safeguarding as everyone’s responsibility. All front line staff and councillors have received level 1 safeguarding training. This included waste collection and other manual services as they are regularly coming into contact with members of the public. He also identified managers and specific professionals who have had level 2 child safeguarding training, and Mr. Walker himself has recently completed his level 3 child safeguarding training.

Staff and Councillors also receive child safeguarding awareness as part of their induction, which includes a leaflet with the telephone number for the Safeguarding Hub.

Mr. Walker described a number of critical services that can come into close contact with vulnerable children. Examples included Revenue and Benefits, who have to take details about family history, the Homelessness team and parts of the Parks and Leisure teams.

On completing his organisation’s Section 11 return to the LSCB, Mr. Walker highlighted the LSCB’s processes could be better focused on the specific service areas that District Councils are responsible for, especially those he had already mentioned.

He also discussed how all tiers of local government, the County Council, Districts and Parishes could work jointly on awareness raising. He cited the example of the Millom Action Group, which got together to protect GP services as an example that could be looked at a model.
When asked about how he staff and Councillors can be made more aware of child safeguarding, Mr. Walker responded that he has communicated that his commitment to child safeguarding is not just about his job, but about himself as a person. This encourages others to take the issue seriously.

**Witness Testimony: John Dyer Partnership and Communities Officer South Lakeland District Council**

Mr. Dyer introduced his role as advisor to Debbie Storr who sits on the LSCB as the representative for all six District Councils in Cumbria. He explained that District Councils have a shared concern about learning the lessons from Rotherham around Child Sexual Exploitation.

He discussed the night-time economy being a major area of concern and that Licensing Officers across District Councils meet regularly and have included children’s safeguarding issues in their remit. He feels that more will be needed to work with taxi firms and take-away outlets to raise awareness, so they could spot problems.

On being asked about Child Sexual Exploitation cases in South Lakeland, Mr. Dyer explained that he was not aware of any cases, though he explained that Police had undertaken some profiling work and he was waiting on their report.

Mr. Dyer gave the view that without intelligence being shared on the numbers and locations of cases, it is difficult for District Councils to put in place the right strategies to tackle Child Sexual Exploitation.

**Witness Testimony: Christine Clark, Public Health Manager Children, and Cathryn Beckett-Hill Public Health Locality Manager Carlisle (Sexual Health lead)**

Mrs. Beckett-Hill explained her responsibilities for commissioning for sexually transmitted disease testing, which involves working with young people. All organisations that get a contract are required to have awareness of a toolkit that identifies Child Sexual Exploitation.

She raised a concern that there are different toolkits in circulation, and that more work could be done to engage health services that may spot signs of Child Sexual Exploitation such as contraception and abortion.

Mrs. Beckett-Hill also raised a potential concern about whether sex and relationship education is being taught in all schools, especially those that are non-Local Authority Maintained.

Ms. Beckett-Hill also discussed the importance of engaging pharmacies and GP surgeries, and discussed the possibility that victims of Child Sexual Exploitation may travel to distant pharmacies to access contraception. They may also be accessing their GP or the GUM clinic for contraception.

Mrs. Clark referred to the new contract for School Nursing Services, and how the contractors will be required to report on numbers of Child Sexual Exploitation referrals to the Safeguarding Hub.
On being asked about their concerns about the level of Child Sexual Exploitation in Cumbria, Mrs. Beckett-Hill felt that there is not a lot of evidence, but this does not mean it is not happening on a larger scale. Mrs. Clark felt that there is a perception that Child Sexual Exploitation does not take place, and that still needs addressing.

In response to a question about whether austerity is impacting on resources, Mrs. Clark responded that the Safeguarding Hub is already joining up services, which enables effective action to tackle Child Sexual Exploitation in spite of budget reductions.

**Conclusions**

The Task Group found that no one knows the true extent of Child Sexual Exploitation in Cumbria, but that everyone is committed to doing more to address the issue.

The Task Group also found that the LSCB is providing the tools and support systems to enable people to work in partnership, and that the Multi-Agency Oversight Group is making a difference in tackling real cases.

Given that the situation is rapidly changing, the Task Group has developed recommendations with the aim that the Children and Young People’s Scrutiny Advisory Board reviews in six months. By this time the Task Group would expect that there is a better understanding of the scale of Child Sexual Exploitation, that training and awareness is shared, that the Sexual Assault and Rape Centre is working effectively, that children are being protected and groomers being disrupted and prosecuted.
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CORPORATE DIRECTOR RESPONSE TO SCRUTINY REVIEW - CHILD SEXUAL EXPLOITATION (CSE) IN CUMBRIA

1.0 EXECUTIVE SUMMARY

1.1 The Children and Young People’s Scrutiny Board (CYPB) established a Sexual Exploitation Task Group in 2015.

1.2 This was identified as a review priority in the light of emerging findings from Rotherham and Oxfordshire about the extent of Child Sexual Exploitation (CSE) and the role that Local Authorities had played in not tackling the problem well enough.

1.3 It was agreed that Scrutiny could play a part in assessing both the situation and the arrangements in Cumbria and subsequently inform Council and partner responses.

1.4 The Task Group sought to review the Council’s and partners’ approach to tackling Child Sexual Exploitation, and seek reassurances that Cumbria has a robust approach to tackling the issues from a whole systems perspective.

1.5 This report is presented in response to the recommendations that were contained in the Scrutiny Report following the review and should be read alongside the report.

2.0 STRATEGIC PLANNING AND EQUALITY IMPLICATIONS

2.1 The Council Plan priorities states:

- To safeguard children, and ensure that Cumbria is a great place to be a child and grow up

- To enable communities to live safely and shape services locally
2.2 **Children’s Services’ Children and Families Service Plan for 2015-16**
sets out the following priorities for Child Sexual Exploitation:

- Safeguard sexually exploited children;
- Develop environmentally focussed interventions with the police to disrupt perpetrators and locations rendering children more vulnerable;
- Promote the development of healthy sexual relations via influence in schools, and assisting the recovery from trauma and abuse in partnership with health and 3rd sector providers.

3.0 **RECOMMENDATION**

3.1 **Cabinet is asked to note the responses to the recommendations in the Scrutiny report to ensure that the Council is exercising its obligations to this vulnerable group.**

4.0 **BACKGROUND**

4.1 The sexual exploitation of children and young people has been identified across the United Kingdom as a fundamental issue, in both rural and urban areas. It affects boys and young men as well as girls and young women. It robs children of their childhood and can have a serious long-term impact on every aspect of their lives, including health and education. It damages the lives of families and carers and can lead to family break-ups. Sexual exploitation of children and young people is a crime.

4.2 The Council and its partners have been working together on CSE for a number of years, and the Local Safeguarding Children Board (LSCB) established a Task and Finish Group to develop a strategy and procedures to help partners support children who are being exploited, as well as to set up systems for the identification of “hot-spots” and pockets of activity.

4.3 The Ofsted inspection in March 2015 made a number of recommendations to the Council and the LSCB with regard to the Sexual Exploitation of Children.

4.4 The Council’s Children’s Improvement Plan, submitted to Ofsted in July 2015, has actions that will address the Ofsted recommendations for Children’s services and its partners responses are contained in the LSCB Business Plan 2015-18.

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1 [Link to the Ofsted report](#)
2 [Link to Plan](#)
3 [Link to the LSCB Business Plan 2015-18](#)
4.5 **Recommendations**

4.6 **Recommendation 1:**

4.7 *That the revised Child Sexual Exploitation Strategy being developed by the Local Safeguarding Children’s Board is adopted by the Council, and fully addresses the recommendations made by Ofsted.*

4.8 There is a LSCB CSE Strategy and Implementation Plan that was developed across the partnership using the 2009 supplementary guidance and fully addresses the recommendations in the Ofsted Report focussed through the 4 key areas:

- Providing Leadership and Working in Partnership,
- Training and awareness raising,
- Identification and understanding risk and
- Engagement, intervention and supporting victims.

4.9 The implementation plan is updated and monitored at the LSCB CSE and Missing from Home Strategic sub group. Partners challenge and identify areas to join up. The Chair of the CSE sub group reports to the LSCB Business sub group on progress. The 2014-15 strategy, informed by this review and the Ofsted recommendations will be updated and presented to the LSCB in September.

4.10 Whilst the main strategic group retains a good overview of the plan and its implementation, there are two more operational groups that report through the Strategic Group: the Working Group that monitors the effectiveness of multi-agency working, including monitoring practices of agencies to ensure procedures are followed and an Oversight Group that provides Cumbria wide multi-agency tracking and oversight of individual young people and perpetrators where there are indicators of high going missing vulnerability and active CSE.

4.11 **Recommendation 2:**

4.12 *That the Corporate Director works with the LSCB to develop a single set of information on Child Sexual Exploitation that can be used by Council Committees and key partner decision making bodies.*

4.13 The CSE Working Group has developed a data set that was presented and accepted at the multi-agency CSE Development Day in July 2015.

4.14 The oversight group is responsible for sharing information to identify hot spots and enable disruption activity which is already being effective. Good practice examples will be produced by this group for wider learning and development.

4.15 Performance indicators that will be reported to the LSCB Performance Management and Quality Assurance Group and the CSE Subgroups are as follows:
4.16 Missing from home

- Number of missing incidents
- Number of children repeat missing
- Return to home interviews completed
- Number of return to home interviews completed in timescale
- Number of stage one meetings
- Number of stage 2 meetings

4.17 Child Sexual Exploitation

4.18 Prevent:

- Number of secondary schools providing regular education around healthy relationships
- The % of those in each agency trained in CSEE
- Number of CSE intelligence logs submitted
- Number of CSE related Early Help Plans

4.19 Protect:

- Number of risk assessments completed
- Number of follow up risk assessments showing decreased risk
- Number of children receiving a CSE related service

4.20 Pursue:

- Number of abduction warning notices
- Number of prosecutions
- Number of legal system positive outcomes
- Number of target profiles completed.

4.21 A subset of these indicators will be included in any reporting Scrutiny as detailed in recommendation 5 below – that will include analysis and actions to improve as required.

4.22 Recommendation 3:

4.23 That the Corporate Director liaises with the LSCB to consider the findings of this review, and in particular considers historic cases and risks relating to transportation and hotels as a potential site for Child Sexual Exploitation.
4.24 Police and district councils (as members of the LSCB) have worked with hoteliers and taxi drivers raising awareness ‘the more you know the more you see’ campaign.

4.25 Work with specific stakeholders will continue to take place as and when required (i.e. oversight group and or return to home interviews identify hot spots)

4.26 **Recommendation 4:**

4.27 *That Children’s Services strengthens its links with Local Authorities across the country where Cumbrian children are being placed in care and seeks assurances on Child Sexual Exploitation from Independent Fostering Agencies before placing a child.*

4.28 Cumbria’s CSE categories have been brought in to line with other authorities to enable improved cross border understanding and sharing of information. Hub police share intelligence with neighbouring authorities.

4.29 It is also crucial when other authorities are placing children in Cumbria who present as high risk that information is shared appropriately so that all partners involved in the care and oversight of their needs can respond accordingly. There has been concern over the lack of information passed to the police by those placing authorities. To this effect there is a representative of the “Forum for Independent Schools and Children’s Homes” (FISCH) on the Working and Oversight groups. Additionally, representations have been made to FISCH by the chair of the Oversight group to try and address this in a strategic manner.

4.30 When placing a child in another local authority Cumbria County Council Children’s Services notify them including any particular risks to the child, such as vulnerabilities in relation to CSE any placements outside of Cumbria have to be approved via a senior manager, or the Director (dependant on how far from Cumbria the placement is). Additional checks are made with the LA where the child is being placed in respect of independent providers, and locality risk assessments for residential homes.

4.31 The new Senior Manager with strategic responsibility for CSE will link through the North West ADCS to ensure Cumbria is informed of best practice.

4.32 **Recommendation 5:**

4.33 *That the Senior Manager with lead responsibility for Child Sexual Exploitation in Children’s Services presents a 6 monthly report to the Children and Young People’s Scrutiny Advisory Board on progress in tackling Child Sexual Exploitation across the partnerships in Cumbria.*

4.34 It is fully accepted that Members needs to be kept informed of progress in relation to CSE. However, given the partnership responsibility and work of the LSCB (of which CCC is a significant partner), it is proposed that the reporting to Members is by way of LSCB progress reports being shared with
the Scrutiny Board every six months. The first update will be presented in November 2015.

5.0 OPTIONS

5.1 Cabinet can:

5.1.1 accept the report in its entirety;
5.1.2 reject the report;
5.1.3 ask the Corporate Director to offer further assurances.

6.0 RESOURCE AND VALUE FOR MONEY IMPLICATIONS

6.1 Implementation of the recommendations outlined within this report would be undertaken within the Council’s existing resources. As such, there are no resource implications resulting from these recommendations.

7.0 LEGAL IMPLICATIONS

7.1 There are no direct legal implications arising from this report. Cabinet and Scrutiny will receive regular updates on the LSCB Business Plan and the Children’s Services Improvement Plan and related performance and quality measures.

8.0 CONCLUSION

8.1 Children’s services and its partners are working to ensure that the response the CSE in Cumbria is co-ordinated and targeted.

8.2 This review helps the LSCB and Children’s Services understand how progress is being made and where further work is required.

8.3 The additional monitoring and reporting through the Council governance will ensure the implementation of the recommendations as described, and that this remains a key priority for the coming year and beyond.

John Macilwraith
Corporate Director – Children’s Services

24 September 2015

APPENDICES

No appendices.
Executive Decision  
Key Decision

If a Key Decision, is the proposal published in the current Forward Plan?  

Is the decision exempt from call-in on grounds of urgency?  

If exempt from call-in, has the agreement of the Chair of the relevant Overview and Scrutiny Committee been sought or obtained?  

Has this matter been considered by Overview and Scrutiny? 
If so, give details below.  

Has an environmental or sustainability impact assessment been undertaken?  

Has an equality impact assessment been undertaken?  

N.B. If an executive decision is made, then a decision cannot be implemented until the expiry of the eighth working day after the date of the meeting – unless the decision is urgent and exempt from call-in and the Corporate Director has obtained the necessary approvals.

PREVIOUS RELEVANT COUNCIL OR EXECUTIVE DECISIONS  
[including Local Committees]

No previous relevant decisions.

CONSIDERATION BY OVERVIEW AND SCRUTINY

Children and Young People’s Scrutiny Board 28th July 2015.

BACKGROUND PAPERS

No background papers

RESPONSIBLE CABINET MEMBER

Cllr Anne Burns, Cabinet Member Children’s Servicesd

REPORT AUTHOR

Deborah Royston: Senior Manager Targeted Youth Support, Deborah.royston@cumbria.gov.uk, 07920823502

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2015/16 REVENUE AND CAPITAL BUDGET MONITORING REPORT TO 30TH JUNE 2015

1.0 EXECUTIVE SUMMARY

1.1 This report is the first Budget Monitoring Report to Cabinet for 2015/16 and sets out the Council’s financial position at 30th June 2015; covering the Revenue Budget, Capital Programme and Treasury Management. Cabinet receive this report each quarter and Directorate and Corporate Management Teams receive detailed reports monthly.

REVENUE BUDGET

1.2 The starting point for the Budget 2015/16 is the Medium Term Financial Plan (MTFP) agreed by Council in February 2015. The financial context for the Council remains challenging. 2015/16 represents the sixth financial year of significant funding reductions from central government. After taking account of the full-year effect of existing savings being delivered in the MTFP of £7.325m, a further £32.558m of new savings was required for 2015/16. The revised revenue budget for the Council is £400.030m as at the 30th June 2015.

1.3 The budget position at the year-end is forecast at the end of Quarter One to be a net pressure of £1.045m. This forecast is a result of a number of assumptions and projections across a range of services and the position will continue to be closely managed with the aim to achieve a balanced budget position at the year end.

1.4 The budget pressures and underspends are summarised in paragraphs 4.6 to 4.10 with details in the relevant Directorate appendices. The Directorate pressures are in Children’s Services (£0.777m) and Health & Care Services (£0.692m), Environment & Community Services (£0.297m), Fire & Rescue Services (£0.010m) and Cross Cutting Streamlining Management Savings (£3.823m). This is offset by a forecast underspend in the Chief Executive’s Office (£0.307m). Combined, these Directorate pressures and underspends give a Directorate net pressure of £5.293m.
1.5 The Directorate's net pressure of £5.293m is partly offset by a saving of £4.248m on the Other Corporate Items budget; the main elements being treasury management savings of £1.943m, an underspend on the inflation budget of £1.673m and creditors from previous years that are no longer required of £0.632m.

1.6 Included in this report is progress against the planned 2015/16 savings target of £39.883m; this is made up of £32.558m new savings identified in the 2015/16 – 2017/18 MTFP and £7.325m of existing savings identified in previous years MTFPs. Directorate budget forecasts include the forecast delivery of £26.861m against the new savings target and £6.143m against the existing savings target; a total of £33.004m (83%) of the total savings target. The shortfall in the delivery of savings targets is being partially offset set by other mitigating actions within Directorates and savings against corporate budgets.

1.7 Also included in this report is a request to transfer expenditure to an earmarked reserve to meet a specific commitment where the expenditure is now expected to be incurred next financial year, this is set out in the recommendations and relevant section of this report.

1.8 The forecast balance on the Council's General Reserves at 31st March 2016 is £14.088m. This reflects the net pressure of £1.045m decreasing the General Reserve Balances from £15.133m at 1st April 2015. This is below the target for General Reserve Balances set by Council in February 2015 of £15m.

**CAPITAL PROGRAMME**

1.9 The Council approved a capital programme of £103.579m for 2015/16 in February 2015. The capital programme was revised to £135.238m in the 2014/15 Provisional Year End report to Council in June. Recommendations in the report to the September 2015 Council meeting revised the 2015/16 capital programme to £137.723m. This report recommends a net reduction in the capital programme for 2015/16 of £7.088m to £130.635m due to re-profiling schemes to 2016/17, scheme specific contributions and reduced costs for the Connecting Cumbria scheme. This is set out in para 4.21.

1.10 The forecast outturn expenditure for the capital programme (excluding the Accountable Bodies programme of £11.797m) is £127.743m; which is a variance of £2.892m against the £130.635m capital programme. This variance is made up of schemes that are estimating slippage totalling (£4.098m), accelerated expenditure of £1.419m and underspends of (£0.213m).

1.11 Details of the projected slippage can be found in para 4.26. The significant slippage in Q1 is:

- £1.200m of slippage on the Port of Workington capital scheme.
- £1.500m of slippage on the Strategic Acquisitions Fund.
- £0.750m of slippage on the Fire Vehicle Replacement.

1.12 The Capital Programme 2015/16 is summarised in Table 6 on page 16.
TREASURY MANAGEMENT

1.13 The report sets out the performance of Treasury Management activities for the first quarter of the financial year. Paragraphs 4.33 to 4.34 summarises key performance. Treasury activities have operated within the treasury management framework set by Council for 2015/16 during Quarter One.

2.0 STRATEGIC PLANNING AND EQUALITY IMPLICATIONS

2.1 The report links to the strategic planning framework for Cumbria, including supporting the delivery of the Council Plan 2014-17 priorities agreed by Council in February 2014, which are:

- To safeguard children, and ensure that Cumbria is a great place to be a child and grow up.
- To enable communities to live safely and shape services locally.
- To promote health and wellbeing, and tackle poverty.
- To protect and enhance Cumbria’s world class environment.
- To provide safe and well maintained roads and an effective transport network.
- To promote sustainable economic growth, and create jobs.
- To support older and vulnerable people to live independent and healthy lives; and
- To be a modern and efficient Council.

2.2 The effective management of financial resources is a requirement for making informed decisions when planning and delivering Council services.

3.0 RECOMMENDATION

3.1 Members are asked to:

a) Note the current Revenue Budget for monitoring purposes of £400.030m as a result of the transfers from the Inflation and Contingency budget and agreed transfers from reserves (set out in Appendix 1).

b) Approve the allocation to directorates of £3.554m of general grants received for specific purposes as set out in table 1 para 4.1.

c) Note the current forecast year end position of a net pressure of £1.045m.

d) Note the forecast in delivering new 2015/16 savings of £26.861m against the new savings target of £32.558m (see Appendix 2) and forecast in delivering existing savings of £6.143m against the target of £7.325m (set out in para 4.13 and Appendix 2) representing 83% of total savings to be delivered.

e) Note the forecast General Reserve at 31st March 2016, of £14.088m. This is below the target of £15m agreed by Council in February and is due to the forecast net pressure for the year.

f) Approve the transfer of the Fire PFI Revenue Grant of £0.065m from the Fire Service Budget to an Earmarked Reserve.
g) Approve the transfer of £0.648m from the Contingency Budget to Directorate budgets as set out in Table 3 paragraph 4.12.

h) Approve the net decrease of £7.088m in the Capital Programme 2015/16 (para 4.21), resulting in a current budget of £130.635m (excluding Accountable Bodies).

i) Approve the increase of £0.262m in the capital programme due to scheme specific additional contributions being received (para 4.21)

j) Recommend to Council the re-profiling of £5.750m from 2015/16 to 2016/17 as set out in Table 5 page 14.

k) Note the forecast year end position for the Capital Programme 2015/16 of £127.743m resulting in a forecast variance of £2.892m which is made up of (£4.098m) slippage, £1.419m accelerated spend and (£0.213m) underspend, as set out in Table 6 page 16.

l) Note Treasury Management activities in Quarter 1 have operated within the treasury limits set out in the Council’s Treasury Policy Statement and Treasury Strategy Statement and the Prudential Indicators set by Council in February 2015.

**ADVICE OF CHIEF EXECUTIVE**

4.0 **BACKGROUND**

**REVENUE**

4.1 The starting point for the Revenue Budget was the Medium Term Financial Plan (MTFP) agreed by Council in February 2015. After taking account of the £7.325m full-year effect of existing savings being delivered in the MTFP, a further £32.558m of savings was required as part of the original total net expenditure of £387.658m. The current net budget of £400.030m reflects an increase of £12.372m relating to changes in Quarter 1 as set out below, this comprises:

<table>
<thead>
<tr>
<th>Table 1 – Net Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Original Total Net Expenditure Budget</td>
</tr>
<tr>
<td>Reduction in Remand Placement Grant</td>
</tr>
<tr>
<td>Additional Capacity Funding Grant</td>
</tr>
<tr>
<td>Independent Living Fund Grant</td>
</tr>
<tr>
<td>Additional Staying Put Grant</td>
</tr>
<tr>
<td>Additional Troubled Families Grant</td>
</tr>
<tr>
<td>Additional Fire PFI Grant</td>
</tr>
<tr>
<td>Changes to General Grants for specific purposes – Q1</td>
</tr>
<tr>
<td>Q1 Net Transfers from earmarked reserves (see Table 4 on page 13)</td>
</tr>
<tr>
<td>Q1 Net Transfers from DSG earmarked reserves (see Appendix 4)</td>
</tr>
<tr>
<td>Total Q1 Amendments</td>
</tr>
<tr>
<td>Revised Total Net Expenditure Budget</td>
</tr>
</tbody>
</table>
4.2 Further information regarding the changes to the above general grants for specific purposes of £3.554m is set out below:

- **Reduction in Remand Placement Grant (0.013m);** The Council receives a general grant for funding remand placements for youth detention of young people. The original 2015/16 budget was set as an estimated £0.060m and this has been revised to £0.047m to reflect the actual 2015/16 allocation.

- **Additional Capacity Fund Grant £0.040m;** The Council has received a Capacity fund general grant of £0.040m in 2015/16 towards funding for the flood relief in Ulverston.

- **Additional Independent Living Fund Grant £2.819m;** The Council received a general grant of £2.819m following the decision to transfer responsibility for the Independent Living Fund to local authorities from 1 July 2015, this responsibility and hence the budget is to be managed by the Health & Care Directorate.

- **Additional Children’s Services Staying Put Grant £0.122m;** The Council has received a general grant for the implementation of the national Staying Put strategy. This strategy is intended to enable young people to have the opportunity to remain living with their foster carer beyond the age of 18 up to the age of 21.

- **Additional Focussed Families Grant £0.521m;** The Focus Family programme is operated through a general grant with an element of funding provided through Payment by Results grants. The original 2015/16 budget was set at an estimated £0.410m and has been revised to £0.931m to reflect the actual 2015/16 allocation.

- **Additional Fire PFI Grant £0.065m;** The Council receives a general grant towards the funding for the new Fire Stations that were built through the joint Fire Authority PFI scheme. The original 2015/16 budget was set as an estimated £1.589m and this has been revised to £1.654m to reflect the actual 2015/16 allocation.

4.3 The Health & Care gross budget includes a Public Health specific grant of £18.193m to fund relevant expenditure. The Department of Health has published a consultation on proposals to reduce the Public Health grant allocations for 2015/16 in July. The current Government preferred option is to reduce each Authorities grant allocation by 6.2%, if this option was taken by Government the allocation would reduce by £1.128m to £17.065m. This is a specific grant and it is assumed that any reduction in the level of grant would have to result in the level of spend being reduced accordingly. Pending the outcome of the consultation, the impact of any announcements by Government of any changes will be reflected in the Quarter 2 monitoring report.

**Forecast Outturn**

4.4 The 2015/16 net budget approved by Council in February has been restated to reflect the restructure of services within Directorates and the Extended Leadership Team structure effective from 1st April 2015. This restated budget is set out in Table 2 overleaf. The revised total net expenditure forecast as at
30th June 2015 to the year end is £401.075m; resulting in a net pressure of £1.045m as summarised in Table 2.

Table 2 – Revenue Budget Monitoring 2015/16 (at 30th June 2015)

<table>
<thead>
<tr>
<th>RESTATE BUDGET</th>
<th>AS AT 30TH JUNE 2015</th>
<th>REVISED BUDGET DATE BUDGET</th>
<th>YEAR TO DATE ACTUAL</th>
<th>ANNUAL FORECAST</th>
<th>VARIATION FROM BUDGET</th>
<th>VARIATION FROM BUDGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>£000</td>
<td></td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
<td>(£3.823m)</td>
<td>(£3.823m)</td>
</tr>
<tr>
<td><strong>Directorate</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>74,657 Children's Services</td>
<td>76,661</td>
<td>27,305</td>
<td>(53,267)</td>
<td>77,438</td>
<td>777</td>
<td>1.0%</td>
</tr>
<tr>
<td>114,758 Health &amp; Care Services</td>
<td>119,260</td>
<td>28,596</td>
<td>30,333</td>
<td>119,952</td>
<td>692</td>
<td>0.6%</td>
</tr>
<tr>
<td>139,301 Environment &amp; Community Services</td>
<td>143,820</td>
<td>28,332</td>
<td>24,733</td>
<td>144,118</td>
<td>297</td>
<td>0.2%</td>
</tr>
<tr>
<td>18,673 Fire &amp; Rescue Service</td>
<td>18,488</td>
<td>4,627</td>
<td>3,697</td>
<td>18,498</td>
<td>10</td>
<td>0.1%</td>
</tr>
<tr>
<td>8,407 Local Committees</td>
<td>9,356</td>
<td>2,960</td>
<td>1,237</td>
<td>9,356</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>11,291 Chief Executive's</td>
<td>11,843</td>
<td>2,951</td>
<td>2,694</td>
<td>11,536</td>
<td>(307)</td>
<td>(2.6%)</td>
</tr>
<tr>
<td>(4,646) Cross Cutting Management Saving</td>
<td>(4,155)</td>
<td>(4,155)</td>
<td>0</td>
<td>(332)</td>
<td>3,823</td>
<td></td>
</tr>
<tr>
<td><strong>Total Service Expenditure</strong></td>
<td><strong>362,441</strong></td>
<td><strong>375,273</strong></td>
<td><strong>90,616</strong></td>
<td><strong>9,428</strong></td>
<td><strong>380,566</strong></td>
<td><strong>5,293</strong></td>
</tr>
<tr>
<td>25,217 Other corporate items</td>
<td>24,757</td>
<td>5,704</td>
<td>3,714</td>
<td>20,509</td>
<td>(4,248)</td>
<td>(17.2%)</td>
</tr>
<tr>
<td><strong>Total Net Expenditure</strong></td>
<td><strong>387,658</strong></td>
<td><strong>400,030</strong></td>
<td><strong>96,320</strong></td>
<td><strong>13,142</strong></td>
<td><strong>401,075</strong></td>
<td><strong>1,045</strong></td>
</tr>
</tbody>
</table>

(0 Transfer to/ from) general reserves | 0 | (1,045) | (1,045) |
(6,691) Transfer to/from earmarked reserves | (15,509) | (15,509) |

**380,967 Net Budget Requirement** | **384,521** | **384,521** |

**380,967**

0 Sources of Finance

26,438 General Grants | 31,203 | 2,890 | 31,203 |
61,533 Top Up Funding | 61,533 | 14,788 | 61,533 |
78,615 Revenue Support Grant | 78,615 | 35,733 | 78,615 |
19,420 Retained Business Rates | 18,209 | 4,302 | 18,209 |
194,961 Income from Council Tax | 194,961 | 48,430 | 194,961 |

**380,967** | **384,521** | **106,143** | **384,521**

4.5 Appendix 1 sets out the Council’s Net Revenue Budget for 2015/16. It shows the movement in the Net Revenue Budget against which service expenditure is monitored, from an original budget of £387.658m when the budget was agreed by Council in February to £400.030m at 30th June 2015. The position on individual Directorate budgets are detailed in the relevant Directorate appendices 3 (1-6).

Directorate Budgets

4.6 Directorate service budgets show a forecast net pressure of £5.293m at 30th June at the year end.

4.7 At 30th June 2015 there are net budget pressures forecast in Children’s Services (£0.777m), Health & Care Services (£0.692m), Environment & Community Services (£0.279m), Fire & Rescue Services (£0.010m) and the Crosscutting Streamlining Management Saving (£3.823m):

- **Children’s Services** - a net pressure forecast of £0.777m – The most significant pressure area for Children’s Services continues to be the cost associated with supporting Children Looked After (CLA). At the end of March, the number of children looked after by the Council was 678, this increased to 682 at the end of June. The 2015/16 Children Looked After budget was set on the assumption of there being 649 CLA at 1/4/15 reducing to 520 by 31/3/16. During Quarter One the Directorate has worked with the Corporate Performance Team to review the forecast for 31/3/16. This has led to a revised estimate of
564 children being looked after at the end of the year and the forecast expenditure within this report is based on the Directorate achieving this revised target. The higher number of children looked after than forecast at 31/3/15, maintaining these higher numbers in the first quarter of 2015/16 and the consequent increase in the revised forecast of the number of children looked after at 31/3/16 has led to the forecast placement costs for looked after children being a £3.535m pressure in 2015/16.

Since June the CLA numbers are coming down as a result of increased scrutiny of the requests for children and young people to become looked after and robust exit plans. Decisions are now made by the Assistant Director on the recommendation of a senior manager. In addition a CLA task group meets on a weekly basis to bring together the various workstreams involved with CLA ensuring that they work together systematically and systemically.

A £3.350m temporary transfer in year from the inflation budget to meet majority of the forecast CLA pressure has reduced the forecast pressure to £0.185m. This is set out in para 4.11.

As the number of children looked after has increased, so too has the costs associated with children leaving care. It is currently forecast that the placement costs associated with these children leaving care creates a pressure on the 2015/16 budget of £0.539m. An in-year transfer of £0.539m from the inflation budget is assumed, offsetting this pressure. In addition, the Council has a liability for the cost of leaving care payments backdated to 2014. The forecast cost of this liability is £0.098m in 2015/16. This report seeks approval for the transfer of £0.098m from contingencies to meet this cost in year.

The Directorate has a number of agency staff covering vacancies, staff absences and appointments above establishment. It is currently projected that these agency staff will lead to a financial pressure to the Directorate of £1.179m in 2015/16. This is the cost of covering posts that are above establishment, cover for maternity, long term sickness etc. and the additional cost of covering for vacancies. The forecast is based on the projected end date for each agency worker. It should be noted that the Social Work Academy was not expected to make a material difference to the cost of agency staff in 2015/16 but would achieve material cost reductions from 2016/17.

The Directorate’s restructure is not due to deliver the £0.380m MTFP saving in 2015/16. This is due in large part to the deferral of the proposed restructure following Ofsted's inspection in March.

Other services in the Directorate are forecasting to underspend by £1.173m with this net underspend partially offsetting the pressures identified above. Therefore the current projected pressure for the Directorate in 2015/16 is £0.777m.

- **Health & Care Services** – a net pressure forecast of £0.692m – The Directorate has a number of variances, the key ones are set out overleaf.
Independent Sector Younger Adults is a forecast pressure of £1.173m - This is due in the main to demand pressures on care costs within mental health and learning disability services of £0.518m and £0.485m respectively, which is consistent with previous years. The balance of the pressure of £0.169m relates to smaller pressures across physical, sensory and memory services.

Cumbria Care is forecasting a net pressure of £0.101m - The service has a net pressure of £0.939m relating to Older People Residential Services, and is a continuation of the staffing pressures from 2014/15. A further pressure of £0.278m is forecast relating to the Home Care Service as a result of direct contact time averaging at levels lower than budgeted for, again a trend continuing from 2014/15, and the remaining £0.155m relates to smaller balances across a number of areas giving an underlying total pressure of £1.372m for Cumbria Care.

The Social Care Act Earmarked Reserve of (£1.271m) has been drawn down to fund to support the Directorate in respect of its social care act responsibilities. This will contribute towards the Care Act duty of having a range of providers offering a choice of high quality, appropriate services by ensuring that the direct care services the Council is responsible for are appropriately funded. Longer term plans with regards to mitigating the additional staff cost pressure are to be included within the strategic planning process. Following drawdown of the Earmarked Reserve the pressure within Cumbria Care is forecast at £0.101m.

Independent Sector Older Adults is forecast to underspend by (£1.065m). There are a number of variables within this budget. At the start of the year an earmarked reserve of (£0.643m) was transferred to the Independent Sector Older Adults budget to ensure that capacity can be maintained when pressure is placed on the social care system, reflecting winter pressures experienced in past years. In addition, (£0.671m) was transferred from Cumbria Care home care budgets, for the current year only, to reflect the balance between actual levels of activity within the independent sector and Cumbria Care.

However, total service demand for the full year upon the Independent Sector is less than originally budgeted. The full year forecast at current rates is an underspend on this budget of (£3.284m). However, reductions in activity impact on the levels of Personal Contributions received (from those service users who contribute towards the cost of the care they receive). The forecast variance in income and expenditure associated with this is £2.218m. So both expenditure and income have been rebased by making an equal adjustment of £2.218m against both budget lines within the same budget area. The result of this transfer is an overall underspend on the Independent Sector Older Adults budget of (£1.065m).

Other Services is forecasting a pressure of £0.503m – The forecast pressure is due to staffing pressures of £0.387m within the mental health team and a pressure on equipment and staffing within the commissioning team.
Additional information on the directorate position and adjustments to rebase the budget based on demand is set out in Appendix 3 (2).

- **Environment & Community Services** – a net pressure is forecast of £0.297m – The Directorate has a number of services underspending totalling £1.890m; Capital Programme and Property (£1.232m), Business Services (£0.471m) and Director (£0.050m). These are summarised below:

  Capital Programme and Property (£1.232m) – the most significant elements of the underspend are unbudgeted income from the acceleration and successful implementation of property disposals throughout 2015/16 resulting in additional income of £0.528m and savings on utility costs of £0.270m reflecting the significant disposal programme. Other service underspends are set out in the directorate appendix.

  Both the Business Services underspend of (£0.471m) and Director underspend of £0.050m are largely due to staff vacancies within the services. Other variances within these services are set out in the directorate appendix.

  This service underspends set out above are partially offset by pressures within services totalling £2.051m to give a net pressure for the Directorate of £0.297m. The service pressures are Environment & Regulatory (£0.836m), Highways and Transportation (£0.522m), Communities (£0.334m), People Management (£0.182m) and Cross Cutting Savings (£0.177m). These are summarised below:

    Environment & Regulatory £0.836m – The pressure is largely due the forecast non delivery of the budgeted saving from commercial waste income of £0.500m, due to current strategic review of the primary waste management contract, and a forecast shortfall in the Port of Workington trading account of £0.497m; after the forecast draw down of the remaining earmarked reserve of £0.198m the pressure on the revenue account is £0.299m. This position includes a transfer from contingency of £0.200m to fund the Millom HWRC temporary site following flooding.

    Highways, Transportation and Fleet £0.522m – The pressure is largely due to an under recovery of income, accident damage claims and street works of £0.461m, ill health retirements £0.245m (requiring one-off additional employer contributions), which is partially offset by an underspend on the safety camera partnership. This position includes a transfer from contingency of £0.250m to fund in year additional winter maintenance costs.

    The Communities pressure of £0.334m, People Management pressure of £0.182m and Cross Cutting savings of £0.117m are largely due to the forecast non delivery of budgeted savings; the Community Engagement and Grant reduction savings in the Communities service forecast shortfall totalling £0.280m, and the Disclosure Barring Service saving forecast shortfall of £0.116m are the main contributors to the service pressures. Other service variances and the cross cutting savings shortfall are set out in the directorate appendix. No decision has been taken so far this year by Cabinet as to the award of the
cultural grants budget. The budget totals £0.120m. The forecast assumes it will be allocated.

- **Fire and Rescue Services** – a net pressure forecast of £0.010m. Further details are in Appendix 3 (4).

- **Crosscutting Streamlining Management Savings** – a net pressure forecast of £3.823m. The cross cutting management savings of £4.155m is made up of £0.155m of savings not made in 2014/15, a step up from the original saving from 2014/15 of £1.000m and a new saving for 2015/16 of £3.000m. The current part year Cross Cutting Management savings that have been identified from the latest round of Corporate VRs total £0.332m leaving an in year shortfall of £3.823m. The full year effect of the VRs contributing to this saving in 2016/17 is estimated at £1.114m which results in a £3.041m pressure in 2016/17. A programme of Service Reviews has been developed by Extended Leadership Team during the summer. Implementation of Service Reviews will commence in Quarter 2.

4.8 The Directorate pressures are partly offset by directorate underspend forecasts in the Chief Executive’s Office (£0.307m):

- **Chief Executives Office** – a net underspend of £0.307m. This is mainly due to savings of £0.100m within finance due to staffing vacancies and £0.200m within Corporate Governance due to overachievement of Communications savings following service restructure and staff reductions. More information is set out in Appendix 3 (6).

4.9 The Local Committees are forecasting a balanced budget at year end, although expenditure is below profile at the end of Q1. Further details in Appendix 3 (5).

4.10 The net Directorate budget pressure of £4.634m is offset by savings of £3.805m on the Other Items corporate budget:

- **Other Items** - a net underspend of £4.248m. The underspend is primarily due to Treasury Management savings of £1.943m as a result of Council’s agreed policy of utilising internal funds as a result of delaying borrowing externally and slippage on the capital programme at the end of 2014/15, which has resulted in a delay in the requirement to charge an element of Minimum Revenue Provision in 2015/16. The underspend on the inflation budget of £1.673m is set out in para 4.11. If there is no requirement to undertake external borrowing for the remainder of the year there may be an estimated further saving on this budget of £1.300m, depending on interest rate movements.

There are a number of creditors on the balance sheet relating to previous years. A detailed review of these creditors by Finance working with individual budget holders in Q1 has resulted in one off savings of £0.632m. More information is set out in Appendix 3 (6).
4.11 The report seeks approval for the allocation of the inflation and contingency budget. The inflation and contingency budget of £14.413m includes provision for inflation of £7.775m (for pay, specific contracts and premises expenditure). This is allocated throughout the year, once indexation rates are certain. Other inflationary pressures and risks total £3.465m are allowed for through the inflation budget and finally there is a one off contingency budget of £1.500m.

The full year impact of the pay award in 2015/16 is less than expected when the Budget was set (assisted by the carry forward of an earmarked reserve to part fund the pay award agreed in 2014/15) such there is the capacity within the inflation budget to fund as a one off, in this year, the pressures identified in the Looked After Children Budget of £3.350m and £0.539m to offset the Children Leaving Care pressure (set out in para 4.7). The cash limit adjustments set out include this allocation from inflation to Children’s Services.

In addition, for non-pay elements, as inflation rates are being confirmed less than that assumed when the Budget was set, it is currently expected that there will be a £1.673m underspend at the end of 2015/16. This is in addition to the Budget agreed for 2015/16 by Council in February 2015 which included a reduction (saving) in the Inflation Budget of £2.700m compared to 2014/15 base budget.

4.12 In addition there is a general contingency of £1.500m. The budget has £0.852m unallocated following the transfer of £0.648m set out in table 3 below.

<table>
<thead>
<tr>
<th>Table 3 – General Contingency Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Contingency</td>
</tr>
<tr>
<td>2015/16 approved budget</td>
</tr>
<tr>
<td>Transfer to Children’s Services – Children Leaving Care Price Increases</td>
</tr>
<tr>
<td>Transfer to Environment and Community Services – Millom HWRC for temporary site following flooding</td>
</tr>
<tr>
<td>Transfer to Health &amp; Care Services – service quality audits.</td>
</tr>
<tr>
<td>Transfer to Environment and Community Services – additional winter maintenance costs</td>
</tr>
<tr>
<td>General Contingency budget remaining</td>
</tr>
</tbody>
</table>

Progress on 2015/16 Savings Propositions

4.13 Appendix 2 sets out the progress on delivering the planned 2015/16 savings target of £39.883m; this is made up of £32.558m new savings for 2015/16 and £7.325m of existing savings. At this point in time it is forecast that £33.004m (83%) of the 2015/16 savings target of £39.883m will be delivered by the end of the year. The shortfall in the delivery of savings targets is being partially offset set by other mitigating actions within Directorates and savings against corporate budgets. This is a review of Supplies and Services ongoing and there will be a technical adjustment to centralise these costs which will be reported as part of the Q2 budget monitoring report; this is expected to result in reduced spend in this area.

Accountable Bodies
4.14 The Council acts as the Accountable Body for 5 different organisations. These are Cumbria Local Enterprise Partnership, Copeland Community Fund, Morecambe Bay Partnership, Solway Border and Eden Local Action Group and Fells and Dales Local Action Group.

4.15 Expenditure can be both of a capital and revenue nature. Cabinet approve whether the Council will take on the responsibilities of being the Accountable Body.

4.16 Appendix 3(8) summarises the revenue spend that is managed by CCC as Accountable Body on behalf of these organisations. The expenditure is not included in the County Council statement of Accounts at year end.

GENERAL RESERVES AND EARMARKED BALANCES

4.17 The projected outturn of a net pressure of £1.045m would result in a General Reserve year-end balance of £14.088m at 31st March 2016. This is below the target for General Reserve Balances set by Council in February 2015 of £15m.

4.18 Directorate budgets have been adjusted for transfers to and from Earmarked Reserves in line with the recommendations contained in this report and previously approved decisions for use of these reserves. The balance on Council earmarked reserves (excluding DSG funded reserves) at the 30th June 2015 is £74.390m. Movements on Earmarked Reserves in the quarter are summarised in Table 4 below, the detailed position on reserves is provided in Appendix 4.

<table>
<thead>
<tr>
<th>Table 4 – Movements in Earmarked Reserves (excluding DSG funded reserves)</th>
<th>£m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance at 1st April 2015</td>
<td>88.786</td>
</tr>
<tr>
<td>Budgeted transfer to reserves</td>
<td>(6.691)</td>
</tr>
<tr>
<td>Q1 Transfers from Reserves:</td>
<td>82.095</td>
</tr>
<tr>
<td>Environment and Community Services - Drawdown from CMF Education Earmarked Reserve (Capital Contribution as agreed by Council in September)</td>
<td>(2.500)</td>
</tr>
<tr>
<td>Environment and Community Services - Drawdown of Earmarked Reserve for Trading Standards</td>
<td>(0.010)</td>
</tr>
<tr>
<td>Environment and Community Services - Drawdown from Earmarked Reserves for Rail Partnerships</td>
<td>(0.182)</td>
</tr>
<tr>
<td>Environment and Community Services - Drawdown of Performance Reward Grant Reserve for Connecting Cumbria</td>
<td>(0.471)</td>
</tr>
<tr>
<td>Health &amp; Care Services - Drawdown of Earmarked Reserve for Older Adults</td>
<td>(0.643)</td>
</tr>
<tr>
<td>Health and Care Services - Drawdown of Earmarked Reserve for Cumbria Care Residential</td>
<td>(1.271)</td>
</tr>
<tr>
<td>Health and care Services - Drawdown from Improvement &amp; Efficiency Reserve</td>
<td>(0.169)</td>
</tr>
<tr>
<td>Chief Executives - Drawdown of Risk Projects Earmarked Reserve</td>
<td>(0.010)</td>
</tr>
<tr>
<td>Chief Executives - Drawdown of Public Notices Earmarked Reserve</td>
<td>(0.015)</td>
</tr>
<tr>
<td>Local Committee - Cfwd Balances Drawdown</td>
<td>(0.949)</td>
</tr>
<tr>
<td>Childrens - Drawdown of Headstart from Earmarked Reserves</td>
<td>(0.198)</td>
</tr>
<tr>
<td>Childrens - Drawdown of Troubled Families Grant Earmarked Reserve</td>
<td>(0.643)</td>
</tr>
<tr>
<td>Childrens – Drawdown from Improvement and efficiency Reserve for Social Work Academy</td>
<td>(0.260)</td>
</tr>
</tbody>
</table>
Childrens - Drawdown of Early Years Grant Earmarked Reserve (0.030)
Childrens - Drawdown of SEND Preparation for Employment Grant Earmarked Reserve (0.034)
Childrens - Drawdown from SEN Reform Earmarked Reserve (0.385)

Q1 Transfers to Reserves:
- General Grants – Transfer to earmarked reserves for Fire PFI Additional Grant 0.065

Quarter 1 Movements TOTAL (7.705)
Balance at 30th June 2015 74.390

4.19 Note: The bulk of Earmarked Reserves relate to the Equal Pay and Modernisation Reserve (£18.749m) and revenue grants received for future activities (£30.310m). This monitoring report assumes the transfer to reserve of £0.065m general grants relating to the Fire PFI Grant is approved by Cabinet, further detail regarding this transfers is set out below:

- **General Grants £0.065m** – The Council built a number of new Fire Stations across the County as part of a joint Fire PFI project with a number of North West Fire Authorities. The Council receives an annual general grant to meet some of the annual costs of meeting the unitary charge. The original 2015/16 budget had a grant expected of £1.589m; the actual allocation for 2015/16 has now been confirmed as £1.654m, an additional £0.065m. This transfer will allow the cost of the project to be smoothed over the life of the contract as the expected unitary charge will increase in future years whereas the amount of grant will remain static.

**CAPITAL PROGRAMME**

Revisions to the Programme

4.20 The Council approved a capital programme of £103.579m for 2015/16 in February 2015. The capital programme was revised to £135.238m to reflect the changes approved by Council in June 2015. Recommendations to the September Council meeting increased the 2015/16 capital programme to £137.723m. Assuming Cabinet approve changes totalling a net reduction of (£7.088m), set out overleaf, the revised Council capital programme is £130.635m, this excludes the Accountable Bodies programme.

4.21 The Capital Budget 2015/16 shows a net decrease since the September Council meeting of £7.088m to reflect a number of changes to the capital programme outlined below:

<table>
<thead>
<tr>
<th>Table 5 – Update to the Capital Programme</th>
<th>£m</th>
<th>£m</th>
<th>£m</th>
</tr>
</thead>
<tbody>
<tr>
<td>September – Capital Programme</td>
<td></td>
<td></td>
<td>£137.723m</td>
</tr>
<tr>
<td>Amendments since Council</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Section 278 contribution for Caldewgate project, Carlisle</td>
<td>£0.213m</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue contribution to capital from West Cumbria learning Centre to the Inclusive Cumbria scheme</td>
<td>£0.049m</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total contributions</td>
<td></td>
<td></td>
<td>£0.262m</td>
</tr>
</tbody>
</table>
### Agreed reduction in ERDF grant funding for Connecting Cumbria scheme

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount (£m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agreement reduction</td>
<td>(£1,600m)</td>
</tr>
</tbody>
</table>

### Re-profiles since Council

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount (£m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Re-profile LEP – South Ulverston scheme to future years</td>
<td>(£0.850m)</td>
</tr>
<tr>
<td>Re-profile LEP – Kendal Infrastructure scheme to future years</td>
<td>(£0.400m)</td>
</tr>
<tr>
<td>Re-profile – Re-provision of Cavendish House respite facility</td>
<td>(£0.500m)</td>
</tr>
<tr>
<td>Re-profile – Co-located Emergency Response Centre: Ulverston</td>
<td>(£4.000m)</td>
</tr>
<tr>
<td><strong>Total re-profile of schemes to future years</strong></td>
<td>(£5,750m)</td>
</tr>
<tr>
<td><strong>Total Update to the Capital Programme</strong></td>
<td>(£7,088m)</td>
</tr>
</tbody>
</table>

### Quarter 1 – Capital Programme

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount (£m)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
<td><strong>£130,635m</strong></td>
</tr>
</tbody>
</table>

4.22 Further detail regarding the amendments is set out below:

- **Section 278 - £0.213m** This contribution comes from Sainsbury’s and relates to the project at Caldewgate, Carlisle.

- **Inclusive Cumbria Scheme - £0.049m** Cabinet is asked to approve a revenue contribution to capital for the Inclusive Cumbria scheme. This follows a request from the West Coast Learning Centre to apply their excess surplus balances at 31 March 2015 to this scheme.

- **ERDF Connecting Cumbria Funding – (£1.600m)** The Council and its primary contractor have agreed to a reduction in ERDF grant funding of £1.600m reflecting the projected reduced cost of implementing the Connecting Cumbria programme. This reduced cost is due to infrastructure and implementation costs reducing since the contract submitted its original bid. It is currently expected that the Connecting Cumbria Phase 1 programme will be completed in full during 2015/16.

4.23 Requests to re-profile capital expenditure planned for 2015/16 to future years amount to £7.088m as itemised in the table above.

**Forecast Year End Position (Outturn 2015/16)**

4.24 Appendix 5 details the original Capital Budget 2015/16 as approved in February 2015, together with a breakdown of the movement from the original approved programme, expenditure to date, forecast outturn and anticipated variances from the revised budget. This is summarised by the main elements of the Capital Programme in Table 6 below.
Table 6 – Capital Programme Monitoring 2015/16 (at 30th June 2015)

<table>
<thead>
<tr>
<th>Services</th>
<th>2015/16 Capital Programme</th>
<th>Approved Update</th>
<th>Approved Update</th>
<th>Revised Budget</th>
<th>Provisional Outturn</th>
<th>Variance</th>
<th>Over/Under</th>
<th>Slippage at outturn</th>
<th>Accelerated Expenditure at outturn</th>
</tr>
</thead>
<tbody>
<tr>
<td>CHILDREN'S SERVICES</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HEALTH AND CARE SERVICES</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HIGHWAYS</td>
<td>23,443</td>
<td>1</td>
<td>3,211</td>
<td>214</td>
<td>26,869</td>
<td>26,519</td>
<td>(350)</td>
<td>0</td>
<td>(350)</td>
</tr>
<tr>
<td>ENVIRONMENT AND COMMUNITY SERVICES</td>
<td>5,651</td>
<td>1,423</td>
<td>(3,453)</td>
<td>(500)</td>
<td>3,121</td>
<td>2,756</td>
<td>(365)</td>
<td>(90)</td>
<td>(275)</td>
</tr>
<tr>
<td>FIRE SERVICES</td>
<td>39,376</td>
<td>7,564</td>
<td>1,471</td>
<td>213</td>
<td>48,616</td>
<td>48,553</td>
<td>(83)</td>
<td>(129)</td>
<td>(23)</td>
</tr>
<tr>
<td>TOTAL FOR CCC</td>
<td>28,959</td>
<td>22,098</td>
<td>1,256</td>
<td>(3,015)</td>
<td>49,298</td>
<td>47,434</td>
<td>(1,884)</td>
<td>6</td>
<td>(2,700)</td>
</tr>
<tr>
<td>ACCOUNTABLE BODIES</td>
<td>6,148</td>
<td>583</td>
<td>0</td>
<td>(4,000)</td>
<td>2,731</td>
<td>2,481</td>
<td>(250)</td>
<td>0</td>
<td>(750)</td>
</tr>
<tr>
<td>Grand Total</td>
<td>103,579</td>
<td>31,659</td>
<td>2,485</td>
<td>(7,088)</td>
<td>130,635</td>
<td>127,743</td>
<td>(2,892)</td>
<td>(213)</td>
<td>(4,098)</td>
</tr>
</tbody>
</table>

Note: Accountable body expenditure is separate from the Council’s own capital programme.

4.25 The forecast outturn for the Council Capital Programme is £127.743m against the budget of £130.635m giving a variance of £2.892m made up of slippage (£4.098m) and underspending (£0.213m) and accelerated spend of £1.419m.

4.26 The significant areas of slippage are highlighted below:

Table 7 – Significant Areas of Slippage

<table>
<thead>
<tr>
<th>Services / Scheme</th>
<th>Slippage - £m</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environment &amp; Community Services - Port of Workington</td>
<td>(1.200)</td>
<td>This slippage relates to the Riverside wall project, the contract for which is due to be awarded in August 2015. The estimated completion for this project is January 2017 so £1.2m slippage is forecast from 2015/16 into 2016/17.</td>
</tr>
<tr>
<td>Environment &amp; Community Services - Strategic Acquisition Fund (SAF)</td>
<td>(1.500)</td>
<td>Several options for strategic acquisitions are currently being explored. However, as at the end of June, no expenditure is expected in 2015/16. Work will continue during the year to explore options.</td>
</tr>
<tr>
<td>Fire - Fire Vehicle Replacement</td>
<td>(0.750)</td>
<td>Current discussions within the NW region for new firefighting technology mean that the specification for the new fire appliance will not be finalised until late this calendar year. Procurement will follow but it is unlikely to result in spend this financial year due to the timescales involved.</td>
</tr>
<tr>
<td>Various schemes net movement</td>
<td>(0.648)</td>
<td></td>
</tr>
<tr>
<td>Total Slippage</td>
<td>(4.098)</td>
<td></td>
</tr>
</tbody>
</table>

4.27 In addition to the projected slippage within the programme, £1.419m of accelerated spend is forecast on the following schemes:

- £0.089m on Highways and Transport – Bridges and Structures where the planned programme of work is set to exceed the 2015/16 capital budget.
£0.830m on LEP – Barrow Waterfront where the planned programme of work will exceed the 2015/16 budget allocation (2016/17 budget £5.000m).

£0.500m on Fire Service Accommodation in 2015/16 accelerating half of the 2016/17 approved budget for this scheme. This will bring forward part of the approved budget to progress the building of an accommodation block at Carlisle East and facilitate delivery of MTFP savings.

4.28 The Flood Recovery (DfT funded) budget line of £2.273m is forecast to be fully spent this financial year. In this budget there is £1.173m which is currently unallocated, £0.820m of this unallocated budget has been transferred to the Cockermouth Main Street Contract project within the same budget line to fund the completion of the project. In the aftermath of the 2009 floods a £1.980m Cockermouth town centre public realm scheme was developed, this involved reconstructing Main Street and installing a new high capacity drainage system. There have been a number of issues with the scheme including additional costs arising from unexpected ground conditions in the works and contractual difficulties including a formal dispute with the contractor. The final part of the scheme is the completion of specialist drainage works in a narrow lane which will ensure that the new drainage system works as it was designed to do. Due to the proximity of the properties a specialist subcontractor will complete the drainage system using a trenchless guided auguring technique rather than traditional methods; this reduces the risks to adjacent properties. As a result of this works the forecast for the project is now expected to be £2.800m, a shortfall of £0.820m on the current allocation for the project.

4.29 A number of small underspends totalling (£0.213m) are forecast on a few of the schemes within the capital programme and are detailed in Appendix 5.

Accountable Bodies

4.30 Accountable Body expenditure does not result in an increase in the value of assets owned by the Council, but it is included in this report for completeness and to support the Council’s monitoring responsibilities as Accountable Body.

4.31 The budget approved by Council in June included slippage on budgets for Accountable Bodies capital schemes of £6.103m. The Accountable Bodies budget for 2015/16 stands at £11.797m and outturn is forecast to budget.

Capital Receipts

4.32 £4.000m general capital receipts are budgeted to be received during the year and contribute to the funding of the 2015/16 Capital Programme. Although no assets were sold in Quarter One, by mid-August there were £2.100m of sales in train and a further £0.600m not yet contractually committed. The remaining programme of sales is well advanced; the majority of sites are either on the market or under negotiation. It is anticipated that £4.000m will be exceeded this year. Progress on the delivery of capital receipts will be monitored and reported throughout the year.

TREASURY MANAGEMENT

4.33 The treasury management function supports the overall objectives and priorities of the Council, by the use of effective treasury management
techniques. The aim is to manage risks and ensure there are sufficient cash resources and long-term borrowings to finance the Council’s activities and capital investment programme whilst balancing this to the secondary objective of trying to minimise the costs of the net interest budget.

4.34 With long-term borrowing of £302.200m (£307.700m at 31st March) and investments of £153.300m (£123.600m at 31st March), as at 30th June, there is a significant net interest cost included in the Council’s budget. Successful treasury management reduces the cost of these transactions and helps to relieve the pressure on the revenue budget. A summary of key issues in the quarter to 30th June are as follows:-

- Annual savings on the net interest budget of £1.943m are being reported. This is in addition to the budgeted saving of £2.067m included in agreeing the 2015/16 budget. These savings are due to:
  o no requirement to undertake the projected levels of external borrowing to date (releasing savings of £1.319m);
  o slippage on the capital programme, at the end of 2014/15, resulting in a delay in the requirement to charge an element of Minimum Revenue Provision in 2015/16 (releasing full year savings of £0.548m); and
  o projected outperformance against target rate returns for interest receivable to date (£0.076m).

  These are one off, in year savings. If there is no requirement to undertake external borrowing for the remainder of the year there may be an estimated further saving on this budget of around £1.300m, depending on interest rate movements.

- No new long term borrowing has been undertaken.

- Investment returns remain above the target rate of return of 7 day LIBID.

- All treasury activities have operated within the treasury limits set out in the Council’s Treasury Policy Statement and Treasury Strategy Statement and the Prudential Indicators set by Council in February 2015.

**DEBT OUTSTANDING (DEBT OWED TO THE COUNCIL)**

4.35 The total outstanding debt of the Council at 30th June 2015 was £18.948m. This represents a decrease of £12.877m from the previous quarter (£31.825m at 31st March 2015). The outstanding debt is split £15.643m in respect of adult social care and £3.305m by other Directorates. Although this is a large decrease in outstanding debt, this relates to debt that has been outstanding for 0-30 days and so is not classed as overdue. This category of debt has decreased by £13.317m from 31st March 2015, mainly due to one invoice to NHS England of £11.491m which was outstanding at 31st March 2014 and was subsequently received in April 2015.

5 OPTIONS

5.1 Cabinet may decide to make alternative recommendations after taking advice from the Assistant Director - Finance.
6 RESOURCE AND VALUE FOR MONEY IMPLICATIONS

6.1 The resource and value for money implications are covered throughout this report.

7 LEGAL IMPLICATIONS

7.1 It is a function of the Cabinet to ensure that the Budget approved by the Council is implemented.

7.2 Cabinet may authorise transfers to or from contingencies (including reserves and balances) and in doing so must have regard to the budget and policy framework and be satisfied that the transfer can be offset by additional income or savings.

7.3 Cabinet may approve new schemes in the Capital Programme and in making such amendments must:

(a) have regard to the Budget and Policy Framework approved by the Council, and resolutions of the Council;

(b) be satisfied that the amendment can be offset by available income, Government grants, usable reserves, credit approvals, reductions elsewhere within the Capital Programme, or contributions from other external bodies;

(c) be satisfied that any revenue budget consequences of the amendment can be offset by additional income, contingencies (including reserves and balances) or savings elsewhere within the Budget;

7.4 Cabinet must include in the Capital Programme approved by the Council additional schemes to the extent that they can be funded from additional Government grants, grants or contributions from other external bodies.

8 CONCLUSION

8.1 Budget monitoring to 30th June 2015 highlights a projected net revenue pressure of £1.045m at the year end.

8.2 The current forecast balance on General Reserves at 31st March 2016 is £14.088m which is below the target of £15m set out in the reserves strategy agreed at Council in February 2015 due to the projected net revenue pressure.

8.3 The forecast balance on Earmarked Reserves at 31st March is £82.644m, including £8.254m in relation to DSG funded reserves. The Council’s (Non DSG) Earmarked Reserves of £74.390m largely relate to the smoothing of PFI costs; Equal Pay and Modernisation; Insurance; revenue support to capital schemes and funding to be spent with partners.

8.4 The current capital programme monitoring shows forecast expenditure of £127.743m, a variance of £2.892m which is a combination of forecast slippage of (£4.098m), forecasted accelerated spend of £1.419m and underspends of (£0.213m).
APPENDICES

Appendix 1 – Net Revenue Budget 2015/16 – Movements in Year
Appendix 2 – Summary of Progress on 2015/16 Savings Propositions
Appendix 3 – Additional Information from Directorates
  Appendix 3 (1) – Children’s Services
  Appendix 3 (2) – Health & Care Services
  Appendix 3 (3) – Environment & Community Services
  Appendix 3 (4) – Fire & Rescue Services
  Appendix 3 (5) – Local Committees
  Appendix 3 (6) – Chief Executives Office
  Appendix 3 (7) – Other Items
  Appendix 3 (8) – Accountable bodies
Appendix 4 – Summary of Earmarked Reserves 2015/16
Appendix 5 – Capital Programme 2015/16

Appendix 6 – Contractual Dispute Summary (Not for publication by virtue of Paragraph 3 of Part I of Schedule 12a of the Local Government Act 1972 as it contains information relating to the financial or business affairs of any particular person)

Electoral Division(s): ALL

* Please remove whichever option is not applicable

Executive Decision

Key Decision

If a Key Decision, is the proposal published in the current Forward Plan?

Is the decision exempt from call-in on grounds of urgency?

If exempt from call-in, has the agreement of the Chair of the relevant Overview and Scrutiny Committee been sought or obtained?

Has this matter been considered by Overview and Scrutiny?
If so, give details below.

Has an environmental or sustainability impact assessment been undertaken?

Has an equality impact assessment been undertaken?

N.B. If an executive decision is made, then a decision cannot be implemented until the expiry of the eighth working day after the date of the meeting – unless the decision is urgent and exempt from call-in and the Corporate Director has obtained the necessary approvals.
PREVIOUS RELEVANT COUNCIL OR EXECUTIVE DECISIONS

No previous relevant decisions

CONSIDERATION BY OVERVIEW AND SCRUTINY

Not considered by Overview and Scrutiny

BACKGROUND PAPERS

No background papers.

RESPONSIBLE CABINET MEMBER

Cllr Patricia Bell, Deputy Leader and Finance Portfolio Holder

REPORT AUTHOR

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Pam Duke, Senior Manager - Accountancy, pam.duke@cumbria.gov.uk 01228 226267

Steven Brown, Technical Manager, steven.brown@cumbria.gov.uk 07979800615
### APPROPRIATED BUDGET OCCUPANCY 2015/16

<table>
<thead>
<tr>
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<td>Cuts to ICT, mobile phone, vehicle fuel charges (part year)</td>
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<td>18,673</td>
<td>6,407</td>
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<td>362,441</td>
<td>32,007</td>
<td>(34,577)</td>
<td>782</td>
<td>14,075</td>
<td>12,930</td>
<td>20,217</td>
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#### Notes
- **APPENDIX 1**
- **Budget Limit Adjustments**
- **DF & Support Team**
- **ICT**
- **Corporate Services**
- **Redirection of Resources**
- **Fire & Resources Services**
- **Children's Services**
- **HCA/ICT**
- **Reserves**
- **Cross Cutting Savings**
- **Transfer of Budgets from Children and Fire Services to Resources**
- **Transfer of Budget from Children and Fire Services for Policy Budget**
- **Cross Cutting Savings**
- **Allocation of Fleet Cross Cutting Savings**
- **Transfer to Resources from Environment for Policy Purposes**
- **Cuts to ICT, Mobile Phone, Vehicle Fuel Charges (Part Year)**
- **Original Budget For Monitoring**

**Quarter 3 16/17 Adjustments not included in model**

- **January**
- **February**
- **March**

**Quarter 4 16/17 Adjustments not included in model**

- **January**
- **February**
- **March**
<table>
<thead>
<tr>
<th>Virementa - Permanent</th>
<th>Children’s Services</th>
<th>Health &amp; Social Care Services</th>
<th>Environment &amp; Communities Services</th>
<th>Fire Services</th>
<th>Local Government</th>
<th>Chief Executive’s Resources</th>
<th>Sub total - Service Exp</th>
<th>Interest etc</th>
<th>Depn Charged to Services</th>
<th>Precepts Paid</th>
<th>Corporately Charged</th>
<th>Inflation &amp; Cost</th>
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<td>Health &amp; Care Services</td>
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<td>Fire Services</td>
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<td>Interest etc</td>
<td>Depn Chgd to Services</td>
<td>Precepts Paid</td>
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### Appendix 2 - Summary of Progress on 2015/16 Savings Propositions

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<th>No</th>
<th>Title</th>
<th>Lead Directorate</th>
<th>2015/16 £m</th>
<th>2016/17 £m</th>
<th>2017/18 £m</th>
<th>Saving Forecast to be Achieved in 2015/16 £m</th>
<th>Saving Variance £m</th>
<th>RAG</th>
<th>Progress to date</th>
<th>Actions still required</th>
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<tr>
<td>Delivering Existing Policy</td>
<td>1</td>
<td>Early Help - recommissioning of services</td>
<td>Children's Services</td>
<td>(1.300)</td>
<td>(1.300)</td>
<td>(1.300)</td>
<td>(1.300)</td>
<td>0.000</td>
<td>G</td>
<td>Efficiencies achieved through the rationalisation of Early Help contracts and downscaling of services provided.</td>
<td>Transition services for young people aged 11-19 to an in-house service.</td>
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<td>Delivering Existing Policy</td>
<td>2</td>
<td>Implementing new Funding Arrangements for Occupational Therapy and Speech Language Therapy</td>
<td>Children's Services</td>
<td>(0.100)</td>
<td>(0.100)</td>
<td>(0.100)</td>
<td>(0.100)</td>
<td>0.000</td>
<td>G</td>
<td>Completed</td>
<td>None</td>
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<td>Delivering Existing Policy</td>
<td>3</td>
<td>Generate income through commercial waste</td>
<td>Environment and Community Services</td>
<td>(0.500)</td>
<td>(1.000)</td>
<td>(1.000)</td>
<td>0</td>
<td>0.500</td>
<td>R</td>
<td>The saving related to contracts being tendered through procurement and is expected to be delivered.</td>
<td>Linked to strategic options review. This saving is unlikely to be achieved.</td>
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<tr>
<td>Delivering Existing Policy</td>
<td>4</td>
<td>Additional Procurement savings</td>
<td>Environment and Community Services</td>
<td>(0.725)</td>
<td>(0.725)</td>
<td>(0.725)</td>
<td>(0.725)</td>
<td>0.000</td>
<td>G</td>
<td>Awaiting outcome of tender process though this is not forecast to be achieved based on current service knowledge.</td>
<td>None</td>
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<td>Delivering Existing Policy</td>
<td>5</td>
<td>Route Efficiencies in Schools and College Transport</td>
<td>Environment and Community Services</td>
<td>(0.065)</td>
<td>(0.100)</td>
<td>(0.100)</td>
<td>0</td>
<td>0.065</td>
<td>R</td>
<td>None</td>
<td>Need to develop options and explore with stakeholders, this is not forecast to be achieved this financial year.</td>
</tr>
<tr>
<td>Delivering Existing Policy</td>
<td>6</td>
<td>Generating Additional Income from our Fleet Management Service</td>
<td>Environment and Community Services</td>
<td>(0.050)</td>
<td>(0.050)</td>
<td>(0.050)</td>
<td>0</td>
<td>0.050</td>
<td>R</td>
<td>Approval of the variable lighting savings is expected to be delivered through Local Committees, paper is being prepared.</td>
<td>To be progressed through Local Committees</td>
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<td>Delivering Existing Policy</td>
<td>7</td>
<td>Introduction of variable lighting levels for street lighting</td>
<td>Environment and Community Services</td>
<td>(0.035)</td>
<td>(0.070)</td>
<td>(0.070)</td>
<td>0</td>
<td>0.035</td>
<td>R</td>
<td>None</td>
<td>Property and Utilities portions expected to be delivered however the full saving is not expected to be delivered in the current financial year.</td>
</tr>
<tr>
<td>Delivering Existing Policy</td>
<td>8</td>
<td>Reducing the on-going costs of our Property Assets</td>
<td>Environment and Community Services</td>
<td>(0.500)</td>
<td>(0.500)</td>
<td>(0.500)</td>
<td>(0.400)</td>
<td>0.100</td>
<td>A</td>
<td>Work ongoing to deliver the balance of savings in 2016/17.</td>
<td>None</td>
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<td>Delivering Existing Policy</td>
<td>9</td>
<td>Checking before attending</td>
<td>Fire Service</td>
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<td>(0.050)</td>
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<td>Completed</td>
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<tr>
<td>Delivering Existing Policy</td>
<td>10</td>
<td>Promoting independence, managing demand through assistive technologies</td>
<td>Health &amp; Social Care Services</td>
<td>(1.000)</td>
<td>(2.000)</td>
<td>(2.000)</td>
<td>(1.000)</td>
<td>0.000</td>
<td>G</td>
<td>The principle of promoting independence has been established and monitoring arrangements are in place.</td>
<td>Independence reviews need to be fully embedded as part of the cultural shift. Monitoring arrangements need to be implemented. The team to review the backlogs is to be confirmed.</td>
</tr>
<tr>
<td>Delivering Existing Policy</td>
<td>11</td>
<td>Promoting independence through the review of care needs</td>
<td>Health &amp; Social Care Services</td>
<td>(0.250)</td>
<td>(1.000)</td>
<td>(1.250)</td>
<td>(0.250)</td>
<td>0.000</td>
<td>G</td>
<td>Teams are prioritising high cost package reviews to improve independence however the challenge to make significant savings fromelf reviews may indicate some risk against this target.</td>
<td>None</td>
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<tr>
<td>Delivering Existing Policy</td>
<td>12</td>
<td>Full implementation of the Positive Attendance Policy in Cumbria Care</td>
<td>Health &amp; Social Care Services</td>
<td>(0.100)</td>
<td>(0.175)</td>
<td>(0.175)</td>
<td>(0.100)</td>
<td>0.000</td>
<td>G</td>
<td>Policy implemented 1 April 2015</td>
<td>Complete</td>
</tr>
<tr>
<td>Delivering Existing Policy</td>
<td>13</td>
<td>Getting best value from Catering Expenditure within Cumbria Care</td>
<td>Health &amp; Social Care Services</td>
<td>(0.050)</td>
<td>(0.050)</td>
<td>(0.050)</td>
<td>(0.050)</td>
<td>0.000</td>
<td>G</td>
<td>On track with predicted saving, work is being done to unify menus and decrease contract prices.</td>
<td>None needed.</td>
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**Delivering Existing Policy Total**

<table>
<thead>
<tr>
<th>2015/16 £m</th>
<th>2016/17 £m</th>
<th>2017/18 £m</th>
<th>Saving Forecast to be Achieved in 2015/16 £m</th>
<th>Saving Variance £m</th>
<th>RAG</th>
<th>Progress to date</th>
<th>Actions still required</th>
</tr>
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<tr>
<td>(4.725)</td>
<td>(7.120)</td>
<td>(7.375)</td>
<td>(3.975)</td>
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**Grant Assumptions and Risk Approach to Financing**

<table>
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<tr>
<th>No</th>
<th>Title</th>
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<th>2015/16 £m</th>
<th>2016/17 £m</th>
<th>2017/18 £m</th>
<th>RAG</th>
<th>Progress to date</th>
<th>Actions still required</th>
</tr>
</thead>
<tbody>
<tr>
<td>14</td>
<td>Treasury savings - assume delay in external borrowing, using internal balances</td>
<td>Central</td>
<td>(1.067)</td>
<td>0</td>
<td>0</td>
<td>(1.067)</td>
<td>0.000</td>
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<td>15</td>
<td>Further Treasury Management Savings</td>
<td>Central</td>
<td>(1.000)</td>
<td>0</td>
<td>0</td>
<td>(1.000)</td>
<td>0.000</td>
<td>G</td>
</tr>
<tr>
<td>16</td>
<td>Review and release of earmarked reserves (Sea fisheries equal pay provision)</td>
<td>Central</td>
<td>(2.800)</td>
<td>0</td>
<td>0</td>
<td>(2.800)</td>
<td>0.000</td>
<td>G</td>
</tr>
<tr>
<td>17</td>
<td>Further Reduction Inflation Provision</td>
<td>Central</td>
<td>(1.500)</td>
<td>0</td>
<td>0</td>
<td>(1.500)</td>
<td>0.000</td>
<td>G</td>
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<td>18</td>
<td>Removal of Risks built into the original MTFP</td>
<td>Central</td>
<td>(1.500)</td>
<td>(3.000)</td>
<td>0</td>
<td>(1.500)</td>
<td>0.000</td>
<td>G</td>
</tr>
<tr>
<td>No</td>
<td>Grant Assumptions and Risk Approach to Financial</td>
<td>Lead Directorate</td>
<td>2015/16 £m</td>
<td>2016/17 £m</td>
<td>2017/18 £m</td>
<td>Saving Forecast to be Achieved in 2015/16</td>
<td>Saving Variance</td>
<td>RAG &gt;90% =G 75-90% =A &lt;75% =R</td>
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<td>-----------------------------------------------</td>
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<td>------------</td>
<td>------------</td>
<td>----------------------------------------</td>
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<td>-------------------------------</td>
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<tr>
<td>19</td>
<td>Reducing inflation provision (supplies and services)</td>
<td>Central</td>
<td>(1.200)</td>
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<td>(1.200)</td>
<td>0.000</td>
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<tr>
<td>20</td>
<td>RSG top slice for one off Dihott (Care Act New Burdens) transition funding built into original MTFF not now expected</td>
<td>Central</td>
<td>(1.000)</td>
<td>(1.000)</td>
<td>(1.000)</td>
<td>(1.000)</td>
<td>0.000</td>
<td>G</td>
</tr>
<tr>
<td>21</td>
<td>Business Rate growth to reflect 2014/15 estimates reflecting growth in previous years</td>
<td>Central</td>
<td>(1.000)</td>
<td>(1.000)</td>
<td>(1.000)</td>
<td>(1.000)</td>
<td>0.000</td>
<td>G</td>
</tr>
<tr>
<td>22</td>
<td>Increased Council Tax Base assumptions - reflecting 14/15 estimates</td>
<td>Central</td>
<td>(1.500)</td>
<td>(2.000)</td>
<td>(3.000)</td>
<td>(1.000)</td>
<td>0.000</td>
<td>G</td>
</tr>
<tr>
<td>23</td>
<td>Early payment of 3 years LGPS deficit lump sum payment following 2013 Actuarial Valuation</td>
<td>Central</td>
<td>(0.800)</td>
<td>(2.200)</td>
<td>0</td>
<td>(0.800)</td>
<td>0.000</td>
<td>G</td>
</tr>
<tr>
<td>24</td>
<td>Additional New Burdens Funding - Care Act (Assumption of funding to meet costs) 15/16 onwards</td>
<td>Central</td>
<td>(0.500)</td>
<td>(7.400)</td>
<td>(7.400)</td>
<td>(0.500)</td>
<td>0.000</td>
<td>G</td>
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<tr>
<td>25</td>
<td>Business Rate s31 grant - assume this continues into 16/17 and 17/18</td>
<td>Central</td>
<td>0</td>
<td>(0.840)</td>
<td>(0.840)</td>
<td>0</td>
<td>0.000</td>
<td>G</td>
</tr>
<tr>
<td>26</td>
<td>Review of Dedicated Schools Grant</td>
<td>Chief Executives</td>
<td>(0.400)</td>
<td>(0.400)</td>
<td>(0.400)</td>
<td>(0.203)</td>
<td>0.197</td>
<td>R</td>
</tr>
<tr>
<td>27</td>
<td>Fire Service - Income Contribution from Sellafld Ltd</td>
<td>Fire Service</td>
<td>(0.500)</td>
<td>(0.500)</td>
<td>(0.500)</td>
<td>0</td>
<td>0.050</td>
<td>R</td>
</tr>
<tr>
<td>28</td>
<td>Better Care Fund - Integrating Health and Social Care and managing demand in key services</td>
<td>Health &amp; Social Care Services</td>
<td>(2.500)</td>
<td>0</td>
<td>0</td>
<td>(2.500)</td>
<td>0.000</td>
<td>G</td>
</tr>
<tr>
<td>29</td>
<td>Ensure Health income reflects volume of services purchased - Cumbria Care</td>
<td>Health &amp; Social Care Services</td>
<td>(0.100)</td>
<td>(0.100)</td>
<td>(0.100)</td>
<td>0.000</td>
<td>0.100</td>
<td>R</td>
</tr>
</tbody>
</table>

**Group 99 Assumptions and Risk Approach to Financial Total**

|  | (16.417) | (17.990) | (13.790) | (16.070) | 0.347 |

**Internal reshaping of the Council**

| No  | Reducing Local Committee Bureaucracy | Chief Executives | (0.075) | (0.075) | (0.075) | (0.075) | 0.000 | G | Completed | None |

**Internal reshaping of the Council**

| No  | Further Management Reduction in Children’s Services and development of a District-Based Delivery Model | Children’s Services | (0.380) | (0.630) | (0.930) | 0.000 | 0.380 | R | The May VR window is expected to deliver £0.322m of savings in year, this has been allocated against historical savings. This saving is not forecast to be met in year. | Implementation of review of management and move to a district based service |

**Internal reshaping of the Council**

| No  | Staff reductions in Family Centres | Children’s Services | (0.120) | (0.120) | (0.120) | (0.120) | 0.000 | G | Completed | None |

**Internal reshaping of the Council**

| No  | Further reduction in Management Costs across the Council | Cross Cutting Management | (3.050) | (4.050) | (7.650) | 0 | 3.050 | R | The May VR window is expected to deliver £0.322m of savings in year, this has been allocated against historical savings. This saving is not forecast to be met in year. | CMT are considering actions to mitigate the shortfall. |

**Internal reshaping of the Council**

| No  | Reshaping the Highways Strategic Asset Management Team | Environment and Community Services | (0.505) | (0.505) | (0.505) | (0.505) | 0.000 | G | Restructure underway and partly achieved through existing vacancies | Being progressed in line with a Service Restructure. |

**Internal reshaping of the Council**

| No  | Reshaping Regulatory Services | Environment and Community Services | (0.407) | (0.407) | (0.407) | (0.376) | 0.094 | A | Restructure underway | Being progressed in line with a Service Restructure. |

**Internal reshaping of the Council**

| No  | Reshaping the Council’s Economic Development function | Environment and Community Services | (0.200) | (0.200) | (0.200) | (0.175) | 0.025 | A | Restructure underway | 75% achieved from ADD pool and invest in Cumbria, remainder being progressed in restructure |

**Internal reshaping of the Council**

| No  | Joined up Community Engagement | Environment and Community Services | (0.150) | (0.150) | (0.150) | (0.010) | 0.140 | R | There is a costed proposal with specific costs identified | Part year savings are expected to be achieved through vacancy management and VR with full year savings flowing through into 2016-17 |

**Internal reshaping of the Council**

| No  | Changes to Disclosure and Barring Service checking process | Environment and Community Services | (0.116) | (0.116) | (0.116) | 0 | 0.116 | R | Delays in progressing the DBS saving mean that a saving will not start until at least Q4 | There is a plan however in year progress is delayed in 15/16 and includes the need for staff consultation. |

**Internal reshaping of the Council**

<p>| No  | Business Support Review | Environment and Community Services | (0.500) | (2.000) | (2.000) | (0.500) | 0.000 | G | Completed | None |</p>
<table>
<thead>
<tr>
<th>Group</th>
<th>No</th>
<th>Title</th>
<th>Lead Directorate</th>
<th>2015/16 Em</th>
<th>2016/17 Em</th>
<th>2017/18 Em</th>
<th>Saving Forecast to be Achieved in 2015/16</th>
<th>Saving Variance</th>
<th>RAG</th>
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<tr>
<td></td>
<td>40</td>
<td>Reshaping Resources</td>
<td>Environment and Community Services</td>
<td>0</td>
<td>(0.600)</td>
<td>(2.600)</td>
<td>0.000</td>
<td>0.000</td>
<td>G</td>
</tr>
<tr>
<td></td>
<td>41</td>
<td>Change On-Call Payment arrangements in the Fire Service</td>
<td>Fire Service</td>
<td>(0.050)</td>
<td>(0.075)</td>
<td>(0.075)</td>
<td>(0.050)</td>
<td>0.000</td>
<td>G</td>
</tr>
<tr>
<td></td>
<td>42</td>
<td>Changes to Night Time Fire Service Crewing Arrangements</td>
<td>Fire Service</td>
<td>0</td>
<td>(0.200)</td>
<td>(0.600)</td>
<td>0.000</td>
<td>0.000</td>
<td>G</td>
</tr>
<tr>
<td></td>
<td>43</td>
<td>Streamlining how we review your care needs</td>
<td>Health &amp; Social Care Services</td>
<td>(1.000)</td>
<td>(3.250)</td>
<td>(4.000)</td>
<td>(0.300)</td>
<td>0.700</td>
<td>R</td>
</tr>
<tr>
<td></td>
<td>44</td>
<td>Introducing technology to streamline Business Support in</td>
<td>Health &amp; Social Care Services</td>
<td>(0.100)</td>
<td>(0.100)</td>
<td>(0.100)</td>
<td>(0.025)</td>
<td>0.075</td>
<td>R</td>
</tr>
<tr>
<td></td>
<td>45</td>
<td>Focus on some of our key roads so that we can reduce the</td>
<td>Environment and Community Services</td>
<td>(2.500)</td>
<td>(2.500)</td>
<td>(2.500)</td>
<td>(2.500)</td>
<td>4.580</td>
<td></td>
</tr>
<tr>
<td></td>
<td>46</td>
<td>Replace recycling credits payments to third parties and</td>
<td>Environment and Community Services</td>
<td>(0.150)</td>
<td>(0.150)</td>
<td>(0.150)</td>
<td>(0.150)</td>
<td>0.000</td>
<td>G</td>
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<tr>
<td></td>
<td>47</td>
<td>Reduction to grant to the Lake District National Park</td>
<td>Environment and Community Services</td>
<td>(0.046)</td>
<td>(0.046)</td>
<td>(0.046)</td>
<td>(0.046)</td>
<td>0.000</td>
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<tr>
<td></td>
<td>48</td>
<td>Changing the way we support Tourism in the County and</td>
<td>Environment and Community Services</td>
<td>(0.039)</td>
<td>(0.069)</td>
<td>(0.099)</td>
<td>(0.039)</td>
<td>0.000</td>
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<tr>
<td></td>
<td>49</td>
<td>Reshape the way waste services are managed throughout</td>
<td>Environment and Community Services</td>
<td>0</td>
<td>(1.000)</td>
<td>(2.000)</td>
<td>0.000</td>
<td>0.000</td>
<td>G</td>
</tr>
<tr>
<td></td>
<td>50</td>
<td>Working with Health to improve the way we offer services</td>
<td>Health &amp; Social Care Services</td>
<td>(0.375)</td>
<td>(1.000)</td>
<td>(1.500)</td>
<td>(0.375)</td>
<td>0.000</td>
<td>G</td>
</tr>
<tr>
<td></td>
<td>51</td>
<td>Help people to continue to live independently by developing</td>
<td>Health &amp; Social Care Services</td>
<td>(0.250)</td>
<td>(0.500)</td>
<td>(0.500)</td>
<td>(0.250)</td>
<td>0.000</td>
<td>G</td>
</tr>
<tr>
<td></td>
<td>52</td>
<td>Improve the support available to people who misuse drugs</td>
<td>Health &amp; Social Care Services</td>
<td>(1.100)</td>
<td>(2.000)</td>
<td>(2.000)</td>
<td>(1.100)</td>
<td>0.000</td>
<td>G</td>
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<tr>
<td></td>
<td>53</td>
<td>Bring together a number of services and contracts to</td>
<td>Health &amp; Social Care Services</td>
<td>(0.120)</td>
<td>(0.276)</td>
<td>(1.020)</td>
<td>(0.120)</td>
<td>0.000</td>
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<tr>
<td></td>
<td>54</td>
<td>Improve the way we commission sexual health services</td>
<td>Health &amp; Social Care Services</td>
<td>(0.100)</td>
<td>(0.200)</td>
<td>(0.200)</td>
<td>(0.100)</td>
<td>0.000</td>
<td>G</td>
</tr>
<tr>
<td></td>
<td>55</td>
<td>Reshape the commissioning of advocacy services to allow</td>
<td>Health &amp; Social Care Services</td>
<td>(0.020)</td>
<td>(0.089)</td>
<td>(0.089)</td>
<td>0.000</td>
<td>0.020</td>
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<tr>
<td></td>
<td>56</td>
<td>Establish a new lifestyle and wellbeing service for Cumbria</td>
<td>Health &amp; Social Care Services</td>
<td>0</td>
<td>(0.280)</td>
<td>(0.280)</td>
<td>0.000</td>
<td>0.000</td>
<td>G</td>
</tr>
<tr>
<td></td>
<td>57</td>
<td>Additional Dividend from Cumbria Holdings Ltd</td>
<td>Central</td>
<td>(0.500)</td>
<td>(1.000)</td>
<td>(1.000)</td>
<td>(0.500)</td>
<td>0.000</td>
<td>G</td>
</tr>
<tr>
<td></td>
<td>58</td>
<td>Efficiency savings in Children's services</td>
<td>Children's Services</td>
<td>(0.080)</td>
<td>(0.080)</td>
<td>(0.080)</td>
<td>0.000</td>
<td>0.080</td>
<td>R</td>
</tr>
<tr>
<td></td>
<td>59</td>
<td>Reducing and streamlining management</td>
<td>Cross Cutting Management</td>
<td>(1.000)</td>
<td>(2.000)</td>
<td>(2.000)</td>
<td>(0.177)</td>
<td>0.823</td>
<td>R</td>
</tr>
<tr>
<td></td>
<td>60</td>
<td>Street lighting improvements</td>
<td>Environment and Community Services</td>
<td>(0.150)</td>
<td>(0.290)</td>
<td>(0.290)</td>
<td>(0.150)</td>
<td>0.000</td>
<td>G</td>
</tr>
</tbody>
</table>

**Appendix 2 - Summary of Progress on 2015/16 Savings Propositions**

- **Reshaping Services Total**: (4.700) (8.110) (10.384) (4.580) 0.020
- **New Savings Target**: (32.558) (45.761) (51.135) (26.861) 5.697

- **Existing MTFP Saving Step-ups 57**: Additional Dividend from Cumbria Holdings Ltd to Central (0.500) (1.000) (1.000) (0.500) 0.000 G Additional Dividend built into 15/16 Budget and expected from Cumbria Holdings Ltd at year end. None
- **Existing MTFP Saving Step-ups 58**: Efficiency savings in Children's services (0.080) (0.080) (0.080) 0.000 0.080 R Savings included in the review of children's services. Implementation of review of management and move to a district based service
- **Existing MTFP Saving Step-ups 59**: Reducing and streamlining management (1.000) (2.000) (2.000) (0.177) 0.823 R Shortfall forecast following the May 2015 budget window
- **Existing MTFP Saving Step-ups 60**: Street lighting improvements (0.150) (0.290) (0.290) (0.150) 0.000 G Ongoing energy saving following continued roll-out of more energy efficient lanterns. Rollout is ongoing

<table>
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<th>Progress to date</th>
<th>Actions still required</th>
</tr>
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<td>Completed</td>
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</tr>
<tr>
<td>Completed</td>
<td>None</td>
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<tr>
<td>Waiting outcome of VR process to finalise part year savings</td>
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<tr>
<td>None</td>
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<td>None</td>
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<td>-----</td>
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<tr>
<td>Existing MTFP Saving Step-ups</td>
<td>61</td>
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<td>Total</td>
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<td>Grand Total</td>
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Appendix 3 (1) – Additional Information

Children’s Services Budget Monitoring Report
At 30th June 2015

Overview:
As at 30th June 2015, Children’s Services are forecasting a net overall pressure of £0.777m during 2015/16.

<table>
<thead>
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<th>Original Budget</th>
<th>Net Expenditure</th>
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<td></td>
<td>Revised Budget</td>
</tr>
<tr>
<td>£000</td>
<td>£000</td>
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<tr>
<td>Director &amp; Support</td>
<td>202</td>
</tr>
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<td>Schools and Learning:</td>
<td></td>
</tr>
<tr>
<td>School &amp; Nursery Budgets</td>
<td>1,104</td>
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<tr>
<td>Inclusive Learning</td>
<td>2,719</td>
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<tr>
<td>Learning Improvement</td>
<td>2,713</td>
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<tr>
<td>Other Schools &amp; Learning</td>
<td>1,065</td>
</tr>
<tr>
<td>Children &amp; Families:</td>
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</tr>
<tr>
<td>Children Looked After</td>
<td>25,088</td>
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<tr>
<td>Child Protection</td>
<td>4,817</td>
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<tr>
<td>Child &amp; Family Support</td>
<td>14,129</td>
</tr>
<tr>
<td>Other Children &amp; Families</td>
<td>417</td>
</tr>
<tr>
<td>Early Help &amp; Partnerships</td>
<td>13,765</td>
</tr>
<tr>
<td>Other Directorate Budgets</td>
<td>10,850</td>
</tr>
<tr>
<td>74,657 Total - Authority</td>
<td>76,861</td>
</tr>
</tbody>
</table>

This outturn position assumes that Cabinet approve to transfer £0.098m from contingencies to fund the backdated price increases for Children Leaving Care and £3.889m from the central inflation budget to fund the pressures from Children Leaving Care (£0.539m) and partially fund the pressure in Children Looked After (£3.350m). Both of these budget adjustments are temporary and hence for 2015/16 only.

There is currently expected to be an ongoing pressure from 2016/17 of £0.539m for Children Leaving Care and a one-year pressure in 2016/17 of £1.355m for Children Looked After. These will need to be considered as part of the 2016/17 budget.

The original budget for Children’s Services at 1st April 2015 was £74.657m. A number of adjustments have been made, or are recommended to be made, to the Children’s Services budget in Q1 of 2015/16 giving a revised budget of £76.661m as set out below:

<table>
<thead>
<tr>
<th>Original Budget</th>
<th>£74.657m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drawdown of Earmarked Reserves:</td>
<td></td>
</tr>
<tr>
<td>Drawdown of DSG Earmarked Reserves for School Services</td>
<td>£1.204m</td>
</tr>
<tr>
<td>Drawdown of Troubled Families Earmarked Revenue Grant</td>
<td>£0.643m</td>
</tr>
<tr>
<td>Drawdown of Headstart from Earmarked Reserves</td>
<td>£0.198m</td>
</tr>
<tr>
<td>Organisational Review:</td>
<td></td>
</tr>
<tr>
<td>Centralisation of Residual Pension Costs</td>
<td>(£4.008m)</td>
</tr>
<tr>
<td>Centralise Occupational Therapy Equipment budget in Adult Services</td>
<td>(£0.131m)</td>
</tr>
<tr>
<td>FYE of Centralising Commissioning, Procurement and Contract Management</td>
<td>(£0.083m)</td>
</tr>
<tr>
<td>FYE of Centralising Performance Team</td>
<td>(£0.029m)</td>
</tr>
<tr>
<td>Transfer of running costs for Children’s Centres to Environment &amp; Community Services</td>
<td>(£0.679m)</td>
</tr>
</tbody>
</table>
### Grant Budget Adjustments:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015/16 increase to Troubled Family General Grant</td>
<td>£0.521m</td>
</tr>
<tr>
<td>2015/16 increase to Staying Put General Grant</td>
<td>£0.122m</td>
</tr>
<tr>
<td>2015/16 Reduction to Remand Placement General Grant</td>
<td>(£0.013m)</td>
</tr>
</tbody>
</table>

### Allocation of Corporate Efficiencies:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allocation of Streamlining Management efficiencies</td>
<td>(£0.112m)</td>
</tr>
<tr>
<td>Business Support Efficiencies</td>
<td>(£0.022m)</td>
</tr>
</tbody>
</table>

### Additional Funding:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funding of Social Work Academy</td>
<td>£0.260m</td>
</tr>
<tr>
<td>Funding of Ill Health Retirements</td>
<td>£0.146m</td>
</tr>
<tr>
<td>Funding from contingencies for Children Looked After</td>
<td>£3.350m</td>
</tr>
<tr>
<td>Funding from contingencies for Children Leaving Care</td>
<td>£0.637m</td>
</tr>
</tbody>
</table>

**Revised Children’s Services Budget at 30th June 2015**  
£76.661m

### Key Pressures:

The Children’s Services Directorate has four main areas of activity that have financial pressures in 2015/16:

#### Children Looked After - Placements

The 2015/16 budget for children looked after was based on having 649 children looked after at 31/3/15 and for this number to decrease to 520 by 31/3/16.

The actual number of children looked after at 31/3/15 was 678 and, whilst this number increased during the first quarter of 2015/16, discharges towards the end of the quarter led to the number of children looked after at 30/6/15 being 682.

The Directorate has worked with the Corporate Performance Team to review the forecast for 31/3/16. This has led to a revised estimation of 564 children being looked after at the end of the year and the forecast expenditure within this report is based on the Directorate achieving this revised target.

The higher number of children looked after than forecast at 31/3/15, maintaining these higher numbers in the first quarter of 2015/16 and an increase in the revised forecast of the number of children looked after at 31/3/16 (compared to the original budget assumption) has led to the forecast placement costs for looked after children being £3.535m overspent in 2015/16.

Numbers were up in Q1 but are now coming down as a result of increased scrutiny of the requests for children and young people to become looked after and robust exit plans. Decisions are now made by the Assistant Director on the recommendation of a senior manager. In addition a CLA task group meets on a weekly basis to bring together the various workstreams involved with CLA ensuring that they work together systematically and systemically.

It is recommended that Cabinet approve the transfer of £3.350m from the inflation budget that is no longer required to partially offset this pressure through a temporary adjustment to the budget in 2015/16 only. The forecast outturn assumes that this recommendation is approved by Cabinet.
**Children Leaving Care - Placements**

As the number of children looked after has increased, so too has the costs associated with children leaving care. It is currently forecast that the placement costs associated with these children leaving care creates a pressure on the 2015/16 budget of £0.539m.

It is recommended that Cabinet approve the transfer of £0.539m from the inflation budget that is no longer required to offset this pressure. This would be a temporary adjustment for 2015/16 only. The forecast outturn assumes that this recommendation is approved by Cabinet.

In addition, the Council has a liability for the cost of leaving care payments backdated to 2014. The forecast cost of this liability is £0.098m in 2015/16. It is recommended that Cabinet fund this additional pressure of £0.098m from contingencies. This would be a temporary adjustment for 2015/16 only. The forecast outturn assumes that this recommendation is approved by Cabinet.

**Agency Staff**

The Directorate has a significant number of agency staff covering vacancies, staff absences and approved appointments above establishment. It is currently projected that these agency staff will lead to a financial pressure within the Children’s Services Directorate of £1.179m in 2015/16. This is the cost of covering posts that are approved above establishment, cover for maternity, long term sickness etc and the additional cost of covering for vacancies. The forecast is based on the projected end date for each agency worker. If agency staff are subsequently approved beyond their planned cessation dates, the forecast outturn will increase.

It should be noted that the Social Work Academy was not expected to make a material difference to the cost of agency staff in 2015/16 with material cost reductions being achieved from 2016/17.

**Restructure**

The Directorate’s restructure is due to deliver £0.597m less than required savings within the MTFP target in 2015/16. This is due in large part to the deferral of the proposed restructure following Ofsted’s inspection in March and partly due to the proposed structure of the Directorate being reconsidered following the outcomes of that inspection, and subsequently the view of the Department for Education Advisor.
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Appendix 3 (2) – Additional Information

Health and Care Budget Monitoring Report
At 30th June 2015

Health and Care is forecast to overspend by £0.692m as summarised below and detailed in the attached appendix.

<table>
<thead>
<tr>
<th>Original Budget £000</th>
<th>NET EXPENDITURE</th>
<th>Revised Budget £000</th>
<th>Year to Date Budget £000</th>
<th>Year to Date Actual £000</th>
<th>Annual Forecast £000</th>
<th>Forecast Variance £000</th>
<th>Forecast Variance %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director</td>
<td>328</td>
<td>92</td>
<td>99</td>
<td>328</td>
<td>0</td>
<td>0%</td>
<td></td>
</tr>
<tr>
<td>Independent Sector Older Adults</td>
<td>63,255</td>
<td>14,660</td>
<td>15,778</td>
<td>62,189</td>
<td>(1,065)</td>
<td>(1.7%)</td>
<td></td>
</tr>
<tr>
<td>Independent Sector Younger Adults</td>
<td>46,653</td>
<td>10,613</td>
<td>9,743</td>
<td>47,825</td>
<td>1,172</td>
<td>2.5%</td>
<td></td>
</tr>
<tr>
<td>Other Services</td>
<td>25,494</td>
<td>6,599</td>
<td>6,594</td>
<td>25,998</td>
<td>503</td>
<td>2.0%</td>
<td></td>
</tr>
<tr>
<td>Cumbria Care</td>
<td>43,039</td>
<td>9,830</td>
<td>9,872</td>
<td>43,140</td>
<td>101</td>
<td>0.2%</td>
<td></td>
</tr>
<tr>
<td>Personal Contributions</td>
<td>(41,848)</td>
<td>(7,463)</td>
<td>(3,855)</td>
<td>(41,847)</td>
<td>0</td>
<td>(0.0%)</td>
<td></td>
</tr>
<tr>
<td>Better Care Fund</td>
<td>(20,552)</td>
<td>(7,052)</td>
<td>(5,000)</td>
<td>(20,552)</td>
<td>(0)</td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td>Health and Wellbeing</td>
<td>1,678</td>
<td>1,326</td>
<td>(4,653)</td>
<td>1,658</td>
<td>(20)</td>
<td>(1.2%)</td>
<td></td>
</tr>
<tr>
<td>Capital Charges</td>
<td>1,213</td>
<td>0</td>
<td>1,755</td>
<td>1,213</td>
<td>0</td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td>114,758 Total</td>
<td>119,260</td>
<td>28,596</td>
<td>30,333</td>
<td>119,952</td>
<td>692</td>
<td>0.58%</td>
<td></td>
</tr>
</tbody>
</table>

Overview

The material variances in this Quarter 1 report are as follows.
- (£1.065m) underspend within Independent Sector Older Adults services relating to the early delivery of 2016/17 MTFP savings and the drawdown of an earmarked reserve to ensure capacity can be maintained when pressure is placed on the social care system.
- £1.172m pressure within Independent Sector Younger Adults
- £0.503m pressure within Other Services
- Pressure of in Cumbria Care of £0.101m, the pressure is £1.372m prior to the drawdown, for this year only, of earmarked reserves.

Independent Sector Older Adults

The initial budget forecast was an underspend of (£3.284m) as a result of reductions in activity, stretch savings targets, a drawdown of Earmarked Reserves of £0.643m created to ensure that capacity can be maintained when pressure is placed on the social care system, and the rebasing of home care budgets, for the current year only, to reflect actual levels of activity within the independent sector and Cumbria Care. The rebasing transferred £0.671m of budget from Cumbria Care to the Independent Sector to reflect activity levels.

During Quarter 1 analysis was undertaken of activity levels and progress towards MTFP savings targets. As a result it was agreed by the Senior Management Team that stretch targets would be set which would deliver the MTFP savings targets set out in Appendix 2 early therefore contributing to the Directorate moving towards a balanced Directorate budget by year end.
This reduction in activity has a direct impact upon the levels of personal contributions collected as lower levels of activity results in lower levels of associated income. Both expenditure and income have been rebased by making an equal adjustment of £2.218m against both budget lines. The result of this adjustment to rebase the budget, an out-turn underspend of (£1.066m) is forecast which reflects the early delivery of future savings and contribution to moving towards a balanced budget.

**Independent Sector Younger Adults**

The budget is forecast as a net pressure of £1.172m due to demand pressures on care costs within mental health and learning disability services of £0.518m and £0.485m respectively which is consistent with previous years. The balance of pressure of £0.169m is across physical, sensory and memory services.

The MTFP target to achieve savings of £0.250m from reviewing high cost packages of care within learning disability services will be achieved but there is a risk that this will be offset by new unplanned admissions to services in addition to those planned through the transition process. New transition funding of £2.600m is forecast to be fully utilised in year.

The younger adults budget now includes £2.819m of funding for the Independent Living Fund transferred from the Department of Work and Pensions. New commitments approximating to that amount have also been incurred.

**Other Services**

The budget is forecast as a net pressure of £0.503m with £0.387m being in respect of staffing pressures within the mental health team, mainly the Urgent Care Team requiring retention of unfunded posts. The balance of £0.115m relates to a pressure on equipment and staffing within the commissioning team.

The current forecast assumes that of the MTFP savings target of £1.000m in relation to staff costs, £0.300m will be met in year by the VR process due to applications being lower than required and the majority of those delayed until October in lieu of a redesign of the social care establishment. The shortfall is being offset in year by holding vacancies however this is not sustainable in the medium term due to anticipated increased workloads through implementation of the Care Act 2014.

**Cumbria Care**

Cumbria Care is forecasting an underlying net pressure of £1.372m however, earmarked reserves of £1.271m have been drawdown for the current year only giving a pressure of £0.101m for the year. The underlying pressure of £1.372m is explained for clarity as it reflects the current full year commitment.
Cumbria Care management costs are forecast £0.150m over budget due to unfunded staff posts and the MTFP management saving of £0.050m not being delivered.

Within older people’s residential services the underlying pressure is forecast to be £0.939m and is a continuation of the staffing overspend from 2014/15, which relates to unfunded staff posts within the residential homes; recruitment undertaken is necessary to provide staffing cover.

Home care services are forecast to overspend by £0.278m as a result of direct contact time averaging at levels lower than budgeted, again a trend continuing from 2014/15.

There are no material variances across other services within Cumbria Care with the combined variance being £0.005m.

Personal Contributions

Some clients make personal contributions to their care packages and these are forecast to be less than budgeted by £2.218m for this year. The majority relates to a reduction in activity within the Independent Sector Older Adults budget meaning that service demand is less than had been forecasted, although there are also reduced contributions following financial assessments.

In order to adjust budgets it is proposed that the amount relating to a reduction in activity as detailed above (£2.218m) be adjusted in both the income and expenditure budgets. For clarity the above summary table has been prepared assuming this rebasing takes place and therefore based on current forecasts personal contributions forecasts a zero variance at year end.

Summary of technical adjustments within the Directorate

£2.218m from Independent Sector Older Adults to Personal Contributions to rebase budgets as a result of reduced activity.

£0.671m from Cumbria Care to Independent Sector budgets to ensure that budgets reflect where services are currently being purchased from.
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Appendix 3 (3) – Additional Information

Environment & Community Services Budget Monitoring Report

At 30th June 2015

The provisional outturn position as at 30th June is summarised in the table below:

<table>
<thead>
<tr>
<th>Original</th>
<th>NET EXPENDITURE</th>
<th>Revised</th>
<th>Year to Date</th>
<th>Year to Date</th>
<th>Outturn</th>
<th>Variance</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Budget</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
<td>%</td>
<td></td>
</tr>
<tr>
<td>£1,024</td>
<td>Director</td>
<td>519</td>
<td>117</td>
<td>106</td>
<td>470</td>
<td>(50)</td>
<td>(9.6%)</td>
</tr>
<tr>
<td>45,498</td>
<td>Highways, Transportation &amp; Fleet</td>
<td>43,858</td>
<td>9,514</td>
<td>11,521</td>
<td>44,380</td>
<td>522</td>
<td>1.2%</td>
</tr>
<tr>
<td>35,547</td>
<td>Environment &amp; Regulatory</td>
<td>35,949</td>
<td>7,385</td>
<td>7,925</td>
<td>36,785</td>
<td>836</td>
<td>2.3%</td>
</tr>
<tr>
<td>6,720</td>
<td>Communities</td>
<td>6,646</td>
<td>1,529</td>
<td>603</td>
<td>7,179</td>
<td>334</td>
<td>4.9%</td>
</tr>
<tr>
<td>13,452</td>
<td>Capital Programme &amp; Property</td>
<td>18,534</td>
<td>4,401</td>
<td>2,111</td>
<td>17,302</td>
<td>(1,232)</td>
<td>(6.6%)</td>
</tr>
<tr>
<td>13,172</td>
<td>Business Services</td>
<td>12,910</td>
<td>3,951</td>
<td>2,779</td>
<td>12,439</td>
<td>(471)</td>
<td>(3.7%)</td>
</tr>
<tr>
<td>4,930</td>
<td>People Management</td>
<td>5,021</td>
<td>1,175</td>
<td>876</td>
<td>5,203</td>
<td>182</td>
<td>3.6%</td>
</tr>
<tr>
<td>0</td>
<td>Nuclear/National Grid Planning Performance Agreements (PPAs)</td>
<td>0</td>
<td>0</td>
<td>227</td>
<td>0</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>20,464</td>
<td>Capital Charges and Insurance</td>
<td>20,464</td>
<td>742</td>
<td>(1,496)</td>
<td>20,464</td>
<td>(0)</td>
<td>(0.0%)</td>
</tr>
<tr>
<td>0</td>
<td>Connecting Cumbria</td>
<td>471</td>
<td>335</td>
<td>280</td>
<td>471</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>(54)</td>
<td>Carbon Shift</td>
<td>(54)</td>
<td>0</td>
<td>0</td>
<td>(54)</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>374</td>
<td>Carbon Tax</td>
<td>374</td>
<td>0</td>
<td>(173)</td>
<td>374</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>(1,826)</td>
<td>Cross Cutting Savings</td>
<td>(1,072)</td>
<td>(817)</td>
<td>(25)</td>
<td>(895)</td>
<td>177</td>
<td>0.0%</td>
</tr>
<tr>
<td>139,301</td>
<td>Total</td>
<td>143,820</td>
<td>28,332</td>
<td>24,733</td>
<td>144,118</td>
<td>297</td>
<td>0.2%</td>
</tr>
</tbody>
</table>

The original budget for Environment and Community Services at 1st April was £139.301m. A number of adjustments have been made during Q1, or are expected to be made to the Environment and Community Services budget during Q1 of 2015/16 to give a revised budget at the end of the quarter of £143.820m as set out below:-

<table>
<thead>
<tr>
<th>Original Budget</th>
<th>Revised Environment and Community Services Budget at 30th June 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allocation of savings to other directorates</td>
<td>£139.301m</td>
</tr>
<tr>
<td>Transfer of staff and staff costs between directorates</td>
<td>(£0.761m)</td>
</tr>
<tr>
<td>Drawdown from reserves in relation to rail partnerships</td>
<td>£0.646m</td>
</tr>
<tr>
<td>Drawdown from reserve in relation to CMF - Education</td>
<td>£0.182m</td>
</tr>
<tr>
<td>Transfer from inflation</td>
<td>£2.500m</td>
</tr>
<tr>
<td>Drawdown of Performance Reward Grant Reserve for Connecting Cumbria</td>
<td>£0.519m</td>
</tr>
<tr>
<td>Transfer of Children’s Centre running costs to Property from Children’s Services</td>
<td>£0.471m</td>
</tr>
<tr>
<td>Transfer from contingency for the temporary HWRC at Millom following flooding at the permanent facility</td>
<td>£0.679m</td>
</tr>
<tr>
<td>Transfer from contingency for expected in year additional winter maintenance costs</td>
<td>£0.200m</td>
</tr>
<tr>
<td>Various smaller movements</td>
<td>£0.250m</td>
</tr>
<tr>
<td>Revised Environment and Community Services Budget at 30th June 2015</td>
<td>(£0.397m)</td>
</tr>
</tbody>
</table>

£143.820m
**Key Pressures:**
The Environment and Community Services Directorate has a number of areas that have financial pressures in 2015/16.

**Highways, Transportation & Fleet - £0.522m**

The service has an income target for Section 38 (developer) schemes, accident damage and street works that it is not achieving by £0.461m. Work within the service and Finance is ongoing to review ways in which to mitigate the under recovery. There are two ill health retirements forecast whose associated pension costs must be funded by the Council in year leading to a pressure of £0.245m. Other budgets have a net underspend of £0.184m resulting an in a net pressure of £0.522m for the service.

An additional £0.250m of winter maintenance costs are expected and included in the forecast, and it is assumed that a £0.250m from the contingency budget will be transferred.

**Environment & Regulatory Services - £0.836m**

As part of the 2015/16 MTFP, the Waste Management budget included a saving of £0.500m through additional income by working in collaboration with Shanks. This is currently forecast as unlikely to be met during 2015/16 due to the current strategic review of the primary waste management contract. Following the flood at the Millom Home Waste Recycling Centre, the temporary site is costing £0.040m per month to operate. The drainage of the permanent centre is currently forecast to take 5 months and the running costs of providing the temporary centre is forecast at £0.200m. The transfer of £0.200m from the contingency budget has been assumed.

The Port of Workington is currently forecasting a net trading deficit for 2015/16 of £0.299m after drawdown of the remaining earmarked reserve. Other budgets have a net pressure of £0.037m resulting an in a net pressure of £0.836m for the service.

**Communities**
As part of the 2015/16 MTFP Communities were budgeted to achieve two savings of £0.150m each. The Community Engagement and Grant reduction savings are largely unmet giving rise to a pressure of £0.280m.

**Business Services**
The Traded Services Business Development Unit should be self-financing however for 2015/16 it is currently forecasting an under recovery of income of £0.133m. The service is working towards reducing the under recovery by continuing to develop its partnership working with the Cumbria Alliance of System Leaders and Local Alliance of System Leaders.
People Management
As part of the 2015/16 MTFP People Management were budgeted to achieve a saving of £0.116m through changes to the Disclosure Barring Service, this is forecast as being unmet.

Cross cutting savings
As part of the 2015/16 MTFP savings were budgeted to be achieved from the Premier Supplier Discount Service of £0.340m, the current forecast estimates achievement of 50% of this, leaving a pressure of £0.170m.

Key underspends:
Offsetting the key pressures above, the Environment and Community Services Directorate has a number of areas where an underspend or additional income is forecast for 2015/16.

Highways
The continuing success of the Road Camera Safety Partnership has consistently not required the full budget allocation to fund shortfalls from the Partnership. For 2015/16 the service is forecasting an underspend of (£0.300m).

Capital Programme & Property
The Capital Programme and Property Team are currently forecasting additional property disposal revenue income of (£0.528m) due to increased estimates for capital receipts throughout 2015/16.

Utilities are currently forecast on the basis of 2014/15 expenditure adjusted for property disposals plus inflation resulting in the forecast underspend of (£0.270m). The Property Team are also forecasting not to spend in full the allocated budget on Asbestos surveys in schools resulting in an underspend of (£0.138m).

Business Services
Following the centralisation of the Contract Procurement and Contract Management Team a number of vacancies still exist, giving rise to a forecast saving for 2015/16 of (£0.527m).
The budget for CFRS has decreased by £0.406m from that approved by Council in February 2015 largely due to centralisation of costs and delivery of cross cutting savings.

The forecast out-turn is £0.010m over budget at £18.498m. There are pressures in the following areas:

- Transport costs (£0.205m) due to a reduction in the budget as a result of cross cutting savings and ongoing fleet charges;
- Income (£0.065m) as the income target was increased by £0.050m in the 2015/16 MTFP on the assumption that there would be increased opportunity to earn income from Sellafield. This income stream is not currently expected to be released;
- Injury pensions (£0.098m) which relates to injury pensions that were previously, incorrectly, charged to the pension scheme rather than the service; this reflects work at a national level by DCLG to review injury pensions charges to Fire pension schemes.
- Overtime (£0.083m). The overtime budget was underspent in 2014/15 due to strike action and action short of strike (ASOS). In 2015/16 firefighters are now undertaking overtime resulting in the pressure on the budget.

These pressures are offset by Community Safety where vacancies are being held (£0.186m), and the retained firefighter budget (£0.261m) due to vacancies and a forecast underspend on training payments to retained firefighters. From the beginning of this financial year payments to retained firefighters for training are no longer paid on a monthly fixed amount basis but on a pay as you go basis dependent on the number of training events attended. Based on expenditure to 30th June an underspend of £0.100m is forecast but this may fluctuate depending on the level of attendance and recruitment into retained firefighter posts.
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Appendix 3 (5) – Additional Information

Local Committees Budget Monitoring Report
At 31st June 2015

The forecast outturn position is summarised in the table below and detailed in the attached appendix.

<table>
<thead>
<tr>
<th>NET EXPENDITURE</th>
<th>Original Budget £000</th>
<th>Revised Budget £000</th>
<th>Year to Date Budget £000</th>
<th>Year to Date Actual £000</th>
<th>Annual Forecast £000</th>
<th>Forecast Variance £000</th>
<th>Forecast Variance %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highways</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Highways</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintenance - Basic Allocation</td>
<td>5,562</td>
<td>1,243</td>
<td>1,107</td>
<td>5,562</td>
<td>0</td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td>Non Highways</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Discretionary Budget, incorporating General Provision, School Crossing Patrols and O-19 Services</td>
<td>1,965</td>
<td>979</td>
<td>174</td>
<td>1,965</td>
<td>0</td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td>Individual Local Member Schemes</td>
<td>855</td>
<td>540</td>
<td>71</td>
<td>855</td>
<td>0</td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td>Neighbourhood Development-Area Support Teams</td>
<td>614</td>
<td>153</td>
<td>7</td>
<td>614</td>
<td>0</td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td>Money Advice - CAB</td>
<td>317</td>
<td>79</td>
<td>0</td>
<td>317</td>
<td>0</td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td>Miscellaneous other</td>
<td>43</td>
<td>(34)</td>
<td>(122)</td>
<td>43</td>
<td>0</td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td>Sub Total Non Highways</td>
<td>3,794</td>
<td>1,717</td>
<td>130</td>
<td>3,794</td>
<td>0</td>
<td>0.0%</td>
<td></td>
</tr>
<tr>
<td>8,407 Total Highways &amp; Non Highways</td>
<td>9,356</td>
<td>2,960</td>
<td>1,237</td>
<td>9,356</td>
<td>0</td>
<td>0.0%</td>
<td></td>
</tr>
</tbody>
</table>

At this stage of the financial year it is anticipated that all budgets will be fully spent.
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Appendix 3 (6) – Additional Information

Chief Executive’s Budget Monitoring Report
At 30th June 2015

The forecast outturn position as at 30th June is summarised in the table below:

<table>
<thead>
<tr>
<th>NET EXPENDITURE</th>
<th>Revised Budget</th>
<th>Year to Date Budget</th>
<th>Year to Date Actual</th>
<th>Forecast Outturn</th>
<th>Variance</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
<td>£000</td>
<td>%</td>
</tr>
<tr>
<td>£000 Original Budget</td>
<td>Chief Executive’s Office 284</td>
<td>247 (100)</td>
<td>62 (2.9%)</td>
<td>59 (0.0%)</td>
<td>0 (0.0%)</td>
<td>£0.307m (2.6%)</td>
</tr>
<tr>
<td></td>
<td>Finance 3,457</td>
<td>3,397 (100)</td>
<td>954 (2.9%)</td>
<td>639 (0.0%)</td>
<td>3,297 (100)</td>
<td>£0.100m (2.6%)</td>
</tr>
<tr>
<td></td>
<td>Corporate Governance 7,507</td>
<td>7,781 (100)</td>
<td>1,983 (5.2%)</td>
<td>1,841 (0.0%)</td>
<td>7,377 (100)</td>
<td>£0.404m (2.6%)</td>
</tr>
<tr>
<td></td>
<td>Transformation 443</td>
<td>615 (100)</td>
<td>149 (0.0%)</td>
<td>155 (0.0%)</td>
<td>615 (100)</td>
<td>£0.048m (0.0%)</td>
</tr>
<tr>
<td></td>
<td>Cross Cutting Savings (400)</td>
<td>(197) (100)</td>
<td>(197) (0.0%)</td>
<td>0 (0.0%)</td>
<td>0 (0.0%)</td>
<td>£0.252m (0.0%)</td>
</tr>
<tr>
<td>£000 Total 11,291</td>
<td></td>
<td>11,843 (100)</td>
<td>2,951 (2.6%)</td>
<td>2,694 (2.6%)</td>
<td>11,536 (100)</td>
<td>£0.307m (2.6%)</td>
</tr>
</tbody>
</table>

The forecast outturn for the year for the directorate is a net underspend of £0.307m against a revised budget of £11.843m for the year.

**Finance** – an underspend of £0.100m is forecast. The underspend has been achieved principally through vacancy management.

**Corporate Governance** – a net underspend of £0.404m is forecast as at 30th June. £0.500m savings were identified as a result of the review of Communications, this is an over-achievement of £0.200m against the budgeted saving of £0.300m. There is a small pressure of £0.048m in Legal & Democratic Services which is offset by an underspend in Policy & Scrutiny (£0.252m).

**Cross-cutting Savings**

The 2015/16 budget included a saving of £0.400m arising from a review of expenditure charged against the Dedicated School Grant. To date savings of £0.203m have been identified and allocated, this leaves £0.197m to still be identified. Further analysis is to be undertaken in 2015/16 to address the variance of £0.197m either through reducing expenditure or increasing income from schools. Work is currently ongoing to identify the cost of financial services for schools.
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Appendix 3 (7) – Additional Information

Other Items Outturn Report
At 30th June 2015

The outturn position is summarised in the table below.

<table>
<thead>
<tr>
<th>Item</th>
<th>Original Budget</th>
<th>Revised Budget</th>
<th>Year to Date Budget</th>
<th>Year to Date Actual</th>
<th>Forecast Outturn</th>
<th>Forecast Variance</th>
<th>Variance %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest Payable, Minimum Revenue Provision and Investment Income</td>
<td>32,007</td>
<td>32,007</td>
<td>7,517</td>
<td>1,462</td>
<td>30,064</td>
<td>(1,943)</td>
<td>(6.1%)</td>
</tr>
<tr>
<td>Depreciation Charge to Services</td>
<td>(34,577)</td>
<td>(34,577)</td>
<td>(8,644)</td>
<td>0</td>
<td>(34,577)</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>782 Precepts Paid</td>
<td>798</td>
<td>200</td>
<td>798</td>
<td>798</td>
<td>798</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Inflation &amp; Contingency</td>
<td>7,583</td>
<td>1,896</td>
<td>0</td>
<td>5,910</td>
<td>(1,673)</td>
<td>(22.1%)</td>
<td></td>
</tr>
<tr>
<td>Second Homes Discount</td>
<td>1,259</td>
<td>315</td>
<td>0</td>
<td>1,259</td>
<td>0</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Residual Pension Costs</td>
<td>5,592</td>
<td>1,398</td>
<td>1,155</td>
<td>5,592</td>
<td>0</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Past Service Pension Contributions</td>
<td>7,388</td>
<td>1,847</td>
<td>0</td>
<td>7,388</td>
<td>0</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Corporate Insurances</td>
<td>1,706</td>
<td>427</td>
<td>1,984</td>
<td>1,706</td>
<td>0</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Centralised Bad Debt Provision</td>
<td>(150)</td>
<td>(38)</td>
<td>0</td>
<td>(150)</td>
<td>0</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Litigation Team costs</td>
<td>4,151</td>
<td>1,038</td>
<td>290</td>
<td>4,151</td>
<td>0</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Dividend from Cumbria County Holdings</td>
<td>(1,000)</td>
<td>(250)</td>
<td>0</td>
<td>(1,000)</td>
<td>0</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Other items</td>
<td>0</td>
<td>0</td>
<td>(1,975)</td>
<td>(632)</td>
<td>(632)</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>25,217</strong></td>
<td><strong>24,757</strong></td>
<td><strong>5,704</strong></td>
<td><strong>3,714</strong></td>
<td><strong>20,509</strong></td>
<td><strong>(4,248)</strong></td>
<td><strong>(17.2%)</strong></td>
</tr>
</tbody>
</table>

Treasury Management
A net £1.943m Treasury management saving reflects there being no requirement to undertake the projected levels of external borrowing during the period (releasing half the savings of £1.319m) plus slippage on the capital programme, at the end of 2014/15, which has resulted in a delay in the requirement to charge an element of MRP in 2015/16 (releasing full year savings of £0.548m) and investment achieving returns above the target rate returns (releasing half year savings of £0.076m). This is in addition to the £2.067m of savings already included in the 2015/16 Budget. This position remains under continual review. These are one off in year savings.

Inflation and Contingency Budgets
The inflation and contingency budget includes provision for inflation which is allocated once indexation rates are certain and a contingency to allow for changes from the original inflation assumptions and to smooth implementation of the budget. It is currently expected that there will be underspend of £1.673m on the inflation element of this budget at the end of 2015/16.
**General Contingency**
The general contingency included in this budget is £1.5m. The following allocations have been made from the general contingency so far in 2015/16:

<table>
<thead>
<tr>
<th>General Contingency</th>
<th>£m</th>
<th>£m</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015/16 approved budget</td>
<td></td>
<td>1.500</td>
</tr>
<tr>
<td>Transfer to Children’s Services – Children Leaving Care Price Increases</td>
<td>To be agreed in Q1</td>
<td>(0.098)</td>
</tr>
<tr>
<td>Transfer to Environment and Community Services – Millom HWRC for temporary site following flooding</td>
<td>To be agreed in Q1</td>
<td>(0.200)</td>
</tr>
<tr>
<td>Transfer to Health &amp; Care Services – service quality audits</td>
<td>To be agreed in Q1</td>
<td>(0.100)</td>
</tr>
<tr>
<td>Transfer to Environment and Community Services - additional winter maintenance costs</td>
<td>To be agreed in Q1</td>
<td>(0.250)</td>
</tr>
<tr>
<td><strong>General Contingency budget remaining</strong></td>
<td></td>
<td>0.852</td>
</tr>
</tbody>
</table>

**Other Items**
This budget is underspending by £0.632m. There are a number of creditors on the balance sheet relating to previous years. A detailed review of creditor balances has resulted in one off savings of £0.632m, following the accounts and audit finalisation for 2014/15.
Appendix 3 (8) – Additional Information

Accountable Bodies Budget Monitoring Report

At 30th June 2015

The Council acts as Accountable Body for a number of organisations whose spend can be of both a capital and revenue nature. The table below details the provisional outturn position of the revenue spend as at 30th June:-

<table>
<thead>
<tr>
<th>NET EXPENDITURE</th>
<th>Revised Budget</th>
<th>Year to Date Budget</th>
<th>Year to Date Actual</th>
<th>Outturn</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$000</td>
<td>$000</td>
<td>$000</td>
<td>$000</td>
<td>$000</td>
</tr>
<tr>
<td>Copeland Community Fund</td>
<td>0</td>
<td>403</td>
<td>307</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>LEP Core Funding</td>
<td>0</td>
<td>(442)</td>
<td>(543)</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>LEP Strategic Funding</td>
<td>0</td>
<td>(476)</td>
<td>(507)</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>LEP Growing Places Fund</td>
<td>0</td>
<td>0</td>
<td>(415)</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>LEP Rural Growth Network</td>
<td>0</td>
<td>0</td>
<td>(496)</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>LEP Regional Growth Fund 3</td>
<td>0</td>
<td>0</td>
<td>4</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>LEP Regional Growth Fund 4</td>
<td>0</td>
<td>0</td>
<td>(140)</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>LEP Growth Fund Hub</td>
<td>0</td>
<td>0</td>
<td>(51)</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Solway Border and Eden Local Action Group</td>
<td>0</td>
<td>0</td>
<td>13</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Fells and Dales Local Action Group</td>
<td>0</td>
<td>0</td>
<td>15</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>0</td>
<td>(515)</td>
<td>(1,843)</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Copeland Community Fund
A net nil budget is forecast for the Community Fund. Income of £1.610m is forecast and is made up from contributions from the Nuclear Decommissioning Agency (NDA) and interest on the fund balance. Expenditure is forecast as £1.610m and will be in the form of grants or loans to organisations within the region covered by the fund.

Local Enterprise Partnership (LEP)
Core and Strategic Funding
A net nil budget is forecast for the Core and Strategic Funding. Income is largely received from BIS with some match funding from other authorities and 3rd parties and is forecast as £0.752m. Expenditure is forecast as £0.752m and relates to the running costs of the LEP.

Growing Places Fund (Cumbria Investment Fund – CIF)
A net nil budget is forecast, initially a lump sum of £0.505m was received from DCLG and this is distributed in the form of loans. Income for the financial year is received in the form of loan repayments and is forecast to be £0.365m for the year. Expenditure is forecast as £0.365m and relates to issuing further loans to organisations within the LEP area.

Rural Growth Network
A net nil budget is forecast, initially a lump sum of £1.951m was received from DEFRA and is being used to establish eleven rural growth hubs around the county, who will support their local business communities through services such as networking, training, business support and business facilities. Expenditure is
forecast as £0.712m to run the hubs, and income of the equivalent amount is forecast to be drawn from the lump sum.

**Regional Growth Fund 3**
A net nil budget is forecast, initially a lump sum of £3.8m was received from BIS to fund both capital and revenue spend on projects submitted by local businesses and support administration of the fund. Revenue expenditure is currently forecast at £0.149m and income is forecast to be drawn from the fund to match this.

**Regional Growth Fund 4**
A net nil budget is forecast, initially a lump sum of £5.0m was received from BIS to fund both capital and revenue spend on projects submitted by local businesses and support administration of the fund. Revenue expenditure is currently forecast at £0.245m and income is forecast to be drawn from the fund to match this.

In June the Department of Business, Innovation and Skills (BIS) indicated that HM Treasury had asked BIS to review any potential underspend positions on existing RGF expenditure. This resulted in a risk that any expenditure defrayed by the LEP (and CCC as the Accountable Body) after the 30th June may not be recognised as ‘eligible’ spend and therefore included in any underspend position. HM Treasury are requesting all underspends to be returned as part of the wider Comprehensive Spending Review work. Discussions are ongoing with BIS in respect of this issue as the LEP (CCC as Accountable Body) is contractually committed to the applicants of the funding (Cumbria businesses) and understood that extensions for defrayal had been agreed with BIS. Any withdrawal of the grant funding at this stage will have significant detrimental effects on the businesses involved and these risks have been highlighted to BIS. At this stage the LEP (CCC as Accountable Body) has potential financial exposure of £0.553m in respect of honouring the contractual commitments whilst not receiving RGF grant to cover those commitments. Work is ongoing to evidence the impact of the risks of withdrawing this funding to Cumbrian businesses and it is expected that a decision will be made by BIS shortly. If the financial exposure is realised CCC as the Accountable Body will be required to finance the £0.553m from alternative resources. This risk is not included within the monitoring at this stage, as discussions are ongoing.

**Growth Fund Hub**
A net nil budget is forecast, income in the form of a grant is forecast to be drawn down quarterly from BIS and is forecast to be £0.300m. Expenditure is currently forecast as £0.300m and will fund the establishment of new and development of existing growth hubs.

**Solway, Border and Eden Local Action Group**
A net nil budget is forecast, income in the form of a grant from DEFRA and contributions from other local authorities is forecast at £0.036m, expenditure largely on staff, travel and office running costs is forecast at £0.036m.
Fells and Dales Local Action Group
A net nil budget is forecast, income in the form of a grant from DEFRA and contributions from other local authorities is forecast at £0.041m, expenditure largely on staff, travel and office running costs is forecast at £0.041m
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## SUMMARY OF EARMARKED RESERVES

<table>
<thead>
<tr>
<th>Description</th>
<th>Balance at 31/3/15</th>
<th>Budgeted Appropriations to reserves 2015/16</th>
<th>Budgeted Appropriations from reserves 2015/16</th>
<th>Transfers to/from reserves in year 2015/16 (Cash Limits Adjusted)</th>
<th>Balance at 31/3/16</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CHILDREN'S SERVICES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>To support Schools Broadband provision</td>
<td>(227)</td>
<td></td>
<td></td>
<td></td>
<td>(227)</td>
</tr>
<tr>
<td>Children's Other budgets</td>
<td>21</td>
<td></td>
<td></td>
<td></td>
<td>21</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>(206)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>(206)</td>
</tr>
<tr>
<td><strong>HEALTH &amp; CARE SERVICES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Health &amp; Social Care Act Reserve</td>
<td>(2,171)</td>
<td></td>
<td></td>
<td></td>
<td>(2,171)</td>
</tr>
<tr>
<td>Welfare Assistance</td>
<td>(735)</td>
<td></td>
<td></td>
<td></td>
<td>(735)</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>(2,906)</td>
<td>0</td>
<td>1,271</td>
<td>(735)</td>
<td>1,271</td>
</tr>
<tr>
<td><strong>ENVIRONMENT &amp; COMMUNITY</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Delegated Funds - CDC/e/Adult Ed</td>
<td>26</td>
<td></td>
<td></td>
<td></td>
<td>26</td>
</tr>
<tr>
<td>Windermere Ferry</td>
<td>(33)</td>
<td></td>
<td></td>
<td></td>
<td>(33)</td>
</tr>
<tr>
<td>PPA Work</td>
<td>(97)</td>
<td></td>
<td></td>
<td></td>
<td>(97)</td>
</tr>
<tr>
<td>Shanks contract negotiations</td>
<td>(51)</td>
<td></td>
<td></td>
<td></td>
<td>(51)</td>
</tr>
<tr>
<td>Waste Volatility Reserve</td>
<td>(605)</td>
<td></td>
<td></td>
<td></td>
<td>(605)</td>
</tr>
<tr>
<td>Highways Service Risks Reserve</td>
<td>(718)</td>
<td></td>
<td></td>
<td></td>
<td>(718)</td>
</tr>
<tr>
<td>Waste Contract (Shanks Utility Charge)</td>
<td>(515)</td>
<td></td>
<td></td>
<td></td>
<td>(515)</td>
</tr>
<tr>
<td>Post 16 Transport</td>
<td>400</td>
<td></td>
<td></td>
<td></td>
<td>400</td>
</tr>
<tr>
<td>Port of Workington</td>
<td>196</td>
<td></td>
<td></td>
<td></td>
<td>196</td>
</tr>
<tr>
<td>Business Services ICT infrastructure</td>
<td>200</td>
<td></td>
<td></td>
<td></td>
<td>200</td>
</tr>
<tr>
<td>Business Services ICT Projects</td>
<td>(860)</td>
<td></td>
<td></td>
<td></td>
<td>(860)</td>
</tr>
<tr>
<td>CP&amp;P Blencathra House Reverse Rent Premium</td>
<td>(113)</td>
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<td>CP&amp;P development work 2013/14</td>
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<td>CP&amp;P feasibility studies</td>
<td>(996)</td>
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<td>Capital Programme &amp; Projects</td>
<td>(665)</td>
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<td>CP&amp;P Arcoyo Dilapidations</td>
<td>(250)</td>
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<td>CP&amp;P Improvements - Dementia (Property)</td>
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<td>CP&amp;P Derwent Howe</td>
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<td>CP&amp;P BPAW planned commitments</td>
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<td>CP&amp;P Better Places For Work</td>
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<td>CP&amp;P secondary kitchens</td>
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<td>CP&amp;P West Coast Consortium</td>
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<td>CP&amp;P CMEP Education</td>
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<td>People Management Skills for Jobs / Future Jobs Fund</td>
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<td>Corporate Governance - Risk Projects</td>
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<td>Total Other CCC Reserves</td>
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<td><strong>REVENUE GRANTS &amp; CONTRIBUTIONS RESERVES</strong></td>
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<td>Revenue Grants - PRG</td>
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<td>Revenue Grants - Water Pressure</td>
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<td>Contributions - Adults</td>
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<td>Contributions - Local Services</td>
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<td>Planned maintenance slippage</td>
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<td>Description</td>
<td>Balance at 31/3/15</td>
<td>Budgeted appropriations to reserves 2015/16</td>
<td>Budgeted appropriations from reserves 2015/16</td>
<td>Transfers to/from reserves in year 2015/16 (Cash Limits Adjusted)</td>
<td>Balance at 31/3/16</td>
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<tr>
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<td>--------------------------------------------</td>
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<td>Revenue Grants - Fire</td>
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<td>Trading Standards Proceeds of Crime Act</td>
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<td>Revenue Grants - Environment</td>
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<td>Revenue Grant - Lead Local Flood Authority</td>
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<td>Revenue Grants - Focussed Families</td>
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<td>Disadvantaged Children in Early Years</td>
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<td>SEND Preparation for employment</td>
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<td>Headstart</td>
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<td>SEN Reform</td>
<td>(385)</td>
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<td>Welfare Assistance</td>
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<td><strong>TOTAL REVENUE GRANTS RESERVES</strong></td>
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<td><strong>TOTAL CCC EARMARKED RESERVES</strong></td>
<td>(86,786)</td>
<td>(760)</td>
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<td><strong>DSG FUNDED RESERVES</strong></td>
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<td>(4,721)</td>
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<td>Central HQ Budgets - DSG</td>
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<td>(9,367)</td>
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<tr>
<td><strong>TOTAL EARMARKED RESERVES</strong></td>
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<td>(760)</td>
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<td>8,318</td>
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<td>(82,844)</td>
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<td>Scheme Total 1st April 2015</td>
<td>Spend to 31.3.15</td>
<td>Capital schemes</td>
<td>2015/16 Capital Programme Per Approved Budget February 2015</td>
<td>Updates (reprofiling/ slippage/ accelerated spend) to Capital Programme - Approved June 2015 Council</td>
<td>New Schemes - Approved June 2015 Council</td>
</tr>
<tr>
<td>----------------------------</td>
<td>------------------</td>
<td>-----------------</td>
<td>---------------------------------------------------------------</td>
<td>---------------------------------------------------------------</td>
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<tr>
<td>44,307</td>
<td>14,272</td>
<td>Prioritised Capital Maintenance Projects</td>
<td>5,942 (2,845)</td>
<td>6,961</td>
<td>10,055</td>
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<tr>
<td>9,113</td>
<td>4,038</td>
<td>Pennine Way school (3FE)</td>
<td>5,431 (356)</td>
<td>5,075</td>
<td>3,708</td>
</tr>
<tr>
<td>3,100</td>
<td>800</td>
<td>Pennine Way Community Centre (NCCT development)</td>
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<tr>
<td>44,530</td>
<td>43,135</td>
<td>Devolved Formula Capital 13/14</td>
<td>1,278 (117)</td>
<td>(349)</td>
<td>1,046</td>
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<tr>
<td>1,343</td>
<td>420</td>
<td>Devolved Formula Capital 14/15</td>
<td>447 (27)</td>
<td>(139)</td>
<td>335</td>
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<td>1,315</td>
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<td>Devolved Formula Capital 15/16</td>
<td>1,315 (337)</td>
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<td>1,749</td>
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<td>Basic Need schemes</td>
<td>1,749 (1,621)</td>
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<td>6,469</td>
<td>5,745</td>
<td>Non-partnerships for Schools resourced Academy costs</td>
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<tr>
<td>360</td>
<td>167</td>
<td>Individual Access Needs Capital</td>
<td>60 (13)</td>
<td>20</td>
<td>93</td>
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<tr>
<td>3,000</td>
<td>1,363</td>
<td>Jiverton Victoria High School</td>
<td>1,390 (247)</td>
<td>1,637</td>
<td>607</td>
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<tr>
<td>1,025</td>
<td>237</td>
<td>Early Education for two year olds</td>
<td>603 (185)</td>
<td>788</td>
<td>50</td>
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</table>

Notes:
- Children’s Services
- Prioritised Capital Maintenance Projects
- Devolved Formula Capital
- Basic Need schemes
- Non-partnerships for Schools resourced Academy costs
- Individual Access Needs Capital
- Jiverton Victoria High School
- Early Education for two year olds

Explanatory Notes:
- Approval for the acceleration of the Schools maintenance programme agreed at September 15 Council, enabling us to address priority issues with the Schools Building portfolio in this financial year, utilising a brought forward funding balance from delays in delivering maintenance projects when the condition surveys were being done.
- Scheduled to deliver on programme in October 15
- 3 year rolling programme with expenditure led by demand from schools. Reprofile of £349k to 2016/17 agreed at Council Sept 15 based on schools in recent years spending approximately 75% of the available budget in year. Actual spend to date does not include that by those schools with their own bank accounts which is only recorded on the ledger at the end of the financial year.
- 3 year rolling programme with expenditure led by demand from schools. Reprofile of £139k to 2016/17 to Council Sept 15 based on schools in recent years spending approximately 75% of the available budget in year. Actual spend to date does not include that by those schools with their own bank accounts which is only recorded on the ledger at the end of the financial year.
- Reprofile of £1,621m to 2016/17 agreed at Council Sept 15.
- Balance of agreed funding for Harrowby Campus through final business case plus additional works required to address site abnormal costs incurred by previously unknown obstructions. Slippage of £174k projected at this stage.
- Demand led budget. Request to vice £25k from unallocated Inclusive Cumbria to meet current commitments.
- Full spend projected. Scheduled to complete September 2015.
- Projects in Mellis, Pemhill, Asketta, Penrose and Ramsden Robins all anticipated to be completed by 31st March 2016. Delays in Islay and Ulverston Projects mean they are currently anticipated to slip to 2016/17.
<table>
<thead>
<tr>
<th>Scheme</th>
<th>Total 1st April 2015</th>
<th>Spend to 31.3.15</th>
<th>Capital schemes</th>
<th>2015/16 Capital Programme Per Approved Budget February 2015</th>
<th>Updates (reprofiling/accelerated spend to Capital Programme - Approved June 2015 Council)</th>
<th>New Schemes - Approved June 2015 Council</th>
<th>Reprofile future years see Guidance on separate worksheet</th>
<th>Other adjustments including additional contributiions &amp; Match</th>
<th>Revised Budget 2015/16</th>
<th>Total spend as at 30 June 2015</th>
<th>Provision at Outturn as at 31 March 2016</th>
<th>Variance</th>
<th>Over / (Under) Spends estimated at outturn</th>
<th>Slippage at outturn</th>
<th>Accelerated expenditure at outturn</th>
<th>Explanatory Notes</th>
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</thead>
<tbody>
<tr>
<td>1,850</td>
<td>362</td>
<td></td>
<td>Inclusive Cumbria yet to be allocated (SEND Basic Need)</td>
<td>500 (12)</td>
<td>(20)</td>
<td>49 517</td>
<td>0 517</td>
<td>0</td>
<td>£49,000 included as a revenue contribution to capital following a request from the West Cumbria Learning Centre for their excess surplus balance as at 31st March 2015 to be used for this purpose. Request to raise £20k to Individual Access Needs to meet current commitments. Projected full spend in 2015-16.</td>
<td></td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>7,000</td>
<td>0</td>
<td></td>
<td>Inclusive Cumbria - Sandside Lodge</td>
<td>500 (400)</td>
<td>100</td>
<td>0 100</td>
<td>0</td>
<td>0</td>
<td>Full details and scope of project to be agreed following completion of feasibility study in October 2015. Re-profile of £400,000 to 2016/17 agreed at Council Sept 15.</td>
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<tr>
<td>2,000</td>
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<td>Inclusive Cumbria - James Rennie</td>
<td>500 (250)</td>
<td>250</td>
<td>0 250</td>
<td>0</td>
<td>0</td>
<td>Full details and scope of project now being agreed following completion of feasibility study. Anticipated spend for this was £250k. Re-profile of £250,000 to 2016/17 agreed at Council Sept 15.</td>
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<tr>
<td>204</td>
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<td>Houghton School (BN)</td>
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<td>Re-profile of £204,000 to 2016/17 agreed at Council Sept 15.</td>
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<tr>
<td>500</td>
<td>100</td>
<td></td>
<td>Provision of 16-17 year old supported accommodation - Barrow</td>
<td>400</td>
<td>400</td>
<td>0 400</td>
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<td>Project group has been established and is taking forward the development of a foyer for Barrow. Expected that work will be completed by 31st March 2016.</td>
<td></td>
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<tr>
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<td>Temporary classrooms - Stainburn Sept 15</td>
<td>500</td>
<td>165</td>
<td>665 9</td>
<td>665</td>
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<td>Full spend projected. Scheduled to complete Sept 2015. £165k virement requested from DSG funded CMI.</td>
<td></td>
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<tr>
<td>260</td>
<td>0</td>
<td></td>
<td>Residential Short Breaks - The Elms</td>
<td>260</td>
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<td>0 260</td>
<td>0</td>
<td>0</td>
<td>Budget is for the purchase of The Elms as approved by Cabinet in June 2015.</td>
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<tr>
<td>1,500</td>
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<td></td>
<td>Edge of Care (Carlisle)</td>
<td>1,000 (500)</td>
<td>500</td>
<td>200 500</td>
<td>200</td>
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<td>Spend relates to purchase of Arnwood House. Project now moving into demolition and design stage. Anticipated spend in 2015-16 is £500k. Re-profile £500k to 2016/17 agreed at Council Sept 15.</td>
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<td>Whitbyhaven Education Campus</td>
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<td>New scheme agreed at Council Sept 15.</td>
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<td>897</td>
<td>712</td>
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<td>Kingmoor infant &amp; junior school</td>
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<td>185</td>
<td>56 185</td>
<td>56</td>
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<td>Full spend projected. Scheduled to complete September 2015</td>
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<tr>
<td>829</td>
<td>724</td>
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<td>Universal Infant school Meals (new for 14/15)</td>
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<td>105</td>
<td>14 105</td>
<td>14</td>
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<td>Full spend projected Feb 2016</td>
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<td>21,779</td>
<td>21,552</td>
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<td>Furness Academy</td>
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<td>227</td>
<td>0 227</td>
<td>0</td>
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<td>Design and installation of new entrance arrangement planned for quarter 2 2015/16. ICT account to be settled in 2015/16.</td>
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<tr>
<td>200</td>
<td>178</td>
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<td>Milburn (SEN)</td>
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<td>0</td>
<td>0</td>
<td>Relates to grant funding for an ICT project. School confirms that the grant will be fully utilised in 2015-16.</td>
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<tr>
<td>5</td>
<td>2</td>
<td></td>
<td>Penruddock School Land</td>
<td>3</td>
<td>3</td>
<td>0 0</td>
<td>0</td>
<td>(3) (3)</td>
<td>Budget is for the ongoing development of the Penruddock School playing field and outdoor areas as set out in the funding allocation. Currently no expected demand on the budget in 2015/16. However, this could change if a specific situation arises therefore not to be reprioritised to future years.</td>
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<tr>
<td>19,996</td>
<td>19,981</td>
<td></td>
<td>Trinity</td>
<td>15</td>
<td>15</td>
<td>0 15</td>
<td>0</td>
<td>0</td>
<td>Full spend projected, final fees to paid in 2015-16.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>26,851</td>
<td>26,543</td>
<td></td>
<td>West Lakes Academy</td>
<td>308</td>
<td>308</td>
<td>3 308</td>
<td>3</td>
<td>0</td>
<td>End of defects and ICT reconciliation to be agreed in quarter 2 2015/16. Budget required to address this and other ongoing defect issues</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>105</td>
<td>30</td>
<td></td>
<td>Rockcliffe (BN)</td>
<td>75</td>
<td>75</td>
<td>27 75</td>
<td>0</td>
<td>0</td>
<td>Full spend projected. Scheme estimated to be completed by 21st August 2015.</td>
<td></td>
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</tr>
<tr>
<td>Scheme Total 1st April 2015</td>
<td>Spend to 31.3.15</td>
<td>Capital schemes</td>
<td>2015/16 Capital Programme Per Approved February 2015</td>
<td>Updates (reprofiling/accelerated spending) to Capital Programme - Approved June 2015 Council</td>
<td>New Scheme - Approved June 2015 Council</td>
<td>Approved Update Sept 2015 Council</td>
<td>Reprofile future years (see Guidance on separate worksheet)</td>
<td>Other adjustments including additional contributions &amp; Match</td>
<td>Grant Changes</td>
<td>Revised Budget 2015/16</td>
<td>Total spend as at 30 June 2015</td>
<td>Provision at Outturn as at 31 March 2016</td>
<td>Variance Over / (Under) Spending at outturn</td>
<td>Slippage at outturn</td>
<td>Accelerated expenditure at outturn</td>
<td>Explanatory Notes</td>
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</tr>
<tr>
<td>200,875</td>
<td>140,421</td>
<td>TOTAL FOR CHILDREN'S SERVICES</td>
<td>23,443</td>
<td>(1,259)</td>
<td>1,260</td>
<td>3,211</td>
<td>0</td>
<td>165</td>
<td>0</td>
<td>49</td>
<td>26,865</td>
<td>6,510</td>
<td>26,519</td>
<td>(350)</td>
<td>0</td>
<td>(350)</td>
</tr>
<tr>
<td>6,000</td>
<td>439</td>
<td>Extra Care Housing / Accommodation with Care &amp; Support</td>
<td>4,500</td>
<td>61</td>
<td>(3,453)</td>
<td>1,108</td>
<td>40</td>
<td>908</td>
<td>(200)</td>
<td>(200)</td>
<td></td>
<td>15/16 Payments - Kirby Stephen £33k to completion, Wigton £129k to completion, Maryport £129k 3/4 payments, Brampton £600k 3/4 payments. Penrith scheme slipped (£504k) due to withdrawal of Impact. Re-profile of the majority of the balance to 16/17 agreed at Council Sept 15.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>500</td>
<td>0</td>
<td>Reprovision of Cavendish House respite facility</td>
<td>500</td>
<td>(500)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
<td>The delay in this project is the result of no tenders coming forward for an extra care housing project to which this project is tied. Revised options for the extra care scheme are being reviewed / reprofiled.</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>5,876</td>
<td>3,424</td>
<td>Chronically Sick and Disabled Persons Adaptations</td>
<td>475</td>
<td>77</td>
<td>552</td>
<td>26</td>
<td>400</td>
<td>(152)</td>
<td>(77)</td>
<td>(75)</td>
<td></td>
<td>Bbed amount is unlikely to be required, demand is at similar levels to last year though may increase as greater focus on preventative, rehab and re-ablement services with support from adaptations aim to reduce dependence on statutory social care services.</td>
<td></td>
<td></td>
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<tr>
<td>100</td>
<td>12</td>
<td>Changing Places</td>
<td>88</td>
<td>88</td>
<td>0</td>
<td>75</td>
<td>(13)</td>
<td>(13)</td>
<td></td>
<td></td>
<td></td>
<td>Second Carlisle scheme in train. Further schemes will support day opportunities review and savings in MTTP. Approach will be coordinated with local place shaping.</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Care Home schemes:</td>
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<td></td>
</tr>
<tr>
<td>7,188</td>
<td>6,626</td>
<td>90 bed Elderly Persons Home (Barrow)</td>
<td>562</td>
<td>562</td>
<td>51</td>
<td>562</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Cost over run expected due to failure of original contractor, currently working to secure alternative contractor to complete the works and finalise project cost plan.</td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>528</td>
<td>2</td>
<td>Purchase of Profile beds by Cumbria Care</td>
<td>176</td>
<td>174</td>
<td>350</td>
<td>15</td>
<td>350</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
<td>Full spend anticipated in year following delay to start of project.</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>500</td>
<td>78</td>
<td>Modernisation of remaining care homes - Gold standard dementia care framework</td>
<td>422</td>
<td>422</td>
<td>0</td>
<td>422</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Budget fully utilise this financial on planned programme of works.</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>81</td>
<td>42</td>
<td>Improvements to Care Homes</td>
<td>39</td>
<td>39</td>
<td>3</td>
<td>39</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Full spend anticipated in year.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>8,297</td>
<td>6,748</td>
<td>Sub-total Care Home Schemes</td>
<td>176</td>
<td>1,192</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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</tr>
<tr>
<td>20,773</td>
<td>10,623</td>
<td>TOTAL FOR HEALTH AND CARE</td>
<td>5,651</td>
<td>1,423</td>
<td>(3,453)</td>
<td>(500)</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>3,121</td>
<td>135</td>
<td>2,756</td>
<td>(365)</td>
<td>(90)</td>
<td>(275)</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Environment &amp; Community Services</td>
<td></td>
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<tr>
<td>2,761</td>
<td>932</td>
<td>Studies and implementation measures (Engineering Safety Schemes)</td>
<td>300</td>
<td>329</td>
<td>629</td>
<td>53</td>
<td>629</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
<td>Identified projects in relation to the slippage brought forward from 14/15 with plans in place to deliver via mainly external contractors. These projects are £138k on the Connect Network, £105k in the Barrow and South Lakes area, £53k in Carlisle &amp; Eden, £23k in Copeland &amp; Allerdale.</td>
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<td></td>
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<tr>
<td>0</td>
<td>0</td>
<td>County Major Schemes</td>
<td>199</td>
<td>199</td>
<td>176</td>
<td>199</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Scheme programme still to be identified. To be reviewed in G2 although risk of slippage at the end of Q4.</td>
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</tr>
<tr>
<td>5,586</td>
<td>3,752</td>
<td>Infrastructure Development</td>
<td>435</td>
<td>435</td>
<td>0</td>
<td>435</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Scheme programme still to be identified. To be reviewed in G2 although risk of slippage at the end of Q4.</td>
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<tr>
<td>233</td>
<td>181</td>
<td>Countryside Access Improvements (Other)</td>
<td>100</td>
<td>(69)</td>
<td>31</td>
<td>(20)</td>
<td>31</td>
<td>0</td>
<td></td>
<td></td>
<td></td>
<td>Options are being explored and will be approved through the Transport Board.</td>
<td></td>
<td></td>
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<tr>
<td>1,711</td>
<td>752</td>
<td>Community Transport (Other)</td>
<td>100</td>
<td>200</td>
<td>300</td>
<td>0</td>
<td>300</td>
<td>0</td>
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<tr>
<td>10,291</td>
<td>5,517</td>
<td>Total TIT schemes</td>
<td>935</td>
<td>639</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>13,984</td>
<td>209</td>
<td>13,984</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td></td>
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</tr>
<tr>
<td>Scheme Total 1st April 2015</td>
<td>Spend to 31.3.15</td>
<td>Capital schemes</td>
<td>2015/16 Capital Programme &amp; Approved Budget February 2015</td>
<td>Updates (reprofiling/slipage/accelerated spend) to Capital Programme - Approved June 2015</td>
<td>New Schemes - Approved June 2015 Council</td>
<td>Reprofile to future years (see Virement on separate worksheet)</td>
<td>Other adjustments including additional contributions &amp; Match</td>
<td>Revised Budget 2015/16</td>
<td>Total spend as at 30 June 2015</td>
<td>Provisional Outturn as at 31 March 2016</td>
<td>Variance</td>
<td>Over / (Under) Spend estimated at outturn</td>
<td>Slippage at outturn</td>
<td>Accelerated Expenditure at outturn</td>
<td>Explanatory Notes</td>
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<tr>
<td>59,791</td>
<td>32,465</td>
<td>Highways &amp; Transport - Principal Road Network (PRN) Schemes</td>
<td>5,916 876</td>
<td>6,792 (24)</td>
<td>6,792</td>
<td>0</td>
<td>Majority of slippage in Q1 has been due to late award of main surfacing contract which has delayed this high spend area. The contractor has been appointed and is now re-programming the works (complete in some areas). The re-programming demonstrates the surfacing programme can be delivered in year which will largely get this profile back on track.</td>
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<tr>
<td>34,184</td>
<td>19,297</td>
<td>Highways &amp; Transport - Bridges &amp; Structures</td>
<td>3,253 341</td>
<td>3,594</td>
<td>498</td>
<td>3,683 89</td>
<td>Accelerated spend as planned programme of works will exceed 15/16 budget by approximately £30K.</td>
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<tr>
<td>178,626</td>
<td>89,876</td>
<td>Devolved to Local Committees - Non-Principal Road Network (NPRN)</td>
<td>19,522 1,468</td>
<td>20,990</td>
<td>2,651</td>
<td>20,990 0</td>
<td>Majority of slippage in Q1 has been due to late award of main surfacing contract which has delayed this high spend area. The contractor has been appointed and is now re-programming the works (complete in some areas). The re-programming demonstrates the surfacing programme can be delivered in year which will largely get this profile back on track.</td>
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<tr>
<td>4,567</td>
<td>2,294</td>
<td>Flood Recovery (DfT funded)</td>
<td>2,273</td>
<td>2,273 (4)</td>
<td>2,273</td>
<td>0</td>
<td>A number of projects on site are delivering to lower costs while a number of others are at risk of overspend. It would be prudent to hold this money to account for any potential cost over-runs on the higher risk projects.</td>
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<tr>
<td>1,176</td>
<td>1,112</td>
<td>Additional Pothole Repairs PRN</td>
<td>64</td>
<td>64</td>
<td>0</td>
<td>64 0</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>3,019</td>
<td>2,447</td>
<td>Local Committees - Severe Weather Allocation</td>
<td>572</td>
<td>572 (12)</td>
<td>572</td>
<td>0</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>291,684</td>
<td>153,188</td>
<td>Total Transport Block funding</td>
<td>29,626 6,253</td>
<td>35,875</td>
<td>3,118</td>
<td>35,968 89</td>
<td></td>
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</tr>
<tr>
<td>7,800</td>
<td>0</td>
<td>LEP - Devolved Major Transport Scheme Funding</td>
<td>1,300</td>
<td>1,300</td>
<td>85</td>
<td>1,300 0</td>
<td>Full spend projected for this financial year</td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>7,800</td>
<td>0</td>
<td>Total Devolved Major Transport Schemes</td>
<td>1,300</td>
<td>1,300</td>
<td>85</td>
<td>1,300 0</td>
<td></td>
<td></td>
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<tr>
<td>7,900</td>
<td>1,559</td>
<td>Street Lighting - Lantern Improvement Programme</td>
<td>3,000 41</td>
<td>3,041</td>
<td>669</td>
<td>3,041 0</td>
<td>Forecast spend as programmed. Decision regarding scope for accelerated spend in Q2.</td>
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<tr>
<td>8,345</td>
<td>442</td>
<td>Street Lighting - Dawn Improvement Programme</td>
<td>1,163</td>
<td>1,163</td>
<td>0</td>
<td>1,163 0</td>
<td>Forecast spend as programmed.</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>300</td>
<td>146</td>
<td>Fleet Workshops Equipment (from Fire)</td>
<td>75 75</td>
<td>154</td>
<td>(6)</td>
<td>154 0</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>250</td>
<td>0</td>
<td>New fleet workshop at Lillyhall</td>
<td>250</td>
<td>250</td>
<td>3</td>
<td>250 0</td>
<td>Forecast spend as programmed.</td>
<td></td>
<td></td>
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<tr>
<td>2,239</td>
<td>533</td>
<td>DfT Pinch Point scheme - Gilliewy access improvements</td>
<td>1,464 242</td>
<td>1,706</td>
<td>430</td>
<td>1,706 0</td>
<td>Forecast spend as programmed.</td>
<td></td>
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</tr>
</tbody>
</table>

Page 12
<p>| Scheme Total 1st April 2015 | Spend to 31.3.15 | Capital schemes | 2015/16 | Updates (reprofiling/slippage/ accelerated spend) to Capital Programme - Approved June 2015 Council | New Schemes - Approved June 2015 Council | Reprofile to future years (see Guidance on separate worksheet) | Other adjustments including additional contributions &amp; Match | Revised Budget 2015/16 | Total spend as at 30 June 2015 | Provisional Outturn as at 31 March 2016 | Variance | Over / (Under) estimated at outturn | Slippage at outturn | Accelerated expenditure at outturn | Explanatory Notes |
|-----------------------------|------------------|----------------|---------|-------------------------------------------------|------------------------------------------|------------------------------------------------|------------------------------------------------|-----------------|---------------------------------|------------------|-----------------------------|-----------------|---------------------------|----------------|
| 7,500                       | 0                | Devolved to Local Committee 15/16 saving | 2,500   | 2,500                                           | 180                                       | 2,500                                        | 0                                              |                  |                                 |                  |                             |                  |                           |                 |
| 1,118                       | 745              | CNDR Land Purchase | 373     | 373                                             | 28                                        | 350                                          | (23)                                          | (23)            | Majority of payments expected to be made in 15/16. |
| 750                         | 369              | CNDR ancillary schemes | 381     | 381                                             | (12)                                      | 210                                          | (171)                                         | (171)           | Anticipated underspend. Expected to confirm value by December which can then be released or approval sought to move into other schemes. |
| 300                         | 287              | Fleet Workshops Refurbishment | 13      | 13                                              | (0)                                       | 13                                           | 0                                              |                  |                                 |                  |                             |                  |                           |                 |
| 7,400                       | 7,342            | Highways Fleet | 58      | 58                                              |                                           |                                              |                                                |                  |                                 |                  |                             |                  |                           |                 |
| 1,893                       | 1,883            | Lake District Sustainable Visitor Transport Beacon Area - External funding from other partners | 10      | 10                                              | 52                                        | 52                                           | 42                                            | 42              | Reimbursement of project expenditure incurred by the LDNPA in 2014/15 has resulted in an overspend of £42k in 2015/16. This spend will need to be funded from another line within the Highways capital programme. |
| 190                         | 86               | Lead Local Flood Authority | 1,471   | 1,575                                           | 1                                          | 1,575                                        | 0                                              |                  |                                 |                  |                             |                  |                           |                 |
| 3,180                       | 3,180            | S278 Developer Projects | 213     | 213                                             | 0                                         | 213                                          | 0                                              |                  |                                 |                  |                             |                  |                           |                 |
| 340,519                     | 160,580          | TOTAL FOR HIGHWAYS | 38,378  | 7,554                                           | 0                                          | 1,471                                        | 0                                              | 0               | 213                            | 46,510           | (63)                         | (120)           | (23)                       | 89             |
| Environment - Economic Development |                      |                  |         |                                                 |                                            |                                              |                                                |                  |                                 |                  |                             |                  |                           |                 |
| 35,838                      | 12,181           | Connecting Cumbria (Phase 1) | 9,302   | 14,355                                          | (1,600)                                   | 22,057                                       | 3,006                                          | 22,057          | 0                                              |                  |                             |                  |                           |                 |
| The Council's primary contractor has forecast that the objectives of Phase 1 of the Connecting Cumbria programme can be delivered for £1.600m less than originally projected. Consequently the Council have agreed to a reduction in ERDF grant funding of £1.600m delivering better value for money for the public sector that originally planned. The reduction in the forecast cost of this programme is due to infrastructure and implementation costs reducing since the contractor submitted their original bid. It is currently considered that Phase 1 of the Connecting Cumbria programme will be completed in full during 2015/16. |
| 4,295                       | 916              | Port of Workington | 1,500   | 1,729                                           | 14                                        | 2,029                                        | (1,200)                                        | (1,200)         | The slippage relates to the Riverside wall project, the contract for which is due to be awarded in August 2015. The estimated completion for this project is January 2017 so £1.2m slippage is forecast from 2015/16 into 2016/17.         |
| 5,500                       | 202              | LEP Barrow Waterfront | 214     | 84                                              |                                           | 296                                          | 171                                            | 1,128            | 830                                            |                  |                             |                  |                           | 830            |
| 4,500                       | 0                | LEP - South Ulverston | 2,300   | (850)                                           | 1,450                                     | 0                                            | 1,450                                          | 0                |                                 |                  |                             |                  |                           |                 |
| 2,300                       | 0                | LEP - Kendal Infrastructure | 1,300   | (400)                                           | 900                                       | 0                                            | 900                                            | 0                |                                 |                  |                             |                  |                           |                 |
| 2,000                       | 0                | LEP - Optimising Connectivity | 1,000   |                                                | 1,000                                     | 0                                            | 1,000                                          | 0                | Forecast spend as programmed. |                  |                             |                  |                           |                 |</p>
<table>
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<tr>
<th>Scheme Total 1st April 2015</th>
<th>Spend to 31.3.15</th>
<th>Capital schemes</th>
<th>2015/16 Capital Programme Per Approved Budget February 2015</th>
<th>Updates (reprofiling/ slippage/ accelerated spend) to Capital Programme - Approved June 2015 Council</th>
<th>New Schemes - Approved June 2015 Council</th>
<th>Reprofile to future years (see Virement on separate worksheet)</th>
<th>Other adjustments including additional contributions &amp; Match</th>
<th>Revised Budget 2015/16</th>
<th>Total spend as at 30 June 2015</th>
<th>Provisional Outturn as at 31 March 2016</th>
<th>Variance Over / (Under) Spending estimated at outturn</th>
<th>Slippage at outturn</th>
<th>Accelerated Expenditure at outturn</th>
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All funds committed for project, final payment to Carlisle City Council will be paid in 15/16 once the legal agreement is in place.

Preliminary work ongoing across a number of sites in preparation for major capital works to commence in 15/16. This budget is expected to be fully spent.

Preliminary work is ongoing and this budget is expected to be fully spent within 2015/16.

No monies have as yet been spent allocated to specific elements of the Business travel needs allocation, but expenditure is expected to start around Sept 15 with the full allocation expected to be spent by the end of the financial year.

Slippage of £1.0k for the cost of completion of refurbishments at Arnside Library. Final payments have now been paid leaving a £1k overspend.

Match funding for the Heritage Lottery Fund award for Carlisle Archive Centre, to provide equipment and exhibitions over the period 2013-2018. The balance of £243k is committed as part of the HLF Agreement.

This allocation represents slippage from 2014/15 and it is expected to be fully spent.

Full spend projected on planned programme of works.

Full spend projected on planned programme of works.

Accelerated spend of £1.4m approved Sept Council to address priority issues.

Due to archaeological delays on site, projected spend for this FY is £7655m. Request to repatriate to 16/17 agreed at Council Sept 15. Building works now well underway.

Several options are being explored for strategic acquisitions but, as at the end of June, no commitments were expected. Work will continue to progress these options.
| Scheme Total 1st April 2015 | Spend to 31.3.15 | Capital schemes | 2015/16 Capital Programme Approved Budget February 2015 | Updates (reprioritising/accelerated spend) to Capital Programme - Approved June 2015 Council | New Schemes Approved June 2015 Council | Reprofile to future years' guidance on separate worksho | Virement on separate worksho | Other adjustments including additional contributions &Match | Revised Budget 2015/16 | Total spend as at 30 June 2015 | Provisional Outturn as at 31 March 2016 | Variance Over / (Under)Spends estimated at outturn | Slippage at outturn | Accelerated expenditure at outturn | Explanatory Notes |
|---------------------------|-----------------|------------------|------------------------------------------------------|----------------------------------------------------------------------------------|---------------------------------|------------------------------------------------|------------------------------------------------|-----------------------------------------------|-------------------|-------------------------------|-------------------------|---------------------------|-----------------------------|---------------------------|
| 7,403                     | 4,091           | DSG funded CMF - Contributions to Schools | 600                                                   | 339                                                                              | 2,500 (165)                     | 3,274                                              | 7                                           | 3,274                                             | 0                  |                                                              |                         |                          |                             | Due to the nature of work currently undertaken being Capital as opposed to Revenue, approval is sought to utilise £2,500 DSG contribution, currently held in Revenue Reserves and use as a Revenue contribution in this year's capital programme. £165k virement requested to temporary classrooms Blanturn. |
| 1,800                     | 483             | eDRMS - Document Recording Management System | 459                                                   | 670                                                                              | 1,129                                         | 52                                                   | 1,129                                             | 0                                           |                                                              |                         |                          |                             | Expenditure to be profiled following completion of the scope for the exercise for the Digital Post Room. Will confirm in Quarter 2. |
| 4,341                     | 2,674           | ICT improvements | 1,000                                                 | 667                                                                              | 1,667                                         | 50                                                   | 1,667                                             | 0                                           |                                                              |                         |                          |                             | £457K currently committed across projects. Remainder still to be allocated. |
| 462,837                   | 205,709         | TOTAL FOR ENVIRONMENT AND COMMUNITY SERVICES (Including Highways) | 68,337                                                | 28,390                                                                           | 1,262 (1,250)                             | (165) (1,600)                                      | 213                                           | 97,914                                             | 8,577              | (1,927)                       | (123) (2,723)            | 919                        |                             |                                                          |
| Fire Services             |                 |                                                              |                                                      |                                                   |                                               |                                                      |                                                  | 554                                                   | 554                                             | 0                                           |                                                              |                         |                          |                             | Replacement of light response vehicles plus replacement of small vans, review of wildlife units and detailed specification being worked up as part of Fleet strategy in line with IRMP (Integrated Risk Management Plan). |
| 4,359                     | 3,805           | Fire Vehicles renewal scheme | 500                                                   | 54                                                                                |                                               |                                                      |                                                  | 554                                                   | 554                                             | 0                                           |                                                              |                         |                          |                             | Asset replacement strategy currently under review. Need to replace frontline rescue equipment on a number of fire appliances across the county. |
| 6,000                     |                 | Replacement of Major Fire Equipment | 200                                                   | 200                                                                              |                                               |                                                      |                                                  | 200                                                   | 200                                             | 0                                           |                                                              |                         |                          |                             | Identified land in Frinton no longer available. New site in South of the county being currently assessed and projected to spend this financial year. |
| 303                       | 111             | Fire Behaviour Training Facility | 198                                                   | (6)                                                                               |                                               |                                                      |                                                  | 192                                                   | 192                                             | 0                                           |                                                              |                         |                          |                             | The process of assessing suitable sites for the location of the blue light hub took longer than anticipated resulting in delay. A site has been selected, secured and architectural design has commenced - request for funds. |
| 4,500                     |                 | Co-located Emergency Response Centre - Ulverston | 4,500                                                 | (4,000)                                                                           |                                               |                                                      |                                                  | 500                                                   | 500                                             | 0                                           |                                                              |                         |                          |                             | The process of assessing suitable sites for the location of the blue light hub took longer than anticipated resulting in delay. A site has been selected, secured and architectural design has commenced - request for funds. |
| 1,000                     |                 | Fire Service Accommodation | 0                                                     | 0                                                                                 | 500                                           | 500                                                 |                                                  | 500                                                   | 500                                             | 0                                           |                                                              |                         |                          |                             | Request to bring forward part of the approved 15/17 budget to progress the building of accommodation block at Carlisle East and facilitate delivery of MTFP. |
| 1,500                     |                 | Fire Vehicle replacement | 750                                                   | 750                                                                              |                                               |                                                      |                                                  | 750                                                   | 750                                             | 0                                           | (750)                         | (750)                     |                             | Current discussions within the NW region re new firefighting technology means that the specification for the 6 new fire appliances will not be finalised until late this calendar year. Procurement will follow but it is unlikely to result in spend this financial year due to the timescales involved. |
| 400                       |                 | Breathing Apparatus Telemetry Equipment - updating technology | 400                                                   | 400                                                                              |                                               |                                                      |                                                  | 400                                                   | 400                                             | 0                                           |                                                              |                         |                          |                             | Expected to deliver this financial year. |
| 80                        |                 | Latrobe Fire Station (new fo14/15) | 61                                                     | 61                                                                               | 12                                            | 61                                                   |                                                  | 12                                                   | 61                                             | 0                                           |                                                              |                         |                          |                             | Temporary accommodation for full time firefighters until relocation Fumess Pennisula Blue Light Hub. |
| 1,391                     | 1,317           | Capital Investment in Lazonby & Bootle Fire Stations | 74                                                     | 74                                                                               |                                               |                                                      |                                                  | 74                                                   | 74                                              | 0                                           |                                                              |                         |                          |                             | Extension of Lazonby fire station due to complete in October 2015. |
| 19,533                    | 5,252           | TOTAL FOR FIRE SERVICES | 6,148                                                 | 583                                                                              | 0                                             | (4,000)                                              | 0                                           | 0                                                   | 2,731                                           | (42)                                           | 2,481                                        | (250) (750)               | 500                        |                             |
| 704,018                   | 362,005         | Total Programme Schemes | 103,579                                               | 29,137                                                                           | 2,522                                          | 2,485 (5,750)                                       | 0                                           | (1,600)                                              | 262                                           | 130,635                                        | 15,180                     | 127,743                   | (2,892)                       | (213) (4,098)               | 1,419                      |
By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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EXECUTIVE SUMMARY

1.1 The purpose of this report is to provide Cabinet with a progress update on corporate performance, incorporating progress on the 2015/16 Council Plan delivery plan for the period ended 31st July 2015, and progress against key service performance indicators for the period ended 30th June 2015 (31st July for Children's Improvement Plan performance indicators).

1.2 Cabinet should note that the Children’s Services performance indicators (PIs) included in this report are used to track performance against the Children’s Services Improvement Plan. The analysis of these indicators shows Cumbria’s performance against local targets, performance trends over time and comparison against other authorities. These indicators were considered by the Children’s Improvement Board on 17th September 2015, for the period to 31st July 2015.

1.3 A detailed analysis of corporate performance is attached in the Appendix to this report. It contains performance information grouped under each of the Council’s Council Plan priorities, with particular focus on the refreshed Council Plan delivery plan for 2015/16 which was agreed by Cabinet on 30th April 2015.

1.4 Overall, latest performance figures are positive, with many of the targets in the Council Plan delivery plan on track for delivery within planned timescales. Where performance indicators have dipped below target or baseline, officers continue to identify and deliver appropriate actions to improve performance and to bring performance back on track. In these instances, remedial action is highlighted in this report and in the detailed commentary in the appendix.

1.5 Currently, a review of performance indicators is underway across the Council with a view to establishing service performance dashboards for all Directorates that contain only core service PIs that are relevant
and meaningful in terms of driving up performance. From quarter 2 (end September 2015) and beyond, the regular quarterly corporate performance report to Cabinet will contain the HERD set of PIs for Children’s Services and refreshed sets of PIs for Health and Social Care, Environment and Community Services and Chief Executive’s Directorates respectively.

2.0 STRATEGIC PLANNING AND EQUALITY IMPLICATIONS

2.1 In February 2014, Full Council approved a new Council Plan and priorities for 2014-2017, and these new priorities have been the focus for Corporate Performance monitoring and review with effect from April 2014.

2.2 In April 2014, Cabinet approved a Delivery Plan for the new Council Plan which set out, under 8 priorities, a number of commitments and deliverables with associated targets and these were incorporated into regular quarterly Corporate Performance reports for Cabinet for the 2014/15 year.

2.3 In April 2015, Cabinet approved a refreshed Delivery Plan for the 2014-17 Council Plan. The deliverables and targets agreed will be included in quarterly Corporate Performance reports for Cabinet throughout the 2015/16 year, and this arrangement is in line with the Council’s revised Performance and Risk Management Framework agreed by Cabinet in April 2014.

2.4 A full equality impact assessment of the Council Plan has been completed.

3.0 RECOMMENDATION

3.1 That Cabinet note overall performance across the 8 Council Plan priorities, including progress against the Council Plan delivery plan for the period ended 31st July 2015.

3.2 That Cabinet note performance across the performance indicators used to track progress against the Children’s Improvement Plan.

ADVICE OF THE CHIEF EXECUTIVE

4.0 BACKGROUND

4.1 The following paragraphs describe headline performance under each of the 8 Council Plan priorities in Appendix 1:

4.2 To safeguard children, and ensure that Cumbria is a great place to be a child and grow up – In response to the inspection report, a refreshed Improvement Plan has been completed and submitted to Ofsted and DfE following approval by the Children’s Improvement Board (ChIB)
Ofsted have completed their second diagnostic visit on 25th August with verbal feedback to the ChiB on 27th August, and Key Lines of Enquiry (KLOE) for the Local Government Association (LGA) Peer Review to be undertaken in December 2015 have now been finalised.

The Directions Notice has yet to be received by the Council, however work is underway and progress is being made against each theme in the improvement plan. To date, 24 managers individually have been involved with a focus on performance, their role within the plan and expectations around team meetings and management oversight, and so managers are clear about the importance of the next 6 months and the requirement to deliver progress in a sustainable way.

The completion of recruitment to the senior manager structure will provide stability across the leadership team and enable transition to area based working which should improve management oversight and the quality of practice, which is a key focus for the Directorate.

In terms of investment in schools, work is progressing on Ulverston High School and Rockcliffe Primary School with the programme scheduled for completion for the start of the September 2015 school term. Options continue to be explored regarding Houghton Primary School and in regard to the Harraby Community Campus, the school and community centre are being kept informed of revised handover dates.

For the Southfield and Stainburn Schools in Workington, a funding agreement has been received from the Department for Education, highways related issues are being addressed, and planning consent has been obtained. A target funding package has also been agreed for the Whitehaven Campus.

In terms of securing improvement to maintained Schools causing concern, improvement plans are in place for all schools, inspections are removing schools from categories causing concern and there is improvement in outcomes as schools are removed from categories causing concern.

4.2.1 Cabinet should note that the basket of performance indicators for school attainment in summer 2015 will be updated and included in the quarter 3 report.

4.3 **Children’s Services Improvement Plan Performance Indicators** - Of the 28 Performance Indicators used to track the delivery of the Children’s Improvement Plan, 16 show improved performance over the year to July 2015, 3 show sustained performance and 4 show a declining performance. For the remaining 5, information is not yet available to establish a trend.

For the same 28 Performance Indicators, 14 are either on or exceed target, 4 are within 5% of target and 6 are more than 5% from target.
4.3.1 The following performance indicators show notable performance for the latest period to July 2015:

4.3.2 **Voice of the Child** - The voice of the child is still a strongly performing audit indicator and the trend line remains a positive one over the last year. Performance in the July audit cohort was particularly strong. Evidencing the voice of the child across all case records continues to be a priority area and latest rate recorded at 86.2% against a target of 80%.

4.3.3 **Referrals within 12 months of a previous referral** - The percentage of referrals within 12 months of a previous referral fell to 21.1% this month. This month's figure is above target, national and statistical neighbour figures, continuing the improving trend over the past year.

4.3.4 **Initial Child Protection Conferences within 15 working days** - 85.3% of initial child protection conferences which took place in July were held within 15 working days of the strategy meeting at which the decision was taken to initiate s47 enquiries. This is a slight decline from the previous month but remains above target and also above national and statistical neighbour figures.

4.3.5 **Children looked after statutory visits** - 96.1% of looked after children had an up to date statutory visit at the end of July 2015, meaning that, after 2 months where figures declined performance is now above target again.

4.3.6 **Health assessments for children looked after for 12 months or more** – Latest figures indicate an improving position, with some outstanding reviews for children in Out of County placements. Implementation of monthly updates to team leaders is showing improvement in children receiving reviews. The latest rate recorded is 87.4% compared with target of 85%.

4.3.7 **Care leavers aged 19, 20 and 21 in education, employment and training** - 61.5% of former relevant care leavers who had their 19th, 20th or 21st birthday in the year ended 31 July were in education, employment or training at the time of that birthday. This is above target, national and statistical neighbour figures.

4.3.8 **Percentage of social work vacancies covered by agency staff** - The rolling recruitment programme and west Cumbria initiatives have now seen 31 external appointments including 2 team managers in Allerdale and Copeland Children and Family Services teams. The recruitment programme has also seen 35 internal staff move to higher social work posts. 13 newly qualified social workers have been employed through the social work academy and they will be fast tracked into teams, this will strengthen our long-term succession planning approach.

4.3.9 **Latest children looked after review up to date** – latest performance figures show that the rate of reviews stands a 95.1% compared with a target of 90%.
4.3.10 **Early Help Assessment** – This measured as a rate per 10,000 population aged 0-17. The number of Early Help Assessments initiated in June 2015 was 116; an increase from May's figure of 85. This equates to a rate per 10,000 of 12.3 compared with a monthly average target of 9 per 10,000.

4.3.11 **Child and Adolescent Mental Health Services (CAMHS) patients assessed as urgent seen within 48 hours** - performance against the urgent referral criteria remains high at 92% compared with a target of 90%.

4.3.12 The following performance indicators highlight areas for further focus and improvement:

4.3.13 **Children looked after - number and rate** – The number of looked after children fell this again this month to 670, a rate of 71.3 per 10,000 population. This remains above the recently confirmed target of 60 per 10,000 for 2015/16 and is also above national and statistical neighbour figures. At 86.5 per 10,000 population the rate remains highest in Allerdale & Copeland.

4.3.14 **Initial health assessments for children entering care** – Figures for this indicator are reported one month in arrears. 75% (9 out of 12) of children who entered care in June had an initial health assessment completed within 28 days and latest performance is below the annual target of 85%.

4.3.15 **Average time between court authority and match with adoptive family** - For children who were adopted between April and July 2015 the average time between the granting of the placement order and a match being agreed with the adoptive family was 270.6 days. Whilst performance is below target of 221 days, figures are generally improving.

4.3.16 **Children looked after reviews within timescales** - Performance rose slightly this month, with 71.9% of children reported as having had all their CLA reviews during the year held within timescales. This remains significantly below the target of 90%, although figures have been improving slowly since the low point reached in September last year when only 46.2% of reviews were reported as in timescales.

4.3.17 **Children looked after review participation** - Performance was unchanged this month at 82.7%. This remains below the new 2015/16 target of 92%. At a district level performance is higher for Barrow & South Lakeland, although at 90.4% is still somewhat adrift of the target.

4.3.18 **Child and Adolescent Mental Health Services (CAMHS) patients seen within 35 days of referral** – During July 2015 CAMHS have made improvement at a countywide and local level. Allerdale and Copeland's performance has fluctuated over the last 3 months but has increased again during July 2015. East CAMHS's performance has remained at a similar rate during June and July 2015 due to continued high volume of referrals and unforeseen staff vacancies. South CAMHS continue to make sustained improvement month on month despite being under capacity due to sickness of 3 fte members of staff. The latest overall rate of performance is 69% compared with target of 90%.
4.4 To enable communities to live safely and shape services locally
Implementation of a new model for community learning and skills is on track with interviews for remaining vacancies in new structure scheduled for early September.

A re-launch of area planning underway and will support the design of services in localities with communities.

The streamlining decision making processes for Local Committees is complete, however further reviews will be undertaken to ensure the decision making process is as efficient and streamlined as possible. Work is also underway to integrate and coordinate community engagement activity within each Local Committee area.

Legislation enabling Police and Crime Commissioners to take leadership of Fire and Rescue Services is being prepared and is expected either before the Summer Recess or in the Autumn and collaborative discussions with all agencies is continuing.

The new blue-light hub (fire, police and ambulance station) incorporating new CCC accommodation in Ulverston is now on track to go-live in December 2016.

4.4.1 The following performance indicators show notable performance for the latest quarter:

4.4.2 Money saved or recovered from doorstep crime incidents – The quarter 1 total in excess of £120k is significantly higher than the corresponding total for 2014/15. There was a total of 54 doorstep crime incidents, 3 of which involved sums of over £20,000.

4.4.3 The following performance indicators highlight areas for further focus and improvement:

4.4.4 Number and rate of accidental dwelling fires – there have been 83 accidental dwelling fires in the quarter to June 2015 (3.6 per 10,000 dwellings). This represents an increase of 18 compared with the same period last year. The target for 2015/16 is 250.

4.4.5 Health and Safety – overall rate of work related ill health and injury (excl schools) – this is measured on a rolling 12 month period, and the rate is increasing. The actual number of cases for the period is 333 and latest figures are significantly off target and higher than the HSE standard rate.

4.4.6 Health and Safety – overall rate of work related stress, anxiety and depression (excl schools) – this is also measured on a rolling 12 month period and the rate is increasing. The actual number of cases for the period is 126 and latest figures are significantly off target and higher than the HSE standard rate.
4.4.7 Health and Safety – overall reporting of injuries, diseases and dangerous occurrences – there were 11 incidents reported for the quarter to June 2015. If a similar rate of reports is made in the remainder of the year, performance will be off target and higher than the HSE standard rate.

4.5 To promote health and well-being, and tackle poverty: The Service model design for a Health and Social Wellbeing Service is near completion. Support arrangements are in place for the Health and Well-Being Board and the work programme continues to develop, and Locality Public Health leads have been appointed.

A communications plan has been completed for a strategic programme of public campaigns aimed at supporting behaviour change, and campaigns will commence in line with National Stoptober campaign and new legislation on smoking in cars.

In regard to the commissioning of reshaped advocacy and Independent Mental Capacity Advocacy services, existing contracts have been extended to March 2016 to align with other advisory services, however a commissioning project for all advocacy services is currently underway. A contract has been awarded and the provider notified for reshaped substance misuse and sexual health services.

The ‘Living Wage’ is being offered by some tenderers and is built into the Home Care Frameworks which are currently being tendered.

Finally, service model design is near completion for an integrated single point of contact for vulnerable people and for a support system offering advice, signposting and direct support to enhance health & wellbeing and address financial challenges, and links have developed across the county between the Ways to Welfare team, the Department for Work and Pensions and Job Centre Plus, with ongoing communications continuing at an operational level.

4.5.1 The following performance indicators show notable performance for the latest quarter:

4.5.2 NHS Health Check – offered – The rate of health checks offered (5.0% of the eligible population) is at target of 5% for the first quarter of the year and 20% in the full year, although this has dipped slightly compared with the final quarter of 2014.15.

4.5.3 Successful completion of drug treatment & non representation - opiate users - the performance rate for this measure is expressed as a percentage of those completing the programme. The latest figure is 12% which remains above the 2013/14 baseline of 6%, and higher than performance reported nationally.

4.5.4 Successful completion of drug treatment & non representation - non opiate users - the performance rate for this measure is expressed as a percentage of those completing the programme. The latest figure is 48% which is above the 2013/14 baseline of 25%, and is above national figures.
4.5.5 Number of those not in education, employment or training (NEET) –
Numbers are subject to fluctuation and latest figures show a slight increase in our percentage to 4.7% (763 young people) at the end of June 15. Although the percentage of NEETs has slightly increased, the figure is below the target for the year (5.1%). Work to support Young People continues through a re-engagement programme, the Youth Contract, colleges and various training providers.

4.5.6 The following performance indicators highlight areas for further focus and improvement:

4.5.7 NHS Health Check – uptake – The rate of uptake has decreased to 34% in the first quarter, compared with an overall uptake of 42.6% for last year. The target set for 2015/16 is 65% and uptake is expected to rise in the remainder of the year.

4.5.8 The proportion/number of adults (aged 16 and over) participating in at least four sessions, of at least 30 minutes, of (the) sport in the last 28 days – The latest available data suggests that the proportion of people participating in activity at least once per week is 33.4% compared with target of 35.5%. The latest all-England rate shows a reduction from 36.1% to 35.5%.

4.5.9 17 and 18 year olds in education, employment and training - Numbers in EET continue to fluctuate, and the targets of 100% for 2014/15 for both ages were not met. Figures show that 88.2% of 17 year olds and 74.9% of 18 year olds are in education, employment and training. Both figures are lower than that recorded for the last quarter of 2014/15.

4.6 To protect and enhance Cumbria’s world class environment:

The strategic options review of the Council’s primary waste management contract is progressing with financial and legal options under review to ensure that the Council makes informed and balanced decisions on the strategic opportunities available.

A draft programme of waste minimisation and recycling activities has been completed and will shortly be published and implementation of a ‘Resourceful Communities’ pilot programme is underway with community groups and Parish Councils enlisted.

A pilot study has been commissioned to consider the potential for the deployment of renewables and energy saving measures at 7 locations of various types and uses of buildings (offices, schools, elderly people’s homes, depot and library), and the findings from the study are under consideration.

Confirmation of funding for 2015/16 has been received from DEFRA in regard to a flood prevention schemes and schemes are now being included in Council’s Capital Programme.
4.6.1 The following performance indicators show notable performance for the latest quarter:

4.6.2 **Amount of waste sent to landfill, household waste per household & waste recycling rates** – latest information for the year ended 31st March 2015 confirmed that the Council met it’s recycling target of more than 49%, however final figures have yet to be verified by the Environment Agency.

The proportion of household waste sent to landfill is also reducing, and latest figures for the year to March 2015 show a rate of 14.97% compared with an annual target of 15%. Performance remains ahead of target, and is a marked improvement compared with the previous year.

4.7 To provide safe and well maintained roads and an effective transport network: the timeline for establishing a Highways Board to ensure the highways service is efficient and effective has slipped beyond June 2015 and a Cabinet report is scheduled for October 2015.

Highways and Transport maintenance programmes have been agreed by each Local Committee and are on track for delivery.

Franchise information for the West Coast Main Line has not yet been released, however the Trans Pennine Express franchise tender window has now closed, and the Northern franchise closed in late June. Evaluation of bids will take place over the following months with initial the initial indication of a leading bidder to be advised in late summer 2015.

In terms of working with communities and third sector to develop sustainable community transport solutions, the target number of volunteer (345) to drive, coordinate and deliver local schemes has been achieved.

Work continues to increase accessibility to and countywide availability of Community Wheels by March 2016, although opportunities in Barrow and Copeland are still being sought.

4.7.1 The following performance indicators show notable performance for the latest quarter:

4.7.2 **% of road defects put right first time** – baseline performance for this measure was 94% in 2013/14, and latest figures for the quarter to June 2015 show sustained performance of 95%, representing a further increase on last year (94%). This remains well above target of 85% for 2015/16.

4.7.3 The following performance measures indicate areas for improvement compared with last quarter:

4.7.4 **Highways repairs, end to end times** – although latest performance (29days) is within acceptable tolerance and is better than the 2013/14 baseline (33 days), performance remains off target for 2015/16 year (10 days), and has dipped below the figure reported last quarter of 27 days.
4.8 To promote sustainable economic growth, and create jobs: The Council has responded in July 2015 to the Stage 1 NuGen consultation exercise.

Phase 1 of the superfast broadband programme remains on track to achieve a target of 93% coverage by December 2015, with 80% coverage achieved to date. A contract has been awarded for Phase 2 to deliver a target of 95% coverage by December 2017.

Work continues with the Local Enterprise Partnership (LEP) to oversee and progress delivery of the Cumbria Growth Deal Programme. The Council is progressing delivery of Growth Deal 1 and a Strategic Investment Plan for the LEPs Strategic Economic Plan is under development.

4.8.1 The following performance indicators show notable performance for the latest quarter:

4.8.2 % of planning applications determined within the statutory timeframe (13 weeks), to ensure effective delivery of sustainable development – this measure is calculated on a 2 year rolling period and covers all minerals and waste applications. The baseline for the period April 2012 to March 2014 is 68.5%, and performance for the 2 year period to June 2015 was 86% which is well above target of 40% set by Government. It is expected that Government will review the target and increase it to at least 50%.

4.8.3 % of properties with superfast broadband – At the end of June 2015, 80% of properties were able to access superfast broadband. This has increased from 70% reported last quarter. Overall however, progress remains on target to achieve 93% coverage by the end of Phase 1 of the programme by December 2015.

4.9 To support older and vulnerable people to live independent and healthy lives: A Service model design is near completion for the new Health and Social Wellbeing Service. Support arrangements are in place for the Health and Well-Being Board and a work programme continues to develop.

In terms of embedding public health across the full range of the council’s activities a communications plan has now been completed to support behaviour change, campaigns will commence in line with National Stoptober campaign and new legislation on smoking in cars, and “health chat” type training for more front-line staff has been rolled-out.

A commissioning project for all advocacy services is underway and current contracts have been extended to March 2016 to align with other advisory services. A contract has also been awarded for reshaped substance misuse and sexual health services.

In regard to reshaped Independent Mental Health Act Advocacy, Independent Advocacy, and Healthwatch services, advocacy documents have been produced and procurement is due to commence in September.

The ‘Living Wage’ is being offered by some tenderers and is built into the Home Care Frameworks which are currently being tendered.
To support people facing financial challenges, service model design is near completion for an integrated single point of contact for vulnerable people, and for a support system offering advice, signposting and direct support to enhance health & wellbeing and address financial challenges.

4.9.1 The following performance indicators show notable performance for the latest quarter:

4.9.2 **Number of people using assistive technology** - At the end of March 2015 there were 2,043 Telecare users across the County, and at the end of June 2015 this figure rose to 2,965, well above the original target set of 2,000 users.

4.9.3 **Permanent admissions of older people (aged 65 and over) to residential and nursing care homes, per 100,000 population** – figures for the quarter to June 2015 show a slight rise compared with last quarter and stand at 655 per 100,000 population aged 65 and over. Although this is off target (610 per 100,000), and therefore not in line with Cumbria’s Better Care Fund Target for 15./16, Cumbria has the lowest rate of admissions per 100,000 population in the North West region. In future we will be seeking to challenge our performance against other national and best in class performance comparators.

4.10 **To be a modern and efficient council**: Engagement with Trades Unions continues with particular emphasis at present on the implementation of the Council's Competency framework as part of the overall Workforce Plan. Elements of the framework will support further reviews and reshaping of services in Autumn 2015.

Turning to commissioning and procurement, a framework for procurement of Home Care services is progressing well with oversight provided by the Cabinet Procurement Working Group.

The implementation of a range of new technologies is on track, including the use of MS Lync by a targeted group of staff who will benefit most by reducing the need for business travel. The roll-out of Windows 7 continues, tablet design/build is complete and rollout to members has begun. New "SmartPhones" will be piloted in August with a plan to rollout to targeted areas within the council during the remainder of the year.

The Council’s Digital Strategy was approved by Cabinet in July 2015 and the business case and implementation for expansion of a Service Centre is progressing on track.

The programme to rationalise down to 2 buildings in the Carlisle area is on track, work is progressing to finalise the business case for an office strategy in West Cumbria, and options are being developed for opportunities in Kendal.

As part of the continued review and restructure of Council services, service reviews already agreed by members in the 15/16 MTFP continue to progress...
to plan. A number of statements of change documents have been issued to trade unions and in-scope staff. Additional service reviews have been presented to members for consideration as part of the July 15 strategic planning meetings and include consideration to address the shortfall of in-year management cost reduction assumptions in the MTFP. The number of Voluntary Redundancy applications is less than the level assumed in the MTFP.

4.10.1 The following performance indicators show notable performance for the latest quarter:

4.10.2 **% variance from revised revenue budget outturn** – Latest figures show a net pressure of £1.045m against a net revenue budget of £400.030m is forecast (0.26%). The revenue outturn position of a £1.045m pressure on the net revenue budget for the Council at the end of June 15/16 is set out in the report to be submitted to the Cabinet meeting on 24 September 2015. The Directorate pressures are in Children’s Services (£0.777m), Health & Care Services (£0.692m), Environment & Community Services (£0.297m), Fire Services (£0.010m) and Cross Cutting Streamlining Management Savings (£3.823m). This is offset by a forecast underspend on Chief Executives Office (£0.307m). Combined these Directorate pressures and underspend give a net Directorate pressure of £5.293m. The Directorate net pressures are offset by savings of £4.248m on other items budgets made up of £1.943m of treasury management savings, inflation savings of £1.673m and creditors that are no longer required £0.632m.

4.10.3 **% variance on capital programme** – latest figures show a variance of £2.928m (2.2%). The revised programme stands at £135.135m compared with £132.207m forecast. Slippage of £4.098m on the revised programme of £135.135m (3.0%) is forecast.

4.10.4 **Number and proportion of local suppliers winning Council contracts** – Of the tender processes actioned during the quarter (predominantly Transport), 88% were awarded to local suppliers. This exceeds the target of 75%.

4.10.5 The following performance indicators highlight areas for further focus and improvement:

4.10.6 **% of Freedom of Information (FOI) and Environmental Information Regulations (EIR) Requests dealt with within statutory timescale** – Performance has improved this quarter to 82.5% compared with the final quarter of 2014/15. There was a marked improvement in performance for the 3 month period from February to April 2015, however there was a slight dip in performance in the remainder of Quarter 1. It is expected that performance in 2015/16 will improve compared with 14/15 and will be closer to target of 90%. The overall trend suggests that the number of requests received will increase again this year.
4.10.7 Staff attendance – 13.8 days and 12.5 days per full time equivalent were lost to sickness absence in 13/14 and 14/15 respectively. At the end of the quarter to June 2015, the annual forecast is 12.54 days which remains in line with 2014/15 and off target for 15/16 (10.5 days). A corporate target of 8 days per fte has been set for 2017/18.

5.0 OPTIONS

5.1 Members are asked to note the contents of the report.

6.0 RESOURCE AND VALUE FOR MONEY IMPLICATIONS

6.1 The Council’s Corporate Performance Report includes key financial indicators covering budget monitoring, value for money and progress in relation to the large value savings items contained in the Medium Term Financial Plan. Effective resource management is a critical component in ensuring the Council is able to deliver the Council Plan and its key objectives.

6.2 The Council Plan sets out the Council’s priorities and aspirations until 2017. The resource and value for money implications are considered as part of the annual budget planning process and in the papers considered by Council in February each year.

7.0 LEGAL IMPLICATIONS

7.1 This is a report for Cabinet to note. There are no legal implications associated with noting the report.

8.0 CONCLUSION

8.1 Although this report covers the first quarter of 2015/16, early indications are that good progress has been made in delivering the projects and programmes contained in the Council Plan delivery plan, with the majority of deliverables on track.

8.2 Of the 28 Performance Indicators used to track the delivery of the Children’s Improvement Plan, 16 show improved performance over the year to July 2015, 3 show sustained performance and 4 show a declining performance. For the remaining 5, information is not yet available to establish a trend. Work continues to improve services and performance and in particular the focus for the Children’s Improvement Board is now on sustaining improvement in regard to Children’s safeguarding and accelerating performance in regard to Children Looked After.

Diane Wood
Chief Executive

11th September 2015.
APPENDICES

Appendix 1: Corporate Performance Report Quarter 1 2015-16.

Electoral Division(s): All

* Please remove whichever option is not applicable

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Decision</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Key Decision</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>If a Key Decision, is the proposal published in the current Forward Plan?</td>
<td>N/A*</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is the decision exempt from call-in on grounds of urgency?</td>
<td>No*</td>
<td></td>
<td></td>
</tr>
<tr>
<td>If exempt from call-in, has the agreement of the Chair of the relevant</td>
<td>N/A*</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Overview and Scrutiny Committee been sought or obtained?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Has this matter been considered by Overview and Scrutiny?</td>
<td>No*</td>
<td></td>
<td></td>
</tr>
<tr>
<td>If so, give details below.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Has an environmental or sustainability impact assessment been undertaken?</td>
<td>N/A*</td>
<td></td>
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<tr>
<td>Has an equality impact assessment been undertaken?</td>
<td></td>
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</tbody>
</table>

N.B. If an executive decision is made, then a decision cannot be implemented until the expiry of the eighth working day after the date of the meeting – unless the decision is urgent and exempt from call-in and the Corporate Director has obtained the necessary approvals.

PREVIOUS RELEVANT COUNCIL OR EXECUTIVE DECISIONS
[including Local Committees]

No previous relevant decisions

CONSIDERATION BY OVERVIEW AND SCRUTINY

Not considered by Overview and Scrutiny.

BACKGROUND PAPERS

No background papers

RESPONSIBLE CABINET MEMBER

Cllr Stewart Young – Leader of the Council

REPORT AUTHOR

Contact: Duncan McQueen Senior Manager – Performance & Intelligence. 226293. duncan.mcqueen@cumbriacc.gov.uk
CORPORATE PERFORMANCE REPORT – QUARTER 1, 2015-16, AND COUNCIL PLAN DELIVERY PLAN PROGRESS REPORT JULY 2015

Progress for the year ended 30th June/31st July 2015

<table>
<thead>
<tr>
<th>Key to colour coding</th>
<th>Progress Against Plan</th>
<th>Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Red</td>
<td>Has missed, or is projected to miss a key milestone date against the current plan.</td>
<td>5% worse than target - urgent action required to improve performance.</td>
</tr>
<tr>
<td>Amber</td>
<td>In jeopardy of missing a milestone date - but recovery plan/ action in place.</td>
<td>Between 0.01% and 0.99% worse than target - some action required to improve performance.</td>
</tr>
<tr>
<td>Green</td>
<td>On schedule or projected milestone date completed OK.</td>
<td>On, or better than target - no action required.</td>
</tr>
</tbody>
</table>

Direction of Travel arrows indicates whether performance has become:
- **Better** 🔺
- **Worse** 🔻
- **Stayed the same** 🔽
- **Since the last quarter** ➡️
### Priority: To safeguard children, and ensure that Cumbria is a great place to be a child and grow up

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Achieved/Completed (▲)</th>
<th>Progress to July 2015</th>
<th>Direction of Travel (June to July)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>We will improve our safeguarding practice and services to ensure all children and young people in Cumbria are safe</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deliver the council’s improvement plan for children’s social care</td>
<td></td>
<td>We are increasing team manager capacity to provide increased management oversight through the restructure. Ofsted undertook the 1st monthly audit visit in July, feedback has been disseminated to the teams. The second batch of cases for the August audit visit have been chosen. The DfE advisor spent time in Cumbria evaluating practice and is facilitating sessions with members to improve scrutiny. The DfE advisor is also now chairing the Improvement Board. A focused, weekly, CLA meeting is now in place and a project manager is being appointed to oversee all of the work around CLA to ensure a joined up system is in place.</td>
<td>→</td>
</tr>
<tr>
<td>Secure at least a ‘Requires Improvement’ OFSTED inspection judgement (unannounced inspection) and look to achieve a judgement of ‘Good’ in the longer term</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Safely reduce numbers of Looked After Children, in line with statistical neighbours</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### We will maximise capital investment opportunities for our schools, focusing on those in greatest need

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Achieved/Completed (▲)</th>
<th>Progress to July 2015</th>
<th>Direction of Travel (June to July)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deliver investment in schools</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prioritised maintenance programme delivered by March 2016</td>
<td>On Programme.</td>
<td>→</td>
<td></td>
</tr>
<tr>
<td>Complete investment in Ulverston High School by September 2015</td>
<td>On programme to complete for new school term Sept 2015.</td>
<td>→</td>
<td></td>
</tr>
<tr>
<td>Complete investment in Rockcliffe Primary School by September 2015</td>
<td>On programme to complete for new school term Sept 2015.</td>
<td>→</td>
<td></td>
</tr>
<tr>
<td>Commence investment in Houghton Primary School in order to be completed by September 2016</td>
<td>Options continue to be explored.</td>
<td>→</td>
<td></td>
</tr>
<tr>
<td>Complete investment in the Harraby Community Campus including a new school (Pennine Way) and Community Centre by September 2015</td>
<td>School and community centre being kept informed of revised handover dates.</td>
<td>→</td>
<td></td>
</tr>
<tr>
<td>To facilitate the reconfiguration of secondary school education in Workington and Whitehaven, including securing the necessary investment.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deliver temporary accommodation on the Stainburn school site to facilitate co-location of Stainburn and Southfield schools by September 2015</td>
<td></td>
<td>Workington: Funding agreement received from the Department for Education. Highways issues being addressed. Planning consent obtained.</td>
<td>→</td>
</tr>
<tr>
<td>Following the successful application for priority schools funding, continue to support the new build programme in Workington</td>
<td></td>
<td></td>
<td>→</td>
</tr>
<tr>
<td>Secure funding for the Whitehaven Campus project by Summer 2015</td>
<td>Whitehaven: Target funding package agreed.</td>
<td>→</td>
<td></td>
</tr>
<tr>
<td>Deliver SEN Basic Needs Programme</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commence delivery of investment in new buildings for Sandside Lodge Special School Ulverston - to be completed by 2017</td>
<td>Full details and scope of project to be agreed following completion of feasibility study in October 2015.</td>
<td>→</td>
<td></td>
</tr>
<tr>
<td>Commence delivery of investment in residential accommodation for James Rennie Special School - to be completed in 2016</td>
<td>Full details and scope of project now being agreed following completion of feasibility study.</td>
<td>→</td>
<td></td>
</tr>
</tbody>
</table>

### We will support schools to improve where necessary as identified by OFSTED

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Achieved/Completed (▲)</th>
<th>Progress to July 2015</th>
<th>Direction of Travel (June to July)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commission specialist support for maintained schools identified as needing improvement</td>
<td></td>
<td>Improvement plans in place for all schools. Inspections removing schools from category. Improvement in outcomes as schools removed from categories.</td>
<td>→</td>
</tr>
<tr>
<td>To secure improvement to maintained Schools causing concern by August 2015</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work with the Cumbria Alliance of System Leaders (CASL) to establish a mutual support mechanism for schools to maintain and improve standards</td>
<td></td>
<td>Awaiting 2015 outcomes.</td>
<td>→</td>
</tr>
<tr>
<td>To secure improvement in overall standards by August 2015</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**Priority: To safeguard children, and ensure that Cumbria is a great place to be a child and grow up**

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Target value or date</th>
<th>Progress to July 2015</th>
<th>Direction of Travel (June to July)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Review and re-design early help provision including Sure Start Children’s Centres, youth services, and focus family services to prevent escalation need for children and families.</td>
<td>Implement new contractual and service delivery arrangements for the provision of Early Help services from April 2015</td>
<td>New contracts in place</td>
<td></td>
</tr>
<tr>
<td>Commission school age nursing services</td>
<td>New contract in place by October 2015</td>
<td>New contract will be awarded and executed by October 2015.</td>
<td></td>
</tr>
<tr>
<td>Commission careers information and guidance services as part of early help provision</td>
<td>Implement new contractual and service delivery arrangements from April 2015</td>
<td>Contract issued and service operating.</td>
<td></td>
</tr>
<tr>
<td>Agree a new model for integrated 0-19 public health services</td>
<td>By April 2016</td>
<td>On track to recommission services for 18 month period and entering redesign phase.</td>
<td></td>
</tr>
<tr>
<td>Establish an in-house youth service</td>
<td>By October 2015</td>
<td>Staff consultation on TUPE for new 11-19 service underway. Service plan for October 2015 to March 2016 in place. Transfer is on target.</td>
<td></td>
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</tbody>
</table>

We will work with our partners focusing on early intervention and developing the role of children’s centres in delivering early help.
### Attainment Measures for this Priority:

<table>
<thead>
<tr>
<th>Measures</th>
<th>Measure Format</th>
<th>Frequency (A/Q/M)</th>
<th>Bigger/Smaller/ Plan is Better</th>
<th>Baseline (2013/14 actual)</th>
<th>Target</th>
<th>Q1 Actual</th>
<th>Direction of Travel (Q4 14-15 to Q1 15-16)</th>
<th>Q1 RAG</th>
<th>Commentary on Progress Q1</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of 5 year olds achieving at least the expected ‘Good Level of Development’ in the Early Years Foundation Stage</td>
<td>%</td>
<td>A</td>
<td>Bigger</td>
<td>50.0</td>
<td>52.0</td>
<td>n/a</td>
<td>Data for this indicator will be available in Quarter 3.</td>
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<tr>
<td>% 11 year olds achieving a combined Level 4 or above at Key Stage 2 in reading, writing and mathematics</td>
<td>%</td>
<td>A</td>
<td>Bigger</td>
<td>77.0</td>
<td>75.0</td>
<td>n/a</td>
<td>Data for this indicator will be available in Quarter 2.</td>
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<tr>
<td>% of 16 year olds achieving 5 or more A*-C grades at GCSE (and equivalent), including English &amp; mathematics</td>
<td>%</td>
<td>A</td>
<td>Bigger</td>
<td>56.5</td>
<td>63.0</td>
<td>n/a</td>
<td>Data for this indicator will be available in Quarter 3.</td>
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<tr>
<td>Achievement gap between pupils eligible for free school meals and their peers – Key Stage 2 (Reading, writing and maths % Level 4+)</td>
<td>%</td>
<td>A</td>
<td>Smaller</td>
<td>20.0</td>
<td>19.0</td>
<td>n/a</td>
<td>Data for this indicator will be available in Quarter 3.</td>
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<tr>
<td>Achievement gap between pupils eligible for free school meals and their peers – Key Stage 4 (GCSE 5+ A*-C (inc English &amp; maths))</td>
<td>%</td>
<td>A</td>
<td>Smaller</td>
<td>34.1</td>
<td>26.7</td>
<td>n/a</td>
<td>Data for this indicator will be available in Quarter 4.</td>
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<td>Measures</td>
<td>Measure Format</td>
<td>Frequency (A/Q/M)</td>
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<td>Trend over Last Year</td>
<td>July RAG</td>
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| CS0.1 - Voice of the child    | %              | M                 | Bigger                       | 68.2%               | 80.0%  | 86.2%       | ↑                    |          | **Current position**<br>The voice of the child is still a strongly performing audit indicator and the trend line remains a positive one over the last year. Performance in the July audit cohort was particularly strong.  
**Hypothesis**<br>The strong performance against this indicator has been sustained (and improved upon) this month which is encouraging. Two service areas have demonstrated a marked improved which has contributed to the improved overall performance. Evidencing the voice of the child across all case records continues to be a priority area and practitioners are encouraged to use a range of tools to facilitate this.  
**Action**<br>Team managers need to continue to ensure, through discussions in supervision, that the child's voice is explicit within assessments, case records and plans. Practitioners need to continue to use creative methods of engaging children and young people and that evidence and impact of this can be seen on the case record. |

| CS0.6 - Management oversight | %              | M                 | Bigger                       | 61%                 | 70%    | 76.90%      | ↑                    |          | **Current position**<br>Overall performance in relation to management oversight remains on a positive trajectory (though below target) with over 3/4 of cases audited demonstrating this.  
**Hypothesis**<br>Performance this month was largely sustained overall. Some issues were noted both in child protection and child & family support services relating to gaps in supervision records and insufficient analysis in supervision recording. In child & family support service auditors noted that supervision records demonstrated that managers were checking out the timeliness of actions from previous supervision with workers, however in some cases, the risk analysis had not been updated.  
**Action**<br>The Children & Families Service restructure will review the issue of span of control for individual managers and provide more robust district leadership at senior management level. Managers must adhere to the expected standards of management oversight as outlined in the management oversight guidance documents. It is critical that they are supported to do this by their line managers, who must provide appropriate support and challenge. |
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<tbody>
<tr>
<td>CS1.0 - Referrals within 12 months of a previous referral</td>
<td>%</td>
<td>M</td>
<td>Smaller</td>
<td>28.6%</td>
<td>23.4%</td>
<td>21.1%</td>
<td>↑</td>
<td>Current position</td>
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The percentage of referrals within 12 months of a previous referral fell to 21.1% this month. This month's figure is above target, national and statistical neighbour figures, continuing the improving trend over the past year. The volume of referrals recorded continues to fluctuate, whilst at district level performance is extremely variable with a continuing trend of unexplained peaks and troughs.

**Hypothesis**
We have a clearer understanding of re-referrals in Cumbria resulting in an holistic approach to reduce the number of families requiring a second SW intervention within a 12 month period. We are working on the cycle of intervention alongside our Early Help partners so that a family have an effective step down to early help with a named co-ordinator and meaningful SMART early help plan. The Early Help team are supporting practitioners working at Early Help level to ensure a focused intervention addressing problems before they escalate and ensuring the 'team around the family' agree before a referral is made to the Safeguarding Hub. District SW team Managers have worked with the Safeguarding Hub Managers to agree a consistent application of threshold and staff at the Hub are now asking if the lead early help co-ordinator agrees with a Hub contact and for sight of the latest Early Help Plan as part of the process for re-referrals. This work has resulted in a positive direction of travel in our rate of re-referrals but we have some way to go. The Service Managers in CFS and CP Teams are working to address the quality of step down and support professionals to undertake the role of lead coordinator by ensuring effective discussion and preparation for step down and providing SW support for the first Early Help meeting if required.

**Allerdale and Copeland:** Re referrals have reduced this month showing a positive impact of efforts made to ensure an effective step down and improved liaison with the Early Help coordinator. Referrals were high again this month.

**Carlisle and Eden:** The re referral rate has decreased to its lowest level in 12 months, despite a high referral rate. This is encouraging given the rises of the previous 2 months.

**Barrow and South Lakeland:** The re-referral rates in B&SL have reduced again this month but remain slightly over target. Work on improving practice around re-referrals is improving but there is still work ongoing with partners to embed good quality step-down.

**General comment:** The expectations around step down are clear and being put into practice but still require focussed attention of Managers at all levels to embed best practice, highlight areas of weakness and address partnership issues arising. It is to be recognised that as the re-referral figures run over a rolling 12 months this practice will not have been robustly in place for the 12 months preceding our February workshop. Work is underway to embed the actions but it will take some time to see an impact on figures.

**Action**
- Live audits to continue to highlight areas of non-compliance with agreed step down process, patterns of difficulties and partnership issues arising.
- Strategic consideration to develop clear expectations & models of intervention at all levels of threshold including an Early Help response to Domestic Abuse. Domestic Violence is a priority for the LSCB in 2015-16.
- Team Managers in CP and CIN Teams to ensure the closure record and case summary names the 'team around the family' and the lead co-ordinator. If the decision is not to step down (eg only one agency involved) then the reason for no step down needs to be clearly recorded.
- Where agencies are not confident in working with an Early Help plan the SW to contact the local Early Help co-ordinator who will support the professional concerned.
- Team manager to ensure that cases step down with a clear SMART plan identifying outstanding needs or work which needs to continue to support the positive change made by the family. All involved in the Early Help Plan should have a clear role in the ongoing work required.
- Agencies who may be lead co-ordinator to be reminded of the decision at LSCB that the SW manager will offer support and guidance to the Lead Co-ordinator for a period of 3 months, if there are concerns the case may need to be re-referred.
- The Hub screening workers will request sight of the detailed Early Help plan and minutes of Early Help Team Around the Family meetings when a re-referral is received.
- Identification of young people reported as missing placed in Cumbria by other LAs requires on-going monitoring as it can have an adverse impact on Barrow and South Lakeland figures.
- Hub staff have worked to eliminate duplicate records where new information is received on an existing referral. Previously some of these were noted as a referral.
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<tr>
<td>CS2.1</td>
<td>% M Bigger</td>
<td></td>
<td></td>
<td>63.8%</td>
<td>83.8%</td>
<td>85.3%</td>
<td>↑</td>
<td></td>
</tr>
<tr>
<td>CS2.5</td>
<td>% M Plan</td>
<td></td>
<td></td>
<td>8.1%</td>
<td>5-10%</td>
<td>9.3%</td>
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**Current position**
- 85.3% of initial child protection conferences which took place in July were held within 15 working days of the strategy meeting at which the decision was taken to initiate s47 enquiries. This is a slight decline from the previous month but remains above target and also above national and statistical neighbour figures. There is considerable variation between the districts with Carlisle & Eden reporting a figure of 100% for the sixth successive month, and Barrow & South Lakeland also achieving 100%, whilst Allerdale & Copeland remains below target at 66.7%.

**Hypothesis**
The number of ICPCs held in July has increased by 14 to 68. Despite the increase Carlisle & Eden and Barrow & South Lakes have maintained their performance of last month of 100%. ICPCs across the County remain relatively high, but despite this there is good performance in 2 districts who have been above target now for 6 months which evidences this practice is now embedded. Of the 6 ICPC's showing as out of timescale in Allerdale and Copeland they were as a result of the the Social Worker not completing the conference reports on time and therefore the conference not being held in timescales. These children were open to an Agency worker who no longer works for Cumbria.

**Action**
1. A joint approach is required from the Safeguarding Unit and District teams in Allerdale and Copeland to bring performance up in the District. Team Managers from all services to highlight scheduling difficulties to further enable work around to be created.
2. Reporting of the reasons for delay for conferences to be recorded in case supervision, data to be collated and circulated to Child Protection Service Managers.
3. Implementation of business support to aid Social Workers in completing tasks to prioritise arranging Conferences to be discussed in all districts, this to include completion of invite lists.
4. Timely recording of the ICPC outcomes so that the data accurately reflects ICPCs being held.
5. Analysis to be undertaken by the Child and Family Support and Child Protection service managers in Allerdale and Copeland to understand the increase in demand.

**Current position**
- 9.3% of children who became subject to a CP plan during the year ended 31 July had had a previous plan which ended less than 2 years prior to the new plan. Although this remains within the target banding figures have been rising at a slow but steady pace over recent months. Looking at district level figures it's apparent that this rise is due to an increase in repeat plans in Carlisle & Eden district whilst numbers for Barrow & South Lakeland have fallen.

**Hypothesis**
Performance continues to be within target with the lack of any significant movement in these figures indicating that thresholds continue to be implemented consistently. Strengthening of Early Help provision will support the stability of this figure.

**Action**
1. Continue to monitor and bring towards 5% (lower end of target)
2. Continued liaison between CP Service Managers and IRO Service manager to work together to ensure planning for end of CP plan takes place when plan has been in place for 12 months.
3. Monitor process of handover to CFSTs and Early Help Services to ensure consistency in the meeting the targets in the identified plan.
<table>
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<th>July RAG</th>
<th>Commentary on Progress July</th>
</tr>
</thead>
<tbody>
<tr>
<td>CS3.0 - Children looked after - number and rate</td>
<td>Per 10,000</td>
<td>M</td>
<td>Smaller</td>
<td>70.5</td>
<td>60.0</td>
<td>71.3</td>
<td>→</td>
<td></td>
<td>Current position</td>
</tr>
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</table>

The number of looked after children fell this again this month to 670, a rate of 71.3/10,000. This remains above the recently confirmed target of 60 for 2015/16 and is also above national and statistical neighbour figures. At 86.5/10,000 the rate remains highest in Allerdale & Copeland.

**Hypothesis**

For those children already looked after, work is on going to revoke care orders and placement orders and to ensure that when a child is no longer Looked After for example when they become adopted or have reached the age of 18 years, this is recorded in a timely way on ICS. In Allerdale and Copeland and Barrow and South Lakeland, four workers have been allocated a full caseload of children awaiting adoption and additional team management capacity has been identified to supervise these workers. This will allow these children to be prioritised and timely plans made to progress adoption.

The staffing issues in Allerdale and Copeland Children Looked After team continue to be addressed, two internally appointed Team Managers have been seconded and a Service manager is currently based with the teams at Blencathra House in Whitehaven. Practice Development Officers are providing additional support mentoring and coaching the team focusing on care and permanency planning to ensure decisions for permanency including alternatives to care where appropriate, are made in a timely way and weekly meetings are held between the Service Manager and team Managers to ensure plans are in place and being progressed for adoption and revocation of Care Orders where appropriate.

**Action**

The Legal and Placement Panel is in place to reduce the number of children coming into care both through Section 20 and on a care order. There is scrutiny of all cases presented and a new process and documentation is in place for practitioners to present cases to the Legal Gateway panel to ensure management oversight, and demonstration that all options including family and friends have been assessed before accommodating a child or legal proceedings are initiated. The use of section 20 is being scrutinised to ensure children are not being accommodated when a more suitable placement is available with friends and family. All these decisions are now being made by the Assistant Director. A Children Looked After focus group now meets on a weekly basis to track work streams ensuring that the work to reduce the rate and associated costs for CLA is seen as a system and is worked systematically. A project manager has been appointed to lead on this work who is starting on 24th August.

Barnardo’s have developed a service in Carlisle and Allerdale aimed at avoiding children becoming looked after due to neglect and an evaluation report has been written which will be part of informing future edge of care service developments.

The Sedbergh Drive model is developing in the north and west of Cumbria which includes specialist Edge of Care workers in order to offer early support and intervention. The Family Group Conference Service is developing and offers early intervention for families where children are at risk of coming into care.

The district CLA teams are prioritising revocation of orders and ensuring CLA status is correctly recorded on ICS.

Audit and tracking of all cases in the CLA teams has been completed and a work programme is to ensure the actions needed to progress the cases are carried out and recorded on ICS is almost complete. This work is reviewed on a weekly basis to ensure actions are being taken to progress the plan. The district panels are tracking all exit dates for all children looked after with a due date within the next 6 months to ensure that drift and delay is avoided and we keep the child at the centre of our planning and work.
<table>
<thead>
<tr>
<th>Measures</th>
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</thead>
<tbody>
<tr>
<td>CS3.4 - Children looked after statutory visits</td>
<td>%</td>
<td>M</td>
<td>Bigger</td>
<td>96.1%</td>
<td>96.0%</td>
<td>96.1%</td>
<td>↑</td>
<td></td>
<td>Current position 96.1% of looked after children had an up to date statutory visit at the end of July 2015, meaning that, after 2 months where figures declined performance is now above target again. At a district level, performance is lower in Allerdale &amp; Copeland where a figure of 93.8% is reported but Carlisle &amp; Eden remains above target at 98.9%.  Hypothesis Performance in Allerdale and Copeland fell last month due to staff sickness and there was a period where there was no team manager. Two new team managers have been appointed and clear systems are in place to ensure statutory visits are completed and recorded on ICS in timescales. The duty social worker will complete visits where the allocated social worker is off sick but it is a clear expectation that all workers complete and record visits prior to going on leave. The quality of the visits has improved and is embedding in practice. The high level of agency worker in both Barrow and South Lakeland and Allerdale and Copeland continues to be a contributory factor but every effort is being made to improve the stability of the teams.  Action Service Managers to continue to work with team managers to build on progress and embed good practice and renew the focus on compiling and recording high quality statutory visits. The additional management capacity in both Allerdale &amp; Copeland and Barrow &amp; South Lakeland is facilitating this and systems are in place. Team managers continue to address daily with practitioners and through supervision to plan work to ensure visits are completed and recorded in timescales. Guidance on completing and recording high quality statutory visits is being used and where standards are not met, this is addressed in supervision. Where audit identifies that the template isn’t be used fully, this is being addressed. Team meetings focus on achievement in improved performance and quality of visits. CLA action plan is in place to ensure performance is tracked on a weekly basis through meetings with the team managers.</td>
</tr>
<tr>
<td>CS3.6 - Children looked after living in the same placement for 2 years or more</td>
<td>%</td>
<td>M</td>
<td>Bigger</td>
<td>72.1%</td>
<td>70.0%</td>
<td>70.5%</td>
<td>↓</td>
<td></td>
<td>Current position Long term placement stability remained relatively unchanged this month, with 70.5% of the cohort having been in their placement for at least 2 years.  Hypothesis Cumbria has been performing well against our statistical neighbours and nationally during 2014/15 and the current figure for May still maintains this positive performance. There has been a decrease within Barrow &amp; South Lakeland which needs further investigation.  Action Service Manager for Barrow &amp; South Lakeland to investigate reasons for decline and report this within the commentary for next month.</td>
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<tr>
<td>Measures</td>
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<tr>
<td>CS3.12 - Initial health assessments for children entering care</td>
<td>% M Bigger</td>
<td>48.4%</td>
<td>85.0%</td>
<td>75% (June)</td>
<td></td>
<td>↑</td>
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<td>Current position</td>
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<tr>
<td></td>
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<td>75% (9 out of 12) children who entered care in June had an initial health assessment completed within 28 days. Figures for this indicator are reported one month in arrears.</td>
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<tr>
<td>Hypothesis</td>
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<td>Hypothesis</td>
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<tr>
<td>The Child Protection and Family Support teams continue to addess the smooth processing of IHA for children and remain a long way from the target of 85%. 12 children were accepted into Local Authority care, 9 of those were in receipt of their IHA within timescales and 3 were not. The 2 delayed assessments in the West were due to one child being in hospital on a long term basis and the incorrect forms being utilised for the assessment, the second was due to the child being placed out of County in Lancashire. In respect of the assessment that is out in Barrow and South Lakeland, this was due to the absence of the paediatrician due to ill health and therefore the assessment was delayed. There is understanding across the Child Protection teams of the need to email the CLA nurses on the day a child becomes looked after, this is supporting a reduction in delay. However, there needs to be sharing of this across all teams including CWD and family support teams to ensure this practice is embedded. Whilst showing some improvement during June 2015, the performance remains well below target. There has been improved working between CLA teams in County Council and CPFT in following clear pathways, but lack of administration support is hindering the process. The outstanding Health assessments are attributable to children out of area where there is a dependence on other authorities to undertake the assessment and provide updates to Cumbria. For example 4 delayed notifications to day 13 resulted in the IHA taking place on day 31.</td>
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<td>Action</td>
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<tr>
<td>1. Managers within relevant teams to continue to track and ensure the CLA Nurse is advised of any child becoming looked after on the first day of accommodation.</td>
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<td>2. CLA Nursing to meet regularly with Service and Team Manager to oversee needs of CLA, including Health Assessments. District meetings are being progressed to identify any blocks and share learning across the agencies.</td>
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<td>3. Fostering Team to continue to reinforce with carers the importance of the IHA and attendance as previously medicals have not always been treated as a priority.</td>
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<td>4. Service Managers to ensure all staff have read the Standard Operating Procedure on Tri-x and are aware of importance of IHA.</td>
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<td>5. District CLA meeting will be organised to discuss needs of local CLA and unblock problem areas.</td>
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<tr>
<td>Ongoing work between CLA teams to ensure pathways are robust and embedded. Resolution of administrative issues at a local level on a weekly basis. Improved collaboration between CLA team and universal teams to ensure Health assessments are completed within county at the earliest possible time.</td>
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<tr>
<td>CS3.15 - Health assessments for children looked after for 12 months or more</td>
<td>% M Bigger</td>
<td>73.7%</td>
<td>85.0%</td>
<td>87.4%</td>
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<td></td>
<td>Hypothesis</td>
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<td></td>
<td></td>
<td>87.4%</td>
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<td>Hypothesis</td>
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<tr>
<td>Improving position, some outstanding reviews for children in Out of County placements, implementation of monthly updates to team leaders is showing improvement in children receiving reviews. Reduced administrative capacity results in delays following up outstanding reviews.</td>
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<td>Action</td>
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<tr>
<td>Continued discussions to resolve administrative issues with across partnership. Monthly updates to team leaders to continue and all newly recruited Health visitors to receive training as part of induction.</td>
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<tr>
<td>Measures</td>
<td>Measure Format</td>
<td>Frequency (A/Q/M)</td>
<td>Bigger/Smaller/ Plan is Better</td>
<td>Baseline (2013/14)</td>
<td>Target</td>
<td>July Actual</td>
<td>Trend over Last Year</td>
<td>July RAG</td>
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<tr>
<td>CS3.20 - Average time between entering care and placement with adoptive family</td>
<td>No. days</td>
<td>M</td>
<td>Smaller</td>
<td>525.0</td>
<td>586.0</td>
<td>496.2</td>
<td>↓</td>
<td></td>
<td>Current position&lt;br&gt;For children who were adopted between April and July 2015 the average time between entering care and moving in with the adoptive family was 496.2 days. Performance for this month is above target, although figures are volatile due to the low numbers involved and large variations between the timescales for individual children, ranging from 138 days to almost 1000. Hypothesis&lt;br&gt;Cumbria has a large number of children who are subject to placement orders, this includes a high proportion of sibling groups, children over 5 and with disabilities (there are 40 children that fall within one of these 3 categories). Children who have been placed that belong in one or more of these categories often have to wait longer to find a suitable family, therefore having a negative impact on the performance figures but this is a positive outcome for the children. Although we have made considerable progress in identifying suitable matches due to a dedicated family finder, our partnership with ARC and attendance at exchange/activity days we are experiencing some delay in progressing the matches in a timely way. This is due in part to the lack of adoption experience in parts of the children's teams and this is an area we have focused our action. Action&lt;br&gt;There is a team manager and advanced practitioner in the Adoption team who oversee the matching process and track and monitor timescales and they report significant delay to senior managers. There have been additional resources from the adoption support teams put in to support children's team staff in completing the matching work and designated experienced advanced practitioners in the Children Looked after teams is overseeing the adoption work within their teams. We are interviewing for 3 Family Finders in July whose principal purpose is reduce delay in the progression of matches and placement. The family finders will be qualified social workers who can work alongside the less experienced staff to progress timely and high quality matching.</td>
</tr>
<tr>
<td>CS3.21 - Average time between court authority and match with adoptive family</td>
<td>No. days</td>
<td>M</td>
<td>Smaller</td>
<td>164</td>
<td>221.0</td>
<td>270.6</td>
<td>↓</td>
<td></td>
<td>Current position&lt;br&gt;For children who were adopted between April and July 2015 the average time between the granting of the placement order and a match being agreed with the adoptive family was 270.6 days. Whilst performance is below target, figures are generally improving. There is considerable variation between the timescales for individual children, ranging from 16 days to over 500. Hypothesis&lt;br&gt;There continues to be a high number of children with a plan for adoption and a high number of children that are subject to placement orders in Cumbria therefore there is a significant amount of work required to family find for these children. Cumbria continues to be dedicated to family finding for children who may take time to find families due to their specific profile, i.e. are older than 5 years, sibling groups and children with disabilities. We have strengthened our family finding strategy through employing a dedicated family finder, increasing the number of adoption panels and establishing partnership working with a voluntary agency ARC. We are able to place younger children in our own agency resources however we actively look out of county where we are unable to place within our own recourses or ARC. There remains an issue in the Children teams prioritising and progressing identified matches due to the work loads and experience of some of the workers. Action&lt;br&gt;Extra support has been provided to Children's teams where there are identified delays in progressing matches, this has taken many forms including workers from the adoption support team co - working the plans for specific children. Two adoption experienced workers have been allocated adoption work and are overseeing work of less experienced team members. Two Social Worker Family Finders have been appointed and will commence in September, and interviews for the third are scheduled for 10th September. The principle purpose of their role is to reduce delay in progressing matches and placements, they are qualified and experienced social workers who will assist workers who have been unable to progress the required tasks. They will also ensure family finding begins at point of the should be placed decision. Use of Foster to Adopt has declined and this is being addressed at Legal and Placement Panel stage.</td>
</tr>
<tr>
<td>Measures</td>
<td>Measure Format</td>
<td>Frequency (A/Q/M)</td>
<td>Bigger/Smaller/ Plan is Better</td>
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</tr>
<tr>
<td>CS4.0 - Care leavers aged 19, 20 and 21 in suitable accommodation</td>
<td>%</td>
<td>M</td>
<td>Bigger</td>
<td>83.1%</td>
<td>83.0%</td>
<td>88.1%</td>
<td>↓</td>
<td></td>
<td>Current position 88.1% of former relevant care leavers who had their 19th, 20th or 21st birthday in the year ended 31 July were living in accommodation considered to be suitable at the time of that birthday. This is above target, national and statistical neighbour figures. Hypothesis This is an area where Cumbria is performing well and outperforms both statistical neighbours and nationally significantly. Action Continue with practice that is ensuring performance is good.</td>
</tr>
<tr>
<td>CS4.1 - Care leavers aged 19, 20 and 21 in education, employment and training</td>
<td>%</td>
<td>M</td>
<td>Bigger</td>
<td>39.0%</td>
<td>49.0%</td>
<td>61.5%</td>
<td>↑</td>
<td></td>
<td>Current position 61.5% of former relevant care leavers who had their 19th, 20th or 21st birthday in the year ended 31 July were living in education, employment or training at the time of that birthday. This is above target, national and statistical neighbour figures. Hypothesis This is an area where Cumbria is performing well and is above national and statistical neighbours however we need to strive and have high aspirations for all our care leavers to be engaging in education, employment and training. Action The Service Manager for Allerdale &amp; Copeland to investigate reasons why their performance is lower than the other districts and put in actions to ratify.</td>
</tr>
<tr>
<td>CS5.0 – Percentage of social work vacancies covered by agency staff</td>
<td>%</td>
<td>M</td>
<td>Smaller</td>
<td>9.7%</td>
<td>14.0%</td>
<td>8.9%</td>
<td>↑</td>
<td></td>
<td>Current position The rolling recruitment and west Cumbria initiatives have now seen 31 external appointments including 2 team managers in Allerdale and Copeland CFS teams. The recruitment has also seen 35 internal staff move to higher social work posts. 13 nqsws have been employed through the social work academy they will commence on 1st September to be fast tracked into teams, this will strengthen our long-term succession planning approach. Hypothesis The percentage of social work vacancies covered by agency staff remains below the national average, however more work is required to reduce the reliance on agency staff and create stability with emphasis on the west of the county. Failure to recruit sufficient experienced social workers will result in safeguarding risks, high caseloads and staffing stability issues and unsustainable salary costs. Action A targeted approach to recruit and retain up to 10 experienced social workers for Allerdale and Copeland with a retention incentive over 2 years is now underway. The agency workers covering social work vacancies % remains consistently below the national average, however the number covering posts in the west of the county remains disproportionate. This will be the focus of this latest social work recruitment drive.</td>
</tr>
<tr>
<td>CS5.1 – Staffing (FTE)</td>
<td>Integer</td>
<td>M</td>
<td>Plan</td>
<td>N/A</td>
<td>N/A</td>
<td>146.1</td>
<td></td>
<td></td>
<td>Current position We have 19 vacancies for social work posts. A recruitment panel held in June has resulted in the appointment of 4 experienced social workers (3 will join CP/CLA teams in Allerdale &amp; Copeland and the 1 in Barrow CP has now joined us this week). A further 4 nqsw will join teams on the 1st September leaving 12 vacancies, of which 9 are in Allerdale &amp; Copeland. Hypothesis Failure to attract, recruit and retain experienced social workers into Cumbria could result in instability in teams, and potential failure to meet workload demands therefore, creating unsafe practice. Action To confirm vacancies once the structure for children's and families services is finalised; to continue to recruit experienced social workers through incentives for hard to fill areas; to drive down agency costs and reliance on agency staff. A targeted approach to recruit experienced CLA/CP social workers is now underway with a retention incentive over a two year period.</td>
</tr>
<tr>
<td>Measures</td>
<td>Measure Format</td>
<td>Frequency (A/Q/M)</td>
<td>Bigger/Smaller/Plan is Better</td>
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<tr>
<td>CS5.2 – Average Caseloads</td>
<td>Integer</td>
<td>M</td>
<td>Plan</td>
<td>N/A</td>
<td>N/A</td>
<td>NQSW: 20 QSW: 25</td>
<td></td>
<td></td>
<td>Commentary not available.</td>
</tr>
<tr>
<td>CS6.0 - Child Protection Reviews within timescales</td>
<td>%</td>
<td>M</td>
<td>Bigger</td>
<td>84.0%</td>
<td>96.3%</td>
<td>93.8%</td>
<td></td>
<td></td>
<td>Current position</td>
</tr>
</tbody>
</table>
| | | | | | | | | | There was a further improvement in performance this month, with 93.8% of children reported as having reviews in timescale. This remains below the target of 96.3%. At the end of the month 5 children had at least one review held outside of timescales in the previous year and there were 9 children whose review appeared to be overdue. 3 reviews in July were held late. At 97.8% the highest performing district is Carlisle & Eden, whilst Barrow & South Lakeland remains below target at 90%.
| | | | | | | | | | Hypothesis |
| | | | | | | | | The improvement achieved in previous months has been maintained with an overall performance figure of 93.8%. In Barrow and South Lakes there has been some blocks on ICS preventing outcomes being added to children’s records within 24 hours of the meeting being held. The unexpected absence from work of the IRO at the point the records were able to be updated added delay to the process.
| | | | | | | | | | Of the fourteen children where reviews are not recorded as being held within timescale two of these relate to children who are no longer residing in Cumbria and receiving in conferences have not yet been held. In each of these cases there has been communication between Cumbria Children’s Services and the respective Local Authority to expedite the conferences.
| | | | | | | | | | Action |
| | | | | | | | | There is a clear expectation that IROs will add outcomes to children’s records within 24 hours of either ICPC or RCPC; this has been confirmed at a team meeting and followed up in writing. Where the IRO is not able to add outcomes to the record due to plans not being updated, which is the most common cause, then the IRO will now add a case note to reflect that the conference has been held and outcomes will be added once the record has been updated.
<p>| | | | | | | | | | IRO service has requested invitations to attend team meetings to talk through the role of the IRO, including key notifications and expectations; the response to this has been positive with the majority of teams responding to this. Preparation of reports and associated issues will form part of the presentation which has the potential to strengthen and support performance. |
| CS6.1 - Latest Child Protection review up to date | % | M | Bigger | N/A | 97.0% | 95.2% | | | Commentary not available. |</p>
<table>
<thead>
<tr>
<th>Measures</th>
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<th>Frequency (A/Q/M)</th>
<th>Bigger/Smaller/Plan is Better</th>
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<th>July RAG</th>
<th>Commentary on Progress July</th>
</tr>
</thead>
<tbody>
<tr>
<td>CS6.2 - Children looked after reviews within timescales</td>
<td>% M Bigger</td>
<td>67.9% 90.0% 71.9%</td>
<td>↑</td>
<td>Current position</td>
<td>Performance rose slightly this month, with 71.9% of children reported as having all their CLA reviews during the year held within timescales. This remains significantly below the target of 90%, although figures have been improving slowly since the low point reached in September last year when only 46.2% of reviews were reported as in timescales. At the end of the month 148 children had at least one review held outside of timescales in the previous year and there were 21 children whose review appeared to be overdue. 3 reviews in July were held late.</td>
<td></td>
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</tr>
<tr>
<td>CS6.3 - Latest children looked after review up to date</td>
<td>% M Bigger</td>
<td>N/A 90.0% 95.1%</td>
<td>↑</td>
<td>Commentary not available.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>CS6.4 - Children looked after review participation</td>
<td>% M Bigger</td>
<td>79.2% 92.0% 82.7%</td>
<td>→</td>
<td>Current position</td>
<td>Performance was unchanged this month at 82.7%. This remains below the new 2015/16 target of 92%. At a district level performance is higher for Barrow &amp; South Lakeland, although at 90.4% is still somewhat adrift of the target.</td>
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**Hypothesis**

Since September of 2014 there has been month on month improvement with regard to the overall figure as the number of reviews held within timescale. In July performance in each of the areas achieved an overall rate of 95.1% for children whose latest review is up to date. Due to the unexpected absence of an IRO in the Barrow and South Lakes area there has been some delay in adding outcomes to individual records which will improve the figures once the records are updated. There are still a small number of ICS records requiring attention in terms of social work reports and care plans to complete; this has reduced from a high of 86 in June of this year to less than 20. Individual IROs continue to request that records are updated with social workers and managers. There has been a particular challenge in Allerdale and Copeland CLA team due to the turnover of social work staff.

**Action**

The additional IROs appointed since September 2014 to cover absence and to add capacity has contributed to the improved performance.

To improve the quality of review meetings there has been a service decision to cancel reviews where there is not an up to date care plan or social work report available three working days prior to the meeting. This will also improve the quality and accuracy of the data as previous practice of conducting reviews without the necessary documents and associated work has masked the true performance. Where reviews cannot go ahead due social work reports not being available this will be shared with senior managers.

**Hypothesis**

Performance for the year across the county is 82.7%; although this figure remained static in July there has been improvement over the year. In July Barrow and South Lakes had the strongest performance with 94% of children participating in their review; performance in Allerdale and Copeland and Carlisle and Eden was 88.5% and 88.3% respectively.

In conjunction with the service manager for the CLA service feedback was sought from IROs about the use of the participation materials issued as part of the RESPECT project. There was prima facie evidence that this is not yet embedded in practice, hence the guidance was reissued to managers across the CLA service and to IROs.

The tools to improve participation are available and this needs to be supported by IROs visiting children between reviews to further promote this. The challenges to this are around workload and the number of children who are placed outside of Cumbria.

**Action**

Participation needs to be considered in the wider remit of developing the whole of the CLA reviewing system and processes. Identified IROs are now in place to develop the team’s approach to participation and with the help of CiCC and the Access and Engagement team new leaflets for young people about the service have been developed and are now being used.

The Independent Reviewing Service is committed to improving participation and as part of the service development the importance of IROs visiting children between reviews has been afforded priority; these visits need to be consistently recorded.
<table>
<thead>
<tr>
<th>CS6.5 - Children looked after review participation</th>
<th>Measures Format</th>
<th>Frequency (A/Q/M)</th>
<th>Bigger/Smaller/ Plan is Better</th>
<th>Baseline (2013/14)</th>
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<tbody>
<tr>
<td>%</td>
<td>M</td>
<td>Bigger</td>
<td>N/A</td>
<td>N/A</td>
<td>92.0%</td>
<td>90.4%</td>
<td></td>
<td></td>
<td>Commentary not available.</td>
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</table>

**Current position**
The number of EHA initiations in June 2015 was 116, an increase from May’s figure (85).

**Hypothesis**
The Early Help team has been very proactive, working with both leadership groups (such as heads groups, and more recently GPs) and with front line practitioners, prompting the importance of EHA/CAF as a fundamental element of Early Help. This has also been supported by an increased ownership across the LSCB partnership.

**Action**
The form has been updated and the new format has been sent to the Early Help sub group. This has been authorised and will go to the Education Sub group in September. The key changes are to bring together the SEND Early Help Assessment form and the original Early Help Form. This is at the request of schools who were/are confused about the difference. Other key changes include the page that asks for the child’s input has been moved to be the first page – emphasising that it is child led – and it asks the child for their view of the problem – in child friendly format. The parents page is also now different as professionals told us that they did not feel comfortable asking parents some of the questions. The parents page encourages parents to self-assess i.e. ‘What is happening at home that might influence your child’s behaviour’ It’s not as blunt as that but encourages parental input to the assessment. It is also significantly shorter with more questions grouped together for an overall response. This is all in response to user feedback.

Step Down working given new procedures in place. There is an increased response from SW’s to Step Down – however it remains an area for us to concentrate on. Again the Reporting system does not record Step Down and it is recorded manually at the Safeguarding Hub. Kirsty is off sick and I can’t get those figures this week. However all staff refer to an increased level of activity relating to SW’s asking for advice on Step Down. However we need to continue to work with them on this. Meetings are being arranged in each area between Health and Social care managers to look at how this can be better managed between agencies.

<table>
<thead>
<tr>
<th>CS7.0 - Early Help Assessment</th>
<th>Measures Format</th>
<th>Frequency (A/Q/M)</th>
<th>Bigger/Smaller/ Plan is Better</th>
<th>Baseline (2013/14)</th>
<th>Target</th>
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</thead>
</table>
| Rate per 10,000 population aged 0 -17 | M               | Bigger           | 3.8 (monthly average) | 9 (monthly average) | 12.3 (June) | ↑ |                      |        | Current position

The breakdown for June 2015 is as follows:
- Children's Centre - 10
- Children's Services - 6
- Early Years - 4
- Health Visitor - 11
- Midwife - 9
- Other - 3
- Primary School - 44
- School nurse - 1
- Secondary School - 12
- Substance Misuse Service – 16

- Kirsty is off sick and I can’t get those figures this week. However all staff refer to an increased level of activity relating to SW’s asking for advice on Step Down. However we need to continue to work with them on this. Meetings are being arranged in each area between Health and Social care managers to look at how this can be better managed between agencies.
## Measures

<table>
<thead>
<tr>
<th>Measure</th>
<th>Format</th>
<th>Frequency</th>
<th>Bigger/Smaller</th>
<th>Baseline</th>
<th>Target</th>
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</tr>
</thead>
<tbody>
<tr>
<td>HE1 - Child and Adolescent Mental Health Services patients seen within 35 days of referral</td>
<td>%</td>
<td>M</td>
<td>Bigger</td>
<td>90%</td>
<td>69%</td>
<td>↑</td>
<td></td>
<td></td>
<td>Current position During July 2015 CAMHS have made improvement at a countywide and local level with their performance against patients being seen within 35 days of referral. Allerdale and Copeland's performance has fluctuated over the last 3 months but has increased again during July 2015. East CAMHS’s performance has remained at a similar rate during June and July 2015 due to continued high volume of referrals and unforeseen staff vacancies. South CAMHS continue to make sustained improvement month on month despite being under capacity due to sickness of 3 wte members of staff. Hypothesis All patients referred to CAMHS will receive their first contact within 35 days of referral. Action There are action plans in place to continue management of choice appointments and create capacity for new referrals. All south practitioners now offering 2 extra choice appointments per week as part of a sustained plan to balance the waiting list for choice and the current caseload demands. Vacancies created by sickness or other reasons across all teams are being covered by agency and caseloads are being re-allocated.</td>
</tr>
<tr>
<td>HE2 - Child and Adolescent Mental Health Services patients assessed as urgent seen within 48 hours</td>
<td>%</td>
<td>M</td>
<td>Bigger</td>
<td>N/A</td>
<td>90%</td>
<td>↑</td>
<td>92%</td>
<td></td>
<td>Current position CAMHS performance against the urgent referral criteria remains high. The decrease in performance from 100% during July was due to 1 case in East CAMHS. The referral came in on the 3rd July, immediate contact was made by the duty worker to the GP and further contact was made to the child’s parents on the Friday Afternoon. Agreement was made for an appointment on the following Monday but the child did not attend appointment. Hypothesis All urgent referrals to CAMHS will receive contact within 48 hours Action Systems are in place in CAMHS team to effectively respond to urgent referrals.</td>
</tr>
<tr>
<td>HE4 - Cumbria Partnership Foundation Trust Staffing levels and vacancies</td>
<td>Text</td>
<td>M</td>
<td>Plan</td>
<td>N/A</td>
<td>N/A</td>
<td>See commentary</td>
<td></td>
<td></td>
<td>CAMHS The CAMHS establishment has decreased slightly since the last update in April 2015. There are band 6 vacancies in south CAMHS which are out for recruitment. East CAMHS has also experienced some long term sickness, maternity and adoption leave which has impacted on the service. Community Paediatrics Community Paediatrics establishment has remained the same since March 2015. There is a new consultant anticipated to comment in November. Cover by part-time NHS locum continues in interim. The east vacancy was offered but the candidate declined and withdrew. The vacancy is currently covered by agency locum. Health Visiting The HV establishment has reduced since the C2A achievement in March 2015. This has been due to a number of factors such as staff leaving posts or reducing their hours. The HV service is looking at recruitment to vacancies with the newly qualified HV students where possible. School Nursing Staffing establishment remains the same. There has been some internal movement in posts due to promotion but recruitment will commence for any vacancies that may have arisen.</td>
</tr>
</tbody>
</table>
### Priority: To enable communities to live safely and shape services locally

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Target value or date</th>
<th>Progress to July 2015</th>
<th>Direction of Travel (June to July)</th>
<th>Deliverable Achieved/Completed (▲)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>We will</strong> develop locality based service hubs in key service centres, to enable access to a range of core council services such as library services, local links and community development centres</td>
<td></td>
<td>Interviews for remaining vacancies in new structure scheduled for early September. On track.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Implement new model for community learning and skills</td>
<td>By September 2015</td>
<td>Re-launch of area planning underway.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Further develop area planning and design services in localities with communities</td>
<td>Implement by September 2015</td>
<td>Complete but further reviews will be undertaken to ensure the decision making process is as efficient and streamlined as possible.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Streamline decision making process for Local Committees</td>
<td>By March 2016</td>
<td></td>
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</tbody>
</table>

**We will** ensure an effective fire and rescue service, targeted at vulnerable people and areas of highest risk

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Target value or date</th>
<th>Progress to July 2015</th>
<th>Direction of Travel (June to July)</th>
<th>Deliverable Achieved/Completed (▲)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Explore and determine collaborative opportunities and arrangements with other fire and rescue services</td>
<td>To deliver management and service efficiencies by March 2016</td>
<td>Legislation enabling Police and Crime Commissioners to take leadership of Fire and Rescue Services is being prepared and is expected either before the Summer Recess or in the Autumn. The elected mayor model is being explored in Manchester and other metropolitan areas. Collaborative discussions with all agencies continuing.</td>
<td></td>
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</tr>
<tr>
<td>• Deliver new blue-light hub (fire, police and ambulance station) incorporating new CCC accommodation in Ulverston</td>
<td>By September 2016</td>
<td>On schedule to go live in December 2016, no further update from the previous progress update.</td>
<td></td>
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</tr>
<tr>
<td>• Deliver new firefighter accommodation in two locations to enable revised Day Crewing Plus arrangements to be implemented</td>
<td>Initiate project for delivery in Carlisle by April 2017Initiate project for delivery in West Cumbria by April 2017</td>
<td>Consultation documents being prepared with staff to communicate and consult with staff regarding the new duty pattern and the terms and conditions associated with this. Planning consent being pursued for the new accommodation at either Carlisle of the West Coast and a selection process for a contractor for the new build.</td>
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</table>

**We will** work with communities and the third sector to enable them to create local solutions and shape local services for the future

<table>
<thead>
<tr>
<th>Deliverable</th>
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</thead>
<tbody>
<tr>
<td>• Bring together the council’s community development and engagement functions to deliver a co-ordinated approach within each of the six Local Committee areas</td>
<td>By March 2016</td>
<td>Work is underway to integrate and coordinate community engagement activity within each Local Committee area.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Measures</td>
<td>Measure Format</td>
<td>Frequency (A/Q/M)</td>
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<tr>
<td>------------------------------------------------------------------------</td>
<td>----------------</td>
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<td>-------------------------------</td>
<td>---------------------------</td>
</tr>
<tr>
<td>Number of accidental dwelling fires.</td>
<td>Integer</td>
<td>Q</td>
<td>Smaller</td>
<td>270</td>
</tr>
<tr>
<td>Number of accidental dwelling fires - per 10,000</td>
<td>per 10,000</td>
<td>Q</td>
<td>Smaller</td>
<td>12.2</td>
</tr>
<tr>
<td>Money saved or recovered from doorstep crime incidents</td>
<td>£</td>
<td>Q</td>
<td>Bigger</td>
<td>n/a</td>
</tr>
<tr>
<td>Overall rate of work related ill health and injury (Corporate only)</td>
<td>Per 100,000 employees</td>
<td>Q</td>
<td>Smaller</td>
<td>5722 (2014/15)</td>
</tr>
<tr>
<td>Overall rate of work related stress, anxiety and depression (Corporate only)</td>
<td>Per 100,000 employees</td>
<td>Q</td>
<td>Smaller</td>
<td>2384 (2014/15)</td>
</tr>
<tr>
<td>Overall RIDDOR (reporting of Injuries, Diseases &amp; Dangerous Occurrences Regulations) rate to employees (Corporate and schools)</td>
<td>Per 100,000 employees</td>
<td>Q</td>
<td>Smaller</td>
<td>445</td>
</tr>
<tr>
<td>Plans for reshaping of local services agreed</td>
<td>Text</td>
<td>A</td>
<td>Plan</td>
<td>n/a</td>
</tr>
<tr>
<td>Area Plans &amp; Area Delivery Plans completed</td>
<td>Text</td>
<td>A</td>
<td>Plan</td>
<td>n/a</td>
</tr>
</tbody>
</table>
## Priority: To promote health and well-being, and tackle poverty

<table>
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<tr>
<td><strong>We will drive forward joint work on health and well-being through the Health and Wellbeing Board</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deliver, with partners, the Cumbria Health and Well-being Strategy</td>
<td>Design and begin to roll out a new Health and Social Wellbeing Service by April 2016</td>
<td>Service model design near completion.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Support the ongoing development of Locality Health and Wellbeing Forums</td>
<td>Forums actively leading on service development at local level by April 2016</td>
<td>Locality Public Health leads appointed. Two vacancies to recruit to. These posts will be the focal point for Forum activity.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provide effective support for the Health and Wellbeing Board</td>
<td>Support to the Health and Wellbeing Board provided in line with the Board’s new terms of reference</td>
<td>Support arrangements are in place for the Board and the work programme continues to develop.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>We will integrate public health into all aspects of the council’s business and put health and well-being at the heart of our work with communities</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Embed public health across the full range of the council’s activities</td>
<td>Initiate a strategic programme of public campaigns aimed at supporting behaviour change by October 2015</td>
<td>Communications plan now completed. Campaigns will commence in line with national Stopstober campaign and new legislation on smoking in cars.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Roll out “health chat” type training to more front-line staff by April 2016</td>
<td>Initial planning underway.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Integrate key public health programmes into the area planning agenda by October 2015</td>
<td>Area Based Leads appointed but still vacancies in 2 localities. Further internal recruitment will commence in September.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reshape advocacy, substance misuse, and sexual health services</td>
<td>Commission reshaped advocacy and Independent Mental Capacity Advocacy services by August 2015</td>
<td>Contracts extended to March 16 to align with other advisory services. Commissioning project for all advocacy services underway.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commission reshaped substance misuse and sexual health services by October 2015</td>
<td>Contract awarded. Provider notified. Effective date for new contract is October 1st 2015.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commission reshaped Independent Mental Health Act Advocacy, Independent Advocacy, and Healthwatch services by April 2016</td>
<td>Continues to be on track. Advocacy documents produced and procurement due to commence in September.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>We will introduce a ‘living wage’ within the council and encourage other employers to do the same through our procurement</strong></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Encourage other employers to implement the living wage</td>
<td>Further develop existing actions to build added social value into our tenders and contracts through promoting good employment practices by our suppliers including the payment of a living wage</td>
<td>Living Wage’ being offered by some tenderers and is built into the Home Care Frameworks which are currently being tendered.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>We will keep council tax increases as low as possible but in any event, at no more than the rate of inflation</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Implement the council’s medium-term financial strategy and plan 2014 – 2017</td>
<td>Deliver budget savings for 2015/16/17 Develop options to deliver a further £33 million of savings by 2017/18 by October 2015</td>
<td>Progress continues in respect of the delivery of the 15/16 savings as set out in the Budget including a corporate VR approach for both the management and business support staff savings. Outcomes of the VR window will be reported as part of q1 monitoring report to Cabinet in September. In respect of the 2016/17 - 2018/19 savings still to be identified, Scrutiny workshop on 8th July indicated that the planning for 2016-2019 will be based on a minimum requirement to find £80million of savings - the additional year of 18/19 adding £22m to the gap. So the savings target for planning purposes prior to Government Announcements is £55m. Cabinet Member workshops were held in July. The outcome of the workshops will inform the preparation of the Budget Report to Cabinet in October. The July Budget Statement by the Chancellor did not provide further detail regarding the likely grant settlement for 16/17+; this is expected as part of Comprehensive Spending Review announcement later in the year.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>We will support people facing financial challenges through a range of services such as money advice, credit unions, our ways to</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ensure support is available for people facing financial challenges</td>
<td>To have in place by April 2016 an integrated single point of contact for vulnerable people</td>
<td>Service Model design near completion.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**Priority: To promote health and well-being, and tackle poverty**

welfare service and school uniform grants and support the work of an independent commission on welfare reform

- **Deliver the Anti-Poverty Strategy**
  - Deliver year 2 of the Council’s Anti-Poverty Strategy Delivery Plan
  - On track.

**Corporate Measures for this Priority:**

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<th>Commentary on Progress Q1</th>
</tr>
</thead>
<tbody>
<tr>
<td>NHS health check - offered</td>
<td>% Q Bigger</td>
<td>24%</td>
<td>20% (5% per quarter)</td>
<td>5%</td>
<td>↓</td>
<td>The percentage of the eligible population receiving an offer of a health check has met the target for quarter 1.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NHS Health check- uptake</td>
<td>% Q Bigger</td>
<td>46%</td>
<td>65%</td>
<td>34%</td>
<td>↓</td>
<td>The uptake of health checks offered is expected to increase throughout the year.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Successful completion of drug treatment &amp; non representation - opiate users</td>
<td>% Q Bigger</td>
<td>6%</td>
<td>12%</td>
<td>→</td>
<td>Successful completion remains higher than England.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Successful completion of drug treatment &amp; non representation - non opiate users</td>
<td>% Q Bigger</td>
<td>25%</td>
<td>48%</td>
<td>→</td>
<td>Successful completion remains higher than England.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The proportion/number of adults (aged 16 and over) participating in at least four sessions, of at least 30 minutes, of (the) sport in the last 28 days. 1x30</td>
<td>% Bi-annual Bigger</td>
<td>34.0%</td>
<td>35.5%</td>
<td>33.4%</td>
<td>↓</td>
<td>Latest Active People survey has shown a reduction in the proportion of people participating in sport on average once a week. England has also seen a reduction from 36.1% to 35.5%.</td>
<td></td>
<td></td>
<td></td>
</tr>
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<td>-------------------------------------------</td>
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<td>--------------------------</td>
</tr>
<tr>
<td>Increase in families accessing free school meals and uniform grants</td>
<td>Integer</td>
<td>Q</td>
<td>Bigger</td>
<td>7620</td>
<td>n/a</td>
<td>n/a</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Achievement gap between pupils eligible for free school meals and their peers – Key Stage 2 (Reading, writing and maths % Level 4+)</td>
<td>%</td>
<td>A</td>
<td>Smaller</td>
<td>20.0</td>
<td>19.0</td>
<td>n/a</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Achievement gap between pupils eligible for free school meals and their peers – Key Stage 4 (GCSE 5+ A*-C (inc English &amp; maths))</td>
<td>%</td>
<td>A</td>
<td>Smaller</td>
<td>34.1</td>
<td>26.7</td>
<td>n/a</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17 year olds in education, employment or training</td>
<td>Integer</td>
<td>M</td>
<td>Bigger</td>
<td>89% (2012/13)</td>
<td>100% (set 2013)</td>
<td>88.2%</td>
<td>↓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>18 year olds in education, employment or training</td>
<td>Integer</td>
<td>M</td>
<td>Bigger</td>
<td>n/a</td>
<td>100%</td>
<td>74.9%</td>
<td>↓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of those not in education, employment or training (NEET)</td>
<td>Integer</td>
<td>M</td>
<td>Smaller</td>
<td>5.3% (2012/13)</td>
<td>5.1% (set 2012/13)</td>
<td>763 (4.7%)</td>
<td>↓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improve the number of our suppliers adopting the Living Wage</td>
<td>%</td>
<td>Q</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td></td>
<td></td>
<td>Data for this indicator will be available in Quarter 3.</td>
</tr>
<tr>
<td>Rural Growth Network - 900 Jobs created by 2016</td>
<td>Integer</td>
<td>Q</td>
<td>Bigger</td>
<td>n/a</td>
<td>300 jobs</td>
<td>6 jobs</td>
<td>↓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regional Growth Fund - £3m investment &amp; 600 Jobs created or safeguarded by 2017</td>
<td>£ &amp; Integer</td>
<td>Q</td>
<td>Bigger</td>
<td>n/a</td>
<td>150 jobs</td>
<td>8 jobs</td>
<td>↓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cumbria Infrastructure Fund - £6 million investment unlocking in excess of 200 homes and 200 jobs</td>
<td>Integer</td>
<td>Q</td>
<td>Bigger</td>
<td>n/a</td>
<td>60 jobs</td>
<td>0</td>
<td>↓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social Enterprises support via Cumbria Social Enterprise Partnership</td>
<td>Integer</td>
<td>Q</td>
<td>Bigger</td>
<td>45 new starts / 19 assists</td>
<td>60 new starts / 45 assists</td>
<td>↑</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Priority: To protect and enhance Cumbria’s world class environment

<table>
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<tr>
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<th>Progress to July 2015</th>
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</thead>
<tbody>
<tr>
<td><strong>We will</strong> develop further opportunities from our waste services and facilities for households, communities and commercial operators to participate more fully in waste minimisation and recycling</td>
<td></td>
<td><strong>Strategic Options Review is progressing. Financial and legal options are being reviewed to ensure the Council makes informed and balanced decisions on strategic opportunities available from the primary waste management contract.</strong></td>
</tr>
<tr>
<td><strong>Review and develop strategic opportunities available from our primary waste management contract and facilities</strong></td>
<td>Carry out a strategic review and agree implementation plan for way forward by March 2016</td>
<td></td>
</tr>
<tr>
<td><strong>Work collaboratively with internal and external partners to deliver mutually beneficial waste minimisation and recycling activities</strong></td>
<td>Develop a programme of waste minimisation and recycling activities and projects by June 2015</td>
<td><strong>Draft programme completed, now subject to internal review prior to publishing.</strong></td>
</tr>
<tr>
<td><strong>Implement a ‘Resourceful Communities’ pilot programme by August 2015</strong></td>
<td></td>
<td><strong>Pilot programme underway, community groups / parish councils enlisted and on schedule for August implementation.</strong></td>
</tr>
<tr>
<td><strong>Secure funding for waste minimisation initiatives for community groups by March 2016</strong></td>
<td></td>
<td><strong>Engagement with third sector (including community groups) underway, proposal for funding mechanism now subject to internal consideration.</strong></td>
</tr>
<tr>
<td><strong>Develop an action plan to support delivery of the ‘Climate Local’ commitment as a framework to identify energy opportunities and build climate resilient communities</strong></td>
<td>Complete the Climate Local Action Plan by May 2015</td>
<td><strong>Action plan completed and awaiting formal sign off before submission to the Local Government Association.</strong></td>
</tr>
<tr>
<td><strong>Explore ways to reduce our carbon footprint</strong></td>
<td>Reduce the carbon output from corporate properties in line with the Carbon Reduction Commitment by March 2016</td>
<td><strong>A pilot study has been commissioned to consider the potential for the deployment of renewables and energy saving measures at 7 locations of various types and uses of buildings (offices, schools, elderly people’s homes, depot and library) and the findings are under consideration.</strong></td>
</tr>
<tr>
<td><strong>Investigate relevant risk of flooding/flood events and undertake studies or works as agreed through the Environment Agency’s Medium Term plan</strong></td>
<td>Secure funding by June 2015 and implement the agreed funded programme</td>
<td><strong>Flood Investigations on programme and reports complete.</strong></td>
</tr>
<tr>
<td><strong>Investigate relevant risk of flooding/flood events and undertake studies or works as agreed through the Environment Agency’s Medium Term plan</strong></td>
<td>Adopt and embed the draft Surface Water Management Strategy by March 2016</td>
<td><strong>Confirmation of funding from DEFRA received for 2015/16 to be included in Capital Programme. Schemes now being included in county Capital Programme. Agreed actions from Surface Water Management Strategy progressing.</strong></td>
</tr>
</tbody>
</table>

**Direction of Travel:** (June to July)
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</thead>
<tbody>
<tr>
<td>Deliver our flood and surface water management plan</td>
<td>Text</td>
<td>A</td>
<td>Plan</td>
<td>tbc</td>
<td>Green</td>
<td>Green</td>
<td></td>
<td></td>
<td>Agreed actions from local flood risk management plan progressing.</td>
</tr>
<tr>
<td>Reduce total household waste produced (measured in kg per person)</td>
<td>kg</td>
<td>Q</td>
<td>Smaller</td>
<td>471.96 kg per person</td>
<td>2014/15 to Q4 483.70 kg per person</td>
<td>2014/15 to Q4 483.70 kg per person</td>
<td></td>
<td></td>
<td>Data relates to provisional 2014/15 year-end figures and are subject to validation by the Environment Agency. The increase is due to more garden waste than 2013/14 as a result of better weather in spring, and review of reporting of commercial waste tonnages in 2014/15.</td>
</tr>
<tr>
<td>Increase the proportion of household waste recycled</td>
<td>%</td>
<td>Q</td>
<td>Bigger</td>
<td>49.00%</td>
<td>2014/15 to Q4 49.4%</td>
<td>2014/15 to Q4 49.4%</td>
<td></td>
<td></td>
<td>Data relates to provisional 2014/15 year-end figures and are subject to validation by the Environment Agency. The provisional figure is on target.</td>
</tr>
<tr>
<td>Reduce the total tonnage of household waste sent to landfill (measured in tonnes)</td>
<td>Integer</td>
<td>Q</td>
<td>Smaller</td>
<td>45824 less than 35,000 tonnes</td>
<td>2014/15 to Q4 36,070 tonnes</td>
<td>2014/15 to Q4 36,070 tonnes</td>
<td></td>
<td></td>
<td>Data relates to provisional 2014/15 year-end figures and are subject to validation by the Environment Agency. The provisional figure is slightly more than target but much less than for 2013/14.</td>
</tr>
<tr>
<td>Reduce the proportion of household waste sent to landfill (measured as a % of total household waste landfilled)</td>
<td>%</td>
<td>Q</td>
<td>Smaller</td>
<td>19.45%</td>
<td>2014/15 to Q4 14.97%</td>
<td>2014/15 to Q4 14.97%</td>
<td></td>
<td></td>
<td>Data relates to provisional 2014/15 year-end figures and are subject to validation by the Environment Agency. The provisional figure is on target.</td>
</tr>
<tr>
<td>All Emergency plans and Business Continuity plans are current in accordance with regulations</td>
<td>%</td>
<td>A</td>
<td>Bigger</td>
<td>N/A</td>
<td>100%</td>
<td>100%</td>
<td></td>
<td></td>
<td>The request for an extension to make the changes to the BAE and Sellafield plans from the Officer for Nuclear Regulation has not yet been fully confirmed and the plans still need to be delivered. This is within the regulations, but still provides enough risk to give it an amber rating.</td>
</tr>
</tbody>
</table>
### Priority: To provide safe and well maintained roads and an effective transport network

<table>
<thead>
<tr>
<th>Deliverable</th>
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<tbody>
<tr>
<td><strong>We will</strong> provide a well maintained highways and transport network and maximise new investment</td>
<td></td>
<td></td>
<td>Implement a Highways Board to ensure the Highways service is efficient and effective by June 2015</td>
<td>Further meeting planned for September. Cabinet report being drafted for October.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Deliver the Highways and Transport maintenance programme on time and in budget</td>
<td>The programmes agreed by each local committee for 2015/16 are on track for delivery.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Continue to secure additional funding where possible, and implement funded schemes by March 2016 in line with Council’s strategic approach</td>
<td>Department for Transport incentive fund draft self-assessment questionnaire submitted end July. Action plan being implemented in preparation for final submission by end Nov 2015 – approval via cabinet in October as part of Highways Strategy.</td>
</tr>
</tbody>
</table>

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<tr>
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</thead>
<tbody>
<tr>
<td><strong>We will</strong> work to ensure that we retain and improve Cumbria’s rail services, infrastructure and connectivity through active engagement in the national refranchising and investment programmes</td>
<td></td>
<td></td>
<td>Seek to secure service and infrastructure improvements to the West Coast Main Line by responding to the franchise by summer 2015</td>
<td>Franchise information not yet released.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Through our membership of Rail North Ltd seek to continue to influence and engage with the Trans Pennine Express and Northern franchise process by Franchise Award date in December 2015, and by Franchise start date in April 2016</td>
<td>Trans Pennine Express franchise tender window now closed. Northern closed 26 June. Evaluation of bids will take place over the following months with initial indication of leading bidder to be advised late summer.</td>
</tr>
</tbody>
</table>

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<tr>
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</thead>
<tbody>
<tr>
<td><strong>We will</strong> work with communities and the third sector to develop sustainable community transport solutions</td>
<td></td>
<td></td>
<td>Increase the available pool of volunteers to 345, to drive, coordinate and deliver local schemes by March 2016</td>
<td>Target achieved.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Increase accessibility to and county-wide availability of Community Wheels by March 2016</td>
<td>Still seeking to identify opportunities in Barrow and Copeland.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Publish post 16 transport policy statement by end of May 2015</td>
<td>Target achieved.</td>
</tr>
</tbody>
</table>
### Corporate Measures for this Priority:

<table>
<thead>
<tr>
<th>Measures</th>
<th>Measure Format</th>
<th>Frequency (A/Q/M)</th>
<th>Bigger/Smaller/ Plan is Better</th>
<th>Baseline (2013/14 actual)</th>
<th>Target</th>
<th>Q1 Actual</th>
<th>Direction of Travel (Q4 14-15 to Q1 15-16)</th>
<th>Q1 RAG</th>
<th>Commentary on Progress Q1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Right First Time</td>
<td>%</td>
<td>Q</td>
<td>Bigger</td>
<td>94%</td>
<td>85%</td>
<td>95%</td>
<td>↑</td>
<td></td>
<td>Performance is better than target and an improvement on the baseline.</td>
</tr>
<tr>
<td>End to End Time</td>
<td>Integer (days)</td>
<td>Q</td>
<td>Smaller</td>
<td>33 (green = 0-30, amber = 31-40, red =&gt;41)</td>
<td>29</td>
<td>↓</td>
<td>Performance is an improvement on the baseline and within the green parameter.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improved network condition (PRN/NPRN)</td>
<td>%</td>
<td>A</td>
<td>Bigger</td>
<td>5%</td>
<td>6%</td>
<td>6%</td>
<td>→</td>
<td></td>
<td>Annual measure.</td>
</tr>
<tr>
<td>Maintenance (Local Committee) programme of works completed</td>
<td>%</td>
<td>Q</td>
<td>Plan</td>
<td>not applicable</td>
<td>100%</td>
<td>100%</td>
<td>→</td>
<td></td>
<td>Local Committee programmes are being delivered on time and on budget at this point in the year.</td>
</tr>
</tbody>
</table>
## Priority: To promote sustainable economic growth, and create jobs

<table>
<thead>
<tr>
<th>Deliverable Achieved/ Completed (▲)</th>
<th>Progress to July 2015</th>
<th>Direction of Travel (June to July)</th>
<th>Target value or date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>We will</strong> create a positive working relationship with government and the nuclear industry to ensure the best outcomes for Cumbria, particularly in the areas of safety, waste management, investment and employment</td>
<td>Respond to Stage 1 NuGen consultation by July 2015</td>
<td>→ (Response to NuGen consultation only)</td>
<td>Ensure a positive working relationship on major nuclear related developments through the Planning Performance Agreements with NuGen, National Grid and Sellafield</td>
</tr>
<tr>
<td></td>
<td>Respond to the first stage of formal consultation under the Planning Act 2008 for the North West Coastal Connections Project by May 2016</td>
<td></td>
<td>Continue to lobby for funding to address the cumulative impacts and opportunities of the major nuclear related developments to maximise growth, investment and employment</td>
</tr>
<tr>
<td></td>
<td>Continue (▲)</td>
<td></td>
<td>The County Council responded to Stage 1 of the NuGen consultation on 24th July 2015.</td>
</tr>
<tr>
<td><strong>We will</strong> seek to ensure that broadband is rolled out across the county in a timely manner</td>
<td>Achieve target of 93% coverage by December 2015</td>
<td>→</td>
<td>Oversee delivery of superfast broadband phase 1</td>
</tr>
<tr>
<td></td>
<td>Funding agreed and contract in place by May 2015</td>
<td></td>
<td>Seek to obtain funding for, and then extend, delivery of superfast broadband phase 2</td>
</tr>
<tr>
<td></td>
<td>Contract awarded. 2 Conditions Precedent to be resolved by Sept 2015. Risk of delay in confirmation of LGF matched funding.</td>
<td></td>
<td>Achieve target of 95% coverage by December 2017</td>
</tr>
<tr>
<td><strong>We will</strong> work as strategic planning authority with our partners to ensure that we are more effective in delivering sustainable development to meet the needs of our communities and ensure that we maintain the quality of Cumbria’s world class environment</td>
<td>Submission of Minerals and Waste Local Plan for Examination by November 2015</td>
<td>→</td>
<td>Undertake the key public consultation stages in the development of the Cumbria Minerals and Waste Local Plan (CWMLP)</td>
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<td></td>
<td>Three authorities have signed statements of intent – Copeland, Eden and Carlisle.</td>
<td></td>
<td>Liaise with local planning authorities, developers and partners to ensure local development and infrastructure plans are aligned with corporate priorities, Area plans and the Strategic Economic Plan (SEP), and to secure funding where possible</td>
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<td></td>
<td>Tender specification issued for appointment of consultants to undertake review and prepare a new Skills Plan.</td>
<td></td>
<td>Seek to enter into Statement of Intent with the local planning authorities in order to identify, prioritise and fund the infrastructure necessary to support development proposed in local plans.</td>
</tr>
<tr>
<td><strong>We will</strong> work with partners to help people acquire the skills and qualifications they need to meet the future needs of the economy</td>
<td>Cumbria Skills Plan to be reviewed by the LEP in July 2015</td>
<td>→</td>
<td>Contribute to the work of the Local Enterprise Partnership Employment and Skills Commission to develop opportunities at all skills levels</td>
</tr>
<tr>
<td><strong>We will</strong> work with the Local Enterprise Partnership to create a growth strategy for Cumbria that will secure investment and create more and better jobs by making Cumbria a place where businesses can thrive</td>
<td>£47.7 million of Cumbria Growth Deal funding allocated between 2015 and 2021</td>
<td>→</td>
<td>Work with the LEP to oversee and progress the delivery of the Cumbria Growth Deal Programme</td>
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<tr>
<td></td>
<td>£9.1m of investment from the Cumbria Growth Deal by March 2016</td>
<td></td>
<td>The Council is progressing delivery of projects for Growth Deal 1. A strategic investment plan for the LEP’s Strategic Economic Plan is under development.</td>
</tr>
</tbody>
</table>
### Corporate Measures for this Priority:

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<th>Q1 RAG</th>
<th>Commentary on Progress Q1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Planning Applications determined within the statutory timeframe</td>
<td>%</td>
<td>Q</td>
<td>Bigger</td>
<td>68.5% (1/4/12 to 31/3/14)</td>
<td>40%</td>
<td>86%</td>
<td>↑</td>
<td></td>
<td>The target is set by Central Government and recent announcements suggest this is due to increase from 40% to 50% (and further). We are awaiting confirmation of changes.</td>
</tr>
<tr>
<td>93% of properties in the county have superfast broadband</td>
<td>%</td>
<td>Q</td>
<td>Bigger</td>
<td>Not applicable</td>
<td>93%</td>
<td>80%</td>
<td>↑</td>
<td></td>
<td>On programme with 80% coverage achieved to date.</td>
</tr>
<tr>
<td><strong>Priority: To support older and vulnerable people to live independent and healthy lives</strong></td>
<td><strong>Target value or date</strong></td>
<td><strong>Progress to July 2015</strong></td>
<td><strong>Direction of Travel</strong></td>
<td><strong>Deliverable Achieved/Completed (▲)</strong></td>
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<tr>
<td><strong>We will ensure adults at risk are free from harm and abuse in their home and community</strong></td>
<td>• Implement new ways of working to improve practice in operational teams building on the introduction of safeguarding passports, learning from audits and ensure we comply with the requirements of the Care Act</td>
<td>Embed systems to monitor the quality of care in care homes jointly with the NHS by April 2016</td>
<td>Making Safeguarding Personal training being rolled out.</td>
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<tr>
<td><strong>We will explore the creation of a single commissioning body – in order to improve services and reduce costs</strong></td>
<td>• Develop and deliver a commissioning strategy for adult social care.</td>
<td>Deliver Adults Commissioning Strategy Year 1 Action Plan by March 2016</td>
<td>Commissioning strategy due to be presented to Cabinet in September.</td>
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<td></td>
<td>• Develop and deliver a business plan for Cumbria Care</td>
<td>Plan agreed by September 2015</td>
<td>Further detail and analysis to be included following recent strategic planning sessions with members. Detailed planning underway.</td>
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<td></td>
<td>• Develop plans for integration of commissioning with the NHS for key service areas</td>
<td>Extended joint specialist mental health and learning disability commissioning arrangements in place by September 2015</td>
<td>Recruitment closed for Joint Mental Health/Learning Disability post. Interviews scheduled week commencing 20th July.</td>
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<td></td>
<td>Appoint to a new Assistant Director role to lead in integrating our commissioning and improving health and care outcomes for vulnerable people</td>
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<tr>
<td><strong>We will focus on prevention and proactive support for excluded and vulnerable adults through the coordination of a range of key services including our Neighbourhood Care Independence programme and investment in support for carers</strong></td>
<td>• Minimise the need for other care services through use of technology and other interventions</td>
<td>Redesign of pathways to reablement and improve reablement service outcomes by September 2015</td>
<td>On track - Customer Transformation Journey redesign to be presented to Senior Managers in August 2015.</td>
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<td></td>
<td>Implement an Assistive Technology strategy by April 2016</td>
<td>Use of complex assistive technology is improving through the Resource Management Meeting process.</td>
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<td></td>
<td>• Review services that support excluded and vulnerable adults to ensure that they are fit for purpose and sustainable</td>
<td>By July 2015</td>
<td>Monitoring continues.</td>
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<td></td>
<td>• Develop proposals for prevention services that support the whole population to improve health and wellbeing and prevent deterioration</td>
<td>By September 2015</td>
<td>Service Model Development near completion.</td>
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<td></td>
<td>• Deliver an improved information and advice service for the whole population to comply with the requirements of the Care Act</td>
<td>Include self-serve and incorporate other council services and partner agencies into baseline offer by December 2015</td>
<td>Information, Advice and Guidance (IAG) project underway.</td>
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<tr>
<td></td>
<td></td>
<td>Redesign teams and workflow to deliver savings of £1 million by April 2016, and £3.25 million by April 2017</td>
<td>‘AS IS’ mapping is complete and an options paper is in development and scheduled for consideration by Senior Managers in August. This date has been brought forward to enable detailed implementation planning to be undertaken to ensure the realisation of benefits</td>
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<tr>
<td></td>
<td>• Ensure compliance with new legal requirements as set out in the Care Act</td>
<td>Compliance with Care Act responsibilities required by April 2016 Transformed care pathway in place and all IT solutions in place for testing by December 2015, and implemented by April 2016</td>
<td>Controcc (new client IT system) programme board overseeing plans for implementation of financial systems to ensure compliance with Care Act duties. Detailed project plan in place and progressing as expected. More data migration is needed but this has been planned.</td>
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<tr>
<td></td>
<td>• Transform the care pathway so that the Act is implemented within a lean systems design – a core component of which is a change in emphasis towards self/supported-assessment and self-service</td>
<td>Introduce self-assessment systems by April 2016</td>
<td>‘AS IS’ mapping is complete and an options paper is in development and scheduled for consideration by Senior Managers in August. This date has been brought forward to enable detailed implementation planning to be undertaken to ensure the realisation of benefits</td>
<td></td>
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</tbody>
</table>
Priority: To support older and vulnerable people to live independent and healthy lives

- Improve the experience of young people transitioning from Children’s to Adult services
  Target value or date: Implement new transition protocol by September 2015
  Progress to July 2015: Meeting with key stakeholders scheduled, further work required on the protocol to ensure mental health is involved. Further engagement required with key partners.
  Direction of Travel: (June to July)
  Deliverable: Achieved/Completed (▲)

We will invest in extra care housing to enable people to live independently for as long as possible
- Facilitate the delivery of extra care housing across the county
  Target value or date: Initiate a programme of new extra care schemes to facilitate completion or in development by 2017
  Progress to July 2015: Two schemes opened recently and a further two in development. A bid has been submitted to Homes & Communities Agency for a further scheme (60 properties) in Whitehaven. Business cases for a number of developments in train and wider procurement strategy for enhanced programme under development.
  Direction of Travel: ➔

We will work with our partners in the health sector to bring services, particularly for adults with combined health and social care needs, together
- Progress the countywide integration of health and social care services through delivery of plans set out in the Better Care Fund plan
  Target value or date: Deliver in line with the targets in the Better Care Fund plan by April 2016
  Progress to July 2015: The Clinical Commissioning Group (CCG) and County Council colleagues continue to meet regularly to progress the implementation infrastructure and to ensure that project teams are working jointly and effectively in localities to deliver agreed Better Care Fund schemes.
  Direction of Travel: ➔

Corporate Measures for this Priority:

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<th>Commentary on Progress Q1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of people utilising assistive technology</td>
<td>Integer</td>
<td>Q</td>
<td>Bigger</td>
<td>1405</td>
<td>2000</td>
<td>2965</td>
<td></td>
<td>↑</td>
<td>Target of 2,000 users of assistive technology achieved.</td>
</tr>
<tr>
<td>Ratio of safeguarding referrals to alerts</td>
<td>Integer</td>
<td>Q</td>
<td>Smaller</td>
<td>1/3</td>
<td>1/3</td>
<td>1/3</td>
<td></td>
<td>↓</td>
<td>Q1 shows that 33% of all alerts progressed to a safeguarding adults enquiry. Making Safeguarding Personal project will be completed by October with a toolkit for practitioners and information leaflets for individuals who are going through the safeguarding process.</td>
</tr>
<tr>
<td>Number of people receiving a direct payment</td>
<td>Integer</td>
<td>Q</td>
<td>Bigger</td>
<td>1290</td>
<td>1500</td>
<td>1177</td>
<td></td>
<td>↓</td>
<td>The Q1 figure includes those who are part of self-directed support (SDS) but only those who are using community-based services. People who have been in residential care at any part of the year are not included in this figure. This is following changes to the definition of the SALT return (Short &amp; Long Term), therefore the figure may appear lower than was previously reported.</td>
</tr>
<tr>
<td>Permanent admissions of older people (aged 65 and over) to residential and nursing care homes, per 100,000 population</td>
<td>Integer per 100,000</td>
<td>Q</td>
<td>Smaller</td>
<td>609.9</td>
<td>610</td>
<td>655.07</td>
<td></td>
<td>↓</td>
<td>This figure is year to date and per 100,000 population. Although the figure has risen slightly and is above target, Cumbria continues to have the lowest residential/nursing care admissions in the region.</td>
</tr>
<tr>
<td>No. of referrals received from Cumbria Care Reablement to NCIP.</td>
<td>Integer</td>
<td>Q</td>
<td>Bigger</td>
<td>50</td>
<td>150</td>
<td>12</td>
<td></td>
<td>↓</td>
<td>As at end of June 2015, the cumulative figure was 12. This measure is taken at snapshots during the course of the year. At the current stage of the year, the target appears unlikely to be met.</td>
</tr>
<tr>
<td>Priority: To be a modern and efficient council</td>
<td>Target value or date</td>
<td>Progress to July 2015</td>
<td>Direction of Travel (June to July)</td>
<td>Deliverable Achieved/ Completed (▲)</td>
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</tr>
<tr>
<td>Deliver the workforce plan</td>
<td>By March 2017</td>
<td>Engagement continues with Trade Unions on the Competency framework.</td>
<td>➔</td>
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</tr>
<tr>
<td>Leadership and management development programmes complete by May 2015</td>
<td>Development of Supervisory/Team Leader programme currently in progress.</td>
<td>➔</td>
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<tr>
<td>Behaviours and competency framework fully in operation by August 2017</td>
<td>The Behaviours Framework is complete, and implementation will be aligned to completion of service reviews by December 2015. The Competency Framework is under discussion with Trade Unions for elements to be implemented within the reshaping programme commencing in Autumn 2015</td>
<td>➔</td>
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<tr>
<td>Develop and deliver a Member Development Strategy, linking to Local Committees</td>
<td>Strategy developed by December 2015</td>
<td>Actions taken to date: Member development group has agreed the use of the LGA Political Skills framework as the basis for the Member development strategy. Org L&amp;D Manager has met with the Chief Exec and Assistant Director, Corporate Governance to discuss the LGA Political Skills framework as a basis for the strategy. Org L&amp;D Manager has met with the Area Managers to seek their input on behalf of the Local Committees to the Member development strategy. Member development group will have a Member ‘champion’ from each Local Committee on the group to ensure that local needs are met. Actions between now and December: Member development strategy to be written and presented to CMT and Cabinet. Local membership for the Member Development Group to be finalised. A range of mechanisms are in place to support staff going through significant change. These form part of the Management of Change process, are aligned to Service Reviews and include the use of drop-in sessions, signposting to support organisations, working with alternative employers and the provision of advice on a range of subject including a business, training and development and career changes.</td>
<td>➔</td>
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<tr>
<td>Continue to consolidate and embed the centralisation of procurement, and the corporate procurement strategy</td>
<td>Deliver options appraisal/business cases and tendering programme as directed by Cabinet Procurement Working Group, including award of Home Care and Support Frameworks by December 2015</td>
<td>Home Care Framework progressing well (Evaluation stage). Cabinet Procurement Working Group established and providing political direction and oversight. Suggestions for corporate savings on contracts provided.</td>
<td>➔</td>
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<tr>
<td>Implement range of new technologies by March 2016, including MS Lync, completion of Windows 7, upgrading video conferencing facilities and the introduction of tablet and new mobile devices</td>
<td>On track. MS Lync is being used by a targeted group of staff who will benefit most by reducing the need for business travel. The rollout of Windows 7 continues, tablet design/build complete and rollout to members begun with wider business rollout being planned. New “SmartPhones” will be piloted in August with a plan to rollout to targeted areas within the council during the remainder of the year.</td>
<td>➔</td>
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<tr>
<td>• Review and improve business management systems across the organisation, and invest in core information technology systems and projects to drive efficiency</td>
<td>Develop a Digital Strategy by July 2015, and implement actions in the Strategy to improve customer interaction – including systems and processes in readiness for the Care Act by December 2015</td>
<td>Digital Strategy is being finalised for presentation to Cabinet in July.</td>
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<tr>
<td></td>
<td>Develop a business case and implementation plan for establishment of a service centre model for transactional activities by December 2015</td>
<td>Service Centre on track.</td>
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<td></td>
<td>Reshape the communications function by June 2015</td>
<td>Complete.</td>
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<tr>
<td>• Review and embed the council’s revised governance arrangements to improve the efficiency of the Council</td>
<td>Deliver a programme of awareness-raising and support to embed the council’s revised constitution into how the council operates</td>
<td>On track. A programme of training and support for managers on a range of ‘governance’ responsibilities has been developed, including awareness of the revised constitution.</td>
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<td>Implement Local Pensions Boards by July 2015</td>
<td>On track. LGPS and Fire Scheme Boards established in July 15</td>
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<td></td>
<td>Deliver the Council’s Audit Plan by March 2016</td>
<td>On track.</td>
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<tr>
<td>We will pursue opportunities for more efficient service delivery by closer working with the other tiers of local government</td>
<td>Establish formal service level agreements for provision of procurement services to 2 District Councils from April 2015</td>
<td>SLA’s for the provision of procurement services are in place with 1 District Council and adhoc support is being provided for 2 others.</td>
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<tr>
<td></td>
<td>Agree collaborative ICT work programme with health in order to optimise resource allocation and improve access to systems and information</td>
<td>A mechanism is in place to support collaborative ICT work with health. Data sharing agreements are also in place.</td>
<td></td>
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<tr>
<td></td>
<td>Work proactively with the Cumbria Association of Local Councils (CALC) on service delivery opportunities</td>
<td>We are continuing to liaise with District Councils, partners and CALC to explore opportunities for shared and closer working.</td>
<td></td>
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<tr>
<td>We will rationalise our property and improve our office accommodation</td>
<td>Continue to deliver the Better Places for Work Programme</td>
<td>Continue the process of rationalising to 2 buildings in the Carlisle area, including the delivery of a new council building by March 2016</td>
<td>On programme.</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Agree an office property strategy for West Cumbria by June 2015</td>
<td>Work progressing to finalise the business case.</td>
<td></td>
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<tr>
<td></td>
<td>Agree an office property strategy for Kendal by September 2015</td>
<td>Continue to work with partners to develop options to maximise the opportunities in Kendal.</td>
<td></td>
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<tr>
<td>• Review and deliver the Strategic Asset Management Plan</td>
<td>Deliver capital receipts of £2.5 million by end of March 2016</td>
<td>On programme, majority of sites and agricultural sales progressing.</td>
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<td></td>
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<td></td>
<td>Seek opportunities for transfer of property assets for use by community groups by March 2016</td>
<td>Shap Library/former Sports Hall CAT now completed. Eight Community Asset Transfers under consideration. Nine Transfers approved by Cabinet awaiting legal completion.</td>
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<tr>
<td>Priority: To be a modern and efficient council</td>
<td>Target value or date</td>
<td>Progress to July 2015</td>
<td>Direction of Travel (June to July)</td>
<td>Deliverable Achieved/ Completed (▲)</td>
<td></td>
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<tr>
<td>Review of the Strategic Asset Management Plan complete by March 2016</td>
<td>SAMP refresh now briefed, skeleton draft to be prepared.</td>
<td></td>
<td></td>
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<tr>
<td>Working in partnership with Carlisle City Council to bring forward proposals for development of Courts complex</td>
<td>Development Feasibility study awarded to CRE8. Completed in August 2015.</td>
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<tr>
<td>Deliver the planned development of Portland Square in Carlisle</td>
<td>Awaiting proposal from shortlisted local developer.</td>
<td></td>
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</tr>
<tr>
<td>We will reshape the organisation by reviewing management structures and reducing management costs</td>
<td>Deliver first phase of review, releasing £500,000 savings by March 2016</td>
<td>On track and will over-achieve efficiency savings. Phase 2 of the review to implement a Locality based business support function is underway.</td>
<td></td>
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<tr>
<td>• Implement Business Support Review</td>
<td></td>
<td></td>
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<tr>
<td>• Reshape the Council’s Extended Leadership Team</td>
<td>By May 2015</td>
<td>The Strategic Planning process with Cabinet in July identified a number of service reviews which were approved to commence in Autumn 2015.</td>
<td></td>
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<tr>
<td>• Review and restructure Council services</td>
<td>Systematic programme of service reviews to commence from May 2015</td>
<td>Status is RED as number of VR applications are less than the level assumed in the MTFP. Service reviews already agreed by members in the 15/16 MTFP continue to progress to plan. A number of statement of change documents have been issued to trade unions and in scope staff. Reviews at either consultation or implementation phase. Additional service reviews have been presented to members for consideration as part of the July 15 strategic planning meetings and include consideration to address the shortfall of in-year management cost reduction assumptions in the MTFP.</td>
<td></td>
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</tbody>
</table>
### Corporate Measures for this Priority:

<table>
<thead>
<tr>
<th>Measures</th>
<th>Measure Format</th>
<th>Frequency (A/Q/M)</th>
<th>Bigger/Smaller/ Plan is Better</th>
<th>Baseline (2013/14 actual)</th>
<th>Target</th>
<th>Q1 Actual</th>
<th>Direction of Travel (Q4 14-15 to Q1 15-16)</th>
<th>Q1 RAG</th>
<th>Commentary on Progress Q1</th>
</tr>
</thead>
<tbody>
<tr>
<td>% variance from revised revenue budget outturn</td>
<td>%</td>
<td>Q</td>
<td>Plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>↓</td>
</tr>
<tr>
<td>% variance on capital programme</td>
<td>%</td>
<td>Q</td>
<td>Plan</td>
<td>Variance of £49.035m = 43.8% (£111.900m revised programme compared with £62.865m forecast)</td>
<td>&lt;20% variance &lt;20% = Green 20.1 - 30% = Amber &gt;30.1% = Red</td>
<td>Variance of £2.928m = 2.2% (£135.135m revised programme compared with £132.207m forecast)</td>
<td></td>
<td>↑</td>
<td>The forecast outturn for the Council Capital Programme is £132.207m against the budget of £135.135m giving a variance of £2.928m.</td>
</tr>
</tbody>
</table>
| Amount of slippage on capital programme | £ | Q | Plan | Slippage of £47.548m on a revised programme of £111.900m (42.5%). | <20% of programme (currently £23.226m) Red/Amer | Slippage of £4.098m on a revised programme of £135.135m (3.0%). | | ↑ | There is slippage of £4.098m against the Council’s Capital Programme of £135.135m. The significant areas of slippage are highlighted below:  
- £1.200m is anticipated on Port of Workington but where there is a significant contract out to tender and certainty over this will inform the forecasting for this scheme  
- £1.500m is expected on the Strategic Acquisition Fund where acquisitions are under review, the forecasting is to be updated for quarter 2 monitoring.  
- £0.750m on fire vehicle replacement, 6 fire engines will be replaced over the next 2 years for which a tender process is currently being progressed. Lead-in times are not yet known so full slippage is forecast at this point.  
- £0.648m net movement on various other schemes. |
### Measures

<table>
<thead>
<tr>
<th>Measure</th>
<th>Format</th>
<th>Frequency</th>
<th>Bigger/Smaller/ Plan is Better</th>
<th>Baseline (2013/14 actual)</th>
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<th>Q1 RAG</th>
<th>Commentary on Progress Q1</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Efficiency savings in MTFP</strong></td>
<td>%</td>
<td>Q</td>
<td>Plan</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<td></td>
<td></td>
<td>It was estimated that savings of £18.883m were made against the budgeted savings of £23.6m (80%), a shortfall of £4.717m (20.0%) in 2013/14.</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Improve number and proportion of local suppliers winning CCC contracts</td>
<td>%</td>
<td>Q</td>
<td>Bigger</td>
<td>75%</td>
<td>88%</td>
<td></td>
<td></td>
<td></td>
<td>Mainly due to Transport Contracts.</td>
</tr>
<tr>
<td>Develop and implement a disposals programme to achieve at least £2.5M p.a. capital receipts for the next 3 years</td>
<td>£</td>
<td>Q</td>
<td>Bigger</td>
<td>£4.4m</td>
<td>£5m</td>
<td>0</td>
<td></td>
<td></td>
<td>No completions at this early stage of the financial year, activity concentrated on bringing land/buildings to the market. First draft of programme for 16/17 in progress, but is subject to change dependent on the outcome of area reviews/area planning.</td>
</tr>
<tr>
<td>% of FOI and EIR requests dealt with within statutory timescale</td>
<td>%</td>
<td>Q</td>
<td>Bigger</td>
<td>83% (2012/13)</td>
<td>90%</td>
<td>82.5%</td>
<td></td>
<td></td>
<td>Performance has improved this quarter compared with the final quarter of 2014/15. There was a marked improvement in performance for the 3 month period from February to April 2015, however there was a slight dip in performance in the remainder of Quarter 1. It is expected that performance in 2015/16 will improve compared with 14/15 and will be closer to target of 90%. The overall trend suggests that the number of requests received will increase again this year.</td>
</tr>
<tr>
<td>% of corporate complaints dealt with satisfactorily at informal stage</td>
<td>%</td>
<td>Q</td>
<td>Bigger</td>
<td>88%</td>
<td>90%</td>
<td>88%</td>
<td></td>
<td></td>
<td>Performance for quarter 1 this year remains on a par with the baseline year 13/14, however performance has dipped compared with last year and is also slightly below target of 90%. As budget constraints continue to create challenges in terms of service delivery, the number of complaints received is likely to increase.</td>
</tr>
<tr>
<td>Satisfaction with CCC Website-SOCTIM-% users very and quite satisfied with website</td>
<td>%</td>
<td>Q</td>
<td>Bigger</td>
<td>51%</td>
<td>53%</td>
<td>44.79%</td>
<td></td>
<td></td>
<td>SOCITM - Very and quite good 44.79%. The figure is lower than quarter 4 due to negative feedback on the implementation of the new libraries system.</td>
</tr>
<tr>
<td>Full Time Equivalents</td>
<td>Integer</td>
<td>Q</td>
<td>Plan</td>
<td>4779</td>
<td>Not greater than 4779</td>
<td>4565</td>
<td></td>
<td></td>
<td>FTE numbers are reducing in line with plan.</td>
</tr>
<tr>
<td>Note: The planned 2015/16 savings target is £39.883m; this is made up of £32.558m new savings for 2015/16 and £7.325m of existing savings. At this point in time it is forecast that £33.004m (83%) of the 2015/16 savings target of £39.883m will be delivered by the end of the year. The shortfall in the delivery of savings targets is being partially offset set by other mitigating actions within directorates and savings against corporate budgets.</td>
<td></td>
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<td>Direction of Travel (Q4 14-15 to Q1 15-16)</td>
<td>Q1 RAG</td>
<td>Commentary on Progress Q1</td>
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<td>------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>Paybill</td>
<td>£</td>
<td>Q</td>
<td>Plan</td>
<td>£51.5m</td>
<td>£51.03</td>
<td>[↑]</td>
<td></td>
<td>[↑]</td>
<td>Paybill lower than target. This figure includes schools but excludes agency costs.</td>
</tr>
<tr>
<td>Staff Attendance</td>
<td>Days per FTE</td>
<td>Q</td>
<td>Smaller</td>
<td>13.8</td>
<td>10.5</td>
<td>12.54</td>
<td></td>
<td>[→]</td>
<td>A corporate target of 8 by 2017/18 has been set, with corresponding directorate and service targets communicated to achieve this.</td>
</tr>
<tr>
<td>% of managers on or completed leadership and management programmes</td>
<td>%</td>
<td>Q</td>
<td>Bigger</td>
<td>0% of 621</td>
<td>95% of 621</td>
<td>19% of 621 in Q1</td>
<td></td>
<td>[→]</td>
<td>The Senior Manager Leadership 2 day programme has concluded. The Management Development Programme (3 days is still in progress). To date 120 managers have completed either the Leadership or Management Development programme. Work is in progress for the development of the Team Leader programme (to be piloted in July 2015) and further modules to support Senior and Management development including; Political Awareness, Finance etc.</td>
</tr>
</tbody>
</table>
HEALTH & SAFETY POLICY STATEMENT – ANNUAL REPORT

1.0 EXECUTIVE SUMMARY

1.1 The purpose of this report is to update Members on a number of strategic health and safety issues.

1.2 Members are reminded of the Council’s and their individual responsibilities under the Health & Safety at Work Etc Act 1974.

1.3 The report provides details of:

a) a review of the Council’s health and safety policy statement

b) the annual health safety report and

c) the audit of the Council’s health and safety management system by RoSPA (Royal Society for the Prevention of Accidents).

1.4 Cabinet are also asked to encourage all members to attend a one day Institution of Occupational Health and Safety (IOSH) accredited training course.

2.0 STRATEGIC PLANNING AND EQUALITY IMPLICATIONS

2.1 This report supports the Council’s aspirations to promote health and wellbeing, for Cumbrians to enjoy an independent and healthy life and to be a modern and efficient council.

2.2 Any policies and procedures under the health and safety strategy will be appropriately consulted on and the equality implications will be assessed.
3.0 RECOMMENDATION

3.1 Members endorse the revised 2015 health and safety policy statement, as appended.

3.2 Members endorse the 2014 / 15 Annual Health & Safety Report, as appended.

3.3 Cabinet agree to encourage all members to attend one day IOSH accredited training.

ADVICE OF CORPORATE DIRECTOR – ENVIRONMENT AND COMMUNITY SERVICES

4.0 BACKGROUND

4.1 Members have an important role to play in ensuring good standards of health and safety are achieved by the organisation. Everything they do and decide can impact on the health and safety of employees, volunteers, service users, contractors and members of the public. The HSE stress the importance of leadership in health and safety and have published guidance available at the following website: http://www.hse.gov.uk/leadership/

4.2 Cumbria County Council, as an employer, has duties under the Health & Safety at Work, etc Act 1974 (HSWA) to protect the health and safety of its employees and other people (e.g. service users and members of the public who may be affected by its activities). It also has moral obligations in this regard.

4.3 The penalties under HSWA allow for both the prosecution of the organisation and individuals within the organisation. In addition the Corporate Manslaughter and Corporate Homicide Act 2007 allows for the prosecution of an organisation where a death arises from serious health and safety management failures at a senior level resulting in a gross breach of a duty of care. The penalties for this offence can include an unlimited fine, a publicity order effectively intended to shame the organisation, a remedial order requiring steps to address the breach, or a combination of these penalties.

4.4 As part of its duties under HSWA the Council has to provide appropriate health and safety training to all its employees. It does this in a variety of ways including through employee induction and job specific training. In addition the Council provides IOSH accredited training for managers and a shorter one day IOSH accredited course for senior management and members. Members agreed to make such training for themselves compulsory, with a target of 50% of members trained at any one time. The proportion of members trained is currently 43%. The proportion of senior managers holding the qualification is 79%.

4.5 Further training sessions for members and senior managers will be arranged.
4.6 Since 1 September 2014 the Corporate Director of Environment and Community Services (formerly Resources) has been the Director with overall responsibility for health and safety on behalf of the CMT. The Cabinet Member for Fire, Safety and Central Support Services remains the Cabinet Member assigned responsibility for health and safety.

4.7 All the health and safety professional support to the Council is provided through a single corporate team. As well as general advice, auditing and policy development this includes fire safety support, construction safety management support, educational visits advice and approval, and defence of public and employer liability claims. Health and safety services are also provided to the Lake District National Park Authority and to Eden District Council creating efficiencies for all partners.

4.8 The County Council undertakes a diverse range of services and therefore the range of risks is similarly varied. Although risks to most staff and service users are low there are higher risks in specific areas such as highway maintenance, fire and rescue, and social care activities. Resources are prioritised to address risks related to these areas.

4.9 2014/15 showed the lowest number of accidents and incidents which are statutorily reportable to the Health and Safety Executive (HSE) for over a decade. Violence and aggression remains the biggest contributor to recorded incidents as a whole, with stress and manual handling remain the biggest contributors to work related absence.

4.10 It is of note that during 2014/15 South Lakeland District Council was successfully prosecuted in connection with two separate incidents that resulted in fatalities from reversing vehicle movements and a Cumbria roofing contractor was the subject of one of the relatively few prosecutions for corporate manslaughter.

4.11 Every two years since March 2009 an independent audit of the Council’s overall health and safety management system has been undertaken by Royal Society for Prevention of Accidents (RoSPA). At the initial audit the Council was awarded QSA Audit Level 2. Following improvement work the audits in 2011 and 2013 achieved the maximum QSA Diamond Level 5. This standard was retained again this year’s RoSPA audit.

4.12 The Council has a legal duty to prepare and communicate to its employees a general health & safety policy statement. The policy statement sets out the overall policy of the Council and its vision for how health and safety should be managed. The statement was assessed in this year’s RoSPA audit and scored 100% against their marking criteria.

4.13 The Council also prepares an Annual Health & Safety Report on past performance which also looks forward to future developments in health and safety management. The latest draft version of the 2014/15 report is available at http://www.cumbria.gov.uk/healthsafety/ccchealthandsafety.asp

4.14 As with the rest of the council there is a requirement to identify and deliver opportunities for efficiencies within the Corporate H&S function.
4.15 Governance arrangements for H&S have therefore been reviewed this year to streamline processes whilst focusing resources on high risk areas of council activity. A draft health and safety policy statement has been produced to reflect this review. The detailed arrangements for implementing the policy are provided in the Corporate H&S Procedures and in directorate specific procedures where appropriate. These process are kept under review to ensure they are fit for purpose and any emerging risks are managed.

4.16 The revised draft general H&S policy statement incorporating the changes made this year is at Appendix 1. The statement is subject to annual review.

4.17 Work is also ongoing to develop tools and datasets that will enable greater self-service. Some of the benefits of this development have already been achieved but there is scope for further efficiencies to be gained. It is envisaged that this work will allow posts within the team that have been vacant since 2014/15 to be deleted.

5.0 OPTIONS

5.1 Members may choose to endorse the revised Health and Safety Policy Statement and the 2014 / 15 Annual Health and Safety Report or instruct that amendments are made.

5.2 Members may choose to confirm commitment to encouraging all members to attend senior management health and safety training or may choose to instruct that training is no longer appropriate.

6.0 RESOURCE AND VALUE FOR MONEY IMPLICATIONS

6.1 The recommendation of the paper is to ask members to endorse the revised health and safety policy and the 2014/15 Annual Health and Safety Report. Whilst there are no direct financial implications of endorsing the policy and report, however in the event of successful prosecution of the Council for health and safety or corporate manslaughter offences the Council is liable for unlimited fines and successful civil action against the Council for breaches of duty of care may have financial implications in terms of uninsured losses or increased insurance premiums.

6.2 The recommendation to encourage members to attend the one day IOSH accredited course would be funded through the Learning and Development Delivery budget. The cost of the course £770 per day for up to 15 candidates, value for money is best obtained when attendance is maximised.
7.0 LEGAL IMPLICATIONS

7.1 Section 2(3) of the Health & Safety at Work, etc Act 1974 (HSWA) requires that employers produce and revise, as appropriate, a written statement of health and safety policy. It is therefore important that the Council’s statement is kept up to date and there is a commitment within the statement to review it on an annual basis.

7.2 The HSWA places duties on the Council and individuals within the Council to ensure the health, safety and welfare of employees and those that are affected by the Council’s activities, so far as is reasonably practicable.

7.3 The Corporate Manslaughter and Corporate Homicide Act 2007 provides that an organisation will be guilty of corporate manslaughter if the way in which its activities are managed or organised causes a person’s death and amounts to a gross breach of a relevant duty of care owed to that person which is mainly due to the way the organisations senior management managed or organised its activities.

7.4 The decision to approve a health and safety policy under HSWA is a decision for Cabinet under the Constitution.

7.5 Cabinet may encourage members to undertake health and safety training further to the Council’s above legal duties and as a positive contribution to health and safety in the Council.

8.0 CONCLUSION

8.1 The Council and individuals, including Members, have legal and moral responsibilities to undertake activities in a manner which protects employees and other persons who may be affected.

8.2 The biennial assessment by RoSPA of the Council’s overall health and safety management system took place in March 2015 when the maximum QSA Diamond Level 5 was retained. Work continues to ensure standards are maintained.

8.3 The Council reviews its health and safety policy statement annually and produces an Annual Health & Safety Report. A revised draft of the policy statement has been produced to reflect new governance arrangements and a draft annual report has been prepared.

8.4 The Council makes provision for health and safety training, including for Members. The proportion of Members having received such training is below the achieve 50% commitment.

8.5 Recommendations are made to endorse the draft revised health and safety policy statement, to endorse the 2014/15 Annual Health & Safety Report, and for Cabinet to encourage all members to attend one day (IOSH) Institution of Occupational Health and Safety accredited training.
APPENDICES

Appendix 1 – Draft Cumbria County Council Health & Safety Policy Statement 2015 (to follow)

Electoral Division(s): All

Executive Decision
Key Decision

If a Key Decision, is the proposal published in the current Forward Plan?

Is the decision exempt from call-in on grounds of urgency?

If exempt from call-in, has the agreement of the Chair of the relevant Overview and Scrutiny Committee been sought or obtained?

Has this matter been considered by Overview and Scrutiny?
If so, give details below.

Has an environmental or sustainability impact assessment been undertaken?

Has an equality impact assessment been undertaken?

PREVIOUS RELEVANT COUNCIL OR EXECUTIVE DECISIONS

No previous relevant decisions.

CONSIDERATION BY OVERVIEW AND SCRUTINY

Not considered by Overview and Scrutiny.

BACKGROUND PAPERS

No background papers

RESPONSIBLE CABINET MEMBER

Barry John Doughty, Cabinet Member for Fire, Public Safety and Central Support Services
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HEALTH & SAFETY POLICY STATEMENT

We recognise and accept that Cumbria County Council has a legal and moral duty to provide for the health, safety and wellbeing of all its employees and any other person who may be affected by its activities. We view our health and safety responsibilities as being equally important and complementary to everything else we do. Health and safety performance is recognised as contributing to council performance generally by helping reduce injury, ill health, losses and liability. We are committed to continuous improvement in health and safety performance and will ensure sufficient physical and financial resources are made available to achieve this.

We will ensure, so far as is reasonably practicable, that we provide safe premises and working environments, safe equipment and substances, and safe systems of work. We will provide information, instruction, training and supervision to ensure excellent levels of health and safety are achieved and maintained. Legal compliance in all areas is deemed to be the minimum standard to be attained.

Suitable risk assessments will be used as a tool throughout the council to ensure that health and safety arrangements are adequate.

Everybody is expected to play a part in health and safety and we recognise that for health and safety management to be successful all parties must be actively involved. People are a key resource. This includes not only employees but also members, volunteers, contractors and partner organisations.

To help ensure active involvement of all parties effective communication and consultation arrangements will be established through the unions and through other arrangements such as use of focus groups.

An organogram showing how health and safety is structured in the Council is provided at the end of this statement. (Not shown on notice board version)

The Chief Executive has overall responsibility for the County Council’s health and safety performance.

The Cabinet of the Council has identified the Cabinet Member for Fire, Public Safety and Central Support Services as being the lead councillor on health, safety and welfare issues.

The Corporate Management Team has designated the Corporate Director of Environment and Community Services as the champion for health and safety issues within the organisation. Their job is to ensure that the Chief Executive, Corporate Directors and Council Members are kept informed of relevant health and safety issues.
The Senior Health, Safety & Wellbeing Manager, being the Head of Profession for health and safety matters, reports on health and safety matters and provides professional advice to the Corporate Director of Environment and Community Services.

Corporate Directors are responsible for maintaining high standards of health, safety and welfare within their own Directorates consistent with this safety policy statement and with the Corporate Health & Safety Procedures Manual. Each Directorate will prepare an Action Plan for health and safety improvement which will be regularly reviewed and where necessary will prepare further written documentation to describe the organisation and arrangements for health and safety to address specific risk areas within the Directorate.

Each functional area of the Council is professionally assisted by a Health & Safety Practitioner.

Corporate health and safety procedures will be approved at an appropriate management team meeting which will be dependent on the scope and implications of the procedure.

The Safety Practitioners Group, chaired by the Senior Health, Safety & Wellbeing Manager, is a forum for sharing health and safety experience across the Council and for developing corporate health and safety procedures. The Senior Health, Safety & Wellbeing Manager acts as the link between the Safety Practitioners Groups and Corporate Management Team.

Managers and supervisors throughout the council have responsibility not only for their own health and safety but also for that of employees under their control.

All employees are expected to cooperate and to contribute towards meeting excellent health and safety performance in the Council.

Whilst adopting excellent health and safety standards is viewed positively and contributes to the overall performance of the council, failure to adopt adequate procedures will be taken seriously. Where required, appropriate disciplinary procedures will be implemented.

In order to ensure we are achieving adequate health and safety standards arrangements will be put into place to monitor performance. These will include audit arrangements and monitoring of accident and work related ill health data. Levels of work related accidents and ill health are deemed to be an indicator of management control and, not necessarily, the fault of individuals.

Wherever possible we will benchmark our performance against available data and seek to achieve continual improvement in performance.

Health and safety performance will be published in an Annual Health & Safety Report with interim updates provided on a quarterly basis.

The statement represents a summary of the corporate health and safety organisation and arrangements. The detailed organisation and arrangements can be found in the Corporate Health & Safety Procedures Manual which is published on the Council’s Intranet site. This statement and the Procedures Manual will be made freely available to all interested parties.

This policy statement will be reviewed on an annual basis to ensure it remains up to date.

Leader of the Council
Appendix 1

Councillor Stewart Young

Signature Date: 24 September 2015

Cabinet Member for Fire, Public Safety and Central Support Services
Councillor Barry J Doughty

Signature Date: 24 September 2015

Chief Executive:
Diane Wood

Signature Date: 24 September 2015
COMMUNITY SAFETY STRATEGY

1.0 EXECUTIVE SUMMARY

1.1 This paper asks members to agree a draft Community Safety Strategy ("the Strategy") and recommend to Full Council.

1.2 It sets out the Council’s policy position, how the Council delivers against its statutory responsibilities and how the Council’s role in addressing some of the wider social determinants add value to the delivery of Community Safety in Cumbria.

1.3 In doing so it is recognised that it is not a multi-agency strategy for Cumbria as a whole; that is the purpose of the Community Safety Agreement, which is owned by the Safer Cumbria Partnership and to which the Council must pay regard.

1.4 Community Safety cannot be addressed in isolation, this Strategy outlines how delivery against the Council’s vision and priorities contribute to the levels of Community Safety in Cumbria.

2.0 STRATEGIC PLANNING AND EQUALITY IMPLICATIONS

2.1 The Community Safety Strategy, supported by a strategic assessment process are available to the Council and Local Committees to inform the decision making process.

2.2 The principles and aims of the Strategy will help shape the future development of the Community Safety Agreement and hence the county’s partnership approach to Community Safety

2.3 Those entries in the delivery plan that contribute to Community Safety will be subject to an equality assessment as part of the normal corporate process.

3.0 RECOMMENDATION

3.1 That Cabinet agrees to recommend the draft Community Safety Strategy to Full Council.
ADVICE OF CORPORATE DIRECTOR – ENVIRONMENT & COMMUNITY SERVICES

4.0 BACKGROUND

4.1 Under the Crime and Disorder act 1998, the Council must have a Community Safety Strategy. One of the Council’s other statutory responsibilities is to consider crime and disorder issues in its decision making process. One of the aims of this Strategy is to give decision makers an understanding of the Community Safety environment to add context to their decision making.

4.2 This Strategy allows Community Safety to be viewed as a concept that the Council contributes significantly towards rather than something that is treated in isolation.

4.3 Very few decisions, if any taken by the Council will be purely about Community Safety issues, but a significant amount will involve other issues such as mental health, anti-poverty or drugs and alcohol which all impact significantly on Community Safety.

4.4 It is not a multi-agency strategy for Cumbria as a whole; that is the purpose of the Community Safety Agreement, which is owned by the Safer Cumbria partnership and to which the Council must pay regard, however this Strategy will outline how the Council contributes significantly to the wider determinants of Community Safety which create the environment for a safe and secure Cumbria.

4.5 The Council will deliver little or nothing that directly impacts on Community Safety in isolation, however the delivery plan collates in one place, those key deliverables that contribute towards the Community Safety agenda.

4.6 In order to ensure the delivery of the Strategy against the Vision and Aims of the Council Plan, the Strategy prioritises activities against three priority areas. These are:

a) The Council meeting its statutory duties in relation to Community Safety;
b) Working with partners to collectively deliver on the Community Safety Agreement for Cumbria; and
c) Delivering and Commissioning services that address the wider social determinants of Community Safety.

4.7 In order to deliver the Strategy against the priority areas it is important that several principles are adopted. These are:

a) The need to embed Community Safety across the Council;
b) Supporting the most vulnerable;
c) Building local community assets and working through area based delivery;
d) Recognising the importance of prevention and early help; and
e) Effective leadership.
5.0 OPTIONS

5.1 To recommend the draft Community Safety Strategy for consideration at Full Council

5.2 To decide not to recommend the draft Community Safety Strategy as it stands and to propose amendments prior to its consideration at Full Council.

6.0 RESOURCE AND VALUE FOR MONEY IMPLICATIONS

6.1 This report recommends that the draft Community Safety Strategy be considered at full Council.

6.2 There is no specific County Council budget to support the Community Safety Strategy. However, many of the activities contained within the Strategy are reflected in various Directorate budgets.

7.0 LEGAL IMPLICATIONS

7.1 Under sections 5 and 6 Crime and Disorder Act 1998 the Council is responsible for making strategies required under the Act.

7.2 The Crime and Disorder (Formulation and Implementation of Strategy) regulations 2007 (as amended) require the preparation of an annual Community Safety Agreement.

7.3 The Community Safety Strategy forms part of the Council’s Policy Framework and under part 2 of the Constitution full Council is responsible for the adoption of the Policy Framework and approval of individual plans and strategies, which must be refreshed at intervals of not more than three years.

8.0 CONCLUSION

8.1 This high level strategy seeks to draw together the priorities and approach for Cumbria County Council. It highlights that Community Safety cannot be addressed in isolation and that already the Council contributes significantly to Community Safety through addressing those social factors that impact on a number of areas.

8.2 It recognises that the Council has a role to play in addressing those determinants of Community Safety that cut across our priority areas of concern at a countywide level but also that engagement at a local level is vital and that area based delivery will underpin and shape our support to the people of Cumbria.
8.3 If the Council can successfully deliver on this Strategy it will increase the level of awareness amongst the public, Members and officers about Community Safety and make Cumbria a safer place to live, work, study and visit.

Dominic Donnini
Corporate Director – Environment & Community Safety

APPENDICES

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PREVIOUS RELEVANT COUNCIL OR EXECUTIVE DECISIONS
[including Local Committees]

No previous relevant decisions

CONSIDERATION BY OVERVIEW AND SCRUTINITY

Not considered by Overview and Scrutiny.

BACKGROUND PAPERS

No background papers
RESPONSIBLE CABINET MEMBER

Cllr Barry Doughty – Cabinet Member for Fire, Safety and Central Support Services

REPORT AUTHOR

Contact: Mark Clement, Strategic Policy and Scrutiny Advisor 07900 138961
Community Safety Strategy
2015-2018
1. Foreword

The Community Safety Strategy sets out the County Council’s ambition for Cumbria to remain one of the safest places in the country to live, work, visit and study. The Strategy acknowledges the policy and financial challenges faced by local authorities and the wider public sector, and that partnership working, and community level actions will be critical.

The County Council already contributes significantly to Community Safety in Cumbria, however this is often unseen. This Strategy sets out what role the Council will play over the next three years and what it will deliver. Through raising awareness of the Council’s contribution to the Community Safety agenda and by working in a joined up way, the Council can focus effort to look at how to make best use of local resources and assets to help communities.

In shaping this Strategy the Council has listened to its partners, who have made clear, that they share the Council's aims of supporting vulnerable people, delivering early help and prevention activities and working in partnership to deliver a safer Cumbria at a local and countywide level.

I would like to take this opportunity to offer my thanks to all those involved in the development of the strategy and look forward to seeing the results of its successful implementation

Barry Doughty
Portfolio holder (Fire, Public Safety and Central Support Services)
2. Introduction

Community Safety is a complex and multifaceted concept that different people and organisations define in a variety of ways. The words are often used as a generic, all-encompassing phrase for 'crime prevention' and 'crime reduction'. However, its focus is much wider as it includes introducing physical and social changes (in line with local priorities) to local environments as a way of preventing crime and disorder from taking place.

For the purpose of this Strategy the Council defines Community Safety as:

“a wide range of activity designed to reduce the likelihood of crime, disorder, anti-social behaviour, road casualties and fires. It also involves reducing the fear of crime, harm caused by drug and alcohol misuse and behaviour damaging to the environment”

This Strategy sets out the way in which Cumbria County Council can embrace the Community Safety agenda and utilise it as an enabler to meet its vision as set out in the Council Plan. The actions that will deliver on this Strategy will contribute towards Cumbria being a safe place to live, work and visit and will address the wider social factors that underpin Community Safety.

Under the Crime and Disorder Act 1998, the Council must have a Community Safety Strategy. One of the Councils other statutory responsibilities is to consider crime and disorder issues in its decision making process. One of the aims of this Strategy is to give decision makers an understanding of the Community Safety environment to add context to their decision making.

Some decisions taken by the Council can be clearly defined as Community Safety issues, whilst a larger number of decisions touch on issues like child sex exploitation, mental health, anti-poverty, drugs and alcohol, which all impact on the safety of communities in Cumbria.

It is not a multi-agency Strategy for Cumbria as a whole; that is the purpose of the Community Safety Agreement, which is owned by the Safer Cumbria Partnership and to which the Council pays due regard.

Issues such as crime levels and detection rates feature within the Community Safety Agreement, whilst this Strategy outlines how the Council contributes significantly to the wider determinants of Community Safety which create the environment for a safe and secure Cumbria.

Over the next three years the Council’s Community Safety priorities will be focused on

- Meeting its statutory duties in relation to Community Safety.
- Working with partners to collectively deliver the Community Safety Agreement for Cumbria.
- Delivering and commissioning services that address the wider social determinants of Community Safety.
3. Our Vision, Outcome and Priorities

The Council Plan 2014 - 17 sets out the Vision for the Council as:

*To be an effective and efficient organisation that delivers the best possible services for the people of Cumbria within its available resources, protects the vulnerable, and works with others in the community to shape services and help find solutions for the future.*

This Strategy outlines how the Council can act with regard to Community Safety to deliver against this vision statement and against the priorities within the Council Plan.

- We will create an environment in which a child can grow up safely without fear of being a victim of crime, including child sexual exploitation
- We will enable communities to live safely and shape services locally
- We will promote health and wellbeing and tackle poverty, by recognising the impact these issues have on Community Safety and engaging with partners to address them together
- We will provide safe and maintained roads and an effective transport network, by working with partners to reduce the levels of collisions on our roads
- We will promote sustainable and economic growth, by helping to create an environment in which growth is not undermined by either the fear of, or reality of crime
- We will support older and vulnerable people to live independent and healthily lives by working to reduce the fear of crime in Cumbria and providing the public, Members and Officers with appropriate information and training
- We will be a modern and efficient Council, by working with our partners to commission smarter services that address the underlying causes of Community Safety

The Community Safety Strategy recognises that the Council cannot address Community Safety in isolation, but that the wider role the Council plays should be recognised and that there is a commitment to looking for opportunities to work in partnership to deliver enhanced services.

In order to deliver effectively and efficiently against the Council vision the Strategy has been developed with three priority areas:

1. To meet its statutory responsibilities.
2. Working with partners to deliver on the Community Safety Agreement.
3. To effectively deliver and commission services that impact on the wider determinants of Community Safety.
Priority One: Meeting its statutory duties in relation to Community Safety

Local Authorities have had statutory duties in relation to Community Safety since 1998. The main pieces of legislation are summarised as follows:

- **Crime and Disorder Act (1998):** This requires local authorities to have in place a Crime and Disorder Strategy. Section 17 of the Act requires local authorities to consider crime and disorder in the delivery of its functions.

- **The Crime and Disorder Regulations (2007):** This introduced the requirement for a countywide strategy group to be established in partnership. The group is expected to agree a Community Safety Agreement and produce an annual Community Safety Strategic Assessment (which sets the evidence base and the priorities for the working of the group.)

- **Police and Social Responsibility Act (2012):** This established the Office of Police and Crime Commissioner (PCC), and a reciprocal duty between the PCC and local authorities to consider one another’s plans relating to Community Safety.

- **Counter Terrorism and Security Act (2015):** This outlined the role that the Council has in working with partners to address the risk of radicalisation and extremism, primarily through the adoption of both the Prevent and Channel strategies.

- **The Children Act (2004):** This places a duty on the Council to actively participate in the Local Safeguarding Childrens Board, and consider amongst others those issues that particularly effect the most vulnerable in our society, including domestic violence and child sexual exploitation.

The development of this Strategy and its agreement at Full Council as part of the Policy Framework will fulfill the Council’s statutory responsibilities under the Crime and Disorder Act 1998. The Strategy will be used to influence the development of the Community Safety Agreement with partners in support of the 2007 Regulations; and it will also allow discussions to take place with partners and the PCC about the Council’s priorities and allow the Council to identify opportunities for partnership working.

Priority Two: Working with partners to collectively deliver on the Community Safety Agreement for Cumbria

The Community Safety Agreement is a countywide document prepared annually by the Safer Cumbria Partnership to which the Council, as a responsible authority, must have regard. It is based on a strategic assessment of available data carried out by the Cumbria Intelligence Observatory and enhanced through consultation with other responsible authority organisations as to their priorities and direction of travel over the coming year.

The 2014 Community Safety Agreement prepared by the Safer Cumbria Group has as its priority areas

- Anti-social behaviour including criminal damage
- Hate crime
- Speeding vehicles and dangerous driving
- Domestic and sexual violence
• Reoffending and restorative justice
• Alcohol and substance misuse
• Early intervention, prevention and education
• Criminal justice including reoffending
• Ensuring vulnerable people receive the support they need and improving the life chances of the most disadvantaged

In examining these priority areas there are several significant areas of synergy with programmes of work that the Council is delivering. The Council will work together with partners to reduce any duplication of activity and look for opportunities that can be maximised when delivering or commissioning services.

In terms of local partnership working and the role Local Committees play in Community Safety; the Council often funds local projects and activities that help address the concerns of residents at a local level. Examples include:

• Funding for a not for profit social enterprise providing user led, person centred drug and alcohol misuse services
• Funding for “distraction” activities for young people
• Development of local speed watch schemes

Priority Three: Delivering and commissioning activity and services that address the wider social determinants of Community Safety

The Council contributes significantly to the delivery of services in Cumbria that impact on Community Safety. These services are monitored and delivered through a number of existing strategies and programmes of work.

Delivery of the Local Safeguarding Children Board business plan. The vision of the Board is to work together to keep children and young people safe in Cumbria. Two of the areas the Board are concerned with that directly impact on Community Safety are domestic violence and child sex exploitation. Cumbria County Council plays a leading role in this partnership to ensure that the board delivers on its vision and makes Cumbria a safer place.

In terms of domestic violence the Council will support the board in Implementing a Multi-Agency Domestic Abuse and Safeguarding Children Policy that sets out the response expected from all agencies at differing levels of risk posed by domestic Violence.

With regard to child sex exploitation, the Council will work the Local Safeguarding Children Board to conduct an assessment on the effectiveness of agencies responses to child sexual exploitation. This will include an analysis of how the LSCB partners have used their data to promote service improvement for vulnerable children and families, including in respect of sexual abuse.

Focus Families. The Cumbrian Focus Families approach is about working with partners to provide support to families who need extra help. As one of the qualifiers for this program is a history of criminal or anti-social behaviour, this program has a key role to play in addressing Community Safety in Cumbria. The Council takes the lead for this work – with involvement from a range of other organisations such as The Department for Work and Pensions.
Delivery of the Public Health Strategy. A large proportion of those factors that influence public health are the same as those that impact on Community Safety and there is a direct correlation between those areas with the worst health issues and those with the worst Community Safety issues. These issues include improving mental wellbeing, reducing alcohol consumption, a strategic programme of public campaigns aimed at supporting behavioral change and reducing the rate of people killed or seriously injured on Cumbria’s roads.

Delivery of the Anti-Poverty Strategy. There is a strong relationship between poverty and Community Safety. The successful implementation of this Strategy with actions such as support for credit unions and delivery of the ways to welfare service for those in crisis will contribute significantly to the reduction of crime and disorder in Cumbria.

Delivery of the Youth Justice Strategic Plan. The delivery of youth justice services is the responsibility of the County Council. A wide range of services are provided by the Youth Offending Service which are aimed at

- Preventing offending and reoffending by young people.
- Dealing appropriately with those who offend including encouraging them to make amends for their crimes.
- Supporting victims of crime.

All of which contribute significantly to the overall Community Safety agenda.

Commissioning of a range of services. As an authority, we spend millions of pounds every year in commissioning services such as domestic violence, drugs and alcohol or risk taking behaviour. In order to achieve a holistic approach, this Strategy will seek to ensure that Community Safety issues are considered in any relevant commissioning activity.

Delivery of the Integrated Risk Management Plan. This is an assessment of all risks to life and injury to the community, resulting in a long-term plan to make the Fire and Rescue Service more responsive to locally identified needs. This means targeting resources so that the Council can prevent incidents from happening, while also making sure resources are in the right location to best protect the community.

Involvement in the Cumbria Road Safety Partnership. The Cumbria Road Safety Partnership (CRSP) is the collective name for those organisations and groups that wish to see an end to the avoidable death and injury that occurs on the roads of Cumbria each year. It consists of those that have a statutory responsibility including the County Council and those who have an interest. The CRSP came in to being in 2004 and road casualties have reduced year on year from their formation. The Partnership has since evolved and increasingly provides an effective arrangement for the planning and implementation of a range of activities that have the common aim of reducing road casualties, primarily involving the Fire and Rescue Service and the Highways and Transport team.

Delivery of the Joint Mental Health Strategy. Mental health is one of the key determinants of Community Safety, through the delivery of this Strategy the Council and partners will give people the support and tools they need to reduce the impact of mental health concerns and thus reduce the risk of Community Safety concerns.
Delivery of the Cumbria Alcohol Strategy. This strategy owned by the Health and Wellbeing Board which is a committee of the County Council recognises that alcohol related harm affects many people. It is a major contributory factor in health and social inequalities. It is a major public health concern and tackling it has to remain at the forefront of health improvement, social wellbeing and Community Safety programmes. These programmes include activity from Trading Standards, Public Health and Children’s Services aimed at tackling alcohol related harm.

Through the Cumbria Trading Standards Service. The Council promotes a fair, healthy and safe trading environment by protecting consumers, supporting local businesses, and protecting animal health and welfare, by ensuring compliance with regulatory legislation, protecting consumers and supporting businesses.

Trading Standards has a statutory responsibility to enforce a wide range of legislation aimed at protecting consumers and preventing businesses from engaging in unfair, illegal or unsafe practices. They protect communities from scams, doorstep crime, fraud and unfair trading practice, prevent under-age access to alcohol, tobacco and knives to safeguard the health of children and young people and reduce community disorder.

Through the Council’s Resilience Unit. This provides advice, guidance and assistance in Cumbria on emergency planning and business continuity responsibilities and arrangements. This is to ensure that all relevant risks have been assessed and are documented in the contingency plans that have been written and developed, and staff have been trained and exercised. The Council is ready to respond and is effective when it does respond and when recovering from an incident.

Through the Cumbria Fire and Rescue Service. The Service works with partners to deliver a comprehensive package of road awareness training to high risk demographics in Cumbria. The Service also uses its experience of working with young people to deliver young fire fighters and fire cadets courses targeted at vulnerable young people. As part of its home safety programme the Service provides the Council with an important avenue to engage with vulnerable people on a number of subjects, not necessarily just fire safety.

Through the Council’s support to the most vulnerable. Core to the work of the Council is supporting the most vulnerable. As such we play an instrumental role in the delivery of both the children’s and adults’ safeguarding agenda in Cumbria. The visions of the Safeguarding Children’s Board ‘We are working together to keep children and young people safe in Cumbria’ and of the Adults’ Board “Promoting and protecting the safety of adults at risk from abuse and neglect in Cumbria” are fundamental aspects of the Council’s work to address Community Safety.
In order to deliver on this Strategy, the underpinning themes will be adopted:

**The need to embed Community Safety across the organisation**

Community Safety is not just the responsibility of one person, or one team within the Council, as the wide range of activities highlighted earlier shows. As an authority the Council has a tremendous impact on Community Safety within Cumbria. To ensure this continues and resources are maximized, the Council needs to ensure that all staff and Members are aware of the issues and consider them in their day to day business. This will include emerging issues such as child sexual exploitation, domestic violence and the prevention of terrorism.

An important aspect of this is when our frontline staff and Members are in contact with members of the public. With a reducing resource base, it is important we recognise that every contact matters, and do our utmost to ensure Community Safety messages are communicated. More importantly the Council also needs to ensure that within each contact potential Community Safety and/or safeguarding concerns are picked up and acted upon.

**Supporting the most vulnerable**

The Council needs to ensure that the right support is in place for people who are vulnerable when services are being commissioned or delivered. Whilst crime can affect anybody, it is often the most vulnerable in our society who are disproportionately affected and who our staff will come into contact with.

**Building local community assets and working through area based delivery**

Increasingly it is important to allow individuals and communities to come together and create their own solutions rather than relying on the Council to provide solutions. An understanding of asset based community development will allow appropriate local solutions to be developed that improve quality of life and the level of Community Safety in an area.

**Prevention and early help**

Social exclusion and poor outcomes, often determined at a young age, are critical risk factors for offending. The cost of addressing these factors increases as behaviours become more entrenched. Studies have shown that families with complex problems can often cost public services over £250,000 in a single year. Early help and prevention are more cost-effective methods than responding to incidents as they happen, particularly in relation to issues like domestic and sexual abuse. This approach is exemplified through the Focus Families and Headstart initiatives adopted in Cumbria.

**Leadership**

Senior Officers and Elected Members should be able to demonstrate to all staff, communities and the public the importance of Community Safety through the adoption of this Strategy and the implementation of the concepts within it. They are also in an ideal position to influence decisions taken in other forums, and through their interaction with partners and members of the public ensure the latest intelligence is available to facilitate informed decision making. Senior Officers and Elected Members will be supported through the development of programmes to increase their knowledge in regard to current issues such as the prevention of terrorism, and child sexual exploitation.
4. The national and local context

The Strategic Assessment for Cumbria provides a wide variety of information about the Community Safety issues we face in the county. This section of the Strategy summarises the current picture and draws out the key areas that the Council can contribute to in line with its stated priorities in the Council Plan.

Crime

Cumbria is a safe place to live. Over the last six years we have seen significant reductions in levels of crime and anti-social behaviour in Cumbria.

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These figures make Cumbria one of the safest places in the country to live, and it has consistently been so over this time period. We have seen falls in all crime types, and levels of youth related anti-social behaviour are at an all-time low. However we still do have crime hotspots.

Those areas with relatively high levels of crime and disorder are predominantly urban areas with high levels of deprivation, unemployment and benefit claimants where life expectancy is low and there are other health related issues.

These communities have high proportions of low income households, high numbers of workless households, and high levels of child poverty. High crime areas tend to be cities or towns and the surrounding urban areas of Carlisle, Barrow, Workington, Whitehaven, Penrith and Kendal. Although this is a recognisable pattern there are crimes in other areas such as the rural and otherwise affluent ward of Askham in Eden (where levels of drug crime and theft offences are high, predominantly driven by the Kendal Calling festival) and Lakes Ambleside (where levels of burglary dwelling and theft offences are relatively high largely driven by the influx of tourists and opportunist crimes).

As an Authority there is very little the Council can do to have a direct impact on crime levels (in terms of detection and prosecution) in Cumbria, but what it can do is point its efforts towards addressing those factors such as worklessness and poverty or drugs and alcohol that create an environment in which crime and disorder occurs.
Poverty and Deprivation

There are high levels of poverty and deprivation spread across the county and in particular in the urban areas of Barrow and West Cumbria. There are twenty nine communities that rank within the 10% most deprived areas in England and there are eight communities that fall within the 3% most deprived nationally. Although the prevalence of poverty and deprivation is greater in Cumbria’s urban areas there are pockets of significant deprivation in some of the most rural communities.

Changes to welfare reform have seen a number of people across the county removed from a range of benefits. Numbers of working age benefit claimants have fallen and further changes are planned which will continue up to and throughout 2017 which may have an impact on future levels of crime. As we see levels of household income reduce through benefit cuts and low paid work we may see an increase in alcohol and substance misuse, crime and in particular acquisitive crime; as well as levels of domestic violence as financial household pressures increase.

Health

A female living in Cumbria can expect to live longer than a male living in Cumbria; however, life expectancy for both males and females in Cumbria is lower than the national average. In areas where life expectancy is low, crime and disorder is prevalent. These areas also tend to be deprived areas characterised by low household income, high levels of unemployment and benefit claimants, and high levels of child poverty.

Alcohol misuse in the county remains an issue and despite a fall in alcohol related health indicators, rates are above national levels for the following indicators: alcohol related mortality for both males and females, alcohol specific hospital admissions for under 18s, admitted to hospital episodes with alcohol related conditions and alcohol related crimes.

Substance Misuse & Alcohol

13% of all crime in the county is alcohol related, and more than 1 out of 3 (35.4%) violent and sexual offences are alcohol related. Total alcohol related crime in Cumbria has increased in the past year. Although rates of some of the key alcohol related health indicators have fallen across Cumbria most remain above national levels. Alcohol misuse has a significant impact on crime and anti-social behaviour with wider impacts on health, and the health services particularly emergency services.

Alcohol and substance misuse must be tackled in order to help reduce levels of crime and to improve overall health and wellbeing.

Rates of alcohol related recorded crimes are falling and are below national levels, however, in Barrow rates are above the rest of England. Alcohol related violent crimes are also falling but are above national and regional levels.
Domestic Violence

In the most recent Crime Survey for England and Wales it is reported that five million women (30% of the adult female population) have experienced some form of domestic abuse since the age of sixteen. A recent report by HM Inspectorate of Constabulary states that three women a fortnight are being killed by a partner or former partner and a third of all assaults recorded by the police related to domestic violence. Domestic abuse is estimated to cost society £15.7 billion a year.

Throughout 2013-14 there were 6,932 domestic violence incidents in Cumbria, and 424 sexual offences. Numbers of incidents have increased by 5.9% and 22.0% respectively. Reducing the rate of repeat incidents is a priority for Cumbria.

Over a three year period numbers of domestic violence incidents and sexual offences have increased which may be a reflection of the investment in specialist support services within Cumbria. However, consideration still must be taken to other possible contributing factors such as financial pressures, lack of social and economic opportunities, mental health issues and drug and alcohol misuse.

Changes in welfare reform may have a significant impact on victims of domestic abuse. Not only could the reduction in benefits and household income add further financial pressure in the home but it is planned for a household to receive the one benefit (Universal Credit) and not an individual therefore allowing greater power to the offender and increasing the vulnerability of the victim.

There is a relationship between numbers of domestic abuse incidents and areas where there are high levels of deprivation, high levels of unemployment, and greater numbers of households with low incomes. In addition to this, where there are high levels of domestic abuse there are high levels of child poverty.

As expected, there is correlation between alcohol related crimes and domestic abuse, more than 1 out of 3 violent and sexual offences are alcohol related. Domestic abuse tends to take place in deprived urban areas; however, we must be mindful of hidden and unreported abuse in more affluent and more rural areas.

Anti-Social Behaviour (ASB)

ASB can have a serious effect on an individual’s quality of life and despite falling numbers of incidents it remains a continuing priority for Cumbria. ASB, particularly youth ASB, can lead to further and more serious offending. Collaboration and restorative work with local partners and agencies can help to prevent this.

Levels of anti-Social Behaviour continue to fall in Cumbria along with incidents involving young people. 16.2% of ASB is alcohol related.

Killed or seriously injured (KSI)

Throughout 2013, 239 people were killed and/or seriously injured (KSI) on Cumbria’s roads, an increase of 43 incidents (+21.9%) from the previous year. In the most recent annual Public Consultation Survey speeding vehicles was the top area of concern for Cumbria’s residents, followed by dangerous driving.
Deliberate Fires

The general trend for all fires (both accidental and deliberate) is downward as it is nationally. Numbers of deliberate fires continue to fall in Cumbria but not across all of the districts. Areas with the greatest number of deliberate fires tend to be some of the most deprived areas in the county with relatively high levels of crime.

Youth Offending

The principle aims of the Youth Offending Service are to: prevent offending and reoffending by young people, deal appropriately with those who offend including encouraging them to make amends for their crimes, and to support victims of crime.

Cumbria Youth Offending Service is built on the basis of strong partnership work across both statutory and voluntary sector organisations. It works hard to balance supervision and surveillance of young people with support and advice to help them change their lifestyles.

This helps drive down youth crime in Cumbria continuing to make it a safer place to live, and a place where young people are making better decisions about their behaviour which will help improve their life chances as they move into adulthood and independence.

Numbers of young offenders continue to fall across the county. Throughout 2013-14 there were 340 young offenders, a fall of 102 (-23.1%) from the previous year. Numbers of custodial sentences are also falling. The rate of first time entrants has fallen significantly at 322 per 100,000 (down from 440 per 100,000 in the previous year). Over a third (36.3%) of young offenders are aged 17+ years. Nationally youth offending is falling, along with numbers of first time entrants and those in custody.
5. Delivering the Strategy

The three priorities in the Community Safety Strategy are:

- Meeting its statutory duties in relation to Community Safety
- Working with partners to collectively deliver on the Community Safety Agreement for Cumbria
- Delivering and commissioning services that address the wider social determinants of Community Safety

In focusing on these three priorities, the Council is able to address Community Safety through the different roles the organisation has:

**Leadership**: The Council as a single organisation and through Elected Members as individuals can use their role to influence public policy, raise issues as a major public sector organisation, and bring together local communities and other organisations to find local solutions.

**Service Delivery**: The Council delivers a broad range of public services, many of which impact on individuals or families whose lives are impacted on by Community Safety issues.

**Commissioning**: The Council commissions work, and has contracts in place, that help deliver improvements in those wider social determinants of Community Safety that affect the people of Cumbria. Where the Council uses grants to invest in local communities and organisations, there is an opportunity to focus this on securing activity to strengthen Community Safety activity or to support capacity building in communities in order to strengthen their resilience.

Throughout these roles, the concepts of protecting the most vulnerable, and considering prevention and early help are vital. The key areas of focus for activity are set out below; with a more detailed delivery plan provided as an appendix to the Strategy. The Delivery Plan will be updated on an annual basis.

**Statutory Duties**

**Aim**: To ensure the Council meets its statutory responsibilities

**Leadership**: The Council will:
- Engage with other responsible authorities in the Safer Cumbria Partnership
- Promote engagement between Local Committees and local Community Safety Partnerships
- Deliver change through the local Adults’ and Children’s Safeguarding Boards
- Consider the Community Safety implications of the decisions its makes, and the services it delivers
- Ensure an appropriate level of knowledge at all levels about emerging Community Safety issues such as the prevention of terrorism and child sexual exploitation

**Service Delivery**: The Council will:
- Produce a Community Safety Strategy
- Use the area planning process to consider the Community Safety implications of local service delivery
- Ensure delivery of effective Fire and Rescue Services
- Deliver against the Local Safeguarding Children Board business plan

**Commissioning and Investment**: The Council will
- Provide local strategic assessments that give an accurate Community Safety picture to inform commissioning decisions
- Consider the Community Safety and the prevention of terrorism implications when commissioning services
**Partnership working**

**Aim:** To work with partners to deliver against Community Safety priorities

**Leadership:** The Council will
- Work as part of Safer Cumbria to deliver against a Community Safety Agreement for Cumbria
- Recognise the value that the Council adds to partnership delivery
- Create an aide memoire for Members that summarises pertinent Community Safety information

**Service Delivery:** The Council will:
- Raise the level of understanding of partners of the services the Council delivers to allow opportunities for joint working to be explored
- Continue to support the Police and Crime Panel in its role of holding the Police and Crime Commissioner to account
- Deliver a co-ordinated approach to Community Safety within each of the six Local Committee areas
- Work with partners to implement a Multi-Agency Domestic Abuse and Safeguarding Children Policy that sets out the response expected from all agencies at differing levels of risk posed by domestic Violence

**Commissioning and Investment:** The Council will
- Continue to explore opportunities to co-commission services that meet both the Councils, and its partners, aims and objectives

Delivering and Commissioning services that address the social determinants of Community Safety

**Aim:** To recognise the added value the Council gives to the Community Safety agenda

**Leadership:** The Council will:
- Understand the role of Public Health in Community Safety and ensure it is embedded in its business
- Raise awareness of the impact of social determinants on Community Safety, and those factors that lead to a culture of extremism

**Service Delivery:** The Council will:
- Maximise every contact with the public to ensure appropriate Community Safety referrals are made
- Ensure support is available for people facing financial challenges
- Focus on prevention and proactive support for excluded and vulnerable adults

**Commissioning and Investment:** The Council will:
- Continue to deliver services that impact on the most vulnerable in our society
- Develop the role of children’s centres in delivering early help
- Commission substance misuse and sexual health services that recognise their impact on Community Safety
6. Shaping the Strategy

In shaping the Strategy a Community Safety Framework was developed that set out priority areas and mapped activity against the three functions of Leadership, Service Delivery and Commissioning and Investment. This was put out to consultation to a wide range of partners across the county, including Police, Community Safety Partnerships and the Third Sector. Given the implications for Local Committees, a briefing document was prepared and discussed with Members, which sought to achieve input into the direction the Strategy was developing. Where face to face consultation was not possible, the briefing document was provided to Members electronically and an opportunity given to provide feedback directly to the Strategic Advisor for Policy and Scrutiny.

Internally, consultation has taken place with those teams whose remit covers an aspect of Community Safety such as Public Health, Trading Standards and the Youth Offending Service. Feedback from this consultation has been incorporated into the Strategy.

Following the receipt of the latest OFSTED assessment of performance, consultation has taken place with senior managers within the Children’s directorate to ensure that actions from the assessment are embedded in the Community Safety Delivery Plan.

The County Council is currently going through a period of significant change in the way that it works and delivers services. These changes impact on and have implications for how Community Safety is addressed.

The increased importance of locality working means it is vital that there is interaction between Local Committees, Area Engagement Teams and district level Community Safety Partnerships. This will allow Local Committees to be aware of projects that the Community Safety partnership are working on and vice versa, reduce the risk of duplication and increase the likelihood of appropriately commissioned services in the local area.

Working with the Community Safety Partnership will also allow locality leads to potentially access funding streams that at present they cannot.

The current move towards more integrated services and smarter commissioning mean that engagement at a strategic level will allow Officers within the Council to have discussions that allow opportunities to improve the services offered by the Council and that address its priorities to be seized.

This engagement will also allow the Council to influence how significant investment in the county from the likes of the Police and Crime Commissioner or the recently created Probation Service for Cumbria and Lancashire is directed.

In order for the Community Safety agenda to be mainstreamed within the Council it is seen as everybody’s business and consideration is given to Community Safety implications as part of decision making.
7. Monitoring and reporting on the strategy

Responsibility for delivering this Strategy, given its holistic nature lies across a number of parts of the Council.

An annual summary will be produced that highlights how the Council has contributed towards the delivery of Community Safety over the financial year. This will be supported by a delivery plan refreshed each year that summarises those key deliverables that impact on Community Safety in Cumbria.

In order to give Local Committees an understanding of the Community Safety environment in their local area, district level summaries will be provided that will allow information to be fed into the area planning process.

8. Conclusion

This high level Strategy seeks to draw together the priorities and approach for Cumbria County Council. It highlights that Community Safety, like Public Health, cannot be addressed in isolation and that already the Council contributes significantly to Community Safety by addressing social factors that impact on communities.

It recognises that the Council has a role to play in addressing the determinants of Community Safety that cut across our priority areas of concern at a countywide level but also that engagement at a local level is vital and that area based delivery will underpin and shape our support to the people of Cumbria.

Successful delivery of this Strategy will increase the level of awareness amongst the public, Members and Officers regarding Community Safety and make Cumbria a safer place to live, work, study and visit and travel through.
<table>
<thead>
<tr>
<th>Aim</th>
<th>Activity</th>
<th>Target date / Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>We will</strong> create an environment in which a child can grow up safely without fear of being a victim of crime</td>
<td>Deliver the Council’s Improvement Plan for children’s social care</td>
<td>Secure at least a ‘Requires Improvement’ OFSTED inspection judgement (unannounced inspection) and look to achieve a judgement of ‘Good’ in the longer term</td>
</tr>
<tr>
<td></td>
<td>Review and re-design early help provision including Sure Start Children’s Centres, youth services, and focus family services to prevent escalation need for children and families.</td>
<td>Implement new contractual and service delivery arrangements for the provision of Early Help services from April 2015</td>
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<tr>
<td></td>
<td>Commission careers information and guidance services as part of early help provision</td>
<td>Implement new contractual and service delivery arrangements from April 2015</td>
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<tr>
<td></td>
<td>Establish an in-house youth service</td>
<td>By October 2015</td>
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<tr>
<td></td>
<td>Be an integral part of the Local Safeguarding Children’s Board</td>
<td>Delivery against the 2015-2018 business plan, including Domestic Violence and Child Sexual Exploitation as a priority.</td>
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<tr>
<td></td>
<td>Deliver against the Youth Justice Strategic Plan</td>
<td>By March 2016 and reviewed annually</td>
</tr>
<tr>
<td><strong>We will</strong> enable communities to live safely and shape services locally</td>
<td>Re-launch area planning and design services in localities with communities</td>
<td>Implement by September 2015</td>
</tr>
<tr>
<td></td>
<td>Bring together the Councils community engagement functions to deliver a co-ordinated approach within each of the six Local Committee areas.</td>
<td>By March 2016, include developing relationships between local community Safety Partnerships and area teams</td>
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<td></td>
<td>Make available detailed analytics to inform decision making</td>
<td>Ongoing as part of the Strategic Assessment process carried out by the Intelligence Observatory</td>
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<td></td>
<td>Use the Fire Service Integrated Risk Management plan to target resources appropriately</td>
<td>By March 2016</td>
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<tr>
<td></td>
<td>Deliver against the Prevent Strategy action plan</td>
<td>By March 2016</td>
</tr>
<tr>
<td><strong>We will</strong> promote health and wellbeing and tackle poverty, by recognising the impact these issues have on Community Safety and engaging with partners to address them together</td>
<td>Embed public health across the full range of the councils activities</td>
<td>Ongoing delivery against the Public Health Strategy</td>
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<tr>
<td></td>
<td>Reshape advocacy, substance misuse and sexual health services</td>
<td>Commission services over the period to April 2016</td>
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<td></td>
<td>Deliver with partners, the Cumbria Health and Well-being Strategy</td>
<td>Design and begin to roll out a new Health and Social Wellbeing Service by April 2016</td>
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<tr>
<td></td>
<td>Deliver the Councils Anti-Poverty Strategy</td>
<td>Ongoing activity against year two delivery plan</td>
</tr>
<tr>
<td><strong>We will</strong> provide safe and maintained roads and an effective transport network</td>
<td>Deliver the Fire Service road awareness training programme</td>
<td>Delivery of road awareness training to all appropriate educational establishments on an annual basis</td>
</tr>
<tr>
<td><strong>We will</strong> promote sustainable and economic growth, by helping to create an environment in which growth is not undermined by either the fear of, or reality of crime</td>
<td>Deliver against our commitments in the Cumbria Road Safety Partnership Plan</td>
<td>By March 2016</td>
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<tr>
<td>Continue to enforce legislation through Trading Standards aimed at protecting consumers and preventing business engaging in illegal or unsafe practices</td>
<td>Deliver a fire prevention programme that reduces the risk of fire to business in Cumbria</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Targeted delivery of fire prevention activity on an annual basis</td>
<td></td>
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</tbody>
</table>

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<tr>
<th><strong>We will</strong> support older and vulnerable people to live independent and healthy lives by working to reduce the fear of crime in Cumbria and providing the public, Members and officers with appropriate information and training</th>
<th>Develop proposals for prevention services that support the whole population to improve health and wellbeing and prevent deterioration</th>
<th>By September 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deliver an improved information and advice service for the whole population to comply with the requirements of the Care Act</td>
<td>Continue to be an integral part of the Adult Safeguarding Board</td>
<td>Ongoing activity through April 2016</td>
</tr>
<tr>
<td>Continued attendance will allow us to help shape the agenda of the board and ensure a contribution towards the Council’s vision.</td>
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</table>

<table>
<thead>
<tr>
<th><strong>We will</strong> be a modern and efficient council, by working with our partners to commission smarter services that address the underlying causes of Community Safety at both a countywide and local level</th>
<th>Implement the themes outlined in the Community Safety Strategy</th>
<th>By April 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Explore the opportunities for the joint commissioning of services with our partners, that take into consideration the statutory requirements placed on us through the Counter Terrorism and Security Act 2015</td>
<td>To be considered appropriately during the commissioning cycle</td>
<td></td>
</tr>
</tbody>
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1.0 EXECUTIVE SUMMARY

1.1 This paper seeks Cabinet’s permission to consult with all Cumbrian primary and secondary schools and academies; the Cumbria Alliance of System Leaders (CASL) and the Cumbria Schools Forum on the Cumbria School Funding Formula for the 2016-17 financial year.

1.2 In 2015-16, Cumbria received an additional £7.7m Dedicated Schools Grant funding as a result of the Department for Education’s (DfE) Fairer Schools Funding policy. Cabinet agreed in October 2014 for this funding to be allocated to Cumbrian secondary schools in 2015-16 through the Basic Per Pupil Entitlement (AWPU) factor in the Cumbria School Funding Formula, thereby bringing the primary-secondary funding ratio closer to the national average. The decision applied to the 2015-16 financial year only as there was no confirmation that this funding would be available beyond that.

1.3 The DfE also permitted for the first time in 2015-16 the use of an additional sparsity lump sum of up to £0.050m for eligible, small, sparse secondary schools. Following a consultation with all schools, academies and the Schools Forum, this factor was not used in 2015-16 but it was agreed that, if the factor was available in 2016-17, the use of this factor would be consulted on again.

1.4 School revenue funding arrangements for 2016-17 have now been published. The DfE has confirmed that the additional £7.7m received in 2015-16 will also be available for 2016-17. The ability to allocate an additional sparsity lump sum for eligible secondary schools is also available.

1.5 Cabinet is therefore asked to approve a consultation with all Cumbrian primary and secondary schools and academies; the Cumbria Alliance of System Leaders (CASL) and the Cumbria Schools Forum on the following:
• That the formula agreed for 2015-16 continues to operate in 2016-17 with the additional £7.7m allocated to secondary schools and academies through the Basic Per Pupil Entitlement factor (AWPU). This would continue for future financial years as long as the additional funding is available.

• Whether an ‘additional sparsity lump sum factor’ of £0.050m is introduced for eligible, small, sparse secondary schools as defined at 4.7 below. The funding for this factor would be taken from within the total funding allocated through the Basic Per Pupil Entitlement (AWPU) factor for secondary schools and academies.

1.6 The consultation would take place in October/November 2015. A report on the outcome of the consultation would be presented to Cabinet in December 2015 to inform Cabinet’s decision on the Cumbria School Funding Formula for 2016-17.

2.0 STRATEGIC PLANNING AND EQUALITY IMPLICATIONS

2.1 Ensuring that Cumbrian schools are funded appropriately is supportive of the Council Plan objective ‘to safeguard children, and ensure that Cumbria is a great place to be a child and grow up in’.

3.0 RECOMMENDATION

3.1 That Members agree to commence the formal consultation process with all schools, academies, CASL and the Cumbria Schools Forum during October/November 2015 on recommendations 3.2 and 3.3 below.

3.2 That the formula agreed for 2015-16 continues to operate in 2016-17 with the additional £7.7m allocated to secondary schools and academies through the Basic Per Pupil Entitlement factor (AWPU). This would continue for future financial years as long as the additional funding is available.

3.3 That an ‘additional sparsity lump sum factor’ of £0.050m is introduced for eligible, small, sparse secondary schools as defined at 4.7 below. The funding for this factor would be taken from within the total funding allocated through the Basic Per Pupil Entitlement (AWPU) factor for secondary schools and academies.

3.4 That a report be brought back to Cabinet in December 2015 presenting the outcome of the consultation process and the recommendations of the Schools Forum and CASL for Cabinet to decide upon the Cumbria School Funding Formula for 2016-17.
**ADVICE OF CHIEF EXECUTIVE AND CORPORATE DIRECTOR – CHILDREN’S SERVICES**

**4.0 BACKGROUND**

4.1 Local Authorities fund schools using a locally determined funding formula. The Council Cabinet is the decision maker on the Cumbria School Funding Formula, but in line with the School and Early Years Finance Regulations, any change to the local funding formula must be consulted on with all primary and secondary schools and academies, and the Cumbria Schools Forum. In addition, the Cumbria Alliance of System Leaders (CASL) is now a key collaborative body of schools and academies in Cumbria, and is critical to any consultation.

4.2 From April 2013, the Department for Education (DfE) implemented new funding arrangements for schools intended to simplify the way that the local authority funds schools using this formula. For both the 2013-14 and 2014-15 financial years, in response to DfE reforms, Cabinet has agreed changes to the Cumbria School Funding Formula following a consultation with all primary and secondary schools and academies and the Cumbria Schools Forum.

4.3 The above reforms are part of the longer term intention of the DfE to implement a ‘National Funding Formula’ for schools. As a further step towards this, the DfE allocated an additional £390m of Dedicated Schools Grant funding in 2015-16 as part of its ‘Fairer Schools Funding’ policy. This additional funding was allocated to those local authorities deemed to be the ‘least fairly funded’. Cumbria County Council received an additional £7.7m Dedicated Schools Grant funding in 2015-16 as a result of this.

4.4 Following a consultation with all primary and secondary schools and academies, and the Cumbria Schools Forum, Cabinet decided to allocate this additional funding to Cumbrian secondary schools and academies by increasing the Basic Per Pupil Entitlement (AWPU) factor for secondary schools and academies within the formula. This enabled the primary-secondary funding ratio in Cumbria to increase from 1:1.15 to 1:1.22, which is closer to the national average of 1:1.28.

4.5 At the time of the Cabinet decision, there was no confirmation that the additional funding would be available beyond the 2015-16 financial year and so the decision related to 2015-16 only.

4.6 For 2015-16, the DfE permitted the inclusion of a new ‘additional sparsity factor lump sum’ of up to £0.050m for eligible secondary schools being those that:

- Have pupils in years 10 and 11
- Have 350 pupils or fewer
- Have a sparsity distance of 5 miles or more
This sparsity factor is over and above the sparsity lump sum of £20,000 (primary) and £100,000 (secondary) that Cumbria currently uses for eligible sparse schools.

Based on both the October 2013 and October 2014 pupil data, 7 secondary schools in Cumbria would be eligible for this.

Following a consultation with schools and the Cumbria Schools Forum, there was no clear recommendation on the use of this factor in 2015-16. The decision was made that the factor would not be used in 2015-16 but would be consulted on again should it be available in 2016-17.

In late July 2015, the Council was notified by the Department for Education of the revenue funding arrangements for schools and academies for the 2016-17 financial year.

The arrangements make no changes to the factors available for use in the Cumbria School Funding Formula. The ‘additional sparsity factor lump sum’ of up to £0.050m for eligible secondary schools is available for use in 2016-17.

The minimum funding guarantee which protects school budgets that are losing funding as a result of the changes from April 2013 onwards remains at -1.5% per pupil meaning that schools will not lose more than 1.5% of their per pupil budget compared to 2015-16.

The additional £7.7m funding received in 2015-16, which was allocated to secondary schools and academies, is also available in 2016-17. Cumbria’s total Schools Block element of the Dedicated Schools Grant (including the additional £7.7m) has been divided by the pupil numbers at October 2014 to give a per pupil amount which will be multiplied by pupil numbers on the October 2015 census to give the allocation for 2016-17.

As the additional £7.7m is available for 2016-17, and the ‘additional sparsity lump sum’ for eligible secondary schools is also available, it is proposed that Cabinet approve a consultation with all Cumbrian primary and secondary schools and academies, the Cumbria Schools Forum and CASL on the following:

- That the formula agreed for 2015-16 continues to operate in 2016-17 with the additional £7.7m allocated to secondary schools and academies through the Basic Per Pupil Entitlement factor (AWPU). This would continue for future financial years as long as the additional funding is available.

- Whether an ‘additional sparsity lump sum factor’ of £0.050m is introduced for eligible, small, sparse secondary schools as defined at 4.7 above. The funding for this factor would be taken from within the total funding allocated through the Basic Per Pupil Entitlement (AWPU) factor for secondary schools and academies.

If approved by Cabinet, it is proposed that the consultation document is presented to CASL and the Cumbria Schools Forum on 16th October 2015.
for a consultation to take place between 23rd October 2015 and 20th November 2015. The outcome of the consultation would then be presented to Schools Forum on 2nd December. Schools Forum and CASL recommendations would then be received by Cabinet at its meeting on 17th December 2015 where a decision would be made on the Cumbria School Funding Formula for 2016-17. The agreed funding formula would then be submitted to DfE by the deadline of 21st January 2016.

4.16 The Dedicated Schools Grant is allocated to the local authority in three blocks – the Schools Block, the Early Years Block and the High Needs Block. The blocks are not ring-fenced and the local authority is free to move funding between blocks and also to propose which budgets are centrally retained by the local authority. However, the Schools Forum must approve for funding to be moved from the Schools Block to either the Early Years Block or the High Needs Block, and also the size and nature of the centrally retained budgets.

4.17 Budget monitoring has identified budget pressures within the High Needs Block due to an increase in the number of special needs statements/ Education Health Care Plans. Neighbouring local authorities in the North East are also experiencing similar issues. Data is currently being analysed to further identify the specific reasons for this. These pressures will need to be managed within the cash limited Dedicated Schools Grant budget. A paper will be presented to the Schools Forum on 16th October 2015 identifying the issues and proposing solutions from within the Dedicated Schools Grant budget. Decisions taken by the Schools Forum in terms of moving funding between the blocks in 2016-17 will also be reported to Cabinet in December.

4.18 Through the Schools Forum, other issues have been raised around the sustainability of school budgets. One particular issue is the reduction in post-16 funding since the national changes to this funding stream from April 2013. The Council does not have any influence over how post-16 funding is calculated – the Council is simply required to passport the notified allocations on to the relevant schools. However, to explore how schools can manage their budgets within this context, a sub-group of the Cumbria Schools Forum has been established with the purpose of seeking good practice in how schools spend/ structure budgets at a time of financial pressure.

5.0 Options

5.1 Members can decide to agree, reject or amend the recommendations at 3.1-3.4

6.0 Resource and Value for Money Implications

6.1 The Schools Block allocation for Cumbria for 2015-16 is £277.23m. This includes the additional £7.7m Dedicated Schools Grant funding that was allocated to Cumbria in 2015-16 as a result of the DfE’s ‘Fairer Schools Funding Policy’. The Schools Block allocation includes all maintained schools, academies, Chetwynde free school and the University Technical College.
6.2 For the 2016-17 financial year, the DfE has confirmed that Cumbria’s Schools Block element of the Dedicated Schools Grant will be calculated by taking the £277.23m from 2015-16 (which includes the additional £7.7m) and dividing by pupil numbers at October 2014 (60,616) to give a per pupil amount for 2016-17 of £4,574.23. This will then be multiplied by pupil numbers at the October 2015 census date to give Cumbria’s Schools Block allocation for 2016-17. The Schools Block funding allocation will be notified to the Local Authority during the week commencing 14th December 2015. However, the allocation can be estimated following the census on 1st October 2015 and the receipt of the final Schools Block data set for 2016-17 on 10th December 2015.

6.3 In 2015-16, the £7.7m additional funding was allocated entirely to secondary schools and academies by increasing the Basic Per Pupil Entitlement factor (AWPU) for both Key Stage 3 and Key Stage 4. This had the effect of increasing the primary secondary funding ratio within Cumbria’s School Funding Formula from 1:1.15 to 1:1.22 and moved it closer to the national average which is 1:1.28 for 2015-16.

6.4 Based on the 2015-16 DfE schools dataset, 7 secondary schools would be eligible for the ‘additional sparsity lump sum’ of £0.050m (a total of £0.350m). The £0.350m would be funded from the total amount allocated through the Basic Per Pupil Entitlement factor to secondary schools, and therefore would have the effect of reducing the allocations to the remaining 30 secondary schools and academies by approximately £13 per pupil. The £0.350m comprises 0.3% of the £111.039m that is allocated to secondary schools and academies through this factor.

6.5 Since the national change to the regulations on local authority school funding formulae from April 2013, and the new Cumbria School Funding Formula agreed by Cabinet in October 2012 in response to this, school budgets in Cumbria are gradually moving towards the impact of this significant change.

6.6 The minimum funding guarantee (set at -1.5% per pupil) and the cap to gains in funding (estimated at 6.2% for 2015-16), which funds the minimum funding guarantee, are in place enabling schools to transition to the impact of the funding formula changes initiated in April 2013. In 2015-16, 44 schools out of 311 are in receipt of the minimum funding guarantee.

6.7 In 2015-16, total DSG funding for Cumbria was £324.762m. This includes both maintained schools, academies, Chetwynde free school, and the University Technical College. This was allocated to the three blocks as follows:

<table>
<thead>
<tr>
<th>Block</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Schools Block</td>
<td>£278.837m</td>
</tr>
<tr>
<td>High Needs Block</td>
<td>£36.734m</td>
</tr>
<tr>
<td>Early Years Block</td>
<td>£14.324m</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>£329.895m</strong></td>
</tr>
</tbody>
</table>
6.8 The County Council is responsible for agreeing a School Funding Formula for all Cumbrian schools, academies, and free schools. However, the Council only receives funding in respect of its maintained schools. Academies and free schools are funded directly by the Department for Education. The Cumbria School Funding Formula only applies to primary and secondary schools and academies. Special Schools, Nursery Schools and Pupil Referral Units are funded through a separate funding model as directed by the DfE.

7.0 **LEGAL IMPLICATIONS**

7.1 The School and Early Years Finance Regulations provide that Local Authorities must consult their schools forum and schools maintained by them about any proposed changes in relation to factors and criteria taken into account and the methods principles and rules adopted when determining the school funding formula.

7.2 It is proposed that the County Council consult with all Cumbrian primary and secondary schools and academies; the Cumbria Alliance of System Leaders (CASL) and the Cumbria Schools Forum on the Cumbria School Funding Formula for the 2016-17 financial year.

7.3 Following consultation the results of the consultation will then be returned to Cabinet to make a decision on which formula to adopt.

8.0 **CONCLUSION**

8.1 This paper seeks Cabinet’s permission to consult with all Cumbrian primary and secondary schools and academies; the Cumbria Alliance of System Leaders (CASL) and the Cumbria Schools Forum on the Cumbria School Funding Formula for the 2016-17 financial year.

8.2 Cabinet is recommended to agree to commence the formal consultation process with all schools, academies, CASL and the Cumbria Schools Forum during October/November 2015 on the recommendations outlined at 3.2 and 3.3 above.

8.3 A report will be brought back to Cabinet in December 2015 presenting the outcome of the consultation process and the recommendations of the Schools Forum and CASL for Cabinet to decide upon the Cumbria School Funding Formula for 2016-17.

Diane Wood  
Chief Executive

John Macilwraith  
Corporate Director – Children’s Services  
24 September 2015

*Please remove whichever option is not applicable*
<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
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<td>Executive Decision</td>
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<tr>
<td>Key Decision</td>
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<tr>
<td>If a Key Decision, is the proposal published in the current Forward Plan?</td>
<td>No</td>
</tr>
<tr>
<td>Is the decision exempt from call-in on grounds of urgency?</td>
<td>No*</td>
</tr>
<tr>
<td>If exempt from call-in, has the agreement of the Chair of the relevant Overview and Scrutiny Committee been sought or obtained?</td>
<td>N/A*</td>
</tr>
<tr>
<td>Has this matter been considered by Overview and Scrutiny?</td>
<td>No*</td>
</tr>
<tr>
<td>Has an environmental or sustainability impact assessment been undertaken?</td>
<td>N/A*</td>
</tr>
<tr>
<td>Has an equality impact assessment been undertaken?</td>
<td>No*</td>
</tr>
</tbody>
</table>

*N.B. If an executive decision is made, then a decision cannot be implemented until the expiry of the eighth working day after the date of the meeting – unless the decision is urgent and exempt from call-in and the Corporate Director has obtained the necessary approvals.

**PREVIOUS RELEVANT COUNCIL OR EXECUTIVE DECISIONS**
*Including Local Committees*

- Cabinet - School Funding Formula Parameters 2015-16 (24th July 2015)
- Cabinet – School Funding Formula Parameters 2015-16 (23rd October 2015)

**CONSIDERATION BY OVERVIEW AND SCRUTINY**

Not considered

**BACKGROUND PAPERS**

**RESPONSIBLE CABINET MEMBER**

- Cllr Clare Feneley-Johnson – Cabinet Member for Schools and Learning
- Cllr Patricia Bell – Deputy Leader and Cabinet Member for Finance

**REPORT AUTHOR**

Contact: Helen Hamilton, Finance Manager.
Tel: 01228 226882
Email: helen.hamilton@cumbria.gov.uk
HOUSING RELATED SUPPORT LINKED TO SHORT TERM ACCOMMODATION – SUPPORTING PEOPLE

1.0 EXECUTIVE SUMMARY

1.1 A decision is sought from Cabinet on options for the procurement of county wide housing related support linked to Short Term Accommodation (STA) which will enable Cumbria County Council to offer appropriate support to those in need.

1.2 Supporting People housing related support ensures that people, especially the most vulnerable in society, can access housing related support enabling them to maintain and establish accommodation.

1.3 Existing contracts for support related to Short Term Accommodation end in March 2016. This report identifies options for the procurement of future provision of housing related support linked to STA, recognising the significant budget pressures being faced by the Council.

2.0 STRATEGIC PLANNING AND EQUALITY IMPLICATIONS

2.1 The 2014-17 Council Plan includes the following priorities:

- To promote health and wellbeing, and tackle poverty
- To support older and vulnerable people to live independent and healthy lives.

2.2 The Anti-Poverty Strategy has been developed in light of the 2014-17 Council Plan, with the Council’s priority to promote health and wellbeing and tackle poverty.

2.3 The Care Act 2014 places a responsibility on the local authority to promote wellbeing.

2.4 It is in the nature of Supporting People services that any reductions in service will disproportionately affect some of the most vulnerable groups in society, as it is these groups that are most likely to
experience homelessness. However the recommended option within
the report seeks to promote equality of access to support services
across the County. Services related to domestic violence, aimed at
women, are explicitly supported within the preferred option. Services
for teenage parents are also more likely to affect women/girls, and
these are also explicitly identified within the preferred option.

3.0 RECOMMENDATION

3.1 Cabinet is asked to approve Option 3 (commissioning reviewed,
targeted support services, realising budget savings) as outlined in
section 5.4 below.

ADVICE OF INTERIM CORPORATE DIRECTOR – HEALTH & CARE
SERVICES

4.0 BACKGROUND

4.1 Short Term Accommodation is currently available for individuals who are
homeless or at serious risk of homelessness and where the primary needs
have been determined by the person’s presenting status as one or more of
the following:

- Single homeless
- Young People
- Teenage parents
- People affected with Substance misuse
- Offenders or people at risk of offending
- People affected with mental health issues
- Women affected by domestic violence- direct access
- Single homeless hostel- direct access via district homeless team
- Homeless families’ hostel - direct access via district homeless team.

4.2 The current budget for housing support linked to STA is £2.36 million per
annum, and the contract value for 2012-2016 totals £9.44 million. 28% of
the annual budget is allocated to supporting young people, (£665,000) and
18% is allocated to Carlisle City and South Lakeland District Council to meet
their homelessness duty (£433,000) linked to hostel provision.

4.3 Current provision of support linked to STA is delivered across 385 units, as
outlined in Appendix 1. All current housing related support is commissioned
through third sector providers and district Homelessness teams (see
Appendix 2). There are currently nine providers with a total of 17 contracts.
These contracts end on 31 March 2016.

4.4 In preparation for recommissioning of these services a service review has
been carried out. Key points arising from this review include:

- The level of funding attached to each district is disproportionate to the
level of need.
• The highest level of need is in Barrow, Copeland, Allerdale and Carlisle. (These levels have been determined based on national indicators of deprivation, homelessness and health inequalities). South Lakeland continues to be in the top 30% of least deprived districts nationally, but locally receives the greatest level of funding.

• Funding to District Councils is inequitable: only Carlisle City & South Lakeland District Councils are allocated funding for Direct Access linked to hostel provision. Both these councils invested capital funding to provide hostel accommodation where the other four districts have not.

• There is no specific provision for young people in Allerdale, who therefore need to access provision in other districts.

• Customers are referred to services based on their presenting primary need; this can often exclude them from other relevant services or result in them being passed between services. Moving to generic services rather than ones based on primary need would help to resolve this issue.

• Current support linked to short term accommodation is funded through block gross contracts and for the first three quarters of 2014-15, occupancy ranged from 60-98%. This currently equates to £200k of block gross funding not linked to direct support.

4.5 Discussions with District Councils, partners, stakeholders and customers has suggested consideration should be given to support the most vulnerable and excluded citizens who have historically been declined short term accommodation through the Making Every Adult Matter initiative (MEAM), in partnership with statutory, third sector and District Councils. Cumbria has people that live with multiple needs and exclusions that face premature death and place significant financial costs to the public purse because services are not sufficiently coordinated to meet the person’s range of needs. Adopting the MEAM approach, evidence shows that when organisations, services and people work together and develop coordinated interventions people’s lives can be transformed. The MEAM approach is a non-prescriptive framework (person centred) for developing a coordinated approach. Evaluation of MEAM in Cambridge over a two year period shows overall cost reduction in services and reduction in crime, mental health and prison sentences were reduced collectively by 26.4%.

4.6 Many homeless people have significant needs that arise from a related physical (e.g. substance misuse) or mental impairment or illness and will often be unable to achieve 2 of the 10 outcomes specified in The Care and Support (eligibility criteria) Regulations 2014. As a consequence there is or likely to be a significant impact on the adults wellbeing and therefore commissioning support linked to STA will support the Council to meet its statutory duty under the Care Act (2014).

5.0 OPTIONS

5.1 A range of options has been formulated for consideration.

5.2 **Option 1 – commission a like for like countywide service** that would maintain current client groups, on block gross contract accessing current accommodation services, assuming the current accommodation remains available from the current registered Social landlords. This would have the
benefit of retaining service continuity and stability within providers; however this option would fail to address the issues identified by the previous review of services as set out in paragraph 4.4 above, leaving inequitable provision across the County.

5.3 **Option 2 – cease funding.** There is no statutory duty to provide housing related support in all its forms, the Council could cease funding of this service. The major rationale behind this option would be that it would realise budget savings of £2.36 million per annum. However, ceasing funding would result in significant issues for individuals (including young people), families, communities (increasing street homelessness) and increased pressure on District Councils together with an impact upon the County Council’s statutory duty under the Care Act in other areas. It is therefore also likely to increase pressures elsewhere in the Authority (in particular through increased demands on social care).

5.4 **Option 3 (preferred option) – commission reviewed, targeted support services, realising budget savings.** This proposal will take into consideration the outcome of the service review, which suggests that the following principles should be applied:

- The new service should provide equitable access across the six districts based upon need considering population, health inequalities and poverty for the main client group identified in 4.4 above.
- Specific support should be provided to the most vulnerable young people aged 16+ by commissioning dedicated young people’s services at district level.
- Specific support should be provided to female victims of domestic violence through a single county wide service.
- Other than the two groups described above, services should be generic for adults aged 18+ with a range of needs who are homeless or at serious risk of homelessness. Priority should be given to those individuals who meet the eligibility for MEAM.
- Funding for customers should be attached to the person as part of a service provision. Providers should be funded through spot purchase arrangements, ensuring funding is attached to service delivery rather than to property.
- Responsible agencies must meet any statutory obligations.

5.5 The total budget proposed for Option 3 is £1.25 million, realising budget savings of £1.11 million.

5.6 While some of these savings would be realised through a more efficient system with fewer void periods, this option would inevitably mean a reduction in the total amount of support available and the need to target this support on the most vulnerable groups. If fewer people can be provided with support there is a risk that landlords will be unwilling to take on short term tenancies, leading to increased homelessness. This reduction would also have a significant impact on some providers and District Councils. If this option were chosen further discussion with providers and District colleagues would be required to finalise the precise model of service provision based on the principles described above.
6.0 **RESOURCE AND VALUE FOR MONEY IMPLICATIONS**

6.1 Supporting People housing related support is funded through the Public Health grant. Changes to short term accommodation arising from the recommendations within this report will result in a reduction in Public health grant expenditure. However, there is still a requirement on the Authority to evidence spend of the Public Health grant as it is ring fenced specific grant.

6.2 Option 1 is to commission a like for like county wide service on block contracts for accommodation services. Evidence shows that occupancy levels are resulting in contracts being under utilised and hence not achieving value for money. In addition, the current funding is inequitable across the 6 Districts. If the contracts were commissioned on the same basis as currently, it is likely that under occupancy would continue, as would the inequitable distribution of funding but there would not be any savings realised.

6.3 Option 2 to cease funding would result in a saving against the Public Health grant of £2.36 million per annum. However, as there would still need to be expenditure against the Public Health grant, alternative activities, that meet the eligible categories of this specific grant funded expenditure, would need to be identified in order to maximise use of the grant. This could potentially realise savings elsewhere within the Authority’s budget.

6.4 Option 3 recommends commissioning reviewed, targeted support services provided on an equitable basis across the 6 Districts. Block contracts would be replaced with spot purchasing which should deliver budgetary savings. This option could deliver a range of savings, dependent on both the level of potential support offered across client groups, and the uptake of services by client groups. This is likely to offer better value for money than the current arrangements but the level of savings to be delivered against each client group needs to be confirmed before the level of savings can be quantified. As with option 2, any reduction in expenditure currently funded through the Public Health grant does not deliver a direct saving to the Authority unless other suitable areas of County Council funded expenditure can be identified that could be funded from the grant instead.

6.5 In July 2015 Government issued a consultation on how a reduction of the existing Public Health grant of £200m nationally could be facilitated resulting in a reduced grant payment to all Local Authorities for 2015/16. The reduction is expected to be around £1.1m for Cumbria but confirmation of the methodology to reduce the in year grants has not yet been confirmed. It is expected that this reduction will continue into 2016/17 but again this has not yet been confirmed.

7.0 **LEGAL IMPLICATIONS**

7.1 In considering the options above Cabinet must have regard to the its general duty to avoid discrimination, advance equality and foster good relations between people with characteristics protected under the Equality Act 2010 and those without such characteristics. Any such impacts should be
identified and reported to Cabinet alongside any mitigating actions. Cabinet is not prevented from making a decision which balances the costs of services against the impacts on people with protected characteristics, but must give rigorous consideration to the impacts and effects of the proposals and the sufficiency of mitigating proposals.

7.2 As discussed above at 5.3 the Council does not have a statutory duty to provide this service, nor to make payments to the Districts to support their services. However, section 111 of the local Government Act 1972 permits the Council to do anything, including the giving of grants, which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions. As a result the Council has the power to make the grants, but not a duty to do so.

7.3 Options one and three above would be subject to the Public Contracts Regulations 2015 and as a result an OJEU compliant procurement exercise would be required both by the Regulations and the Council’s Contract Procedure Rules.

8.0 CONCLUSION

8.1 The current services offer a means of supporting some of the most vulnerable people in Cumbria, ensuring those who are homeless or at serious risk of homelessness access appropriate support and accommodation. However the current arrangements are inefficient and inequitable across the County.

8.2 Approval to commission a reviewed and targeted set of services across the county will provide a reduced but a more equitable provision of support the most vulnerable people linked to short term accommodation. Spot purchase of support linked to the individual will ensure value for money and that the money follows the service user.

8.3 Allocation of funding to support MEAM will provide a resource to support some of the most vulnerable, ‘hard to engage’ people where partnership working will be a requirement.

8.4 Re-allocation of funding based upon need will provide a more equitable provision across the six districts.

Sally Burton
Health & Care Services Corporate Director

APPENDICES

Appendix 1 - Current provision of Support linked to Short term accommodation- countywide
Appendix 2- Summary of current providers
Electoral Division(s): *

Executive Decision  
Key Decision  
If a Key Decision, is the proposal published in the current Forward Plan?  
Is the decision exempt from call-in on grounds of urgency?  
If exempt from call-in, has the agreement of the Chair of the relevant Overview and Scrutiny Committee been sought or obtained?  
Has this matter been considered by Overview and Scrutiny?  
If so, give details below.  
Has an environmental or sustainability impact assessment been undertaken?  
Has an equality impact assessment been undertaken?  

* Please remove whichever option is not applicable

PREVIOUS RELEVANT COUNCIL OR EXECUTIVE DECISIONS  
[including Local Committees]  
“No previous relevant decisions”.

CONSIDERATION BY OVERVIEW AND SCRUTINY  
Not considered by Overview and Scrutiny

BACKGROUND PAPERS  
No background papers

RESPONSIBLE CABINET MEMBER  
Councillor Ian Stewart

REPORT AUTHOR  
Contact: Julie Batsford  tel: 07824821450  
email address: Julie.batsford@cumbria.gov.uk
Appendix 1- Current provision of support linked to Short Term Accommodation-countywide

<table>
<thead>
<tr>
<th>client group (9)</th>
<th>No. of units</th>
<th>Weekly hrs</th>
<th>aver. hrs</th>
<th>ABC</th>
<th>BBC</th>
<th>CBC</th>
<th>CCC</th>
<th>EDC</th>
<th>SLDC</th>
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<tr>
<td>Substance misuse</td>
<td>33</td>
<td>330</td>
<td>10.0</td>
<td>11</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Mental health</td>
<td>26</td>
<td>260</td>
<td>8.6</td>
<td>6</td>
<td>8</td>
<td></td>
<td></td>
<td></td>
<td>12</td>
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<tr>
<td>Mental Health Hostel (district)</td>
<td>4</td>
<td>36</td>
<td>9</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Homeless families Hostel (district)</td>
<td>50</td>
<td>365</td>
<td>7.3</td>
<td></td>
<td></td>
<td></td>
<td>32</td>
<td>18</td>
<td></td>
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<td>Offenders</td>
<td>50</td>
<td>300</td>
<td>6.0</td>
<td>18</td>
<td></td>
<td></td>
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<td>7</td>
<td>20</td>
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<tr>
<td>Single Homeless Hostel (district)</td>
<td>28</td>
<td>223</td>
<td>8</td>
<td></td>
<td></td>
<td></td>
<td>28</td>
<td></td>
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<tr>
<td>Single homeless</td>
<td>55</td>
<td>442</td>
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<td></td>
<td>9</td>
<td></td>
<td>34</td>
<td>12</td>
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<tr>
<td>Teenage parents</td>
<td>17</td>
<td>85</td>
<td>5.0</td>
<td></td>
<td></td>
<td></td>
<td>17</td>
<td></td>
<td></td>
</tr>
<tr>
<td>young people</td>
<td>104</td>
<td>867</td>
<td>8.4</td>
<td></td>
<td>12</td>
<td>15</td>
<td>21</td>
<td>21</td>
<td>35</td>
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<tr>
<td>Domestic Violence</td>
<td>18</td>
<td>160</td>
<td>8.9</td>
<td></td>
<td></td>
<td></td>
<td>11</td>
<td>7</td>
<td></td>
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<tr>
<td><strong>Totals</strong></td>
<td><strong>385</strong></td>
<td><strong>3068</strong></td>
<td><strong>8</strong></td>
<td><strong>39</strong></td>
<td><strong>46</strong></td>
<td><strong>22</strong></td>
<td><strong>153</strong></td>
<td><strong>34</strong></td>
<td><strong>91</strong></td>
</tr>
</tbody>
</table>

Average hourly rate across all contract is £14.79

Average of 668 people accessed support linked to STA in 2014-15

Appendix 2- summary of current providers

<table>
<thead>
<tr>
<th>Provider</th>
<th>Client group</th>
<th>No. of units</th>
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</thead>
<tbody>
<tr>
<td>Turning Point</td>
<td>Substance misuse</td>
<td>33</td>
</tr>
<tr>
<td>Creative Support</td>
<td>Mental health</td>
<td>20</td>
</tr>
<tr>
<td>Croftlands Trust</td>
<td></td>
<td>6</td>
</tr>
<tr>
<td>Carlisle City Council</td>
<td>Mental health (Hostel)</td>
<td>4</td>
</tr>
<tr>
<td>South Lakeland District Council</td>
<td>Homeless families (hostel)</td>
<td>32</td>
</tr>
<tr>
<td>CASS</td>
<td>Offenders</td>
<td>50</td>
</tr>
<tr>
<td>Carlisle City Council</td>
<td>Single homeless(Hostel)</td>
<td>28</td>
</tr>
<tr>
<td>Impact Housing Association</td>
<td>Single homeless</td>
<td>43</td>
</tr>
<tr>
<td>Stonham</td>
<td></td>
<td>12</td>
</tr>
<tr>
<td>Impact Housing Association</td>
<td>Teenage parents</td>
<td>17</td>
</tr>
<tr>
<td>Whitehaven Community Trust</td>
<td>Young people</td>
<td>89</td>
</tr>
<tr>
<td>Impact Housing Association</td>
<td>Domestic violence</td>
<td>18</td>
</tr>
</tbody>
</table>

1 Impact Housing subcontract the Teenage Parent and Domestic Violence services and a number of single homeless units
1.0 EXECUTIVE SUMMARY

1.1 The purpose of this report is to seek Cabinet’s agreement that a focused 4-week public consultation is issued by the Council, regarding additional sites that were put forward during the draft Cumbria Minerals and Waste Local Plan Regulation 18 consultation.

2.0 STRATEGIC PLANNING AND EQUALITY IMPLICATIONS

2.1 The preparation of the Minerals and Waste Local Plan (the Local Plan) is a statutory requirement. The Local Plan is directly relevant to two of the Council Plan’s (2014-17) priorities: to promote sustainable economic growth and create jobs; and to protect and enhance Cumbria’s world class environment.

2.2 In particular, the Local Plan should help deliver the policies and sites that are needed for new waste management facilities, including those that are essential for the commercial and industrial sector and those needed to increase recycling rates. The regeneration and development initiatives in the county will be dependent on adequate supplies of aggregates for construction purposes.

2.3 Also, one of the Local Plan’s main objectives is to minimise the impacts of minerals and waste management developments on climate change and safeguard environmental quality.

2.4 An initial Equality Impact Assessment formed part of the Statement of Community Involvement (SCI) and another was carried out jointly for the Minerals and Waste Development Framework Core Strategy and Generic Development Control Policies. No negative equality issues were identified and this conclusion is considered still relevant to the Local Plan at this stage. Revised Equality Impact Assessments will be undertaken for the consultation on the submission version (Regulation 20) of the draft Local Plan, and also for an updated SCI.
3.0 RECOMMENDATION

It is recommended that Cabinet agrees to:-

3.1 Publish a 4-week focused consultation on the additional sites, in accordance with Regulation 18 of the Town and Country Planning (Local Planning) (England) Regulations 2012; and

3.2 Delegate authority to the Corporate Director Environment and Community Services in consultation with the Cabinet Member for Environment, to finalise the site allocations to be included in the consultation document, in line with Appendix 1 [to be completed].

ADVICE OF CORPORATE DIRECTOR - ENVIRONMENT AND COMMUNITY SERVICES

4.0 BACKGROUND

4.1 In February 2015, Cabinet agreed to undertake a Regulation 18 (Preferred Options) consultation on the Local Plan. The consultation was held between 10 March and 11 May 2015. Representations were received from 69 external organisations, with a further two to be submitted late (Copeland Borough Council and Barrow Borough Council), by agreement with the County Council. There were also five internal comments.

4.2 Of those responses received to date, 14 either had no comment or were supportive of the Local Plan. The main issues arising from the consultation relate to radioactive waste, hydrocarbons, Mineral Safeguarding Areas and peat. The majority of the responses to the consultation require technical amendments to the content of the Local Plan and, where appropriate, changes will be made to address the concerns and issues raised. These changes will be consulted upon in the publication version of the Local Plan (Regulation 19) prior to submission to the Planning Inspectorate for Examination. In addition to the concerns and technical amendments, there were responses received that included the introduction of additional sites for consideration. Not all of the sites put forward were submitted before the deadline of 11 May. However, in the interests of being fair and transparent, all sites put forward have been assessed and considered for inclusion in the Local Plan.

4.3 Following the site assessment work, the draft consultation document at Appendix 1 includes the additional sites for inclusion in the Local Plan.

4.4 The introduction of additional sites is considered to be a material amendment to the draft Local Plan and as such could not be introduced for consultation in the publication version of the Local Plan. It is not recommended to leave the decision on whether any additional sites should be allocated to an Inspector during the Examination, without having undertaken consultation on those sites.

4.5 To ensure that the Council acts in a fair and transparent manner, without consulting on the whole Local Plan again, the Council can undertake a further 4-week focused consultation on the additional sites. This will,
however, have implications for the timeline for the submission of the Local Plan. Set out below is a revised timeline for the focused consultation and the subsequent stages of work to be completed to enable submission of the Local Plan to the Planning Inspectorate.

<table>
<thead>
<tr>
<th>Task</th>
<th>Date</th>
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<tbody>
<tr>
<td>Publish consultation documentation for 4 weeks</td>
<td>October 2015</td>
</tr>
<tr>
<td>Prepare publication version of Local Plan</td>
<td>July – Dec 2015</td>
</tr>
<tr>
<td>Approval of publication version for consultation by Cabinet</td>
<td>January 2016</td>
</tr>
<tr>
<td>Approval of publication version for consultation by Council</td>
<td>February 2016</td>
</tr>
<tr>
<td>Publish version to be submitted to the Planning Inspectorate, for 6-week consultation</td>
<td>Mar – Apr 2016</td>
</tr>
<tr>
<td>Assess responses and prepare proposed Table of Minor Modifications</td>
<td>April 2016</td>
</tr>
<tr>
<td>Submit Local Plan to Planning Inspectorate</td>
<td>May 2016</td>
</tr>
</tbody>
</table>

4.6 Following submission of the Local Plan for Examination by the Planning Inspectorate in May 2016, the timetable is taken out of the Council’s hands at that stage, as it is up to Planning Inspectorate to make available an Inspector to examine the Local Plan and schedule Hearing sessions.

5.0 OPTIONS

5.1 The Council has a number of options to consider, as set out below:

5.2 Option 1: To hold a focused 4-week consultation on the additional sites. Although this has the disadvantage of delaying the submission of the Local Plan to the Planning Inspectorate, this would minimise the chance of the Local Plan being found unsound. A focused consultation would ensure that representations could only be made on the specific topic in that consultation.

5.3 Option 2: Do not allocate any additional sites within the Local Plan. This would allow the Local Plan to proceed to the submission version and submit to the Planning Inspectorate. There is a risk that the Planning Inspector could find the Plan to be ‘unsound’ and would not be fair and transparent.

5.4 Option 3: Undertake a further round of consultation (Regulation 18) on the whole Local Plan, to include any additional sites plus any further material amendments received in response to the representations. This would be for at least four weeks and would incur greater delay to the submission of the Local Plan to the Planning Inspectorate, with potential for further responses to be submitted on other aspects of the Local Plan.

5.5 The recommended option is Option 1, in order to minimise the risk to the Council of the Local Plan not being found sound at the Examination stage.

6.0 RESOURCE AND VALUE FOR MONEY IMPLICATIONS

6.1 The purpose of this cabinet report is to seek agreement from Cabinet to proceed with Option 1 - to undergo a focussed 4 week consultation. If either
of the other options were taken, if the risks highlighted in each option were to occur, additional costs may be incurred by the Council.

7.0 **LEGAL IMPLICATIONS**

7.1 The Town and Country Planning (Local Planning) (England) Regulations 2012 sets out the procedure for the production of local development documents. Part 6 of the 2012 Regulations specifically deals with Local Plans, Regulations 18 and 19 deal with the preparation and publication requirements of the Local Plan before being submitted to the Secretary of State and Regulation 22 deals with the submission of the Local Plan to the Secretary of State.

7.2 The preparation and adoption of development plan documents, i.e. the Local Plan and any Supplementary Planning Documents, will form part of the Policy Framework and, therefore will require Cabinet's recommendation to Full Council.

8.0 **CONCLUSION**

8.1 Representations on the recently closed Minerals and Waste Local Plan consultation requested the inclusion of new site allocations. At this stage in the Local Plan preparation, it is considered that it would not be sound to add the sites directly into the publication version of the Plan, without holding a public consultation on their inclusion.

8.2 It is recommended that the Council holds a 4-week focused consultation on additional sites in October 2015, in order that they can be considered in public before their inclusion in the publication version of the Local Plan.

**Dominic Donnini**  
**Corporate Director – Environment and Community Services**

*August 2015*
### Appendix 1: Draft Consultation Document

**Electoral Division(s):** All

<table>
<thead>
<tr>
<th>Executive Decision</th>
<th>Key Decision</th>
</tr>
</thead>
<tbody>
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<th>If a Key Decision, is the proposal published in the current Forward Plan?</th>
<th>Yes</th>
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<th>Is the decision exempt from call-in on grounds of urgency?</th>
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<th>If exempt from call-in, has the agreement of the Chair of the relevant Overview and Scrutiny Committee been sought or obtained?</th>
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<tr>
<th>Has this matter been considered by Overview and Scrutiny?</th>
<th>No</th>
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<tr>
<th>Has an environmental or sustainability impact assessment been undertaken?</th>
<th>Yes</th>
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<tr>
<th>Has an equality impact assessment been undertaken?</th>
<th>Yes</th>
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### Previous Relevant Council or Executive Decisions

*The Minerals and Waste Development Framework Core Strategy and Generic Development Control Policies were adopted by Full Council on 23 April 2009 (Minute 126)*

*The Minerals and Waste Development Framework Site Allocations Policies and Proposals Map were adopted by Full Council on 20 January 2011 (Minute 87). These documents were subsequently quashed by the High Court following a legal challenge by Barrow Borough Council.*

*The Minerals and Waste Development Framework resubmitted Site Allocations Policies and Proposals Map were withdrawn from their Examination by the Planning Inspectorate by Full Council on 21 June 2012 (Minute 39)*

*The Cumbria Minerals and Waste Local Plan was recommended for public consultation by Cabinet on 7 February 2013 (Minute 175)*

*The Minerals and Waste Development Scheme was approved by Cabinet at its meeting on 15 May 2014 (Minute 15)*

*The Cumbria Minerals and Waste Local Plan was recommended for public consultation by Cabinet on 5 February 2015 (Minute 144)*

### Consideration by Overview and Scrutiny

*Not considered by Overview and Scrutiny*
BACKGROUND PAPERS

No background papers

RESPONSIBLE CABINET MEMBER

John McCreesh, Cabinet Member for Environment

REPORT AUTHOR

Contact: Sue Brett, 01539-713409, sue.brett@cumbria.gov.uk
draft Cumbria Minerals & Waste Local Plan
2014 to 2029

Supplementary Sites Consultation

September 2015
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1. **Introduction**

1.1. Cumbria County Council is the local planning authority for mineral working and waste management developments in the county, outside the two National Park areas. In this role, it is responsible for determining planning applications and also for preparing planning policy for those types of development.

1.2. Without the right waste management facilities and adequate supplies of minerals, other sectors of the economy could not function properly. They are essential for the county’s development and regeneration initiatives, its low carbon agenda and for maintaining and improving the basic infrastructure of roads, buildings and other facilities. The minerals and waste industries also provide important direct local economic benefits, including jobs.

**Site Allocations**

1.3. Building on the work carried out between 2009 and 2012 on the draft Site Allocations Policies, one document within the suite of Minerals and Waste Development Framework Documents, Cumbria County Council has carried out three consultations on the Minerals and Waste Local Plan, which have encompassed site allocations alongside strategic and development control policies.

1.4. In 2012, an initial consultation was held on the Local Plan, which included a ‘call for sites’ from minerals and waste operators. In February 2013, a Regulation 18 Preferred Options consultation was held, which included some additional sites, some amended site boundaries and also removed some sites further to those identified in 2012. In March to May 2015, a second Regulation 18 consultation was held, which again added, amended or removed sites.

**Consultation**

1.5. In response to the Preferred Options consultation held in 2015, a small number of additional sites were put forward for consideration, as well as revised information for some sites that had been included in the consultation. This Supplementary Sites Consultation document has now been produced to provide an opportunity for members of the public and other interested parties to offer their comments on the new or revised information.
1.6. This is a 4-week focused consultation, solely on the additional and revised sites that have been put forward for inclusion in the Cumbria Minerals and Waste Local Plan. Any representation that does not concern these additional or revised sites will not be accepted. Therefore, submission of any further sites for consideration of their inclusion in the Local Plan, will also not be accepted.

1.7. Previous comments made regarding the sites published in the Regulation 18 Preferred Options consultation held from March to May 2015, will continue to be taken forward, including those relating to sites for which revised information has now been received.

1.8. It is emphasised that the inclusion of sites or areas in this consultation does not imply that permission will be given for development in these locations if an application were forthcoming in the future. The sites have been subject to a range of assessments, details of which are set out in the three accompanying documents:

- Sustainability Appraisal
- Habitats Regulations Assessment
- Site Assessments document

For quick reference, the summary assessment of each site in these three documents is included in section 7 of this document.

2. **How to Get Involved**

2.1. The County Council are seeking your views on the additional and revised sites. There are a number of ways that you can get involved and these are set out below:

- Send your response via email to: mwlp@cumbria.gov.uk
- Written response by post to: The Minerals and Waste Planning Policy Team, Cumbria County Council, County Offices, Busher Walk, Kendal, LA9 4RQ

2.2. The consultation is open to all, but as this is a Supplementary Sites consultation, responses must be received by the deadline of **5pm Friday 30 October 2015**.

2.3. If you would like to speak to someone about this consultation please contact the Minerals and Waste Planning Policy Team on:

01539 713409 or 01539 713425
2.4. Full details about the Cumbria Minerals and Waste Local Plan (MWLP), including the suite of supporting documents and maps, are available on our website: xxxxxx

3. **Next Steps**

3.1. All comments received on the Supplementary Sites consultation will be considered and the Council will amend the draft Minerals and Waste Local Plan as necessary. It is currently anticipated that a 'publication version' of the Local Plan will be consulted upon and submitted to the Planning Inspectorate in the first half of 2016.

3.2. We currently expect the Minerals and Waste Local Plan to be formally adopted in 2016.

4. **Proposed Additional and Revised Sites**

4.1. In response to the Cumbria Minerals and Waste Local Plan Regulation 18 Preferred Options consultation in early 2015, a number of representations were received that put forward nine additional sites for inclusion in the MWLP, plus two amended boundaries for existing site allocations. A list of the additional and amended sites is set out in the table below.

**Table 4.1: Site Allocations and Amendments Proposed in Response to Regulation 18 Preferred Options Consultation (2015)**

<table>
<thead>
<tr>
<th>Ref</th>
<th>Site</th>
<th>Allocation Request</th>
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<tbody>
<tr>
<td>S1</td>
<td>Roosecote sand and gravel quarry, near Barrow (Barrow)</td>
<td>Preferred Area for sand and gravel extraction</td>
</tr>
<tr>
<td>S2</td>
<td>Goldmire limestone quarry, near Barrow (Barrow)</td>
<td>Area of Search for limestone extraction</td>
</tr>
<tr>
<td>S3</td>
<td>Distington waste management facility and former landfill site, near Workington (Copeland/Allerdale)</td>
<td>Increased area for waste management/ treatment&lt;br&gt;Installation of solar panels on former landfill</td>
</tr>
<tr>
<td>S4</td>
<td>Flusco waste management complex, near Penrith (Eden)</td>
<td>Increased area for waste management/ treatment within the Flusco site&lt;br&gt;Installation of solar panels on landfill area&lt;br&gt;Transfer of secondary aggregates production to Silver Fields quarry from elsewhere on Flusco site (initial submission requested additional area in error)</td>
</tr>
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</table>
4.2 Following receipt of the representations proposing the additional or revised sites, meetings were held between the County Council and each relevant operator, in order to discuss the proposals in more detail. As a result of this discussion, all the allocations sought for the installation of solar panels, on existing and former waste management sites, were withdrawn (S3 Distington former landfill, S4 Flusco landfill complex, S5 Hespin Wood landfill complex and S6 South Walney former landfill).

4.3 The reason for withdrawal is that applications for solar panels would normally be dealt with by the relevant District/Borough Council; they would only be determined by the County Council where they affect the operation or restoration of a minerals or waste site. Policy DC8 in the draft MWLP provides criteria for the determination of renewable energy developments (that conform to all other policies in the Plan) at minerals and waste sites. For South Walney (S6), as the site restoration has been completed this would be a
matter for the District Council. Therefore, any proposal for solar panel installation would be dealt with as a planning application by the relevant planning authority, rather than as an allocation in the MWLP.

4.4 Other changes resulting from dialogue with the operators are:

- S3 Distington waste management facility – reduction in size of the proposed extension area to carry out waste management/treatment
- S4 Flusco waste management complex - reduction in size of the proposed extension area to carry out waste management/treatment and also correct relocation of area to undertake inert waste recycling inside the current planning permission boundary
- S5 Hespin Wood waste management complex – withdrawal of request for support of time extension to landfilling operations (this can only be considered by planning application) and replacement of specific request for an Energy from Waste plant allocation to a general request for a waste management/treatment facility
- S9 Roan Edge inert landfill – reduction of Area of Search for gritstone, thus also reducing the proposed increase to inert waste landfill capacity and the increased area for inert waste recycling to produce aggregates

4.5 The final proposals on which the County Council is consulting are set out in section 7 of this document, including plans of each site.

5. **Policy Context**

5.1. The site allocations set out in the MWLP Preferred Options consultation in February 2015 were included in order to meet needs identified from the Local Plan’s evidence base and as specified in the Plan’s Strategic Policies. The sites were also considered through Site Assessment, Sustainability Appraisal and Habitats Regulations Assessment. The same suite of reports on the proposed sites set out in Table 4.1 above are available as part of this Supplementary Sites consultation, while the need for, and appropriateness of, these proposed additional and revised site allocations is considered in the following paragraphs.

5.2. The proposals on which we are consulting consist of:

- Two areas for extraction of sand and gravel (S1 Roosecote and S7 Kirkhouse);
• One area for extraction of gritstone (S9 Roan Edge Landfill);
• Two areas for extraction of limestone (S8 Blencowe and S2 Goldmire);
• Three areas for inert waste recycling and secondary aggregates (S7 Kirkhouse Quarry, S9 Roan Edge Landfill, and S4 Flusco, Silver Fields Quarry);
• Two areas for inert waste landfill (S7 Kirkhouse Quarry, S9 Roan Edge Landfill);
• Three areas for waste management/treatment facilities (S3 Distington, S5 Hespin Wood, and S4 Flusco);
• Two areas, included as site allocations in the MWLP Preferred Options (February 2015), where revised boundaries have been proposed (S10 (M14) Kirkby Slate Quarry and S11 (CA30) Kingmoor Road recycling centre).

Minerals Policy

5.3. The Strategic Policy for minerals in the February 2015 draft Minerals and Waste Local Plan is contained in Policies SP7 and SP8. Policy SP7 commits the Council to identify Preferred Areas and/or Areas of Search to enable landbanks for sand and gravel (7 years) and crushed rock (10 years) to be maintained throughout the Plan period, and to enable continued working of high and very high specification roadstone. Policy SP8 identifies the area near Roosecote as a strategic area for the supply of sand and gravel in the south west of the county, sandstones near Roan Edge and Holmescales Quarries for supply of high specification roadstone, and the area around Kirkby Slate Quarry for further supplies of slate.

Sand and Gravel

5.4. Data analysis for the 2015 Cumbria Local Aggregates Assessment (LAA) (based on mineral reserves at 31 December 2014 and sales for the 2014 calendar year) shows that the total reserve for sand and gravel at the end of 2014 was 9.31 million tonnes (MT) giving a landbank of 14.77 years at the 10 year rolling average sales. However, sand and gravel sales from Cumbrian quarries have recovered to nearly 700,000 tonnes per annum (tpa) following 5 years of recession, and if current sales levels continued the landbank would only be 13.3 years.

5.5. Modelling shows, that in the unlikely scenario of average sales across the entire Plan period rising to 800,000 tpa, the landbank would only be 11.63 years. The additional reserve (over and above currently permitted areas) required to maintain a 7 year
landbank at the end of the Plan period in 2030 would be: 5.2 MT at the 10 year rolling average; 6.8 MT at 2014 sales levels; and 9MT at an average sales level of 800,000 tpa.

5.6. The site allocations at High House/Overby (M6), Cardewmires (M8), Peel Place (M15), and Roosecote (M12) that were already included within Policy SAP4 in the February 2015 MWLP Preferred Options could be roughly estimated as containing 10MT, based only on the permitted mineral resources on the adjoining sites. However, no such estimates are yet available from the relevant operators. It is by no means certain that planning applications would be submitted, or approved, on these areas, or that time extensions would be granted on existing sites whose current planning permissions expire within the Plan period.

5.7. In addition, major infrastructure projects proposed for Cumbria include Moorside new nuclear power station, the North West Coastal Connections Project and the upgrading of the BAE shipyard at Barrow.

5.8. It is therefore considered to be consistent with Policy SP7 to identify additional areas (S1 Roosecote and S7 Kirkhouse) for sand and gravel extraction, which have been proposed by operators in representations on the Feb 2015 Regulation 18 MWLP consultation.

5.9. The representation with respect to the additional site at Roosecote explains why additional reserves are likely to be required to support the upgrading of the Barrow shipyard, and also that it could be sensible to bring forward the area now proposed in advance of site allocation M12, so that subsequent developments at the gas terminal could be accommodated without sterilising the aggregate. It would therefore be consistent with policy SP8 to allocate the proposed new site S1 Roosecote.

5.10. The proposed site S1 would constitute an extension southwards to the existing Roosecote Quarry, for which there is confidence in volume and quality. The existing site allocation of M12 (in the February 2015 draft MWLP) would constitute a new quarry on a greenfield site, for which there is currently less confidence in volume and quality. It is suggested, therefore, that if S1 were to be included as a Preferred Area for sand and gravel extraction in the Local Plan, then site M12 should either be amended to an Area of Search or removed. Based on the modelling for the 2015 Local Aggregates Assessment, it would be preferable that M12 were regarded as an Area of Search, with the potential to come forward once S1 had finished operations.
5.11. The additional Area of Search (S9) at Roan Edge Landfill has been put forward as part of an overall proposal to increase void space for inert landfill, and also to extend the existing inert waste recycling facility, both facilitated by prior extraction of gritstone. The waste elements are discussed in paragraphs 5.27 and 5.32 below; however, it is also necessary to consider the proposed mineral extraction as a minerals Area of Search under Policy SAP4, which lists those areas for minerals required under Strategic Policy SP7.

5.12. Site S9 is adjacent to and slightly overlaps site M30, which is a site allocated in the February 2015 draft MWLP Preferred Options for extraction of high specification roadstones (HSA). The mineral from the current engineering operations at Roan Edge inert landfill is sold for rail infrastructure and general construction work. The initial submission, and supplementary information provided by the operator, in relation to S9 refers to high specification roadstones lying at a deeper level than the less valuable gritstone, and also the potential for deeper extraction to retrieve the stone to the best commercial advantage.

5.13. Data analysis for the 2015 Cumbria Local Aggregates Assessment does not indicate a need for additional non-HSA sandstone or igneous crushed rock (i.e. gritstone), because the landbank for non-HSA sandstone or igneous crushed rock is 79.10 years, while annual sales have continued to fall since 2010.

5.14. Reserves of high, and very high, specification roadstones (HSA) within Cumbria are currently 10.98 MT at the end of 2014, and the 10 year rolling average sales were 620,000 tonnes, giving a landbank of 17.7 years. A new planning permission in early 2015 increased the reserve by 6.78MT and current reserves are more than sufficient to maintain a 10 year landbank at the end of the Plan period.

5.15. Government proposals for increased road building, and potential restrictions on quarrying in designated areas (such as National Parks) outside Cumbria, indicate that sales will rise significantly from the 2014 sales level of 380,000 tonnes, and the landbank figure assumes they would maintain an average of 620,000tpa over the whole period, as in the last 10 years. Current reserves are more than sufficient to maintain a 10 year landbank at the end of the Plan period on the basis of the 10 year rolling average and two further Areas of Search (M30 Roan Edge Quarry and M16 Holmescales) for
HSA were included as site allocations in the February 2015 Regulation 18 consultation to ensure adequate provision in the future (beyond 2040).

5.16. However, recent modelling for the 2015 LAA shows that, even if HSA sales averaged 800,000 tpa over the entire Plan period (more than double current levels), only 3MT would be required to provide a 10 year landbank at 2030. The two further Areas of Search (M30 and M16) for HSA included as site allocations in the February 2015 Regulation 18 consultation would secure this amount and adequate provision for the future (beyond 2040). It is therefore not considered that Policy SP7 or SP8 support an additional Area of Search for extraction of either HSA or gritstone.

5.17. The regionally important HSA resource and the nationally important Very High SA resource are, however, safeguarded by a specific Mineral Safeguarding Area (MSA) and Strategic Policy SP8, which defines them as a strategic resource. This needs to be protected for the long term. Although the detail of the geology at site S9 has not been identified, allocation of an Area of Search for gritstone, i.e. use for other purposes, is considered to be inappropriate.

Limestone

5.18. Strategic Policy SP7 reflects national planning policy in requiring that a 10 year landbank for crushed rock should be maintained throughout the Plan period. In practice the Council seeks to maintain this for each type of crushed rock, which is a much more stringent approach. The data for the 2015 LAA shows that limestone reserves at the end of 2014 were 101.2MT, which represented a landbank of 43.52 years at 10 year rolling average sales. This included a potential re-evaluation of reserves in one inactive limestone quarry.

5.19. The landbank based on sales in 2014, which (at 2.59 MT) had recovered to pre-recession levels, was 39 years, and is a better guide than the 10 year rolling average. Modelling shows however, taking into account potential further re-evaluation of reserves in 2015, and in the unlikely scenario that crushed limestone sales averaged at 3MT per year to 2040, the landbank would still stand at 17 years. Policy SP7, therefore, does not require the addition of site allocations for limestone extraction.

5.20. The proposal for a lateral extension to Goldmire Quarry (S2) argues that the other two limestone quarries in the south of the county have expiry dates within the Plan period,
whilst the proposal for a new quarry at Blencowe (S8), near Newbiggin, Penrith, argues that it would serve a local concrete products manufacturer.

5.21. National policy guidance\(^1\) makes it clear that planning applications might come forward in areas where the landbank is adequate, and states that each application must be considered on its own merits. Some of the reasons why this may be appropriate are listed in the guidance, and include the location of the resource in relation to main market areas. Such reasoning, together with appropriate evidence, can be submitted in support of a planning application, and this would be consistent with PPG paragraph 84.

5.22. The County Council considers that it is NOT appropriate to make a site allocation in the absence of a strategic policy requirement. One site allocation has already been made in the MWLP Preferred Options (February 2015) at a limestone quarry (M10 Silvertop Quarry) but that was a small area required to make the permitted quarry area workable and did not involve an increase in the landbank. Both proposals (S2 Goldmire and S8 Blencowe) should, therefore, be taken forward through planning applications.

**Slate**

5.23. Through the Strategic Policies SP7 and SP8 in the MWLP Preferred Options (February 2015), one site was allocated as an Area of Search for slate in Policy SAP4; this is site S10 (M14) Kirkby Slate Quarry. This site allocation was made because a planning application is currently being prepared, which seeks the vertical (deepening) and lateral extension of the existing quarry over 5 phases. The Wray Castle slate formation in which the quarry lies, is regarded as a strategic resource and the quarry has an international market.

5.24. The proposal now put forward is for a revised boundary to the existing site allocation to include the infill and restoration of the former Winnow End Quarry that lies to the south west of the existing quarry. This would facilitate a disposal route for the approximately 6.5 million cubic metres of rock and overburden that will need to be extracted to access the workable slate. It would also decrease the area dedicated to tips (rock waste storage) within the working area of the quarry.

5.25. The operator has proposed adding Winnow End Quarry as an extension to the Area of Search in order to make it consistent with the boundary of the planning application to be

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\(^1\) Planning Practice Guidance - Reference ID: 27-084-20140306
submitted for the extension to the existing quarry. However, as the proposal is for infill and restoration, rather than for extraction, it is considered that it is neither necessary nor appropriate for the additional area to be part of the Area of Search for mineral extraction.

**Waste Policy**

5.26. The Strategic Policy for waste in the February 2015 draft Minerals and Waste Local Plan is contained in Policies SP2 and SP3. Policy SP2 (Provision for Waste) commits the Council to providing a self-sufficient, integrated waste management network for all of Cumbria’s wastes (excluding radioactive waste, as this dealt with under separate policies). Policy SP3 (Waste Capacity) builds on the principles in Policy SP2, in order to provide waste infrastructure for current and future needs, as identified by the Waste Needs Assessment, which is part of the Local Plan’s evidence base.

**Inert Waste Recycling**

5.27. The 2014 Waste Needs Assessment (WNA) did not identify a capacity gap for inert waste recycling and secondary aggregates production, although some of the existing facilities have planning permissions that expire within the Plan period. As a result, the MWLP Preferred Options (February 2015) did not allocate any new sites for this purpose, preferring to provide a supportive policy for both time extensions and suitable new developments. If sites had been allocated, they would have been under a separate policy, not SAP2 (Waste Treatment and Management Facilities), because the operations can have significant noise and visual impacts that require specific consideration.

5.28. Development Control Policy DC9 (part f. construction and demolition, mineral or excavation waste recycling) continues a previous policy that supports proposals for inert waste recycling on suitable industrial estates or active quarries and landfill sites. This has been successful, and production of secondary aggregates from inert waste recycling in Cumbria in 2014 has been increasing. Estimated sales in the year to 31 December 2014 were 300,000 tonnes\(^2\) from an increasing number of facilities. Many facilities are now permanent, but some have expiry dates linked to the quarry or landfill in which they are situated. The recycling of inert waste and production of aggregates provides considerable benefits to the economy and the environment, and policy would support

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\(^2\) 2015 NW AWP Aggregate Survey – September 2015
suitable new developments, as well as proposals for time extensions, especially if the “host” quarry or landfill was not completed, and was to have its life extended.

5.29. Each of the three proposals (S7 Kirkhouse Quarry, S9 Roan Edge Landfill, and S4 Flusco, Silver Fields Quarry) is associated with a quarry, a landfill, or both, and could be considered under Policy DC9, if a planning application were submitted.

5.30. Strategic Policy SP3 provides further “in principle” support for waste sites that accommodate several types of facility, or are well located to the sources, or destination of the wastes being managed. Policy SP3 also enables waste proposals on unallocated sites to be considered, and any proposals for provision related to major infrastructure projects to be considered against relevant policies in the Local Plan.

5.31. It is therefore thought that it remains appropriate to consider proposals for inert waste recycling on a “case by case” basis, rather than allocate any sites at this stage. Planning applications would also be able to consider the interlinked issues of inert recycling, inert waste and minerals extraction in each proposal.

Inert Waste Landfill

5.32. The MWLP Preferred Options (February 2015) did not allocate any sites for inert landfill. Four existing sites with capacity were identified, although two sites have planning permissions which expire within the Plan period. It was also noted that additional inert waste arisings were anticipated from major infrastructure, and this would need to be kept under review.

5.33. Strategic Policy SP3 seeks to meet any capacity need by supporting proposals for new inert landfill capacity where there is a need for the development and it would not undermine the waste hierarchy. Development Control Policy DC10 (Criteria for Landfill and Landraise) and Policy DC11 (Inert Waste for Agricultural Improvement) also enable landfill as long as reuse or recycling as soils or secondary aggregates are prioritised, and material remains available for use in reclamation/restore schemes.

5.34. In response to the representations to the consultation in February 2015, and development work for a 2015 Waste Needs Assessment Review, the text of the Local Plan is likely to be amended to include a predicted range for inert landfill needs, together with minor amendments to the wording of Policy SP3. These would provide more
support for time extensions for inert landfills, and for additional capacity to meet the predicted need.

5.35. However, the inert waste arisings from the potential developments at Moorside new nuclear power station and the North West Coastal Connections Project have still not been quantified. Some material removed may be re-usable or recyclable and, in any case, volumes to be disposed of by landfill should be minimised. Neither have the potential capacities of the two inert landfill site proposals that have been included in the newly proposed sites. This cannot, therefore, be a numerical assessment at this stage.

5.36. The high cost of transport would also favour provision in close proximity to the source of any major arisings. Specific additional facilities could be sought, and the current policy is deliberately flexible to cater for such possibilities.

5.37. However, allocation of sites as part of the Local Plan should be considered now that proposals have been made. If one or more sites are to be included, it is considered that a further Site Allocation Policy, specific to inert waste landfill, would be required.

Waste/Management Treatment

5.38. The MWLP Preferred Options (February 2015) allocated 8 sites for waste management or treatment, to accommodate a potential need for 3 additional facilities. Policy SP3 also accepted the possibility of proposals on unallocated sites. No additional evidence has arisen that would suggest that more provision is required, nor that any of the allocated sites has become unavailable.

5.39. The proposal for inert waste recycling at Kirkhouse Quarry (S7) was put forward for inclusion in Policy SAP2, but as explained in paragraph 5.27 above, dedicated inert waste recycling sites are more appropriately considered separately. The Site Allocations chapter of the MWLP (February 2015) takes a similar position on composting, as set out in paragraph 18.4 of that document.

5.40. The other three proposals put forward in this consultation (S3 Distington, S5 Hespin Wood and S4 Flusco) are all at existing permitted waste management sites, and represent either re-organisation of waste uses within the sites, further facilities within the existing planning application boundaries, or minor extensions of those boundaries. It is, therefore, not considered that a site allocation is appropriate in any of these situations.
The proposed site allocations are already in use as waste management sites, and any variations to facility type, intensity of use or minor boundary changes should be addressed through planning applications.

A further waste management or treatment facility already identified in the MWLP Preferred Options (February 2015) is Kingmoor Road Recycling Centre S11 (CA30). A planning permission for recycling waste at Kingmoor was first granted in 1995 and, since that time, the extent and the use of the plant increased following the national drive to move away from landfill and adopt more sustainable forms of waste management.

A fire in 2014 completely destroyed the recycling plant and the building that accommodated it, and temporary locations have had to be found for the operations. The majority of CA30 covered the site that was operational at the time of the fire, but an additional area to the north of the site with planning permission was included in the CA30 boundary at the operator’s request.

A slight revision to the boundary of the CA30 site allocation has been proposed following the MWLP Preferred Options (February 2015) consultation. This would extend the allocation to the south east, to include the operator’s offices that were associated with this site.

Unlike the proposals considered above, the area is no longer an active waste site, and therefore a time extension or minor boundary increase is not possible. A new planning application is likely to be submitted for the site, with a new building and reorganised facilities to provide a sorting, baling and transfer capacity within the Carlisle area. The allocation of the area that was previously in use is consistent with Strategic Policy SP3 in that the facility was, at the time of the assessments, providing a useful contribution to mixed recycling for the Carlisle area, and although the operations have continued as well as is possible at temporary locations, redevelopment of the site for waste use would maintain the capacity required for the area.

The area to the north of the previously operational waste site consisted of an unrestored industrial site with biodiversity value, including as a foraging, and probably hibernation site, for Great Crested Newts, as well as for an informal recreation area for the community. Carlisle City Council has also allocated a site adjacent to the northerly section for housing. It is, therefore, considered that the boundary of CA30, as published in the MWLP Preferred Options (February 2015) consultation, should be amended to
INCLUDE the area to the south now proposed, but EXCLUDE the area to the north which was not previously part of the operational waste site.

6. **Supporting Assessment Documents**

6.1. The County Council produced a Regulation 18 (Preferred Options) Site Assessments document that focused on the specific sites included in the Sites Allocations Policies section of the MWLP. The site assessment provided a mechanism for reviewing and scoring each of the proposed sites against the sustainability criteria and for assessing the likely environmental, social and economic impacts of each site. It allowed an in-depth and informed discussion to be held, where the context of each of the sites was analysed and assessed.

6.2. A Site Assessments document has been prepared for this Supplementary Sites consultation, and can be found at: xxx

6.3. A Sustainability Appraisal of the newly proposed sites has been prepared for this Supplementary Sites consultation, and can be found at: xxx

6.4. A Habitats Regulations Assessment of the newly proposed sites has been prepared for this Supplementary Sites consultation, and can be found at: xxx
7. **County Council Recommendations**

**S1 Roosecote Quarry**

*add map*

<table>
<thead>
<tr>
<th>Summary from Sustainability Appraisal</th>
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<tr>
<td>Summary from Habitats Regulations Assessment</td>
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<tr>
<td>Summary from Site Assessment document</td>
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**Allocation sought**

Preferred Area for sand and gravel extraction under Site Allocations Policy SAP4 (Areas for Minerals)

**Recommendation**

The County Council consider that this allocation for a Preferred Area **SHOULD** be included in the MWLP Site Allocations Policy SAP4

**Justification**

The Site Assessment overall score is positive;

The allocation of an additional area for sand and gravel extraction would provide further certainty about ongoing supplies in the south west of the county and is supported under Strategic Policy SP7 or SP8;

The allocation of this area would also avoid sterilisation of mineral resources by enabling extraction of mineral in advance of possible non-mineral development.

**Do you consider that this site should be allocated in the Minerals & Waste Local Plan**

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
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</table>

**Please state the reasons for your answer**
S2 Goldmire Quarry

add map

<table>
<thead>
<tr>
<th>Summary from Sustainability Appraisal</th>
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<tbody>
<tr>
<td>Summary from Habitats Regulations Assessment</td>
</tr>
<tr>
<td>Summary from Site Assessment document</td>
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</table>

### Allocation sought

Area of Search for limestone extraction under Site Allocations Policy SAP4 (Areas for Minerals)

### Recommendation

The County Council do NOT consider that this allocation should be included in the MWLP Site Allocations Policies

### Justification

There are over 100 million tonnes of limestone reserves within Cumbria;
The allocation would be inconsistent with Strategic Policy SP7 and is not indicated by Policy SP8;
The issues would be more appropriately considered through a planning application

### Do you consider that this site should be allocated in the Minerals & Waste Local Plan

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
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Please state the reasons for your answer
S3 Distington waste management facility and former landfill

Add map

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<tr>
<th>Summary from Sustainability Appraisal</th>
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<tr>
<td>Summary from Habitats Regulations Assessment</td>
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<tr>
<td>Summary from Site Assessment document</td>
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</tbody>
</table>

**Allocation sought**

Increased area for waste management/treatment under Site Allocations Policy SAP2 (Areas for Waste Treatment or Management)

**Recommendation**

The County Council do NOT consider that this allocation should be included in the MWLP Site Allocations Policies

**Justification**

The site assessment overall score is positive, but the allocation would fall within the permitted area of an existing waste management facility; the site is, therefore, already in waste use and any issues would be more appropriately considered through a planning application.

Note also that an additional allocation under Policy SAP2 is not indicated by any further evidence of need.

Do you consider that this site should be allocated in the Minerals & Waste Local Plan

| YES | NO |

Please state the reasons for your answer
### Allocation sought

1. Area for waste management/treatment under Site Allocations Policy SAP2 (Areas for Waste Treatment or Management)

#### Recommendation

The County Council do NOT consider that this allocation should be included in the MWLP Site Allocations Policies

#### Justification

The site assessment overall score is positive, but the allocation would fall within the permitted area of an existing waste management facility; the site is, therefore, already in use and any issues would be more appropriately considered through a planning application.

Note also that an additional allocation under Policy SAP 2 is not indicated by any further evidence of need

**Do you consider that this site should be allocated in the Minerals & Waste Local Plan?**

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
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Please state the reasons for your answer.

### Allocation sought

2. Area for inert waste recycling to be included as waste management/treatment under Site Allocations Policy SAP2 (Areas for Waste Treatment or Management)
**Recommendation**

The County Council do **NOT** consider that this allocation should be included in the MWLP Site Allocations Policies.

**Justification**

The proposal concerns only the relocation of an inert waste recycling area within the planning permission boundary of the quarry/landfill complex. The proposed site would be in the Silver Fields Quarry void and any issues that may arise would be considered through a planning application, and in particular under Policy DC9.

In addition, site allocation for inert waste recycling is not consistent with the terms of Policy SAP2, and a need for such allocations does not arise from Strategic Policies.

**Do you consider that this site should be allocated in the Minerals & Waste Local Plan?**

<table>
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<th>YES</th>
<th>NO</th>
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**Please state the reasons for your answer**
### S5 Hespin Wood landfill complex

#### Allocation sought

**Increased area for waste management/treatment under Site Allocations Policy SAP2**

(Areas for Waste Treatment or Management)

#### Recommendation

The County Council do NOT consider that this allocation should be included in the MWLP Site Allocations Policies.

#### Justification

The site assessment overall score is positive, but the allocation would fall almost entirely within the permitted area of an existing waste management facility; the site is, therefore, already in waste use and any issues about minor boundary extensions or a change in the type and impacts of the waste facility would be more appropriately considered through a planning application.

Note also that an additional allocation under Policy SAP2 is not indicated by any further evidence of need, and Policy SP3 already gives in principle support to co-location of waste facilities on existing sites.

#### Do you consider that this site should be allocated in the Minerals & Waste Local Plan?

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
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Please state the reasons for your answer
Summary from Sustainability Appraisal

Summary from Habitats Regulations Assessment

Summary from Site Assessment document

Allocation sought

1. Area of Search for sand and gravel extraction under Site Allocations Policy SAP4 (Areas for Minerals)

Recommendation

The County Council considers that this allocation SHOULD be included in the MWLP Site Allocations Policies under SAP4

Justification

The Site Assessment overall score is positive; but the Area of Search is very extensive. The allocation would not support development of the entire area, and further site investigation would be required to select an area suitable to support ongoing extraction operations at a similar rate as the adjacent permitted quarry.

The allocation of an additional area for sand and gravel extraction as an Area of Search would provide additional certainty about ongoing supplies in the county beyond the Plan period. The allocation of an additional area for sand and gravel extraction is supported under Strategic Policy SP7 or SP8. However, a smaller area would be sufficient to provide such certainty.

Do you consider that this site should be allocated in the Minerals & Waste Local Plan

| YES | NO |

Please state the reasons for your answer
### Allocation sought

2. New area for inert waste landfill

**Recommendation**

The County Council considers that this allocation SHOULD be included in the MWLP Site Allocations Policies; if so, an additional SAP policy would need to be included.

**Justification**

Strategic Policy SP3 does not quantify a need for inert waste landfill, but an ongoing need in the county is recognised; the proposed additional capacity would be available in a timely manner because the quarry void is already excavated, and the landfill would serve Carlisle and the north of the county.

Minor amendments to Policy SP3 are already indicated as a result of representations on the MWLP Preferred Options consultation (February 2015) and a consistent approach to an allocation could be developed in the policy.

**Do you consider that this site should be allocated in the Minerals & Waste Local Plan?**

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
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Please state the reasons for your answer

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### Allocation sought

3. New area for inert waste recycling under Site Allocations Policy SAP2 (Areas for Waste Treatment or Management)

**Recommendation**

The County Council do NOT consider that this allocation should be included in the MWLP Site Allocations Policies.

**Justification**

A site allocation for inert waste recycling is not consistent with the terms of Policy SAP2, and, although the use is beneficial in principle, a need for such allocations does not arise from Strategic Policies.

If an allocation for inert landfill is incorporated into the MWLP, as recommended above, then a planning application for inert waste recycling would be supported in principle under the terms of Policy DC9. This is considered to be the most appropriate way of considering the
Do you consider that this site should be allocated in the Minerals & Waste Local Plan

<table>
<thead>
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<th>YES</th>
<th>NO</th>
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Please state the reasons for your answer
# S8 Blencowe Quarry

**Allocation sought**

Area of Search for limestone extraction under Site Allocations Policy SAP4 (Areas for Minerals)

**Recommendation**

The County Council do NOT consider that this site should be included in the MWLP site allocations

**Justification**

There are over 100 million tonnes of limestone reserves within Cumbria; and the allocation would be inconsistent with Strategic Policy SP7 and is not indicated by Policy SP8; The issues would be more appropriately considered through a planning application.

**Do you consider that this site should be allocated in the Minerals & Waste Local Plan**

<table>
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<tr>
<th>YES</th>
<th>NO</th>
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Please state the reasons for your answer
**S9 Roan Edge Landfill**

add map

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<tr>
<th>Summary from Sustainability Appraisal</th>
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<tr>
<td>Summary from Habitats Regulations Assessment</td>
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<td>Summary from Site Assessment document</td>
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### Allocation sought

1. Area of Search for the extraction of gritstone under Site Allocations Policy SAP4 (Areas for Minerals)

### Recommendation

The County Council do NOT consider that this site should be included in the MWLP site allocations

### Justification

The landbank for non-HSA sandstone and igneous rock allocation currently stands at 79 years, and adequate provision (including Areas of Search) for HSA sandstone and igneous rock beyond 2040. Additional Areas of Search for either mineral are not required under Strategic Policy SP7 and provision of additional inert landfill capacity is not an adequate justification for such an allocation.

The allocation would also be contrary to Policy SP8, by potentially using the strategic regional resource for non-strategic purposes, and the overall site assessment score is negative. The issues would be more appropriately considered through a planning application.

### Do you consider that this site should be allocated in the Minerals & Waste Local Plan

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
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Please state the reasons for your answer
### Allocation sought

2. Extended area for inert waste landfill

### Recommendation

The County Council do NOT consider that this site should be included in the MWLP site allocations

### Justification

Strategic Policy SP3 does not quantify a need for inert waste landfill, but although major infrastructure may give rise to an increased need, the proposed additional capacity would not be available in a timely manner because the quarry void has not yet been excavated.

The submissions under previous planning applications on the site have emphasised the low demand for inert landfill in the South Lakeland area, as a reason for the slow rate of fill at the existing landfill and the need for time extensions for the permission. Any significant growth in inert arisings is predicted to be in West Cumbria, including Barrow, where adequate capacity already exists (at Goldmire Quarry).

The planning permission for the current facility is due to expire in 2016 and a planning application for a time extension is expected. The overall site assessment score is negative, and given the interlinked issues of mineral extraction, landfill and recycling at this site, a planning application would be more appropriate than a site allocation.

The minor amendments to Policy SP3 already indicated as a result of representations to the MWLP Preferred Options consultation (February 2015) would ensure that criteria for time extensions would apply to both inert and non-inert landfill time extensions.

### Do you consider that this site should be allocated in the Minerals & Waste Local Plan

<table>
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<th>YES</th>
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Please state the reasons for your answer

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<tr>
<th>Allocation sought</th>
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<tr>
<td>3. Extended area for inert waste recycling under Site Allocations Policy SAP2 (Areas for Waste Treatment or Management)</td>
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<tr>
<th>Recommendation</th>
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<tbody>
<tr>
<td>The County Council do NOT consider that this site should be included in the MWLP site allocations</td>
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</table>

<table>
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<tr>
<th>Justification</th>
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<tbody>
<tr>
<td>The planning permission for the current facility is due to expire in 2016 and a planning application for a time extension is expected.</td>
</tr>
<tr>
<td>A site allocation for inert waste recycling is not consistent with the terms of Policy SAP2, and, although the use is beneficial in principle, a need for such allocations does not arise from Strategic Policies.</td>
</tr>
<tr>
<td>The overall site assessment score is negative, and the submissions in support of this proposal do not provide sufficient evidence that an extended area is necessary for the efficient operation of the current recycling facility. Given the interlinked issues of mineral extraction, landfill and recycling at this site, a planning application would be more appropriate than a site allocation.</td>
</tr>
<tr>
<td>If allocations for both mineral extraction and inert landfill were to be incorporated into the MWLP, against the recommendations above, then a planning application for an extension to the inert waste recycling site would be considered under the criteria of Policy DC9.</td>
</tr>
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<thead>
<tr>
<th>Do you consider that this site should be allocated in the Minerals &amp; Waste Local Plan</th>
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<th>Please state the reasons for your answer</th>
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</table>
**S10 (M14) Kirkby Slate Quarry**

**Summary from Sustainability Appraisal**

**Summary from Habitats Regulations Assessment**

**Summary from Site Assessment document**

### Allocation sought

Boundary change to Area of Search for the extraction of slate under Site Allocations Policy SAP4 (Areas for Minerals)

### Recommendation

The County Council do NOT consider that this site boundary should be amended in the MWLP site allocations

### Justification

The proposal is to extend the Area of Search in order to facilitate infill and restoration, rather than for extraction, it is considered that this could be dealt with under the comprehensive planning application to be submitted for the quarry extension.

### Do you consider that this site should be allocated in the Minerals & Waste Local Plan

| YES | NO |

Please state the reasons for your answer
S11 (CA30) Kingmoor Road Recycling Centre

add map

| Summary from Sustainability Appraisal |
| Summary from Habitats Regulations Assessment |
| Summary from Site Assessment document |

**Allocation sought**

Boundary change to waste management/treatment area under Site Allocations Policy SAP2 (Waste Treatment and Management Facilities)

**Recommendation**

The County Council do consider that this site boundary SHOULD be amended in the MWLP site allocations

**Justification**

The site as shown in the map above covers the previously operational site of the waste management facility including the office use, but excludes the northern extension in the previous site allocation. The northern section had introduced negative scores in both Site Assessment and Sustainability Appraisal because of its likely impact on Great Crested Newts, including breeding ponds just beyond the site boundary and the designated National Nature Reserve immediately to the west.

A site allocation as an Area of Search under SAP2 would be consistent with the provision made for waste management and treatment required under Policy SP3.

**Do you consider that this site should be allocated in the Minerals & Waste Local Plan**

| YES | NO |

**Please state the reasons for your answer**

...
1.0 EXECUTIVE SUMMARY

1.1 Scottish Power Energy Networks (SPEN) is proposing a new high voltage overhead electricity line (400kV) between Auchencrosh (South Ayrshire) to Harker near Carlisle.

1.2 For that part of the project that lies within England, the proposal will be considered a Nationally Significant Infrastructure Project (NSIP) under the Planning Act 2008. Under this regime, SPEN will apply for a Development Consent Order from Scottish Ministers and a separate Development Consent Order from the Secretary of State for Energy and Climate Change. The applications are expected to be submitted in 2019.

1.3 This report is split into two sections:

a) The first seeks authorisation to enter into a Planning Performance Agreement (PPA) to ensure that the application for a Development Consent Order will be determined in a timely and coordinated way;

b) The second concerns SPEN’s public consultation on their preferred route corridor and preferred siting areas for the substations, which took place between 8th June – 31st August 2015. This is a high level first stage of consultation, and as the Council will be an affected host Authority (alongside Carlisle City Council), a detailed response to this consultation is set out in Appendix A of this report.

2.0 STRATEGIC PLANNING AND EQUALITY IMPLICATIONS

2.1 The proposed re-electrification and extension of the transmission network from Auchencrosh to Harker by SPEN would not have any direct impacts on the Council’s Delivery Plan, budgets and performance indicators.
2.2 The proposal has relevance to the Council’s priorities and its statutory planning responsibilities relating to protecting and enhancing Cumbria’s world class environment, and the promotion of sustainable economic growth and creation of jobs. In this regard, the proposal would offer the opportunity to enhance electricity supplies between South West Scotland and England to meet national targets for electricity generation, statutory climate change targets and security of energy supplies, and may have economic benefits for the area. Environmental benefits could arise from the removal of one of the existing electricity lines and pylons between Dumfries and Carlisle.

2.3 Planning Performance Agreements (PPAs) are a means by which Local Planning Authorities affected by large scale development projects can participate and engage in a positive way with developers, and reach a fully informed view on the local impacts of proposals in a timely way.

2.4 A PPA would not fetter the participating Authorities in the view they take on the merits of a proposal. It does allow them however to be properly resourced to ensure the views and concerns of local communities and the Council are given voice within the planning process.

2.5 There are no known equality implications arising from this report.

3.0 RECOMMENDATION

This report recommends that Cabinet agrees:

3.1 To the Council being a co-signatory to the Planning Performance Agreement (PPA) with Scottish Power Energy Networks (SPEN), and delegates authority to negotiate the detailed terms of the PPA to the Corporate Director – Environment & Community Services in consultation with the Cabinet Member for Environment and the Section 151 Officer; and

3.2 To the detailed response set out in Appendix A to SPEN’s preferred route corridor and preferred siting areas for the substations, and for it to be forwarded to SPEN.

ADVICE OF CORPORATE DIRECTOR – ENVIRONMENT & COMMUNITY SERVICES

4.0 BACKGROUND

Introduction

4.1 Scottish Power Energy Networks (SPEN) is proposing to upgrade the electricity transmission network in the Dumfries and Galloway region and Harker near Carlisle in the north of Cumbria. The upgrading is referred to as the Dumfries & Galloway Strategic Reinforcement Project.
4.2 The existing electricity network is approaching the end of its life and not fit for purpose. SPEN wish to improve capacity and the security of supply for existing and future users of the network through major investment that will serve users for the next 60-70 years.

4.3 In response to the existing limitations and constraints, SPEN proposes to develop a new high voltage electricity transmission network of up to 400kV from Auchencrosh in South Ayrshire to Harker near Carlisle. This upgraded transmission network will replace existing end of life infrastructure, and will also provide capacity for future renewable energy connections. As part of the upgrade, SPEN also intends to remove approximately 130km of existing 132kV lattice steel tower overhead line infrastructure that is no longer required. For Cumbria, this means removing a 23 km section between Chapelcross and which passes south of Gretna into Harker.

Key phases of the project and milestones

4.4 The section of the overhead line within England will fall under the definition of a Nationally Significant Infrastructure Project (NSIP) under the Planning Act 2008. Consequently, SPEN will therefore submit a Development Consent Order (DCO) to the Planning Inspectorate who will examine the application and issue a recommendation to the Secretary of State, who will make the final decision as to whether to grant or refuse the DCO.

4.5 The pre-application stage and subsequent DCO submission will be carried out over 3 phases, as set out in the table below

<table>
<thead>
<tr>
<th>Phase</th>
<th>Timescale</th>
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<tbody>
<tr>
<td>Phase 1 – a strategic review of the environmental, technical and economic considerations and a step by step approach to identifying preferred corridors and preferred siting options for substations</td>
<td>Public consultation June – August 2015</td>
</tr>
<tr>
<td>Phase 2 - preparation of the Environmental Impact Assessment of the preferred proposed routes and proposed substations. This will be an iterative design process including carrying out surveys of habitats leading to the production of an Environmental Statement</td>
<td>EIA preparation - Autumn 2016 EIA/Environmental Statement public consultation - 2017</td>
</tr>
<tr>
<td>Phase 3 – submission of an application for a Development Consent Order to Scottish Ministers and a separate DCO to the Secretary of State for Energy and Climate Change</td>
<td>Pre-DCO application consultation – 2018 DCO submission to Planning Inspectorate – early 2019</td>
</tr>
</tbody>
</table>
At each phase, the Council will be consulted leading up to the formal DCO submission. It will be at the DCO stage that the Council will prepare a Local Impact Report for consideration by the Council’s Development Control & Regulation Committee. The Local Impact Report will form the basis for the Council’s response to the Phase 3 consultation once the DCO submission has been made and that the assessment of the effects of the development will be considered by Cabinet for approval.

**Local Committee engagement**

As part of the engagement process so far, SPEN presented the proposals to Carlisle Local Committee on the first stage of the Phase 1 consultation on 28th May 2015.

A copy of the meeting notes is attached at Appendix B. It is intended that as the project progresses through the next Phases outlined above, further opportunities will be taken to engage with the Local Committee to inform the project development.

**Planning Performance Agreement (PPA)**

Planning Performance Agreements (PPAs) are agreements between a Local Planning Authority(ies) and an applicant for a specific development proposal. PPAs ensure that all the planning work required to be undertaken by Local Authorities as part of a Nationally Significant Infrastructure Project is funded by the developer. This enables the Local Authorities to ensure that the skills needed to perform identified tasks and work packages required of them are available. Local Authorities will not fetter their discretion by entering into PPAs, and they are still be able to weigh up the planning merits of the proposed development and set out their views of the effects of the proposal as part of the NSIP process.

This project will have impacts upon two administrative boundaries in Cumbria. Both Carlisle City Council and the Council would be party to the PPA with SPEN. The PPA will seek to ensure that the application for a DCO will be considered within the strict time limits set by the Planning Act 2008, and that sufficient staff resources can be put to responding to the DCO and to identifying mitigation for the effects of it.

The proposed next steps and areas of work to be covered by the PPA are:

- to continue to engage with SPEN over the refinement of their project and to understand the likely effects and to identify potential necessary mitigation;
- to engage Carlisle Local Committee over further refinements of the project;
- to respond to formal and informal consultations leading to the submission of the Development Consent Order in 2019.

**Issues raised by SPEN’s Phase 1 - Preferred Routing and Sub-Station Siting areas Consultation Document (8th June – 31st August 2015)**

Appendix A to this report sets out a detailed consideration of the broad issues raised by SPEN’s preferred route corridors and substation siting
areas. Given that this is a high level consultation, it is not intended to deal with detailed site specific issues. At this stage of development of the project, it is felt that for the most part the current consultation adequately addresses the key environmental matters.

4.13 However, the response contained in Appendix A suggests the need for SPEN to consider a number of matters as the project progresses onto Phase 2 in particular: the skills needed to deliver the project; the need for potential legacy benefits; the potential cumulative landscape and visual impacts; consideration of site specific highways and transport matters, and the potential effects on CCC property.

5.0 OPTIONS

Planning Performance Agreement (PPA)

5.1 To agree in principle that the County Council should be a signatory to this PPA with SPEN.

5.2 Alternatively Cabinet could choose not to agree that the Council should be a signatory for this PPA. In doing so CCC would lose out in ensuring that sufficient staff resources are made available to respond to this major project, and that those resources are properly paid for via the PPA. By being outside the PPA, it could put at risk the likelihood of failing to deliver our responses in a sufficiently robust way and on time to effect proper mitigation, which could harm the reputation of the Council as a credible partner.

Phase 1 - Preferred Routing and Sub-Station Siting Areas Consultation Document

5.3 Phase 1 consultation response – approve response, make changes or not respond. However, by not responding to the consultation, the Council would miss the opportunity to influence this major development and would also put at risk the opportunity to enter a PPA.

6.0 RESOURCE AND VALUE FOR MONEY IMPLICATIONS

6.1 This paper seeks approval from Cabinet to enter into a PPA with Scottish Power. The Council has a statutory need to respond to consultations that are as a result of the proposed Scottish Power project and the implications on it.

6.2 Should Cabinet agree to enter into a PPA then this would enable the Council to recover the cost of officer time and associated costs including any consultants time working directly or to backfill posts whilst Council officers undertake the planning work associated with the project. The Councils project lead will estimate the time to be spent by officers and any associated costs in relation to the project and agree with Scottish Power as part of the PPA the work packages that are covered by it. This will ensure that the Council claims for and is paid for only the work agreed under the PPA. The Council will be responsible for collating and submitting its own claims for reimbursement of costs.
6.3 Should Cabinet choose not to agree to entering into the PPA then the work that Officers would need to carry out as part of the consultation would not be funded, which could result in insufficient resources being available to respond to the consultation in a timely manner.

6.4 The paper also seeks Cabinet approval for the response to the Scottish Power Phase 1 consultation. The response to the consultation set out in this report does not in itself have direct value for money implications. However, the project to which the consultation relates does have implications for the Council prior to and during the work. The consultation response highlights key issues at this stage and asks that these are considered as the consultation moves into Phase 2.

7.0 **LEGAL IMPLICATIONS**

7.1 The PPA comprises a framework which is agreed between the local authorities and the developer for the management of major and complex development proposals within the planning process.

7.2 The power to enter into a PPA is conferred by section 1 of the Localism Act 2011 and section 93 of the Local Government Act 2003. Both Acts give the Council the ability to charge a developer under a PPA.

7.3 The Planning Act 2008 (as amended) provides that the Secretary of State not the Council will determine whether or not a Development Consent Order is made in relation to Scottish Power Energy Network's Dumfries and Galloway Strategic Reinforcement Project as the development in Cumbria is a Nationally Significant Infrastructure Project.

7.4 Part 3 of the Constitution provides that one of Cabinet’s main responsibilities is to agree responses to consultation papers where appropriate.

8.0 **CONCLUSION**

8.1 Entering into the PPA will enable the County Council to effectively and efficiently engage in this Nationally Significant Infrastructure Project and manage the effectiveness of its response to the various consultations, and not be constrained by existing limited resources. The existence of the PPA will not fetter the views of the planning authorities concerned.

8.2 A number of suggestions are made in Appendix A to this report setting out detailed comments on SPEN’s Phase 1 consultation on their broad search area for the new electricity line and sub-station areas.

**Dominic Donnini**  
**Corporate Director – Environment & Community Services**  

September 2015
APPENDICES


Appendix B - Notes of presentation made by SPEN to the Carlisle Local Committee on the proposed D&G Reinforcement Project – 28/05/16

Electoral Division(s): [Longtown, Houghton & Irthington, Brampton, Dalston & Burgh, Belah, Stanwix Urban and Wetheral]

Executive Decision

Key Decision

If a Key Decision, is the proposal published in the current Forward Plan? N/A

Is the decision exempt from call-in on grounds of urgency? No

If exempt from call-in, has the agreement of the Chair of the relevant Overview and Scrutiny Committee been sought or obtained? N/A

Has this matter been considered by Overview and Scrutiny? No

Has an environmental or sustainability impact assessment been undertaken? N/A

Has an equality impact assessment been undertaken? N/A

PREVIOUS RELEVANT COUNCIL OR EXECUTIVE DECISIONS [including Local Committees]

26 March Cabinet meeting - Planning Performance Agreement for United Utilities West Cumbria Pipeline Project.

12 April 2012 Cabinet Meeting – Planning Performance Agreements for Nationally Significant Infrastructure Projects (NSIPs).

CONSIDERATION BY OVERVIEW AND SCRUTINY

Not considered by Overview and Scrutiny.

BACKGROUND PAPERS

No background papers.

RESPONSIBLE CABINET MEMBER

John McCreesh – Cabinet Member for Environment.
This document sets out Cumbria County Council’s (‘CCC’) response to the Scottish Power (SPEN) consultation on their preferred corridors and preferred siting options for substations.

It is recognised that this consultation is taken at a very high level, looking at a broad corridor for the proposed electricity line and substation siting areas, and therefore it is not intended to deal with detailed site specific matters.

1. Introduction

This response sets out the key issues that are currently of concern to CCC’s strategic responsibilities, and where relevant it makes suggested further steps to provide the necessary information or amendments to mitigate the potential effects of the proposal. At this early stage of project development, CCC welcomes the potential investment likely to take place in Cumbria and the potential for enhancement in electricity supplies connecting to Scotland and the rest of the network in North West England.

Nonetheless, it will be imperative that any adverse effects on the local environment arising from the SPEN Reinforcement Project are appropriately mitigated against, and that the project makes a sustainable contribution to the County’s economy and aspirations for the local communities in north Cumbria who will be affected by the development. CCC will place a high priority upon ensuring that cumulative demands and impacts are properly addressed in SPEN’s approach to this project.

It will also be particularly important that account should be taken of the cumulative effects of other related major investments that will take place in Cumbria, such as the NuGen Moorside nuclear power station, the National Grid North West Coastal Connections Project as well as the potential West Coast Tidal Lagoon.

2. Phasing

Given the scale of the overall proposal, it is felt there is a need for a clear and well evidenced delivery programme so that there is clarity about the stages at which this development will be brought forward, and how they will affect that part of the development within North Cumbria.

The phasing of works should be described in a clear and unambiguous construction programme/phasing plan that relates the principal phases of development. A Construction Method Statement will therefore be required to support the DCO, and will need to be sufficiently precise and detailed to reassure CCC that the effects upon the local communities, especially in terms of the potential for highways disruption will be properly managed (see Highways comments below)
3. Legacy

CCC has an aspiration that this Project should make a positive contribution to the local environment and community in this part of north Cumbria. Whilst it is acknowledged that the planning system precludes some matters being considered through the DCO process, CCC would wish to engage in discussion with SPEN about potential positive contributions for the community that might be brought forward.

In this regard, appropriate legacy benefits could help ensure that a national need (i.e. a significant upgrade of electricity supplies from South West Scotland to North Cumbria and into the National Grid system) could be met in the local environment in a way that is fair and reasonable, by offsetting the burden and disturbance of hosting this development on the locality and its communities.

4. Skills and supply chain benefits

Given the purpose of this consultation, it is not surprising that it does not identify at this stage how SPEN would utilise local people and businesses to construct the project. Nonetheless as the project progresses, CCC would welcome discussion about how local people and businesses could be used to support delivery of the project. It is recommended that at the next stages, SPEN should consider a programme of support for skills and training so that opportunities for local people could be maximised.

In order to understand and plan for skills and labour requirements, it is recommended that SPEN identify early on their workforce requirements – numbers, roles and essential skills to bring forward this project. It is felt there should be positive encouragement for local supply chain companies in Cumbria to engage in the project, and to ensure that local businesses are equipped to be able to respond to opportunities and thereby ensure potential benefits to the local economy.

5. Landscape

It is likely that the main physical land-use effects upon the local area will relate to landscape and visual impacts. In this regard, the proposed project affects a swathe of land in north Cumbria, from the Scottish Border to the north of Carlisle. This falls within Preferred Corridor and Substation Siting Area Zone 6b, as set out in the preferred corridors and siting options for substations consultation. In summary CCC would wish to see the cumulative effects of existing lines be rationalised to avoid the proliferation of electricity lines in this area north of Carlisle.

The proposed search area for the Project falls principally within two landscape character types, as defined by the CCC Cumbria Landscape Character Guidance & Toolkit (CLCGT): 5b ‘Low Farmland’ and 8b ‘Broad Valleys’. A detailed landscape assessment will be required and should draw upon the CLCGT Toolkit. Please see weblink below:

Appendix A

It is noted that the project proposes the removal of an existing section of 132kv line, which runs to the north of Rockliffe, and along the Scottish side of the Solway estuary. This line passes in proximity to the Solway Coast AONB and its removal is therefore welcomed.

A number of existing high and low voltage lines traverse the proposed search area, or lie in proximity to it. In order to offset the effects of the new electricity line, it therefore raises the question as to whether or not these existing high and low voltage lines could also be rationalised through this project. In particular, an existing 132kv line runs through the area, in a north-south alignment. It would be welcome if this line could be rationalised as part of the proposed upgrade.

Given the infrastructure already in situ, concerns are raised in regard to the potential cumulative landscape and visual impacts arising from the proposed upgrade. The reference in the consultation document to the County Council’s recent Cumulative Impact of Vertical Infrastructure (CIVI) work is welcome. Please see the weblink below:


The CIVI work indicates that the area currently experiences significant effects arising from vertical infrastructure. The built up area of Longtown, and the minor roads to the south are also highlighted as experiencing significant effects.

In light of these assessments within the CIVI, it is considered that if it is not possible to rationalise the existing 132kv line highlighted above, it is suggested that care should be taken to site the proposed high voltage line a sufficient distance away, so as to minimise potential cumulative impacts. The main visual receptor in the area is the settlement of Longtown. Care should be taken to avoid intensifying the visual effects arising from the existing 132kv line, which runs in close proximity to the town to the south.

In wider landscape terms, the large-scale nature of much of lowland landscape (type 5b) reduces its overall sensitivity to the development of pylons. However, the valley landscape (type 8b) is notably smaller in scale compared to Landscape type 5b – with a sense of enclosure which is intensified by significant areas of tree planting. Whilst the trees may serve to screen potential views of pylons to an extent if sited appropriately, this area should be regarded as a pinch point in landscape and visual terms. This is due to the inherent sensitivity of this landscape type to pylon development, and also due to the existence of a number of existing lines of pylons, either within the area, or clearly visible from within it. The potential for significant cumulative landscape and visual impact is relatively high in this location as a consequence. The approach to routing, and the technology used, should seek to mitigate potential effects upon this area as a priority.

It is noted that the proposed upgrade seeks to link into the proposed substation at Harker. The proposed National Grid North West Coastal Connections project
Appendix A

(NWCC) also seeks to link into this substation. The County Council has highlighted the need to reduce the existing ‘wirescape’ on the outskirts of Carlisle in responding to the NWCC consultation. Opportunities should be taken by SPEN to work with the National Grid in seeking to address this through line rationalisation.

6. Archaeology

At this stage, CCC would advise that there do not appear to be any archaeological issues that would prevent the preferred route & substation in Carlisle District from progressing forward to the Phase 2 stage of assessment and consideration of detailed routes through the Environmental Impact Assessment and the Environmental Statement.

It is noted and welcomed that SPEN intend to undertake an EIA and that all the appropriate designated heritage assets of archaeological interest within the corridor are listed in the Routing & Consultation Document.

CCC welcomes that fact that the preferred routing option would avoid the Hadrian’s Wall World Heritage Site Buffer Zone. It is also noted that the consultation includes a positive cultural heritage impact, which involves the decommissioning of the existing line crossing the Registered Battlefield of Solway Moss. This proposal is to be supported as an improvement to the visual amenity of the designated Battlefield and offers opportunity for improved interpretation at this historic site.

7. Highways & Transport

For the purposes of this consultation, the assessment of the proposal on the highways network has been limited to the proposed routeing within Consultation Zone 6b, which relates to the area from the Border of Scotland to Harker route D/H1 including Harker substation H1).

At this stage, CCC is of the opinion that there do not appear to be any significant adverse transport-related issues that would give rise to concern about the suitability of SPEN’s preferred route D/H1 within Cumbria and the preferred substation siting area H1 just to the north of Carlisle.

However, as the project progresses, CCC will need to understand the detailed site specific transport impacts and the mitigation necessary. CCC would therefore wish to work with SPEN to consider specific detailed highways related issues, once more detail of the project is available for comment (i.e. Phase 2).

These matters would relate to site specific works access from the highway, and the provision of a method and timing of materials deliveries. It is expected that the following information should also be provided at that stage:

I. a construction management plan / Traffic Management plan. This should show routing, site compounds, vehicle types and numbers, swept path diagrams, access and have a detailed survey of the surrounding highway network (to establish condition prior to the construction phase); and
II. early conversation with the Local Highways Authority about an appropriate license for any works within the highway (including, but not limited to signage).

8. Flooding and drainage

It is recommended that SPEN consider the potential flood risk within the substation Siting Area H1 to the north of Carlisle, and it is recommended that by working with CCC, SPEN will need to consider the likelihood of a 1:100 surface water flooding event in this location, and not just for Zones 1 to 3 under the Environmental Assessment.

CCC would point out that Harker is an area at risk of flooding, especially in the Rockcliffe Area. The CCC’s Lead Local Flood Authority Team would wish to work with SPEN to discuss in detail the siting of Area H1 to avoid adverse culverting or diversion of existing watercourses. A Development Consent Order would not remove the obligation on the applicants to seek separate consent with regard to any changes to the local watercourses.

9. Public Rights of Way

The potential corridor identified for the overhead power lines contains a number of public rights of way. There are approximately five depending on the route taken within the English [Cumbrian] section. CCC is under a duty to assert and protect the rights of the public to the use and enjoyment of, and to prevent so far as possible the stopping up or obstruction of, all their highways.

Where the routing of the power line, sub stations or its access routes would directly affect the safe use of any of any public right of way, it may be necessary to apply for a temporary closure for the duration of the works in the interests of public and site safety.

10. Property

The only site that is owned by CCC within the “range” of the project is the Hespin Wood Waste Disposal Site. The preferred route of the re-electrification works takes the proposed power lines out of the Harker sub-station and across the M6, thereby avoiding Hespin Wood. It is advised that this is a fully operational waste management site occupied under lease by Cumbria Waste Management and Shanks. As it stands, it would therefore appear that no CCC owned property assets would be affected.

However, due to the size of the Hespin Wood Waste Disposal Site, it is considered that if the route were to be diverted out of the Harker sub-station in a north-westerly direction, SPEN will need to take account of the fact the new electricity line may cross a significant fully operational waste management site.
11. Minerals & Waste

CCC will need to understand the impacts of the proposed new electricity line on minerals and waste infrastructure. It is not clear whether ballast material would be required to support the individual pylon construction, and at this stage there are no details as to where such material would be sourced.

In the interests of sustainability, it is recommended that any material required for construction should be sourced locally to offset transporting material over long distances, and this approach would help support of the local economy. Consideration should also be given as to how material can be brought to site either by road or rail.

SPEN will need to have regard to a number of specific minerals and waste sites/planning permissions within the Zone 6b area (English Border to Harker) in Phase 2 in considering the proposed route of the new electricity line.
NOTES OF PRESENTATION MADE BY SPEN TO THE CARLISLE LOCAL COMMITTEE ON THE PROPOSED D&G REINFORCEMENT PROJECT - 28/05/16

In attendance:

County Councillors: Mr C Weber (Chair); Mr T Allison; Mr J Bell; Mr RW Betton; Mrs C Bowditch; Ms D Earl; Mr LN Fisher; Ms B Furneaux; Mr W Graham; Mr J Mallinson (Vice-Chair); Mr A McGuckin; Mr NH Marriner; Mr A Toole; Mrs V Tarbitt; Mr R Watson; Mr SF Young

Scottish Power Energy Networks (SPEN) – Stephen Jacks; Colin Brown

County Council Officers: Ted Thwaites (Area Manager); Lyn Harker (democratic Services Officer; Graham Hale (Spatial Planning Team Leader)

Background

A presentation was given by Colin Brown and Stephen Jack of Scottish Power Energy Networks (SPEN) setting out the project and the process of determination and the options.

SPEN propose to develop a new high voltage electricity transmission network of up to 400kV from Auchencrosh in South Ayrshire to Harker near Carlisle. This upgraded transmission network will replace existing end of life infrastructure, thereby enhancing local electricity supply. The key driver for the project is the need to upgrade the existing aging network. There is also an increasing need to supply the renewable energy sector and the existing 132kV line is at capacity and inadequate to provide the necessary connections. Consequently, there is a need to modernise and provide additional capacity.

SPEN has been looking at the project needs for a number of years. Alternative options have been considered such as High Voltage Direct Current (HVDC), but SPEN require a project that is scaleable.

SPEN confirmed that they have carried out the initial Phase 1 work using the industry standard Holford Rules, which is a landscape led and national policy approach to identifying potential broad corridors. In identifying the broad corridors account has been made of topography and then a comparative appraisal including landscape & visual amenity.

SPEN referred to their Consultation Zone 6b which shows a corridor wider than the amount of land needed for a new electricity line. Zone 6b shows a broad corridor between Gretna swinging eastwards in an arc avoiding Longtown and then down south towards Carlisle. SPEN explained that his corridor is constrained due to the West Coast railway line as well as other environmental designations which have to be avoided.
Purpose of the consultation

SPEN confirmed that they were about to carry out an initial public consultation on the project between June/July 2015. Following this initial consultation (Phase 1 of three phases) SPEN will look to refine the routing to generate detailed routes and the preparation of an Environmental Impact Assessment (EIA) under Phase 2 & 3 of their project plans. SPEN intend to submit an application for a Development Consent Order in 2019.

SPEN explained that the purpose of the consultation, which is to seek the public’s views on the broad areas, to set out why SPEN are carrying out the proposed upgrade, and seek views on the removal of the existing power lines. Some 4,000 letter have been sent out to local people and SPEN have contacted local MPs and SMPs. SPEN have contacted the local media and press, and they were using a series of local consultation events to explain the proposals to local people. Documents would be left at Cumbria CC Offices at The Courts and Carlisle City Council receptions. SPEN will be looking for feedback between 08/06/15 – 26/07/15. Following that SPEN will review the comments received and publish a feedback report, which will inform the next stage of consultation. This will be the first stage of an ongoing interactive process to engage with the public.

Questions and Answer session with Local Members

Q: Cllr drew reference to Harker, the HVDC option and the potential costs and queried as to whether there will be opportunity to consolidate the number of electricity lines, given the National Grid North West Coastal Connections Project (NWCC) coming forward?

A: SPEN confirmed that they are working with National Grid on the NWCC project, who is ahead of SPEN in terms of their project timeline, and SPEN will look at how the NWCC project will stitch together with the D&G project.

Q: Cllr stated that local people would like to know whether or not the likely affects of the development upon their area will be known at this stage?

A: SPEN confirmed that the detailed effects will only be known at the Phase 2 stage of the project development once the route has been defined and an EIA has been carried out.

Q: Cllr raised two points – A) the prospect of different types of planning regimes in Scotland and England and concern was raised about the impact of the National Grid and SPEN projects coming into Harker, and the need to take account of their cumulative effects – will they take place together or separately? B) the route corridor that has been chosen would appear to be not well understood because it is so circuitous. Concern was expressed about the impact of the scheme on residents in Longtown, and it was noted that in being circuitous it could cost more than a more direct route. It would seem the consultation literature does not show alternative options for the routes – could this be explained?

A: SPEN confirmed that the approach taken was to reflect the landscape and local designations. SPEN will take account of the NWCC project, which is in the planning system, and the EIA will look at the cumulative impacts. The route of the proposed
corridor travels in a horse shoe shape and avoids the Solway. SPEN had considered the landscape capacity to absorb the development as well as other technical constraints such as existing electricity lines, settlements, the M6, and there are quite a few constraints to taking a direct route.

Q: Cllr queried as to whether or not more than just one electricity line will be removed as a result of the development?

A: SPEN confirmed that only one electricity line will be removed that being the 132kV line north of Eastriggs to north of Rockcliffe (hatched line on the consultation documentation).

Q: Cllr raised query as to whether 2 major wind farm applications north of Carlisle that had been granted planning permission would be taken into account, and will these windfarms be connected to the new lines?

A: SPEN confirmed that it will be National Grid and Electricity North West that will need to confirm whether the 1 wind farms could be connected to the new lines as they are responsible for local connections. An application would have to be made to the system operator. At the moment the 132kV line is at capacity. SPEN could not really comment on this situation.

Q: Cllr queried as to whether or not the City Council Member could be involved in the consultation? Also given governance in Scottish and England this would appear to be an opportune time for the proposed project?

A: SPEN confirmed that City Council members had been invited to the Briefing session, and that this is a scheme intended to meet the growing needs of the United Kingdom electricity system, and the needs of communities both north and south of the border who are dependent upon each other for electricity supplies.

Q: Cllr expressed the view that this could be a missed opportunity to do something different and improve the environmental options. No options have been put forward so far to bury the cable or to go under the sea. There are no indications to hide the pylons. It was felt that there are many wind turbines that use buried cables, and a question was raised as to why the whole of the D&G reinforcement project could not be undergrounded. Reference was made to the Robin Rigg off-shore wind farm scheme, which uses underground power lines beneath the sea. The Cllr felt that Cumbria relies on tourism, and it cannot afford to spoil the environment.

A: SPEN confirmed that wind turbines use lower voltages and SPEN need to get funding for the scheme paid for by the UK tax payer. Whilst SPEN are not saying that there are not opportunities to improve the environment, the starting point is a new overhead line. During project development SPEN may identify places where undergrounding or other technologies could be used. However there is a cost to undergrounding, which will have to be balanced against the public benefit and value for money.

Q: Cllr queried whether sufficient letters had gone out to local people. A query was raised as to whether or not the route of the corridor should go so close to Longtown, and whether the existing route of the 132kV could be used instead?
A: SPEN consider that they had to start from scratch with the project, and they could not take existing lines out at the same time as constructing new lines. SPEN had also felt that just because an existing route existed this meant they had to re-use the old route. There may be good environmental reasons to consider another route.

Q: Cllr questioned the length of the timescales for the project, and pointed out the need to keep members of the public updated to ensure their engagement.

A: SPEN referred Members to the programme in which a 2nd Stage consultation will take place in 2016 followed by preparation of their Environmental Impact Assessment to be followed by a third round of public consultation in 2017 on the detailed design of the proposals. Phase 3 will involve a formal pre-consent application consultation in 2018, and SPEN will then apply for a Development Consent Order in early 2019.

END
COMMISSIONING STRATEGY FOR ADULT SOCIAL CARE IN CUMBRIA 2015 - 2020

1.0 EXECUTIVE SUMMARY

1.1 This report presents Cabinet with a draft Commissioning Strategy for Adult Social Care in Cumbria 2015 – 2020 (Appendix 1) for approval.

1.2 It identifies that needs and demand for services are growing at a time of unprecedented financial challenge, and that the council needs a new approach to working with stakeholders to reduce the gap between demand and affordability.

1.3 The report requests that Cabinet gives permission for the draft strategy to undergo a process of consultation, prior to the completion of the final draft.

1.4 The strategy proposes to work on three broad fronts.

- To reduce and divert demand.
- To promote independence, supported by reablement, recovery, rehabilitation, equipment and technology for people who do need services
- To strengthen services for those with the most complex needs by working proactively with the NHS to plan for and meet needs

1.5 The draft strategy proposes a new model of care in Cumbria that means people will be supported earlier, allowing them to make the most of their health and independence, and to avoid re-course to high-level care for as long as possible.

1.6 The strategy sets out how the authority will do this within the context of

- Significant demographic growth
- Unprecedented financial challenge
• Increased expectations under the Care Act 2014
• Demand from those who receive care and support for individualised, personal service approaches

1.7 During the life of the strategy the council will engage in a major transformation and improvement programme for adult social care. This programme will be based on strong analysis of frontline services, commissioning knowledge and strategic planning and will involve the following.

• Supporting partner organisations to innovate and adopt established best practice
• Recognising the potential of new providers as an important source of innovation
• Encouraging players at the local level to test new models of care
• Decommissioning outdated models of care
• Providing a clear framework for Social Workers and Occupational Therapists to make decisions and develop support plans.

1.8 The draft strategy is a critical part of this programme and will form the foundation for changes to adult social care to ensure that the council is meeting the needs of the population of Cumbria, fulfilling its statutory duties, and making best use of the resources available.

2.0 STRATEGIC PLANNING AND EQUALITY IMPLICATIONS

2.1 The strategy aligns with a number of the strategic aims of the council set out in the Council Plan 2014 – 2017.

➢ To promote health and wellbeing, and tackle poverty
➢ To support older and vulnerable people to live independent and healthy lives
➢ To safeguard children, and ensure that Cumbria is a great place to be a child and grow up
➢ To enable communities to live safely and shape services locally
➢ To promote sustainable economic growth, and create jobs
➢ To be a modern and efficient council

2.2 A process of Equality Impact Assessment (EIA) will be undertaken for the strategy, and will be informed by the consultation process. Additionally, EIAs will be conducted for specific programmes of work and changes to services that result from the commissioning strategy. These will be undertaken at the appropriate time.
3.0 RECOMMENDATION

3.1 Cabinet is recommended to approve the draft Commissioning Strategy for Care and Support delivered by Adult Social Care in Cumbria 2015 – 2020, and agree it as the basis for consultation with stakeholders and the community.

ADVICE OF INTERIM CORPORATE DIRECTOR – HEALTH AND CARE SERVICES

4.0 BACKGROUND

Case for change

4.1 Cumbria is facing a number of challenges in relation to the provision of care and support. These include the following.

- Increasing needs of residents, including significant growth in the number of people aged over 85, an associated rise in numbers of people with dementia, and an increase in the number of people over 65 who have a learning disability.

- Unprecedented financial pressures: the Council needs to deliver additional savings of approximately £80.0 million.

- Over reliance on high-level and expensive care.

- Less availability of services such as Extra Care Housing and Supported Living for all service user groups, compared with other councils.

- Comparisons with other councils provide insights into where Cumbria can make financial savings and support more people at less cost.

- A high percentage of the residential market does not meet current National Minimum Standards for space and privacy.

4.2 Based on needs analysis and current patterns of spend, if services continued to be delivered as they are currently the following projections apply. (These estimations exclude the potential impact of the National Living Wage, as announced by the Chancellor in his Budget Statement of July 2015.)

- If by 2020, the number of ASC service users aged over 65 is projected to increase by 14.7%, expenditure on Older People’s services will have to increase by over £10 million per annum to £108.7 million.

- If by 2030, the projected increase of 46.4% occurs, the budget implication would be an additional increase of £30 million per annum to £138.7 million.
4.3 Currently, when benchmarked against other authorities, the council:

- Spends a higher percentage of its budget on residential care compared to the spend on ‘support at home’ or Extra Care housing,
- Spends more on older people and less on learning disability and mental health than our statistical neighbours
- Is a high spender on day services with low occupancy and segregated models

4.4 In addition the Care Act 2014 sets out a requirement for the council to provide oversight of the care market, working with providers to develop high quality services, to ensure that there is sufficient capacity to meet local needs, and to ensure people who use services are safe. This applies to the whole market, not just support for the people who access services via councils. This high-level Commissioning Strategy and the Market Position Statement that will flow from it are part of the Council’s response to that requirement.

New model of care

4.5 The strategy proposes a new model of care for Cumbria that will be more sustainable and will enable the council to meet the concurrent imperatives of the financial challenge, demographic pressures, the requirements of the Care Act and the developing expectations of those that use services.

4.6 A new model of care and improved commissioning will provide the opportunity to meet people’s needs as near to community, home and as independently as possible, and to avoid unnecessary escalation to high-level, bed-based (e.g. residential/nursing care, acute hospital) services.

4.7 The guiding principles of the new model of care are as follows.

- Greater emphasis on preventative community activity to support the most vulnerable and divert them from higher-level institutional services.
- Targeted prevention activity (such as reducing social isolation and support for carers) to divert people from social care.
- A new ‘front door’/customer resolution model that will provide information, advice and support to people that will enable them to be more independent and prevent them needing to access more specialist staff/services.
- A greater emphasis on a qualitative process of assessment premised upon recuperation/recovery, reablement and rehabilitation that makes the most of the individual’s opportunity to recover, fully maximise their independence and regain and maintain their strength and skills.
- Through asset based assessments, support to service users to develop their own support plans and reviews. Resources will be
allocated based on need, and with the clear expectation of personal progression and improved independence.

- Work with the NHS and GPs to plan predictive and proactive care for people with complex support needs. Long-term care will only be commissioned for those with the highest level of need, and if we have exhausted options to help them remain at home.

- This will all be supported by clear commissioning and market development, strong adult safeguarding and care governance, and robust performance and metrics.

**Key Commissioning Intentions**

4.8 In order to deliver this new model of care we will need to commission services differently. The strategy sets out the key commissioning intentions for particular groups e.g. Older People, children in transition, and people with Learning Disabilities.

4.9 The strategic actions during the life of the strategy will be as follows.

- Reducing the pressure on the care system by commissioning and developing universal and targeted prevention services.
- Reduction in the overall number of placements of older people in residential and nursing care.
- Increasing the resilience of the care market for ‘Care with Nursing’ and Dementia Care.
- Increasing the use of ‘support at home’ services for older people with lower-level eligible needs.
- Increasing the supply of Extra Care and other supported housing.
- Better commissioning of Learning Disabilities services.
- Better commissioning of Mental Health services.
- Shifting the focus from buildings-based day services to support within the community.

**Next steps**

4.10 The Commissioning Strategy is the first significant step in the transformation of care and support. It will be supported by a Market Position Statement and implementation plan which will be developed following approval of the strategy by Cabinet.

4.11 The proposed consultation process will involve service users and their carers, service providers, partner commissioners and key stakeholders. The duration of the consultation will be confirmed following the Cabinet decision.

**5.0 OPTIONS**

5.1 Cabinet can approve the attached draft Strategy and agree it for the proposed consultation process.
5.2 Cabinet can amend the attached Strategy and agree it for the proposed consultation process.

5.3 Cabinet can reject the attached Strategy.

6.0 **RESOURCE AND VALUE FOR MONEY IMPLICATIONS**

6.1 The 2015/16 MTFP budget for services covered by the Commissioning Strategy is £161.7m comprising:

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| Total              | **161.7** |

6.2 When considering needs analysis projections of increased demand provided within this commissioning strategy, it is estimated that annual spend on these services will rise to £175.1m by 2020/21, based on current prices and before consideration of the impact of the National Living Wage.

6.3 Without a change to the model of care, the service will become financially unsustainable. It is unlikely that, within funding expected to be confirmed within the Comprehensive Spending Review in November, a redirection of resources to fund these pressures from other Council budgets will be possible.

6.4 Implementation of the key commissioning intentions within this strategy and subsequent transformational work are required to enable the Council to address the likely budget impact of the increased demand on the service.
7.0 **LEGAL IMPLICATIONS**

7.1 The Commissioning Strategy for Adult Social Care that is ultimately adopted by the Council will have significant influence on shaping care and support available in Cumbria in the future. Therefore under the Local Government Act 1999 and the general principles of fairness that apply to all public bodies, the Council has a duty to consult representatives of local people and other stakeholders whilst formulating this strategy.

7.2 All consultation is subject to four established principles that should be taken into account when determining the detail of how any consultation will be managed:

- The consultation must be at a time when proposals are still at a formative stage.
- The proposer must give sufficient reasons for any proposal to permit of intelligent consideration and response. Those consulted should be aware of the criteria that will be applied when considering proposals and which factors will be considered decisive or of substantial importance at the end of the problem.
- Adequate time must be given for consideration and response.
- The product of consultation must be conscientiously taken into account in finalising any statutory proposals.

8.0 **CONCLUSION**

8.1 The Commissioning Strategy for Adult Social Care sets out Cumbria County Council’s ambition to develop a sustainable model of care and support that meets the needs and aspirations of the people of Cumbria and ensures that the Council fulfils its statutory duties in the context of present and upcoming challenges.

Sally Burton
Interim Corporate Director – Health and Care Services

23 August 2015

**APPENDICES**

*Draft Commissioning Strategy for Adult Social Care (2015-2020) – draft for consultation v.4.0*

Electoral Division(s): All

* Please remove whichever option is not applicable

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<td>Yes*</td>
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Is the decision exempt from call-in on grounds of urgency?  
No*

If exempt from call-in, has the agreement of the Chair of the relevant Overview and Scrutiny Committee been sought or obtained?  
N/A*

Has this matter been considered by Overview and Scrutiny?  
If so, give details below.  
No*

Has an environmental or sustainability impact assessment been undertaken?  
No*

Has an equality impact assessment been undertaken?  
No*

_N.B. If an executive decision is made, then a decision cannot be implemented until the expiry of the eighth working day after the date of the meeting – unless the decision is urgent and exempt from call-in and the Corporate Director has obtained the necessary approvals._

**PREVIOUS RELEVANT COUNCIL OR EXECUTIVE DECISIONS**  
[including Local Committees]

No previous relevant decisions.

**CONSIDERATION BY OVERVIEW AND SCRUTINY**

Not considered by Overview and Scrutiny.

**BACKGROUND PAPERS**

_Draft Commissioning Strategy for Adult Social Care (2015-2020) – draft for consultation v.4.0_

**RESPONSIBLE CABINET MEMBER**

_Councillor Beth Furneaux – Cabinet Member for Health and Care Services_

**REPORT AUTHOR**

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Draft Commissioning Strategy for Care and Support delivered by Adult Social Care

2015 - 2020

Serving the people of Cumbria
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1. INTRODUCTION: WHAT IS THIS DRAFT COMMISSIONING STRATEGY FOR?

This draft commissioning strategy sets out our high level proposals for how Cumbria County Council proposes to shift the balance of care to meet the growing needs of local people with reduced levels of funding. It sets out the challenges that the Council faces in delivering adult social care in the next five years. These include the following.

- Significant demographic growth, especially within Cumbria’s ‘super-ageing’ older population.

- Unprecedented financial challenge posed by the national austerity programme.

- Increased national expectations of councils with adult social services responsibilities under the Care Act 2014.

- Well-defined national and local demand for individualised, personal service approaches amongst those who receive social care and support.

The Care Act 2014 sets out a requirement for councils with adult social services responsibilities to provide oversight of the care market, to work with providers to develop high quality services, to assure capacity to meet local needs and ensure people who use services are safe. This applies to the whole population, not just support for the people who access services through councils. The strategy helps the Council to fulfil this duty by setting out our commissioning intentions.

It has been produced as the basis for wider engagement about how the Council, partners, providers of social care, community groups and local people can work together to ensure we look after the growing number of older and vulnerable people with a reducing budget. There are no easy answers, but we set out the challenges and a model of service which the Council believes will provide the best possible chance of being sustainable.

The strategy also provides a clear steer on how the social care workforce needs to operate to assess need, manage risk, prepare support plans and review the needs of vulnerable people so that the right care is provided at the right time in an affordable manner.

Assumptions within the strategy

The appendices to the strategy include projections about needs, service levels and resources drawing on data from local and national sources. The strategy does not seek to provide detailed population or service analysis as this is notoriously difficult to predict, because we are dealing with thousands of unique individuals and a large and complex health and care market. Rather, it sets out how we need to change the broad balance of services to meet more needs with less money.

Population data is from the Cumbria Observatory and the Joint Strategic Needs Assessment (JSNA). We have supplemented this with national data from the Health
and Social Care Information Centre and some specialist reports. This data doesn’t always reconcile as it is gathered over different periods using different definitions.

All financial assumptions on budgets and costs and on the local market are based on the latest available data but this may not totally tally across data sources.

We have not built in any assumptions on inflation, price increases or future savings as these are not agreed at this stage. Neither have we attempted to predict what the late Autumn Comprehensive Spending Review (CSR) will involve. However we have used some assumptions about the average costs of different models of care and what we could do to meet needs at a lower cost.

**Structure of the strategy**

The Executive Summary and Introduction are followed by a description of the proposed model of care and Strategic Actions. This is followed by specific sections on key areas of service: Older People and Younger Adults, with the main focus being People with Learning Disabilities and People with Mental Health Needs. There is also a section on Day Services as this is an area of high spend and inefficiency which we propose to transform.

Each section follows the same format and looks at:

- The Strategic Actions
- A summary of the key issues arising from the needs and market analysis
- Proposed Commissioning Intentions

For readers who wish to understand the detailed data, this is set out in the appendices.
2. EXECUTIVE SUMMARY

Cumbria has a 'super-ageing' population. This means that there is an increase in the number of people in the older age groups, and a decrease in the number in the younger age groups. By 2020, over a quarter of the Cumbrian population will be aged over 65. This is a greater proportion than the average for the country. At the same time, more younger people with disabilities are surviving into adulthood and old age, and more people are living for longer with complex needs, frailty, long term conditions and/or dementia.

This growth in needs is happening alongside two significant factors. The main one being the national austerity programme, which means that by 2020 the Council will have lost around 40% of its budget and the NHS will be under severe pressure. The other factor is legislative changes, most importantly the Care Act 2014, which places wider requirements on Councils to promote prevention and wellbeing and to develop the market for the whole population.

The Council’s Health and Care Services directorate will spend just over £160m (gross) on the provision of adult social care in 2015-16. The Council has already committed to deliver significant savings over the next three years, and will decide on additional savings in February 2016.

The strategy identifies that, based on current projections, by 2025 we will need more intensive provision for at least an additional 1,500 Older People in residential care or an equivalent level of care such as Extra Care housing or intensive services at home. It also identifies that there is a growth in the numbers of people with disabilities and mental health needs with highly complex problems.

It is projected that if the Council continues to provide for Older People with the same pattern of services as it uses now, the overall cost will increase by over £10m a year by 2020. Costs will also increase by at least £6m for Younger Adults with complex disabilities and recent trends suggest an increased demand for mental health services of around £1.5m per year. (All of these projections exclude the potential cost of the National Living Wage.) This is clearly not sustainable.

We therefore propose, in broad terms, that this additional demand should be managed by doing three key things.

1) Firstly, by investing in services which prevent, reduce or divert demand, keeping people at the heart of families and communities for as long as possible and stimulating communities to provide more support themselves. We all need to play our part in looking after our own health and being good neighbours to people who are struggling. We will work with the NHS, Districts and Parishes and the Third Sector to build on the strengths of communities and families and to keep people healthy and active for as long as possible.

2) Secondly, by promoting the independence and self-reliance of people who do need a service so that we can minimise the costs over the lifetime of the service. This means we will invest in new technologies, rehabilitation and supportive Extra Care housing to keep people out of high cost services for longer. We envisage an approach whereby no long term service is agreed
until we have exhausted the use of reablement, assistive technologies and adaptations and equipment and where the only placements made are for people with high levels of frailty and/or dementia.

3) Thirdly, for those people who do need high level, residential or nursing-level service or other complex services, we will develop sufficient high quality provision where the environment and care meets their needs, reduces the need to send people a long way from home, and reduces the risk of hospital admissions. We will also work closely with the NHS to identify needs earlier and provide proactive care to keep people as well as possible. As with other groups, we will continue to seek to rehabilitate people and reduce costs.

These three approaches are all interrelated, and we hope that even the frailest person will have some of their needs met by friends, families and local communities. We will approach all assessments from the point of view of what a person can do, not what they can’t do, and what resources are available to help them.

We propose that by re-balancing the way care and support is organised we can make the money go further and support more people with lower level support while having enough money to care for people with the highest levels of needs. We need to engage with the people of Cumbria and ensure that their opinions inform this developing strategy.

What does this mean for Cumbria?

In short we need to reduce the overall spending on Adult Social Care. We believe our best chance of doing this is to change the balance of services and spend a lower proportion of our budget on residential care and a higher proportion on prevention, rehabilitation, supported housing and care and support in local communities.

This will mean that some long standing services will need to change, and that Social Workers, Occupational Therapists and NHS Colleagues will need to work together to promote and implement new approaches and become champions for prevention and independence. Our default approach will always be to prevent demand, meet needs at a lower level and avoid costly escalation. This will have implications for individuals and families who may need to plan for greater self-help, for communities, where we will encourage greater resilience, and for existing service providers. The Market Position Statement that will flow from this strategy will set out issues for providers in more detail.

The key changes proposed are as follows.

- To reduce the number of placements in residential care in the next five years.

- For the most frail and vulnerable the Council will work to develop the market, and also with the NHS to develop high quality ‘care with nursing’ especially for people with high levels of frailty and/or dementia.

- The development of more Extra Care housing. There will be demand for as much Extra Care as can be developed in the next ten years.
- The reshaping of Learning Disabilities and mental health services to ensure that the focus will be on recovery and independence and that people can progress into employment and independent housing. As with Older People, we need to work with the market to create high quality provision for the small but growing number of people who need highly specialised care, often at very high cost.

- A review of day services to ensure that in future, support is offered proportionate to need, and that meaningful employment and participation in community activity are the outcomes that people can realistically expect.
3. THE CASE FOR CHANGE

People are living longer, communities are becoming more diverse and citizens have higher expectations of the services they receive. Citizens, want to experience independence, well-being and dignity. They want to gain greater control over their care and support, and get the right services at the right time rather than relying on help at the point of crisis.

Needs analysis headlines

- The Cumbrian population is ‘super-ageing’. This means that the population of Cumbria is ageing faster than the rest of the UK population and the number of people of working age is reducing. By 2020, nearly 25% of the Cumbria population will be aged over 65.

- There is a significant growth in the number of people aged over 85 and an associated rise in the number of people living with dementia, complex needs, and frailty. There are also more people with sensory loss and more people living alone.

- Life expectancy and levels of ill health vary greatly across Cumbria.

- There are a growing number of people aged over 65 who have a learning disability and associated frailty.

- There are more people with complex and challenging needs, including people with autism and dementia.

- There is an increase in demand for Mental Health services with Cumbria having higher rates of mental illness and suicide than similar areas.

Financial headlines

Cumbria County Council is facing unprecedented funding reductions due to the national programme of austerity. The Council will have c.£240m less per annum by 2020 than it had in 2010.

- Over the period 2011/12 to 2015/16 £153m of savings has been identified.

- The Health and Care Services contribution to these savings has been £41.3m

- Over the next three years, 2016/17 to 2018/19, it is estimated that a total £80.0m additional savings is required.

- Of this, the Council has agreed £11.2m savings from the Health and Care Services directorate as part of the current financial plan

- Further savings will be agreed in February 2016 as part of the next financial plan.
• Delivery of the existing agreed savings and any future savings will require significant changes in the level of service allocated to some individuals, and reduction in the number of high-cost services overall. This trend is set to continue.

The challenge of demand versus budget

• In 2015/16, the adult social care budget is just over £160.0m per annum. The £11.2m saving that has already been agreed represents a 7% decrease.

• National projections based upon the users of adult social care services suggest that by 2020 there will be 966 more people aged over 65 requiring adult social care than there were in 2014/15 (6,880 people). This is an increase of 14%. Of these, a number will be over 85 with associated frailty, including dementia.

• If the Council carries on providing for Older People with the same pattern of services as are being used now, it is estimated that the overall cost could increase by over £10.0m a year by 2020. (This estimation excludes the potential impact of the National Living Wage.)

• A cost increase of £6.0m has already been identified (up to 2017/18) for supporting Younger Adults with disabilities in recognition of the increased level of need that is apparent in the group of people aged over 14 who are in transition between children’s and adults’ services.

It is clear that a ‘business as usual’ approach is not sustainable, and will prevent the Council from meeting the needs of the most vulnerable people in the population. New ways of approaching the growing needs are proposed within this commissioning strategy.
4. VISION, AIMS AND ACTIONS - THE MODEL OF CARE FOR THE FUTURE

Our Vision is to ensure that resources are allocated in ways which promote health and wellbeing and independence and reduce the need for higher levels of care, while ensuring we can always provide compassionate care for those with the highest levels of need.

The main aim of this service model is to promote independence and thus meet more needs in a sustainable way.

The model of care explained

We propose to shift the focus of the care system so that there is greater emphasis on prevention, communities, rehabilitation and reablement.

By 2020, we propose that the shape and style of adult social care should be very different to how it is now. The key principles and objectives for the proposed service are as follows.

4.1 Universal prevention and wellbeing

This means that the Council will invest more on preventative community activity to support the most vulnerable and seek to improve their health, reduce social isolation and divert them from higher-level services. In addition the Council will arrange community ‘navigation’ to enable people to access the help and advice they need.

For people who do need adult social care services, the Council will still seek to ensure that as many needs as possible are met by local community activity, such as good neighbour schemes, local handy persons projects, lunch groups in local cafes and pubs, and walking groups in local parks.

4.2 Targeted prevention

This level of support is aimed at people who are of concern to the Council or the NHS, perhaps people who have been recently bereaved are very socially isolated or who have early stages of dementia. The aim is to reduce and delay demand for formal services. This means that people will be supported earlier, allowing them to make the most of their health and independence, and to avoid the need for high-level care for as long as possible.

Proposals

- We will develop and commission a network of support for people who are known to be at high risk of needing social care, focussing on areas such falls prevention, reducing social isolation, support for carers, providing advice and information. We will expect any provider to be able to demonstrate that people have been diverted from services and demonstrate the return on investment.

- We will also improve and invest in ways to help people get equipment, adaptations and Assistive Technology solutions to enable them to regain and retain their independence and feel safe at home.
Figure 1 - The new model of care for Cumbria
4.3 A new front door, information and advice

The Council deals with around 45,000 requests for help for adult social care each year. Of these around half relate to people who are already in receipt of services. This suggests we could do more to enable them to manage their care, or make small adjustments without coming back to us. We could also improve the advice we give them. We propose to work with partners to make systems better.

Around 20,000 of the contacts come from professionals in the NHS, housing and other partners. We believe that a significant number of these contacts could be diverted to Targeted Prevention Services and this could reduce demand and meet needs at lower cost.

Around 4,500 referrals come directly from potential service users. They have often not got information about alternatives.

Proposals

- We will provide information by digital routes on how people can look after themselves and how they can find local support.
- We will provide telephone and face-to-face support for those who need it, aimed at helping them find alternatives to care
- We will support people to organise their own assessments and support plans and direct them to safe financial advice.
- We will provide information that helps people to select and buy services and items that make them more independent, such as equipment and assistive technology.
- We will create a single point of access via a Customer Services Hub where we will strive to resolve as many issues as possible, referring to specialist staff as required.

We anticipate that this will help us to get advice to people faster. It will help people and their families find help, and will also help us to reduce costs by cutting out unnecessary assessments and visits.

4.4 Reablement and Intermediate Care Pathway

Currently, while the investment in reablement is the same as for similar councils, the numbers getting a service and the outcomes are not as good. We are re-designing the service to ensure that people have a period of recovery before we make decisions about long term services and placements.

The Reablement Service will be strengthened with therapists and specialists who understand assistive technology, and staff will be trained to allocate simple equipment. The aim is to maximise independence and in doing so, reduce the long term care costs for individuals and reduce the numbers of people entering long term care homes or having very expensive services at home.
There are three main approaches as follows.

- **Recuperation/recovery** – Following accident, illness or crisis, giving the individual the opportunity to get fully better.

- **Reablement** – rebuilding skills and confidence following a hospital admission or similar episode. Also supporting people to prevent hospital and care home admissions.

- **Rehabilitation** – clinical and therapeutic help input to maximise ability and regain strengths and skills.

**Proposals**

- We propose that no one is admitted to long term care without us giving them the opportunity for reablement, technology and equipment.

- We will enable the Reablement Services to receive referrals directly from hospital, to allocate equipment and assistive technology, and to undertake simple reviews.

**4.5 Assessment, Support, Planning and Review**

This is the formal process by which Social Care and NHS Professionals assess people’s needs under the statutory frameworks for health and care. The aim is to ensure that we only assess people who are likely to be eligible for services, place a strong focus on safeguarding, positive risk taking and promoting choice and control. We have statutory duties to assess people who may be eligible for care as well as people with a Safeguarding risk and those who may need protection under the Mental Capacity Act. We can improve how we do this.

**Proposals**

- We will support service users to develop their own support plan and include family, friends and volunteers in delivery of the plan.

- We will be clear with all customers and service providers that we expect to see people develop and make progress, and that we will review the level of support needed with a view to improving independence and reducing costs.

- We will not place people in long term care if we can support them at home or in Extra Care Housing.

- We will not arrange formal day services where we can support people to make use of local community services and social networks

- We will promote Direct Payments as the first choice

- We will prioritise sufficient capacity to ensure we can always respond to Safeguarding, Mental Health and Best Interest Assessments and to end of life care.
By doing this we will reduce the costs of service for people who are eligible and ensure that they have a stake in maintaining their independence.

4.6 Supporting people with Complex Support Needs and at the end of life.

This means that we will target social care resources on working with the NHS and others to provide expert care and support to the most frail and vulnerable people in Cumbria.

Proposals

- We will collaborate with the NHS to provide care and support in advance of crisis to keep people at home and reduce the need for residential care or hospital admissions.

- We will arrange residential and nursing care for people with the highest levels of need: typically those with frailty, complex needs, multiple long-term conditions and/or dementia, where those needs cannot be met at home.

- We will work with partners to increase the numbers of people supported with end of life care at home rather than hospital and to prioritise resources for this.

Strategic actions to deliver the model of care

Delivering these strategic actions will move the care system to the new model of care within the timescale of this commissioning strategy. This will address the increasing demand upon the system, the financial pressures, and deliver better care for the people of Cumbria.

Reducing the pressure on the care system by commissioning and developing universal and targeted prevention services.

- We will develop preventative community activity to support the most vulnerable and divert them from higher-level services, with ‘health and wellbeing coordinators’ to enable people to take control of their own wellbeing and reduce their need to access other services.

- This will combine a number of existing funding streams to create a system of support which can meet needs at a local level. This will be a mixture of council and voluntary sector services, and the key difference from current models will be enhanced coordination and a rigour about ensuring a return on investment by reducing demand for social care.

Reduction in the overall number of placements of Older People in residential and nursing care.

- It is proposed that council-funded residential and nursing care home placements for Older People be limited to people with the highest level of need, including people with dementia, frailty and complex needs. People should only be placed in these services when all other options have been exhausted. The implication of this would be as follows.

- By 2020, there will be fewer placements, but the proportion of those placements...
for people with dementia will have increased from 42% to 60% of all Older People’s placements.

- By 2020, less money each year will be spent on Older People’s residential and nursing care home placements. Some of this resource will be redirected to support more people in their own homes, either within Extra Care housing or with domiciliary care that can meet their specific needs.

**Increasing the resilience of the care market for ‘Care with Nursing’ and Dementia Care.**

- An analysis of the current market shows that a significant number of buildings don’t meet the necessary standards for people with dementia or high levels of physical frailty. In addition there are challenges in recruiting skilled nursing staff. We therefore propose to enter dialogue with the NHS and with providers and regulators to develop a more resilient and higher quality care market for the growing numbers of very frail people with complex needs of all ages.

**Increasing the use of ‘support at home’ services for Older People with lower-level eligible needs.**

- It is proposed that the reduction in residential and nursing care home placements should be balanced by an increased use of more cost-effective ‘support at home’ services for Older People with lower-level eligible needs. This will entail the following.

  - An increase (estimated to be c.25%) in the number of hours of support purchased a year, at an estimated cost of c.£6 million. This will include care in Extra Care housing, Shared Lives care, and other initiatives as well as traditional domiciliary care.

  - Increased use of Assistive Technology, equipment and minor adaptations to enable people to live independently.

**Increasing the supply of Extra Care and other supported housing.**

- The existing council policy to develop ‘accommodation with care’ (Extra Care housing for Older People, and supported living for younger people with disabilities) will be accelerated.

**Better commissioning of Learning Disabilities services.**

- It is proposed that we develop Learning Disabilities services that plan for the whole of people’s lives, and improve outcomes for children and young people with mental health issues and Learning Disabilities.

- We need to plan to meet the needs of young people in transition, largely within the current cost envelope. This will mean spending less on a number of people and ensuring we have the resources for the small but growing number of people with highly complex needs.

- Services will be expected to focus on reducing long term dependency and cost. We will commission these services in ways that reward providers for reduced
dependency. (The present MTFP states that this saving will be c.£1.5m for 2015/16). We wish to talk with providers about how we can increase savings in this area.

- We propose to review the way we deliver day time services to reduce the use of traditional building-based settings, to help people get jobs, and to help more people be active in the community.

**Better commissioning of mental health services.**

- Our priority is to work with partners to reduce incidence of mental ill-health and close the gap between Cumbria and the national average in regard to suicide and prevalence of common mental ill health conditions.

- We propose to commission mental health services that enable recovery, reduce longer-term dependency and cost, and focus on community and employment-based activity.

- We need to identify how we can meet growing needs within the current financial envelope.

**Shifting the focus from buildings-based day services to support within the community.**

- We propose to review the model of day services across Cumbria to promote community based activity and use of local facilities, reduce travel costs and make more efficient use of building-based services.

- We will promote the use of flexible community-based services including an emphasis on employment and skills to enable people to move towards work.

- We will not normally provide day services for people who live in residential care or supported living, but will expect their support staff to arrange activities with them.
5. DELIVERING THE STRATEGY

This section of the strategy sets out more details of the key issues and commissioning intentions for key areas of service. The issues are drawn from analysis of data presented in the appendices.

5.1 Prevention services

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<td>• Reducing the pressure on the care system by commissioning and developing universal and targeted prevention services.</td>
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The proposed model of care aims to create or regain the ‘fabric of a healthy society’ necessary to support people to live healthier lives and enjoy a greater sense of wellbeing in their own homes/communities. In particular, to reduce loneliness and social isolation while building individual and community resilience. At a community level this means developing ‘Dementia Friendly Communities’ making better use of village halls, clubs and societies and developing good neighbour schemes. At an individual level we will invest in Health and Well Being Coordinators who will help people get involved in local activities and activate communities to help.

The Council is working with partners to create new approaches to health and wellbeing that address the key issues faced by Older People, the frail and the vulnerable, such as loneliness/isolation and lack of access to basic support (e.g. for mobility, money advice, housing-related support, support to remain in touch with relatives/technology, etc.).

To make this agenda real, partners must audit and pool existing community/neighbourhood capacity and resource. The voluntary sector in Cumbria will be supported to take a lead role in this.

5.2 Older People – residential, nursing and ‘home based’ care

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<tr>
<td>• Reduction in overall number of placements of Older People in residential and nursing care, with priority given to people with high-level needs.</td>
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<tr>
<td>• Increasing the use of ‘support at home’ services for Older People with lower-level eligible needs.</td>
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<tr>
<td>• Increasing the supply of Extra Care and other supported housing.</td>
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<tr>
<td>• Increasing the resilience of the care market for ‘Care with Nursing’ and Dementia Care.</td>
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Market Analysis for Older Peoples Residential Care: Headlines

- Cumbria County Council spends a higher percentage of its resources on residential and nursing and less on community based provision services than similar councils.

- Overall, Cumbria spends more money on Older People when compared to other customer groups than similar councils.

- In 2014 there were 130 care homes for Older People in Cumbria with a total of 4,426 registered places. Of these, 36 are nursing homes and 94 residential care homes, with 917 beds in 29 residential care homes being directly provided by Cumbria County Council. Of these it is estimated that between 20% and 30% are nursing beds.

- A survey in 2014 found that 26% of the homes in Cumbria met none of the prescribed National Minimum Standards (NMS) for physical environment. Examples of these include basic room size, the availability of private en-suite bathing facilities, etc. For the care homes registered after 2002, 35% met ‘some’ of the NMS, and 39% met all of them. Over the last year there has been a rise in action by regulators against care homes.

- The Council is soon to open a new care home in Barrow-in Furness, and it is proposed to explore the potential of registration as a ‘care with nursing’ home to ensure there is high quality care for those with the highest needs in that area.

- Analysis shows that Cumbria needs at least an additional 1,500 beds or equivalent support such as Extra Care housing provision in the next 10 years. It is proposed that this growth is met by additional Extra Care housing where possible.

- Recent analysis suggests the need for at least 2,100 additional Extra Care housing units by 2025. This would include the numbers identified above and others with lower level needs.

Local Market Analysis: Extra Care Housing headlines

- Compared to other local authority areas, Cumbria has a low level of supply of Extra Care housing (ECH). Recent strategic work shows that ECH is under-used as a viable alternative to residential and nursing care in the county.

- Given the ‘super-ageing’ population and the shortage of high-quality alternative provision, the six districts of Cumbria would all benefit from the development of as much ECH as is possible over the next decade.

- Extra Care housing can deliver savings of between £6,000 and £9,000 per person per year for each person funded by the Council living in Extra Care housing rather than residential care.

(A comparison of the attributes of Extra Care housing and residential/nursing care is included at Appendix 3.)
Commissioning intentions for Older People

- The Council will support the development of services over the next decade to deliver at least 130 additional places for people with complex needs including dementia by 2020.

- At the same time it is proposed that the Council reduces the number of placements it makes in residential care for people with lower level needs and invests in more cost-effective provision for this group of people.

- It is proposed that the Council accelerates the process to develop sufficient Extra Care Housing to meet the needs of people who do not need highest-level residential/nursing care over the next decade. Efficiencies driven through increased Extra Care use would support the ongoing challenges of additional demand and increased cost of care.

  (The Council has allocated £6 million from capital funding to invest in and facilitate the ongoing development of Extra Care housing in Cumbria and is seeking additional funds from the Homes and Communities Agency (HCA)).

- The Council will work with District Councils to identify any traditional sheltered accommodation that could be remodelled to meet higher-level needs or re-designed for alternative use.

- The Council will closely monitor domiciliary provision following the recent tender for domiciliary care to ensure sufficient capability to support people with higher levels of need within their own homes or within Extra Care Housing settings.

  (Estimated 25% increase in amount of ‘support at home’ to be purchased, at a cost of an additional £6m per annum.) If more capacity is needed this will be funded by a reduction in residential placements.

- The Council will prioritise the use of technology and equipment to enable people to live independently within their own homes and communities for as long as possible. To this end we will review our equipment services and re-commission assistive technology to ensure we have the latest technology available.

5.3 Older People and Younger Adults – day services

Strategic action

- Shifting the focus from buildings-based day services to support within the community.

Local Analysis: Headlines

- The Council spends more than similar areas on day services, including high sums on transport.
• A lot of day services are under-occupied and this wastes resources

• Increasing numbers of people have a Direct Payment and choose to use this to do other activities.

• There is an ongoing need for specialist day services to support people with very complex needs, especially where this gives their carers a break.

• A lot of people who live in care homes or supported living attend day services; this duplicates resources and in most cases is inappropriate.

• For Younger Adults there is insufficient focus on employment related activity.

**Local Market Analysis: headlines**

• The majority of day services are delivered by Cumbria County Council through Cumbria Care Services.

• The Council spends just over £14m a year on day services and transport. Of this, just over £3.5m is spent within the private and voluntary sectors. A new procurement framework for this will soon be released.

• There isn’t a ‘Shared Lives’ type of service available.

• There is a lot of opportunity for local action to make mainstream and community activity more open to people with social care needs.

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**Commissioning Intentions: Day Services for all ages.**

• There should be more flexible day care/support options, developing a sustainable market with a range of providers, with locality building bases for people with the most complex needs, and a broader range of community provision.

• Support to enable people to experience employment should be prioritised, alongside a move towards voluntary and vocational opportunities.

• There will be investment in community coordination to reduce the need for formal day services and people will be enabled to attend local services whenever possible. This will minimise the unnecessary use of institutional transport.

• We will develop a model of ‘Shared Lives’ for day time support, for example an older person spending the day with someone in their village or being invited for Sunday lunch, to reduce loneliness.

• Greater use of Direct Payments and Individual Service Funds will be promoted.

• Day services will not normally be provided for people living in care settings as they should be supported to be active by the staff in that setting. Nor will it be available to people who we can support to attend mainstream alternatives.
5.4 Learning Disabilities

Strategic action

- Better commissioning of Learning Disabilities services.

Situation Analysis: headlines

- The overall number of people with Learning Disabilities is fairly stable, with a small reduction predicted. However, there are two significant trends. The first is a growth in people with Learning Disabilities who are over 65 and who will have a high chance of frailty and of early onset dementia. The second is the increase in complexity of the young people transitioning from children’s services, in particular people with multiple disabilities and others whose behaviour presents challenges.

- There is significant pressure arising from the predicted needs of young people in transition to adulthood and as far as possible we need to re-distribute resources to manage this pressure.

Learning Disability stakeholders held an Open Space event called ‘Improving the lives of Adults with Learning Disabilities in Cumbria’ in September 2014. Key priorities as voted by the attendees were:

- Having choice of where we live and with who, and who supports us
- Specialised Learning Disability social work teams (*Note, these are now in place*)
- Focus on reducing hate crime
- More education opportunities
- Access to appropriate health care services
- Housing: how to make it better and more available
- How to help people with a Learning Disability have healthier diet and exercise
- More work opportunities

Local Market Analysis: headlines

Residential Care for people with Learning Disabilities

- High-level services are currently commissioned through the eight providers on the Council’s commissioning framework. The framework was established in January 2014 and runs until January 2018.
• The model of service across Cumbria is variable, as are the costs and prices of services.

• There is very little ‘move-on’ for people into more independent settings or reductions in care packages. We need to move from a ‘homes for life’ approach to one of ‘appropriate support for life’ which focuses on progression and independence.

• Many of the people who used to live in long stay hospitals have died or are now older and more frail and need appropriate ‘age related’ care.

• Increasingly there is a demand for places for younger more disabled people with complex needs. Their needs are not compatible with the Older People described above.

• There are only two homes, with a total of 28 beds for Learning Disabilities in Cumbria that employ specifically qualified nurses. These services are used for step-down from long stay out-of-area hospital placements or for step-up from local services when the package has broken down. The services also provide occupational therapy and psychiatry when needed. They are a costly residential care service. We need to work with the provider to maximise the use of this resource and consider whether any more is needed.

• There is a six-bed specialist autism service in Ulverston. This provides services for some of the service users of Cumbria with the most complex needs. There is a need for more specialist support for people with autism and we intend to engage with providers to commission this.

• There is opportunity within the total spend on residential and supported living to support more people in a more cost effective manner and to see more progression.

Local Market Analysis: Supported Living headlines

• The local market features eleven local and national providers, currently delivering a range of supported living from 24hr to minimal packages.

• Service availability is currently quite good but there is a lack of focus on progression and some inappropriate buildings are in use. There have been no major provider failures but there are some quality issues.

• There are limited numbers of individual apartments with on-site care and support.

• Services range from accommodating a small number of people with some low-level support, to ‘shared homes’: 24hr services catering for a range of needs. Current provision is spread countywide with mix of single person and shared accommodation services.

• Vacancies are often difficult to fill in shared houses due to incompatibility issues.
Local Market Analysis: Day Services headlines

- At present approximately 42% of all learning disability service users (843 people) use learning disability day services. This costs around £9.2 million gross per annum.

- Of the 843 people that use day services in Cumbria, 510 of them attend the 19 day services provided by Cumbria Care (County Council services), 275 people use services purchased from independent organisations, while 58 attend both.

- Occupancy levels vary and some services are underused, suggesting there are opportunities to re-design the service.

- Significant sums are spent on transport to day services.

Local Market Analysis: Shared Lives headlines

In Shared Lives, an adult (16+) who needs support and/or accommodation becomes a regular visitor to, or moves in with, a registered Shared Lives carer. Together, they share family and community life which can be:

- Longer term accommodation and support

- Short breaks or other time limited live-in support

- Day time support

- Support offered by a Shared Lives carer to individuals who have moved on.

- Good progress is being made towards making an initial 75 Shared Lives placements in Cumbria, estimated to deliver c.£500,000 savings per annum against traditional models of service delivery.

- There has been a strong initial response from local people wishing to be considered as Shared Lives carers. In order to capitalise on this interest, discussions are taking place to consider doubling the capacity of the Shared Lives service in 2016.

Transition to Adulthood: key issues

- Transition to adulthood is a key stage in people’s lives. This is when young people decide who they want to be, how they want to live and what they want to do. Like all young people, those with a disability or mental health problem need support to make these decisions.

- The Children and Families Act 2014 introduces major changes to support for children and young people with special educational needs (SEN), creating education, health and care (EHC) plans to replace SEN statements. They will be reviewed regularly and cover people up to the age of 25 years old.

- The basic goals are to give families a greater involvement in decisions about their support and to encourage social care, education and health services to work together more closely in supporting those with special needs or disabilities.
• Analysis of the needs of the young people entering adult services over the next three years suggests their care will cost around £6m per annum.

**Commissioning Intentions: Residential Care and Supported Living for People with Learning Disabilities.**

• It is proposed that significant savings be delivered through better commissioning of Learning Disabilities services. In short, we need to support a growing number of young people with complex needs and a growing number of Older People with Learning Disabilities with little more resource than is currently allocated.

• We will improve our approach to negotiation with providers on a case-by-case basis to ensure best value from resource committed.

• We will incentivise providers to develop services which reduce the lifetime costs for an individual by building progressive care and support planning into service specifications.

• Social Workers will develop progression plans as the norm for all service users and define what changes can be made to services including cost reductions.

• Protocols between NHS and local authority commissioners are being reviewed to ensure fair apportionment of relevant costs.

• We intend to consult on and plan for future housing needs of people living with older carers.

• We will work with providers to develop the domiciliary care and support market, with special regard to people with complex needs including autistic spectrum conditions.

• We expect to see the use of Assistive Technology within services for people with a learning disability.

• Work will be undertaken with housing partners and with the Homes and Communities Agency to develop more schemes where people have their own accommodation rather than shared housing, including Extra Care housing, and we intend that more people move into mainstream housing or supported living.

• We will increase the pace and scale of development of Shared Lives services.

• We will ensure that every young person with a learning disability and with a 'statement' has person-centred reviews from the age of 14 to 25 and that the year 9 review in school produces a person-centred transition plan that will inform the commissioning and provision of future services and support. This will be used as the basis for working with providers to plan future services.
5.5 Mental health

Strategic action

- Better commissioning of mental health services.

The current Adult Social Care Mental Health budget is around £5 million. There is a growth in demand and services have ‘overspent’ in recent years. Through recovery-focused services and regular reviews, we propose to support people with mental ill-health more effectively and efficiently through an integrated approach. This will make the £5 million reach much further.

The main message is that we need to contain the growing demand within the current budget. This means placing a higher focus on prevention, recovery and community based support. The Council isn’t planning to reduce this budget but it does need to stop overspending and ensure money is spent to help those in greatest need.

Key priorities are:

- Ensuring the Mental Health Service meets all the requirements of the Care Act 2014 with regard to prevention, personalisation and safeguarding.

- Ensuring all approaches to prevention are accessible to people with mental health needs.

- Supporting employers to help more people with mental health problems remain in or move into work.

- Ensuring that the prevention and ‘new front’ door elements of the adult social care model of care are accessible to people with Mental Health needs.

- Commissioning more services which focus on recovery and rehabilitation.

What service users, stakeholders and the public are saying

A survey carried out in June 2014 by the Best Life Wellbeing Network (People First) in Cumbria indicated the following.

- 64.7% had experienced problems in accessing mental health services, for whom the main issues were accessibility (31%) and lack of information about services (27.1%)

- The majority of respondents highlighted that improvements to Community Mental Health Teams (CMHTs) should be the priority. Key issues were described as follows.

  - 63.2% Consistency of service
  - 57% Waiting/Referral times
  - 41.3% Communication
• 24.2% Discharge procedure

• Responses on improvements people would like to see to Mental Health services in Cumbria included the following.
  
  • More staffing across community based services
  • Improved communication
  • Better joint working between all services and support networks
  • More activities and support groups in the community
  • More beds available for those in crisis.

Local Market Analysis for Mental Health Services

• **Intensive specialist 24hr Care and Support Services.** There are four services featuring three providers. These services offer intensive support, often upon discharge from acute hospital wards, secure services or out of county placements.

• **‘Step down’ Mental Health Supported Living.** Up to 24hr support, often covering a group of tenancies within a service or scheme. There are three providers offering individual and small group support. These services offer the first steps towards independent living.

• **‘Independent’ Mental Health Supported Living.** Some provision is available across all areas, featuring four providers contracted by the Council and the CCG.

• There is a range of provision under the standard residential contract. Individuals aged over 65 predominantly use mainstream Older People services. Four residential services have a mental health specialism and cater for Younger Adults. These services are not focused on recovery.

• There are low numbers of out of county placements and they are linked to Older People with dementia and challenging behaviour, Younger Adults with personality disorder, and secure services.

• The quality of environment in many services needs to be reviewed, with many elements of provision based in outdated or inadequate buildings.

• The majority of current provision is clustered around acute ward locations in Carlisle, Barrow and Whitehaven, with very few or no services for those in South Lakes, Eden or Allerdale. There is a need to balance this more across the county through a more localised approach. (Current budget spend is 40% Carlisle and 36% Barrow.)

• Traditional day service provision has declined in Mental Health over recent years, with many Service Users now taking a Direct Payment. There are a small number of specialised mental health day services that either fit a ‘moving to employment’
remit or provide a safe buildings based service to those with severe and enduring mental health issues.

**Commissioning intentions: Mental Health**

- A higher number of people with mental ill health will receive support through preventative and universal services and avoid formal services or inpatient stays.

- Mental Health front-of-house access will be coordinated across the organisations,

- Providers of targeted prevention services will be required to make all services accessible for people with mental health issues

- We expect all reablement services to be able to work with people with a mental health issue.

- We plan to create an integrated approach bring all appropriate provision into a clear pathway for consistency of quality and equality of pricing between the NHS and the Council.

- Closer working relationships between providers, commissioners and practitioners will enable ‘move on’ through the pathway towards discharge from acute-level services with preventative support in the community.

- A new recovery-focused service specification will apply across the range of accommodation-based services as required, and expectations of progression for each service user will be central to support planning.

- We propose to develop provision for people with higher-level and more complex needs within the county.

- We expect access to employment and employment support to feature in all relevant services and care plans.

- We will develop the market for Mental Health Accommodation, by continuing to foster closer working relationships with housing providers.

- We will treat all ‘specialist’ placements as short term and contract on the basis of a recovery plan.
6. RESOURCES

The council’s expenditure on Adult Social Care in 2015/16 is detailed in the high-level breakdown below. The expenditure is delineated by nationally defined ‘Primary Support Reasons’ (PSRs), which group similar types of service delivery. The figures also divide the expenditure between what is spent on in-house provision, and what is spent in the independent sector.

**Figure 1: Cumbria County Council Adult Social Care expenditure 2015/16**

<table>
<thead>
<tr>
<th></th>
<th>£m</th>
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<tbody>
<tr>
<td><strong>Independent Sector</strong></td>
<td></td>
</tr>
<tr>
<td>Older Adults</td>
<td></td>
</tr>
<tr>
<td>Physical</td>
<td>58.506</td>
</tr>
<tr>
<td>Sensory</td>
<td>0.524</td>
</tr>
<tr>
<td>Memory</td>
<td>1.939</td>
</tr>
<tr>
<td>Learning</td>
<td>2.456</td>
</tr>
<tr>
<td>Mental</td>
<td>3.208</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>66.634</td>
</tr>
<tr>
<td><strong>Younger Adults</strong></td>
<td></td>
</tr>
<tr>
<td>Physical</td>
<td>9.885</td>
</tr>
<tr>
<td>Sensory</td>
<td>0.653</td>
</tr>
<tr>
<td>Memory</td>
<td>0.097</td>
</tr>
<tr>
<td>Learning</td>
<td>37.808</td>
</tr>
<tr>
<td>Mental</td>
<td>4.219</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>52.661</td>
</tr>
<tr>
<td><strong>Cumbria Care</strong></td>
<td></td>
</tr>
<tr>
<td>Older Adults</td>
<td>30.366</td>
</tr>
<tr>
<td>Younger Adults</td>
<td>11.459</td>
</tr>
<tr>
<td>Management</td>
<td>0.611</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>42.436</td>
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</table>

The PSR groupings do not represent the way that resource is allocated to different service user needs, as the presenting needs of any individual are by definition complex, and cannot easily be categorised under such broad headings. For example, the separation of ‘physical’ and ‘memory’ for Older People hides the fact that many people with dementia will also have care needs associated with frailty and physical disability. This information does, however, give a useful overview of the shape of the annual expenditure in adult social care.
APPENDIX 1

Population health information

Cumbria has a diverse picture of health. The JSNA shows that life expectancy for males and females in Cumbria is below the England average. Furthermore, the difference in life expectancy between the most and least deprived areas in Cumbria is 16.2 years for males (Central Ward in Barrow; Levens Ward in South Lakeland), and 17.6 years for females (Central Ward in Barrow; Ambleside Ward in South Lakeland). With increasing life expectancy, the number of people living with long term conditions is likely to increase.

Conditions such as heart disease, cancer and stroke are responsible for most deaths in older age. In younger age groups the picture is different with suicides and accidents being the greatest contributors. The main causes of premature mortality in Cumbria are cancer (particularly lung cancer) and circulatory disease. Figures in the JSNA show that mortality rates for causes considered preventable in Cumbria are increasing and are above national levels.

Figure 1: Life Expectancy at birth of males and females: Cumbria and England

![Graph showing life expectancy for males and females in Cumbria and England over time]

Source: Public Health Outcomes Framework, Public Health England
APPENDIX 2

1. Demographic information.

When discussing demography and need in the context of adult social care, it is usual to categorise Older People in various ways. The population aged over 65 is often used to indicate demographic changes and changing levels of demand. The population aged over 85 is often used to indicate demand at higher levels of need, specifically considering dementia, frailty and complex needs.

Cumbria has a ‘super-ageing’ population. This means two things.

- First, that the population is ageing very rapidly, with a 20% increase in the number of people aged over 65 since 2003, compared to a national average increase in the same age group of 17%.

- Second, the number of younger people is decreasing. For example there has been a 9% reduction in the number of people aged under 14 in Cumbria since 2003, compared to a national average increase of 4% in the same age group.

More recent population projections (2012-Based SNPPs, Office for National Statistics) show that in Cumbria between mid-2012 and mid-2013, the number of residents in each of the four oldest age groups (45-85+ years) has increased, with the increase in 75-84 year olds being more pronounced than the national average.

Current projections show that the number of residents aged over 65 in Cumbria and England will increase each year to 2037. By 2017 numbers of residents aged over 65 will increase by 12,300 persons (+11.4%) across Cumbria (England +11.6%), but that the proportion of residents aged over 65 will increase to 24.1% across Cumbria: the 6th greatest proportion of all counties (England 18.2%). All Cumbrian districts will have greater proportions of residents aged over 65 than the national average. In rural areas this disparity will be even greater.

Figure 2: projection of proportion of residents aged over 65 years by county, district and England; 2012 – 2037

Source: 2012 based Sub-National Population Projections, Office for National Statistics
The decrease in the proportion of people in the younger age groups of the population is also apparent when compared to the national average. The same recent population projections (2012-based SNPPs, Office for National Statistics) show that in Cumbria, the number of residents in the three youngest age groups (0-44 years) has decreased between mid-2012 and mid-2013.

**Figure 3: Mid-2012 to Mid-2013: % change in no. persons by age group: Cumbria and England**

The impact of increased need on adult social care, support and associated services

The above information highlights some key factors for Cumbria.

- As a group, people aged over 65 are the highest users of NHS and Adult Social Care (ASC) services. The increase in the number of people aged over 65 in the county will create more demand.

- Improvements in standard of living and medical capability have produced these improvements in longevity. This means:
  - People with long-term conditions and complex needs are living longer.
  - Younger people with disabilities and high levels of need are more likely to live into adulthood and old age.
2. Needs analysis and financial information – Older People

Based upon current population figures and projections, the following applies in regard to people aged over 65.

- By 2020, the number of ASC service users aged over 65 with a physical disability (mobility issue) is projected to increase (by 14.7%) from 5,886 to 6,751. By 2030, it is projected to increase (by 46.4%) to 8,616.
- By 2020, the number of ASC service users aged over 65 with a Learning Disability is projected to increase (by 8.4%) from 157 to 170. By 2030 it is projected to increase (by 24.8%) to 196.
- By 2020, the number of ASC service users aged over 65 with a functional Mental Health issue (non-dementia) is projected to increase (by 10.5%) from 837 to 925. By 2030, it is projected to increase (by 32.9%) to 1,113.

Figure 4: Cumbria: Projected number of ASC service users aged 65+ with a Learning Disability; functional Mental Health issue; or physical disability, 2014-15 to 2030.

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<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Physical Disability</td>
<td>5,886</td>
<td>6,157</td>
<td>6,309</td>
<td>6,455</td>
<td>6,751</td>
<td>7,608</td>
<td>8,616</td>
</tr>
<tr>
<td>Learning Disability</td>
<td>157</td>
<td>163</td>
<td>165</td>
<td>167</td>
<td>170</td>
<td>180</td>
<td>196</td>
</tr>
<tr>
<td>Mental Health</td>
<td>837</td>
<td>871</td>
<td>883</td>
<td>897</td>
<td>925</td>
<td>1,014</td>
<td>1,113</td>
</tr>
</tbody>
</table>

(Source: ASC baseline, plus POPPI proportional projections, August 2015)

Figure 5: Cumbria: Projected proportional change in the number of ASC service users aged 65+ with a Learning Disability; functional Mental Health issue; or physical disability, 2014-15 to 2030.

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</tr>
</thead>
<tbody>
<tr>
<td>Physical Disability</td>
<td>4.6</td>
<td>7.2</td>
<td>9.7</td>
<td>14.7</td>
<td>29.3</td>
<td>46.4</td>
<td></td>
</tr>
<tr>
<td>Learning Disability</td>
<td>3.7</td>
<td>5.0</td>
<td>6.2</td>
<td>8.4</td>
<td>14.9</td>
<td>24.8</td>
<td></td>
</tr>
<tr>
<td>Mental Health</td>
<td>4.1</td>
<td>5.4</td>
<td>7.2</td>
<td>10.5</td>
<td>21.2</td>
<td>32.9</td>
<td></td>
</tr>
</tbody>
</table>

(Source: ASC baseline, plus POPPI proportional projections, August 2015)
This increase in demand will present significant challenges to the way in which adult social care and associated services are presently delivered. At present in Cumbria, there are nearly 3,700 people living in residential or nursing care homes. According to these projections, by 2020 there will be c.4,350 people with that level of need (an increase of c.18%). By 2030 there will be c.6,050 people with that level of need (an increase of c.64%).

Dementia.

Concurrent with the overall increase in population and the projected implications for that increase upon mainstream ASC services, it is also predicted that the number of people in Cumbria with dementia will increase. This reflects significant additional pressure upon ASC and associated services in the future.

- By 2020, the number of people aged over 65 in Cumbria with dementia is projected to increase (by 16%) from 7,858 to 9,086. By 2030, it is projected to increase (by 56%) to 12,410.
- By 2020, the number of people aged over 18 with a Learning Disability and with dementia is projected to increase (by 16%) from 157 to 182. By 2030, it is projected to increase (by 57%) to 246.
- There have been recent reports that world-wide the rates of dementia are levelling, but it is unclear whether this assumption reflects actual numbers or a proportion of the overall (growing) population. It is too soon to adjust our assumptions based upon these suggestions.
Figure 7: Total population aged 65 and over predicted to have dementia

Source: Projecting Older People Population Information (POPPI)

Financial headlines – Older People

The following extrapolations are based upon the needs analysis information, and premised upon Adult Social Care and support services being delivered in the future in the same way as they are now. (This estimation excludes the potential impact of the National Living Wage.)

- If by 2020, the number of ASC service users aged over 65 is projected to increase by 14.7%, expenditure on Older People’s services will have to increase by over £10 million per annum to £108.7 million.

- If by 2030, the projected increase of 46.4% occurs, the budget implication would be an additional increase of £30 million per annum to £138.7 million.

It is estimated that at present Cumbria County Council commits just over 40% of the Older People’s residential and nursing care spend to placements for people with dementia. It is anticipated that this proportion will increase in upcoming years (to c.60% by 2020), given the super-ageing population dynamic.

When the disproportionate increase in incidence of dementia is factored into projections, it is apparent that the finances of the health economy become even more unsustainable.

The modelling below illustrates the implications of the ‘super-ageing’ population on dementia: possibly the most profound presenting challenge to adult social care and NHS strategies of the future. These figures are based on an assumption of current levels of service and cost per person. As there is little prospect of a cure or prevention route for dementia, we propose that we focus our efforts on helping families to manage for longer and prevent the worst impacts of the disease.
Table 1 – Projected rising cost of dementia in Cumbria (2020-30) (POPPI)

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2025</th>
<th>2030</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase in cases over 2015</td>
<td>1228</td>
<td>2759</td>
<td>4552</td>
</tr>
<tr>
<td>Increased health service cost/year</td>
<td>£6.5 million</td>
<td>£14.5 million</td>
<td>£24 million</td>
</tr>
<tr>
<td>Increased social care cost</td>
<td>£6.8 million</td>
<td>£15.2 million</td>
<td>£25.1 million</td>
</tr>
<tr>
<td>Total cost increase</td>
<td>£13.3 million</td>
<td>£29.7 million</td>
<td>£49.1 million</td>
</tr>
</tbody>
</table>

How does Cumbria spend its money on Older People?

The below national and ‘family authority’ benchmark comparisons show that the pattern of spend on services and support for Older People in Cumbria invests more in higher-level and institutional services as opposed to community-based care and support.

Cumbria supports fewer people in lower cost community provision than other authorities.

Figure 8 - Total number of clients per 100,000 population who have received CASSR funded community-based services during the year 2013-14.
Cumbria is a high spender on residential care placements.

Figure 9 - Clients receiving short term residential care (not respite) as a % of clients receiving CASSR-funded services (at 31/3/14)

Cumbria is a high spender on Older People’s services.

Figure 10- Cumbria’s care provision per 100 older adults compared to the median provision of its statistical neighbours

It can be seen from the tables below that Cumbria has a higher spend than ‘family’ comparators on people aged over 65.

The tables also show that Cumbria’s proportion of gross expenditure on residential and nursing care for older adults was higher than our comparator authorities and the England average, indicating an over-reliance on residential care and some opportunities to re-distribute resources.
Table 2 - Percentage distribution of total gross expenditure on Adult Social Services (2013/14)

<table>
<thead>
<tr>
<th></th>
<th>65 years +</th>
<th>18-64</th>
<th>18 – 64 LD</th>
<th>18 – 64 MH</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cumbria</td>
<td>61%</td>
<td>8%</td>
<td>25%</td>
<td>5%</td>
<td>1%</td>
</tr>
<tr>
<td>Comparators</td>
<td>53%</td>
<td>9%</td>
<td>31%</td>
<td>5%</td>
<td>2%</td>
</tr>
<tr>
<td>England</td>
<td>51%</td>
<td>9%</td>
<td>31%</td>
<td>6%</td>
<td>2%</td>
</tr>
</tbody>
</table>

Table 3 - Residential and Nursing Care (2013/14).

<table>
<thead>
<tr>
<th></th>
<th>65 years +</th>
<th>18-64</th>
<th>18 – 64 LD</th>
<th>18 – 64 MH</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cumbria</td>
<td>59.7%</td>
<td>11.8%</td>
<td>27.6%</td>
<td>25.5%</td>
<td>1%</td>
</tr>
<tr>
<td>Comparators</td>
<td>55.4%</td>
<td>23.3%</td>
<td>40.9%</td>
<td>30%</td>
<td>2%</td>
</tr>
<tr>
<td>England</td>
<td>53.3%</td>
<td>22.4%</td>
<td>38.4%</td>
<td>31.7%</td>
<td>2%</td>
</tr>
</tbody>
</table>
3. Demand and Supply Analysis – Residential and Nursing Care.

In 2014, the Council commissioned a review of the residential market from consultants LaingBuisson to support strategic planning. LaingBuisson identified 130 care homes for Older People in Cumbria with a total of 4,426 registered places. Of these, 36 are nursing homes and 94 residential care homes, with 917 beds in 29 residential care homes being directly provided by Cumbria County Council.

Figure 11 – Residential and Nursing homes and beds in Cumbria by District

Table 4 – Residential and Nursing beds per 1,000 population (aged 65+) in Cumbria by District

<table>
<thead>
<tr>
<th>District</th>
<th>Population (aged 65+)</th>
<th>Residential beds per 1,000 population (aged 65+)</th>
<th>Nursing beds per 1,000 population (aged 65+)</th>
<th>Total beds per 1,000 population (aged 65+)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allerdale</td>
<td>23,500</td>
<td>36.72</td>
<td>10.55</td>
<td>47.28</td>
</tr>
<tr>
<td>Barrow</td>
<td>14,700</td>
<td>32.99</td>
<td>9.66</td>
<td>42.65</td>
</tr>
<tr>
<td>Carlisle</td>
<td>22,900</td>
<td>40.61</td>
<td>16.86</td>
<td>57.46</td>
</tr>
<tr>
<td>Copeland</td>
<td>15,700</td>
<td>37.89</td>
<td>9.17</td>
<td>47.07</td>
</tr>
<tr>
<td>Eden</td>
<td>13,800</td>
<td>27.39</td>
<td>6.96</td>
<td>34.35</td>
</tr>
<tr>
<td>South Lakes</td>
<td>29,200</td>
<td>38.73</td>
<td>19.66</td>
<td>58.39</td>
</tr>
<tr>
<td>Cumbria</td>
<td>119,900</td>
<td>36.54</td>
<td>13.26</td>
<td>49.81</td>
</tr>
</tbody>
</table>

Population source: Office for National Statistics (mid-2014 estimate), figures rounded to the nearest 100. (Figures do not sum due to rounding).
The distribution of the available beds has developed as a product of a range of factors. Some obvious demand and market-led factors are apparent (e.g. high numbers of beds in South Lakeland, where the population is wealthier than average and enjoys greater longevity). There is some disparity in supply.

It is difficult to fully delineate the number of beds that are designated ‘nursing’, because many homes are registered ‘care with nursing’ (previously known as ‘dual registered’). These homes are able to vary the use of beds depending on demand. However, it is reasonable to estimate that between 20% and 30% of the available capacity is nursing beds; increasing numbers of which will be required to provide care and support for people with frailty, complex needs and dementia.

Consideration of the 60-bed home nearing completion in Barrow-in-Furness is important here. Barrow has comparatively few ‘care with nursing’ beds. An additional 60 would give the district 13.74 nursing beds per 1,000 population aged over 65, bringing it just over the Cumbria average. It is proposed to explore the potential of registration as a ‘care with nursing’ home to ensure there is high quality care for those with the highest needs in that area.

Based on ‘Age Standardised Demand’, the LaingBuisson report suggested that Cumbria needs an additional 1,525 beds (or equivalent support provision, such as Extra Care Housing (ECH)) in the next 10 years. Recent strategic market analysis has suggested that there will be a need for over 2,100 additional ECH units in Cumbria by 2025. Enhanced domiciliary care will also be required in order to support Older People with complex needs in their own homes.

**Local Market Analysis – Residential and Nursing Care.**

The current state of the market is relatively weak, and there are concerns that it is not sufficiently resilient to meet the potential needs of the developing ‘super-ageing’ population. The number of providers facing service quality issues has increased significantly over recent years. The CQC has worked on several enforcement issues in Cumbria in 2015. As of July 2015, there are three CQC and six council suspensions of new admissions to care homes, whilst earlier this year seven care homes were suspended by CQC, of which five were nursing homes.

LaingBuisson provided an overview of the standard of the accommodation in the care homes of Cumbria. Their report stated that 26% of the homes met none of the prescribed National Minimum Standards (NMS) for physical environment. Examples of these include basic room size, the availability of private en-suite bathing facilities, etc. For the care homes registered after 2002, 35% met ‘some’ of the NMS, and 39% met all of them. In addition the Council’s teams confirm that there are few homes built to the best Dementia Standards.

- The relative shortfall in affordable availability in South Lakes and Eden districts reflects the rural nature of these areas, the comparatively high land values, and the greater wealth of the population, especially in South Lakes. As with the domiciliary care market, it will be difficult to source placements in these areas that are affordable to the authority.
• There is a shortfall in available provision in the Furness district, which could be problematic if demand increases in that area. This may be as a product of the relative geographical isolation of the area, or because of limited demand due to the very poor health outcomes of the population in Barrow-in-Furness.

**Extra Care Housing.**

Compared to other local authority areas, Cumbria has a low level of supply of Extra Care housing (ECH). Recent strategic work shows that ECH is under-used as a viable alternative to residential and nursing care in the county. Given the ‘super-ageing’ population and the shortage of high-quality alternative provision, the six districts of Cumbria would all benefit from the development of as much ECH as is possible over the next decade. Discussions with Social Workers suggest that they feel at least half the people they place in residential care could benefit from Extra Care Housing, and more if the settings are dementia friendly.

It is realistic to model the potential benefits of ECH based upon an assumption of it delivering between c. £6,000 and c.£9,000 p.a. efficiency to the council for each person funded by the authority living in ECH rather than residential care. Following swift delivery of an ECH strategy now, it will be possible to start to re-balance the model of care in Cumbria away from residential care provision to housing-based solutions. This could deliver efficiencies that would support the ongoing challenges of additional demand and increased cost of nursing level care.

The Council Plan 2014-2017 identifies the Council’s commitment to support older and vulnerable people to live independent and healthy lives by investing in Extra Care housing across the county to enable people to live independently for longer. To support this, the council has allocated £6 million from capital funding to invest in and facilitate the ongoing development of Extra Care housing in Cumbria.

(A comparison of the attributes of Extra Care housing and residential/nursing care is included at Appendix 3.)
4. Needs analysis and financial information – Younger Adults

Based upon current population figures and projections, the following applies in regard to people aged 18-64 years.

- By 2020, the number of ASC service users with a Learning Disability is projected to fall (by -3.9%) from 1,843 to 1,771. By 2030 it is projected to fall (by -10.1%) to 1,657.

- By 2020, the number of Mental Health service users (non-dementia) is projected to fall (by -3.8%) from 458 to 441. By 2030, the number is projected to fall (by -11.2%) to 407.

- By 2020, the number of service users with a physical disability is projected to fall (by -0.9%) from 881 to 873. By 2030 it is projected to fall (by -9.3%) from 881 to 799.

Figure 12: Cumbria: Projected number of ASC service users aged 18-64 years with a Learning Disability; Mental Health issue; or physical disability, 2014-15 to 2030.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Learning Disability</td>
<td>1,843</td>
<td>1,817</td>
<td>1,806</td>
<td>1,793</td>
<td>1,771</td>
<td>1,712</td>
<td>1,657</td>
</tr>
<tr>
<td>Mental Health</td>
<td>458</td>
<td>452</td>
<td>449</td>
<td>447</td>
<td>441</td>
<td>425</td>
<td>407</td>
</tr>
<tr>
<td>Physical Disability</td>
<td>881</td>
<td>876</td>
<td>876</td>
<td>875</td>
<td>873</td>
<td>848</td>
<td>799</td>
</tr>
</tbody>
</table>

(Source: ASC baseline, plus PANSI proportional projections, August 2015)

Figure 13: Cumbria: Projected proportional change in the number of ASC users with a Learning Disability; Mental Health issue; or physical disability, 2014-15 to 2030.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Learning Disability</td>
<td>-1.4%</td>
<td>-2.0%</td>
<td>-2.7%</td>
<td>-3.9%</td>
<td>-7.1%</td>
<td>-10.1%</td>
<td></td>
</tr>
<tr>
<td>Mental Health</td>
<td>-1.4%</td>
<td>-1.9%</td>
<td>-2.5%</td>
<td>-3.8%</td>
<td>-7.3%</td>
<td>-11.2%</td>
<td></td>
</tr>
<tr>
<td>Physical Disability</td>
<td>-0.5%</td>
<td>-0.6%</td>
<td>-0.7%</td>
<td>-0.9%</td>
<td>-3.8%</td>
<td>-9.3%</td>
<td></td>
</tr>
</tbody>
</table>

(Source: ASC baseline, plus PANSI proportional projections, August 2015)
Figure 14: Cumbria: Projected number of ASC service users aged 18-64 year olds with a Learning Disability; Mental Health issue; or physical disability; 2014 – 2030.

![Projected numbers of ASC users aged 18-64 years](image)

(Source: ASC using PANSI projections, August 2015).

Whilst these data show a slight decline in the numbers of people aged 18-64 projected to require ASC services in upcoming years, it is necessary to re-emphasise the increased acuity of level of need that is becoming apparent amongst these user groups. Younger people with high level profound and multiple disabilities are much more likely to live into adulthood, and due to this, the overall requirements of people in transition between children’s services and ASC are increasing significantly. For example, the ‘known quantity’ of people coming through transition in the next three years alone (2015/16 - 2018/19) requires additional budget of c.£6m. This trend looks set to continue.

**People on the autism spectrum**

Approximately 700,000 people in the UK are on the autism spectrum, which equates to a prevalence rate of 1.1% of the population. If this prevalence rate is applied to Cumbria, this equates to a predicted population of approximately 4,800. There continue to be difficulties in accurately mapping the prevalence of autism in Cumbria owing to the inconsistencies in data recording systems within various agencies, and the fact that there are many adults with autism who are undiagnosed. Based on data collected in 2012 there are currently 861 adults known to be on the autism spectrum in the county, not including anyone who has received a diagnosis is the last three years.
5. Cumbria is a high spender on day services.

*Figure 15 - Clients receiving day services as a % of clients receiving CASSR-funded services (at 31/3/14)*

The pattern of investment in Cumbria on day services for Older People and Younger Adults shows investment in higher-level services as opposed to community-based care and support. This style of service is very expensive, and is not what service users say that they want.

*Figure 16 – Day Services in Cumbria (July 2015)*
At present, day services in Cumbria are mainly based in buildings, and located around centres of population. They tend to be organised around age or disability criteria. Due to this, and in light of the increase in popularity of Direct Payments, there has been a marked decrease in take-up of this style of service in recent years.

Figure 17 – Number of people attending independent day services on a snapshot date

For traditional models of building-based day service, the overall cost of provision remains the same even if there is a decline in demand.

Local Market Analysis: Cumbria County Council’s day services spend

In 2015/16, Cumbria County Council will commit a total budget of £14,055,100 to day services and associated activities. This comprises the following.

- Older People day services spend (independent sector) - £538,800
- Older People day services spend (Cumbria Care) - £904,500
  - Total day services budget for Older People - £1,443,300
- Younger Adults day services spend (independent sector) - £2,786,700
- Younger Adults day services spend (Cumbria Care) - £6,376,500
  - Total day services budget for Younger Adults - £9,183,200
- Sheltered Employment budget - £179,100
- Budget for Attendance Allowances - £66,000
- Transport - £3,183,500
6. Benchmarking Mental Health in Cumbria

Cumbria Community Mental Health Profiles (2013) show a higher prevalence of people with Mental Health issues compared to the national average.

*Table 5 – Prevalence of people with MH issues compared to national average*

<table>
<thead>
<tr>
<th></th>
<th>Cumbria</th>
<th>England</th>
</tr>
</thead>
<tbody>
<tr>
<td>% Adults (18+) with Depression 2011/12</td>
<td>13.57%</td>
<td>11.68%</td>
</tr>
<tr>
<td>People with Mental Illness and/or disability in settled accommodation 2011/12</td>
<td>83%</td>
<td>66.8%</td>
</tr>
</tbody>
</table>

Likewise, Public Health England data on self-harm and suicides shows a similar high prevalence in Cumbria.

*Table 6 – Data on self-harm & suicide for Cumbria*

<table>
<thead>
<tr>
<th></th>
<th>Cumbria</th>
<th>National</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mortality through suicide (three year average)</td>
<td>10.9 (DSR per 100,000)</td>
<td>8.8</td>
</tr>
<tr>
<td>Directly standardised rate for emergency hospital admissions for self-harm 2011/12</td>
<td>265 (rate per 100k population)</td>
<td>207</td>
</tr>
</tbody>
</table>

These trends explain the present and projected increase in the demand upon community and acute Mental Health services in Cumbria.

**Employment rate for Cumbria**

There are significant barriers to employment for those with Mental Health issues. The rate of employment in Cumbria for those with a Mental Health issue in 2013/14 was only 14% compared to the overall employment rate of 78.2% (Employment Rate for Cumbria 2013/14).
## APPENDIX 3

### Comparison of Extra Care housing and Residential / Nursing Care

<table>
<thead>
<tr>
<th>Service/Feature</th>
<th>Extra Care</th>
<th>Res/nursing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dedicated on site care staff available 24 hours / staffed to provide care and support to people with complex needs</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Waking night staff</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Assistive technology</td>
<td>✔️</td>
<td>Not all instances</td>
</tr>
<tr>
<td>Service user’s ‘own front door’</td>
<td>✔️</td>
<td>✗</td>
</tr>
<tr>
<td>Service user’s own lounge, bathing (shower) area and kitchen area</td>
<td>✔️</td>
<td>✗</td>
</tr>
<tr>
<td>Legal right to service user’s own self-contained home (tenancy rights)</td>
<td>✔️</td>
<td>✗</td>
</tr>
<tr>
<td>Provision of an appropriate package of care that is variable (additional support only when it is needed)</td>
<td>✔️</td>
<td>Not all instances</td>
</tr>
<tr>
<td>Control over their own money</td>
<td>✔️</td>
<td>Personal allowance only</td>
</tr>
<tr>
<td>Service users can come and go as they please</td>
<td>✔️</td>
<td>✗</td>
</tr>
<tr>
<td>Relatives usually able to stay over and meet in private lounge areas</td>
<td>✔️</td>
<td>✗</td>
</tr>
<tr>
<td>Access to modern facilities and technology</td>
<td>✔️</td>
<td>Not all instances</td>
</tr>
<tr>
<td>Provision of en-suite bathing facilities</td>
<td>✔️</td>
<td>Not common</td>
</tr>
<tr>
<td>Ability to allow couples to move in together</td>
<td>✔️</td>
<td>Rarely</td>
</tr>
<tr>
<td>Communal facilities</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Individual room / personal space</td>
<td>50m²</td>
<td>10m² standard</td>
</tr>
<tr>
<td>Disabled toilet as standard</td>
<td>✔️</td>
<td>✗</td>
</tr>
<tr>
<td>Level access shower rooms as standard</td>
<td>✔️</td>
<td>✗</td>
</tr>
<tr>
<td>Commercial laundry</td>
<td>✔️</td>
<td>Not all instances</td>
</tr>
<tr>
<td>External garden area</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Catering facilities – provision of meals (usually)</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Catering facilities for community use</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Meal provision choice (preparing their own, being delivered or provided by the service and where the meal can be taken)</td>
<td>✔️</td>
<td>✗</td>
</tr>
<tr>
<td>Community facilities to support outreach to vulnerable people</td>
<td>✔️</td>
<td>✗</td>
</tr>
<tr>
<td>Regulated and monitored by the Care Quality Commission (CQC)</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>‘End of Life’ care available</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Supports community and step down from hospital</td>
<td>✔️</td>
<td>Not all instances</td>
</tr>
<tr>
<td>Independent Living (promotion of independence and enabling ethos)</td>
<td>✔️</td>
<td>✗</td>
</tr>
<tr>
<td>Mobility scooter (‘buggy’) storage and recharge</td>
<td>✔️</td>
<td>Not all instances</td>
</tr>
</tbody>
</table>

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