To: The Council Leader and Members of Cabinet

Agenda

CABINET

A meeting of the Cabinet will be held as follows:

Date: Thursday 27 July 2017
Time: 10.00 am
Place: Council Chamber, County Offices, Kendal

Dawn Roberts
Corporate Director – Resources and Transformation

Enquiries and requests for supporting papers to: Nicola Harrison
Direct Line: 07825 832545
Email: nicola.harrison@cumbria.gov.uk

This agenda is available on request in alternative formats

Serving the People of Cumbria
MEMBERSHIP

Mr SF Young (Leader)  Mr P Thornton
Mrs A Burns  Mrs C Tibble
Ms D Earl  Mr I Stewart
Mr KA Little  Mrs J Willis
Mr DE Southward  Mrs S Sanderson

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 20 April 2017 (copy enclosed). (Pages 7 - 14)

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

None for this meeting.

DIRECTORATE REPORTS - RESOURCES AND TRANSFORMATION

7 APPOINTMENT OF CABINET WORKING GROUPS AND REPRESENTATION ON OUTSIDE BODIES
To consider a report from the Monitoring Officer (report enclosed, appendix to be tabled at meeting). (Pages 15 - 30)

8 CORPORATE PERFORMANCE MONITORING REPORT – QUARTER 4 2016/17

To consider a report from the Corporate Director – Resources and Transformation (copy enclosed) (Pages 31 - 68)

DIRECTORATE REPORTS - ECONOMY AND HIGHWAYS

9 ADOPTION OF THE CUMBRIA MINERALS AND WASTE LOCAL PLAN AND POLICIES MAP

To consider a report from the Corporate Director – Economy and Highways (copy enclosed). (Pages 69 - 82)

10 COUNCIL MEMBERSHIP OF TRANSPORT FOR THE NORTH

To consider a report from the Corporate Director – Economy and Highways (copy enclosed). (Pages 83 - 94)

DIRECTORATE REPORTS - HEALTH, CARE AND COMMUNITY SERVICES

11 CUMBRIA CYCLING STRATEGY

To consider a report from the Corporate Director – Economy and Highways and Corporate Director Health, Care and Community Services (copy enclosed) (Pages 95 - 118)

DIRECTORATE REPORTS - CHILDREN AND FAMILIES SERVICES

12 YOUTH JUSTICE STRATEGIC PLAN 2017-2018

To consider a report from the Corporate Director - Children and Families Services (copy enclosed). (Pages 119 - 138)

13 CUMBRIA CHILDREN AND YOUNG PEOPLE'S SERVICES COMMISSIONING FRAMEWORK

To consider a report from the Corporate Director – Children and Families’ Services (copy enclosed). (Pages 139 - 164)
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CUMBRIA COUNTY COUNCIL

Minutes of a Meeting of the Cabinet held on Thursday, 20 April 2017 at 10.00 am at Committee Room 2, The Courts, Carlisle, CA3 8NA

PRESENT:

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 DE Southward
Mr I Stewart
Mrs J Willis

Officers in attendance:

Chief Executive, Corporate Director - Economy and Highways, Corporate Director - Children and Families Services, Corporate Director - Resources and Transformation, Assistant Director - Finance, Senior Manager - Legal and Democratic Services, Senior Democratic Services Officer, Leadership Support Officer - Liberal Democrat Group, Leadership Support Officer - Labour Group, Chief Executive, Cumbria County Council and Chief Fire Officer (Cheshire and Cumbria)

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

127 APOLOGIES FOR ABSENCE

There were no apologies for absence on this occasion.

128 DISCLOSURES OF INTEREST

There were no disclosures of interest made in any of the items on the agenda today.
RESOLVED that the minutes of the meeting held on 16 March 2017 be agreed and signed by the Chair.

EXCLUSION OF PRESS AND PUBLIC

RESOLVED that, the press and public be excluded from the meeting during consideration of Item 10 – Award of Contracts for Extra Care Housing and Supported Living Framework Agreements, Item 11 – Award of Contract Independent Day Services Framework Agreement and Item 12 – Acquisition of Land and Grant of Option to Dispose – Carlisle by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972 as these contained exempt information relating to financial or business affairs of any particular person (including the authority holding that information).

STATEMENTS BY THE LEADER OF THE COUNCIL AND CABINET MEMBERS

The Leader of the Council said that as this was the last Cabinet meeting of the current administration, he would like thanks be recorded to all Cabinet Members and officers for all the hard work undertaken during the past 4 years. There had been a number of challenges and changes to personnel, both with members and officers, and everyone had worked together efficiently and effectively as a team.

He specifically mentioned the Cabinet Member for Schools and Learning as she was not standing for re-election. Cabinet Members wished her well for the future.

PUBLIC PARTICIPATION

There were no questions, petitions or statements made on this occasion.

EMERGENCY SERVICES MOBILE COMMUNICATIONS PROGRAMME (ESMCP)

Cabinet considered a report from the Chief Fire Officer, which explained that the Emergency Services Mobile Communications Project (ESMCP) was a cross-government programme to replace the existing mobile
communications service for the three emergency services with a new digital system based on 4G.

ESMCP would deliver the Emergency Services Network (ESN) and would replace the current two-way analogue radio system operated by Airwave, with a 4G broadband voice and data service.

The new service would provide extensive coverage (contract stipulates 99% of major roads nationally), high resilience, appropriate security and public safety functionality.

The project was led by the Home Office, and a ministerial board would oversee programme, delivery and project boards making up the Central Programme.

The final decision to transition to ESN would need to be taken prior to January 2018, and this would hinge on satisfactory network coverage being achieved and the provision of an interworking solution in control rooms, allowing fire control to communicate with Airwave (existing analogue system) and ESN devices during the transition period.

The Chief Fire Officer explained that there were a number of strategic drivers behind the ESMCP, including:-

- Current contracts for the three emergency services (provided by Airwave) would expire in December 2019 and could not readily be extended. As such there would be no Airwave Firelink service from 2020. The North West Region, including Cumbria FRS, was scheduled to be the first to transition, this would not be before January 2018, currently, the transition period for North West region was planned to be one year.
- The current Airwave Firelink service was already significantly more expensive than similar public safety systems in Europe and price trends for publically available mobile telephony.
- Users within the three emergency services are increasingly requiring broadband data (not just voice communications) to support operational transformation. This cannot be met by current Airwave technologies.

**RESOLVED** that, Cabinet

(1) Notes the content of this report on the replacement communication service for its Fire and Rescue Service, including the associated risks;

(2) agrees to delegate authority to the Chief Fire Officer to confirm Cumbria Fire and Rescue Service’s commitment and
formal enrolment on ESMCP subject to legal matters, which will include taking the necessary steps to agree the documentation that will be required to be completed; and

(3) notes that a final decision to transition to the ESN will be required to be taken by Cabinet prior to the designated transition period for North West region.

134 RESPONSE TO ALLERDALE BOROUGH COUNCIL LOCAL PLAN (PART 2) SITE ALLOCATIONS – PREFERRED OPTIONS CONSULTATION

The Corporate Director – Economy and Highways presented a report which sought Cabinet’s agreement to respond to the consultation on Allerdale Borough Council Local Plan Site Allocations Preferred Options. When adopted, this Plan would identify key development sites in Allerdale up to 2029.

The Local Plan must be alive to the challenges facing the local community and in this respect the plan demonstrated an understanding of key issues. The Plan nonetheless remained a work in progress - in particular there would be a need for:

- Greater weight to be given to surface water management in the assessment of housing and employment sites allocated in the plan;
- Preparation of an Infrastructure Delivery Plan; and
- Give a stronger focus to the strategic importance of the Port of Workington as a driver of growth and the potential role of adjacent strategic employment land.

Cabinet members felt that the Port of Workington would be an important asset going forward both for the facility, as a port, and also for the surrounding land.

The Cabinet Member for Health and Care Services had recently been talking to the District Councils in Cumbria about plans for Extra Care Housing Services. The comments received had all been supportive but this support did not appear to be reflected in the local plans. The Chief Executive AGREED to take this forward with District Councils.

RESOLVED that Cabinet approves the technical response contained in Appendix 1 and Appendix 2 for submission to Allerdale Borough Council.
Cabinet had before it a report from the Corporate Director – Economy and Highways which sought Cabinet approval of a Council response to the Government’s consultation on the Industrial Strategy Green Paper which was published on 23 January 2017.

The proposed Council response highlighted the importance of infrastructure improvements to maximising Cumbria’s economic potential, the omission by the Government of tourism as a key sector for the UK economy in the Green Paper, the need for interventions to ensure that local education and skills systems could be responsive to local need, the need for further emphasis on the particular needs of rural economies in the further development of the Strategy, and the importance of ensuring local leaders could put in place the right local institutional and democratic framework – with appropriate national support – for their local area.

Members felt this would be an important issue for the new administration, going forward.

**RESOLVED** that Cabinet approve the response to the Government’s consultation on the Industrial Strategy Green Paper attached as Appendix 1 for submission.

**PART II - ITEMS CONSIDERED NOT IN THE PRESENCE OF THE PUBLIC AND PRESS**

**136 AWARD OF CONTRACT - EXTRA CARE HOUSING AND SUPPORTED LIVING FRAMEWORK AGREEMENT**

The Corporate Director – Resources and Transformation presented a report which sought approval to award Contracts to providers who had met or exceeded the minimum standards required to be part of the Cumbria County Council Extra Care Housing and Supported Living Framework Agreement from 1st June 2017.

**RESOLVED** that Cabinet award the Framework Agreement for the provision of Extra Care Housing and Supported Living to the following providers who had met the Award Criteria, for both Lots 1 and 2:-
Cabinet considered a report from the Corporate Director - Resources and Transformation which sought approval to award Contracts to providers who had met or exceeded the minimum standards required to be part of the Cumbria County Council Independent Day Services Framework Agreement from 1st June 2017.

The Corporate Director explained that the future approach to day services provision was identified as best facilitated via an Any Qualified Provider approach to procurement, open for Providers to apply to join every 3 months. The overall Framework Agreement would last for 5 years (with no option to extend), offering stability to Providers. By this means, the Council could manage new entrants and innovations within the market via appropriate quality assurance mechanisms.

As the Framework was open for the duration of the term, those providers or services who had failed to gain a place on the Framework at this stage could re-apply to gain a place at a later date. The timeframes of evaluating bids every three months provided the opportunity to any such provider to resubmit their bid and successfully achieve a place on the framework without any disruption to existing providers.

**RESOLVED** that Cabinet

(1) award the framework and the appointment of the providers listed below to the Cumbria County Council Independent Day Services Framework from 1st June 2017;

Age UK West Cumbria
Chrysalis
Imagine Independence
(2) Delegate approval of the appointment of all future providers who are eligible to gain access to this flexible Framework, throughout the term of the Framework, to the Corporate Director – Health, Care and Communities in consultation with the Leader, Deputy Leader and relevant Portfolio Holders.

138 ACQUISITION OF LAND AND GRANT OF OPTION TO DISPOSE - CARLISLE

The Corporate Director – Economy and Highways presented a report, which reminded members that at the Cabinet meeting in October 2016 members approved the allocation of capital funding of up to £3.0m to enable the acquisition of land at Blackwell, as a site for the replacement Newman Roman Catholic School following its closure due to flooding in December 2015. This was subject to confirmation by the Diocese that they had secured the full funding to build the new school.

The Diocese had now secured the necessary funding to proceed with the project. This would enable the permanent reinstatement of the school and the retention of approximately 680 secondary school places.

Subsequent negotiations with the owner of the new site at Blackwell had settled on an acquisition price within the £3.0m allocated by Cabinet. However, the owner’s ability to sell the land was restricted by an option agreement.

The company holding the option agreement were prepared to release their option in order to allow the school development to go ahead but only in exchange for a similar option elsewhere that did not leave them at a commercial disadvantage.

The report sought Cabinet approval to offer to grant the company holding the agreement an option over County Council land at Cummersdale
equivalent to and in exchange for the release of a similar option on the land at Blackwell.

RESOLVED that, Cabinet agree to delegate to the Corporate Director - Economy and Highways, in consultation with the Leader, Deputy Leader and Portfolio Holder for Economic Development and Property, the agreement of detailed terms to enable the retention of Newman School in Carlisle, on the following basis:

(a) That the capital grant to the Diocese of up to £3M for land acquisition awarded by Cabinet in October 2016 may be used for land and associated costs;

(b) This may involve consideration of the granting of an option to the company holding the option agreement for them to acquire land belonging to the County Council at Cummersdale at a value equivalent to the value of the option they would release on land at Blackwell.

The meeting ended at 11.55 am
What is the Report About? (Executive Summary)

1. This report asks Cabinet to consider its appointments to member working groups and representations on certain outside bodies.

Recommendation of the Monitoring Officer

2. Recommendation 1 – That Cabinet approve the list of outside bodies at Part D of Appendix 1 as the bodies to which a representative will be appointed in 2017/18

3. Recommendation 2 - That the proposed membership of Cabinet Sub Groups and other bodies as set out in Appendix 1 to this report be approved.

4. Recommendation 3 – That the Monitoring Officer be authorised to make changes to the approved list of appointments to outside bodies in consultation with the Leader of the Council.

Background to the Proposals

5. Cabinet annually revisits its appointments to Working Groups, Outside Bodies and other bodies including bodies that the County Council is required to establish by law.

6. In May 2012 Cabinet considered a report on outside bodies from a Scrutiny Task and Finish Group which had been set up to review the extent to which the Authority appointed member representatives to serve on outside bodies. As a result of the review it was agreed that the number of outside bodies to which the authority appointed member representatives should be regularly reviewed using an appropriate set of criteria for establishing whether Member representation is appropriate.
The agreed criteria in terms of deciding whether to appoint members to an outside body are:

- Where the County Council has a statutory duty to be involved;
- Is essential to the work of the Council and delivery of its service areas;
- Where Cabinet/Elected Members are required to attend because of their specific role within the authority; and/or,
- Where the Outside Body / County Council would derive a significant benefit from the engagement of a local Member

In addition to the above criteria suggested by the Task and Finish Group, Cabinet also agreed that consideration could be given to adopting a risk-based approach when further defining this criteria – the authority should have a clear understanding of the rationale for involvement with an outside body on a case by case basis, and therefore an awareness of any risks the cessation of member representation on, or engagement with, an outside body may pose.

The Scrutiny Task and Finish Group recommended that that all members appointed to Outside Bodies should provide an annual report which feeds back any key points from their attendance on the bodies. Going forward members will be supported by a lead officer during this process.

A full review of Outside Bodies was undertaken in June 2013 and Cabinet significantly rationalised the list of approved Outside Bodies at that time. Given the scale of that review, only 'light touch' reviews have been carried out in subsequent years. Corporate Directors have been consulted as to the recommendations to be made to Cabinet for appropriate Outside Bodies for the year 2017/18. The proposed list is set out at Part D of Appendix 1. The only changes from the list that was agreed in 2016/1017, are the proposed addition of two groups. These are the Cumbria Alliance of System Leaders and the LGA Forum – New Nuclear Local Authorities Group. The Council has previously appointed members to these groups but they have not been included in the formal list of outside bodies approved by Cabinet.

In relation to the Cumbria Access Forum, this body has recently merged with Lake District Access Forum. Previously on Cumbria Access Forum Cumbria County Council had three members. However, the elected membership on the newly formed body is now shared between Cumbria County Council and the Lake District National Park, with 2 members for Cumbria County Council and 1 for the Lake District National Park Authority. This means there is now one member less for the County Council. This new body will be known as Cumbria Lakes Access Forum.

In past reports to Cabinet members have been asked to appoint two members to the Cumbria School Admissions Forum in Part A – Other appointments, including bodies the County Council is required to establish by law. The Children and Families Services directorate has said this body no longer exists so it has been removed from the list.
13. A request has been received from Cumbria Tourism for the Council to appoint a member to its Board. The Council previously did have a member appointed to work with Cumbria Tourism, however, following a change in the organisations structure and the Council ceasing to give direct funding to it, a decision was made in 2015 that the Council would no longer appoint to this organisation. It was considered at the time that the Council would continue to have input into the work of Cumbria Tourism through the Local Enterprise Partnership. Given the decision made in 2015, Cumbria Tourism has not been included on the list of outside bodies attached to this report for approval. However, it is open to Cabinet to reconsider that decision and add Cumbria Tourism to the list of outside bodies to which it will appoint.

14. Cabinet is also being asked to consider appointments to other bodies as contained in Parts A - C of Appendix 1.

15. **Options Considered and Risks Identified**

   **Option (a)**
   - Members could approve the recommendations.

   **Option (b)**
   - Members could decide on different recommendations

   **Option (c)**
   - Members could decide to make other appointments to outside bodies.

Risks – The risks and opportunities of engagement in outside bodies need to be reviewed regularly to ensure that benefit is derived for the Council from involvement. Withdrawal from specific outside bodies may not be in the interests of the Council in terms of delivery of priorities and may come with reputational risks.

**Reasons for the recommendation/Key benefits**

- To ensure that the Council engages effectively in outside bodies and that membership of Cabinet Working Groups is appropriate.

**Financial – What Resources will be needed and how will it be funded?**

16. There is sufficient budget to meet member allowances and expenses arising from the recommendations contained in this report.

**Legal Aspects – What needs to be considered?**

17. Cabinet has authority from the Council to make appointment to outside bodies in respect of executive functions.
Council Plan Priority – How do the Proposals Contribute to the Delivery of the Council’s Stated Objectives?

18. The process of annual review contributes to the priority to be a Modern and Efficient Council.

19. Engagement in outside bodies and the operation of Cabinet Working Groups support all of the council priorities set out in the Council Plan.

What is the Impact of the Decision on Health Inequalities and Equality and Diversity Issues?

20. None.

Appendices and Background Documents

Appendix 1- Appointments to Bodies (to be tabled on the day)

Previous relevant Council or Executive decisions

Appointments to Outside Bodies – 21 July 2016

Consideration by Overview & Scrutiny

Not considered by Overview and Scrutiny Committee

Background Papers

None

Report Author

Key Facts

Electoral Division(s): All

<table>
<thead>
<tr>
<th>Executive Decision</th>
<th>Key Decision Included in Forward Plan</th>
<th>Exempt from call-in</th>
<th>Exemption agreed by scrutiny chair</th>
<th>Considered by scrutiny, if so detail below</th>
<th>Environmental or sustainability assessment undertaken?</th>
<th>Equality impact assessment undertaken?</th>
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<td>√</td>
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Approved by Cabinet Member/s on – please state date 13 July 2017
Previous relevant Council or Executive decisions

Cabinet – Appointments to Working Groups and Representations on Outside Bodies
21 July 2016

Consideration by Overview & Scrutiny

Not considered by Overview and Scrutiny

Background Papers

None

Report Author

Jackie Currie, Senior Democratic Services Officer
Tel 01228 221030 Email jackie.currie@cumbria.gov.uk
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**CABINET SUB-GROUPS AND OTHER BODIES – CABINET 27 JULY 2017**

**APPENDIX 1**

### PART A – OTHER APPOINTMENTS, INCLUDING BODIES THE COUNTY COUNCIL IS REQUIRED TO ESTABLISH BY LAW

<table>
<thead>
<tr>
<th>OTHER BODIES</th>
<th>NUMBER OF MEMBERS</th>
<th>PURPOSE</th>
<th>EXISTING MEMBERS</th>
<th>PROPOSED</th>
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<tbody>
<tr>
<td>(1) Schools Forum</td>
<td>Cabinet Member</td>
<td>The County Council will consult the Forum on changes to the funding formula and the financial effect of any such change. The County Council will consult the Forum on the terms of any contract for supplies and services being paid out of the Schools’ Budget, at least one month prior to the issues of invitations to tender. The County Council will consult the Forum annually in respect of its functions relating to the Schools’ Budget, in connection with the following:</td>
<td>C Feeney-Johnson</td>
<td>S Sanderson</td>
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<td>- the arrangements to be made for the education of pupils with special educational needs;</td>
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<td>- arrangements for the use of pupil referral units and the education of children otherwise than at school;</td>
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<td>- arrangements for early years education;</td>
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<td>- arrangements for insurance;</td>
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<td>- prospective revisions to the Scheme for Financing Schools;</td>
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<td>- administrative arrangements for the allocation of central government grants paid to schools via the County Council;</td>
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<td>- arrangements for Free School Meals;</td>
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<td></td>
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<td>- any other issues which the County Council thinks is relevant.</td>
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<tr>
<td>Other Bodies</td>
<td>Number of Members</td>
<td>Purpose</td>
<td>Existing Membership</td>
<td>Proposed</td>
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| (2) Standing Advisory Council on Religious Education | 5 (2:2:1)         | 1. To advise the Authority on such matters connected with religious worship in community schools and the religious education to be given in accordance with an Agreed Syllabus as the Authority may refer to the Council or as the Council may see fit. 2. To require its LEA to review its current agreed syllabus. 3. To determine that the requirement of collective worship in community schools to be wholly or mainly of a broadly Christian character shall not apply for some or all of the pupils in a particular school. 4. To publish an annual report on its work. | Lab (2)  
M Wilson  
sub C Wharrier  
Cons (2)  
EA Mallinson  
R Bingham  
Lib Dems (1)  
S Evans  
sub B Gray | Lab (2)  
M Wilson  
D Southward  
Cons (2)  
R Bingham  
E Mallinson  
Lib Dems (1)  
N Hughes  
Sub A Connell |
| (3) Cumbria and Lakes Access Forum               | 2 (1:1:0:0)       | The Cumbria Local Access Forum is a statutory advisory body. Its role is to provide advice on access in Cumbria (outside the National Parks). The Forum advises on providing rights of access to the open countryside. | Lab (1)  
H Wall  
Cons (1)  
EA Mallinson  
Lib Dems(1)  
N Cotton | Lab (1)  
H Wall  
Cons (1)  
G Roberts |
<p>| (4) Local Safeguarding Children Board            | 1 Cabinet Member (Children’s Services) | To provide effective scrutiny the LSCB is an independent body as defined in Working Together 2013. It should not be subordinate to, nor subsumed within other local structures. Through the Board structure the LSCB provides the strategic and operational direction of safeguarding and continuous monitoring of performance in Cumbria. The Board produces a three-year Business Plan and an Annual Report. The Board provides funding for an Independent LSCB Chair, Gill Rigg, who provides leadership to the Board via effective chairing of meetings and representation of the LSCB in the public domain. | A Burns | A Burns |</p>
<table>
<thead>
<tr>
<th></th>
<th>Cumbria Local Safeguarding Adults Board</th>
<th>1</th>
<th>Cabinet Member (Health &amp; Care Services)</th>
<th>To promote and protect the safety of adults at risk from abuse and neglect in Cumbria. The Board brings together representatives of each of the main statutory and regulatory agencies, representatives from providers of services and from the voluntary sector responsible for helping to protect adults at risk from abuse and neglect. It acts as an inter-agency forum for agreeing how agencies should co-operate to safeguard adults at risk and ensure that local arrangements work effectively to bring about positive outcomes for the people of Cumbria.</th>
<th>B Furneaux</th>
<th>P Thornton</th>
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<td>Cumbria Strategic Waste Partnership</td>
<td>1</td>
<td>(All Admin)</td>
<td>Cumbria Strategic Waste Partnership (Resource Cumbria) is a partnership between Cumbria's District Councils and the County Council to deliver a municipal waste management strategy in line with the waste hierarchy.</td>
<td>J Willis</td>
<td>C Tibble</td>
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## PART B – DISCRETIONARY

<table>
<thead>
<tr>
<th>NAME OF CABINET SUB-GROUP</th>
<th>NUMBER OF MEMBERS (LAB: CON: LD:IND)</th>
<th>PURPOSE</th>
<th>CURRENT (2015/16) MEMBERS</th>
<th>PROPOSED</th>
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<tbody>
<tr>
<td>1. Cabinet Procurement Working Group</td>
<td>2 (Cabinet Members including Leader)</td>
<td>Provides strategic oversight, political direction and scrutiny of the Council's Commissioning, Procurement &amp; Contract Management activities.</td>
<td>P Bell  B Doughty  S Young</td>
<td>I Stewart (Chair)  S Young</td>
</tr>
<tr>
<td>2. Member Development Group 4 + Cabinet Member (2:2:1 inc Cabinet Member)</td>
<td>Member learning and development and services for members.</td>
<td>Lab (2)  B Doughty (Chair)  H Wormstrup  Cons (2)  EA Mallinson  R Bingham  Lib Dem (1)  I Stewart</td>
<td>Lab (2)  K Hamilton  C McCarron-Holmes  Cons (2)  G Ellis  S Wielkopolski  Lib Dem (1)  J Willis (Chair)</td>
<td></td>
</tr>
<tr>
<td>3. County Council Joint Consultative Group 3 (Cabinet Members including Leader)</td>
<td>To encourage good employment relations through positive meaningful communication and consultation.</td>
<td>P Bell  B Doughty  S Young</td>
<td>I Stewart  J Willis  S Young</td>
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### Part C – Bodies Meeting on an AdHoc Basis

<table>
<thead>
<tr>
<th>Name of Cabinet Sub-Group</th>
<th>Number of Members (Lab: Con: LD:Ind)</th>
<th>Purpose</th>
<th>Membership</th>
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</table>
| 4. Archives Advisory Group | 7 (3:2:2:0) Chair is appointed by Cabinet | To advise on: 1. the management and direction of the Archive Service. 2. the functioning of the Curwen and Kirby Archive Trusts and to approve the accounts and programme of activities of these Trusts. **To be convened on an ad hoc basis** | Only to be agreed in the event of a meeting being necessary  
**Cons (3)**  
R Bingham  
L Fisher  
tbc  
**Lab (2)**  
C McCarron-Holmes  
M Wilson  
**Lib Dem (2)**  
A Connell  
G Cook |
## PART D - Appointments to Outside Bodies – Cabinet

<table>
<thead>
<tr>
<th>Body</th>
<th>Lead Officer (TBC)</th>
<th>Current Members</th>
<th>Proposed Member(s)</th>
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<tbody>
<tr>
<td>Adoption &amp; Permanence Panel North</td>
<td>Assistant Director - Children and Families</td>
<td>V Tarbitt</td>
<td>J Mallinson</td>
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<tr>
<td>Adoption &amp; Permanence Panel South</td>
<td>Assistant Director - Children and Families</td>
<td>H Wall</td>
<td>D Wilson</td>
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<tr>
<td>Children’s Trust Board</td>
<td>Assistant Director – Learning and Inclusion</td>
<td>A Burns</td>
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<tr>
<td>Copeland Community Fund</td>
<td>Assistant Director - Health &amp; Wellbeing</td>
<td>1. D Southward</td>
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<td>2. T Knowles (nominated by Copeland Local Committee)</td>
<td>2. Mr K Hitchen (nominated by Copeland Local Committee)</td>
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<tr>
<td>Cumbria Alliance of System Leaders –</td>
<td>Assistant Director – Learning and Inclusion</td>
<td>C Feeney-Johnson</td>
<td>S Sanderson</td>
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<tr>
<td>Cumbria Coastline CRP</td>
<td>Assistant Director – Economy and Environment</td>
<td>K Little</td>
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<td>Helen Wall</td>
<td>H Wall</td>
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<td>P Thornton</td>
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<td>B Furneaux</td>
<td>P Thornton</td>
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<td>Cumbria Planning Group</td>
<td>Assistant Director – Economy and Environment</td>
<td>J Willis</td>
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<td>Cumbria Tourism</td>
<td>Assistant Director – Economy and Environment</td>
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<td>Fostering Panel North</td>
<td>Assistant Director - Children and Families</td>
<td>E Mallinson</td>
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<td>Fostering Panel South</td>
<td>Assistant Director - Children and Families</td>
<td>M Rae</td>
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<td>Industrial Communities Alliance</td>
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<td>Assistant Director - Economy and Environment</td>
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<td>LGA County Council Network</td>
<td>Corporate Director – Resources and Transformation</td>
<td>Lab (2)</td>
<td>A Burns</td>
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It is expected that the Council Leader will be one of the four members of the Council appointed and that the Council Leader will then be the Council’s appointment to the Executive of the CCN.
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<thead>
<tr>
<th>Organisation</th>
<th>Role</th>
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<tr>
<td>LGA Fire Service Commission</td>
<td>Chief Fire Officer</td>
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<td>LGA General Assembly</td>
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<td>LGA Inland Flood Risk Management Group</td>
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<td>LGA Special Interest Group – Nuclear Legacy Advisory Forum</td>
<td>Richard Griffin</td>
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<td>LGA Forum - New Nuclear Local Authorities Group</td>
<td>Richard Griffin</td>
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<tr>
<td>LGA – Urban Commission</td>
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<td>K Hamilton</td>
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<td>A McGuckin</td>
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<td>LGA SPARSE</td>
<td>Assistant Director - Transformation</td>
<td>S Sanderson</td>
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<td>Maryport Harbour Authority</td>
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<td>Moorside Strategic Development Group</td>
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<td>North Pennines AONB Partnership</td>
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<td>North West Fire and Rescue Forum</td>
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<td>North West Fire Control Ltd</td>
<td>Chief Fire Officer</td>
<td>B Doughty</td>
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<td>North West Local Authority Employers’ Organisation</td>
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<td>Rail North</td>
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<td>K Little, Sub G Cook</td>
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<td>Regional Flood and Coastal Committees</td>
<td>Assistant Director – Economy and Environment</td>
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<td>Safer Cumbria Group</td>
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<td>Settle Carlisle Railway Trust</td>
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<td>D Fairbairn</td>
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<td>West Coast Rail 250</td>
<td>Assistant Director – Economy and Environment</td>
<td>K Little</td>
<td>K Little, G Cook</td>
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What is the Report About? (Executive Summary)

1. The purpose of this report is to provide Cabinet with a progress update on corporate performance, incorporating progress on:
   - Key service performance indicators used to track progress to 28th February 2017 against the Children’s Improvement Plan.

2. This report focuses on the Council Plan Delivery Plan for 2016/17 agreed by Cabinet in April 2016, which set out how the Council will deliver each of its commitments under the 5 priorities in the Council Plan 2016/19 agreed by Council in February 2016.

3. Where performance indicators have dipped below target or baseline, officers are expected to take appropriate actions to improve performance in order to bring performance back on track. In these instances, remedial action is highlighted in the report and the detailed commentary attached as Appendix 1.

Recommendation of the Corporate Director

4. **Recommendation 1:** That Cabinet note overall performance across the 5 Council Plan priorities, including progress against the Council Plan Delivery Plan for the 4th quarter ending 31st March 2017.

5. **Recommendation 2:** That Cabinet note performance at 28th February 2017 across the HERD performance indicators that are used to track progress against the Children’s Improvement Plan.
Performance Overview

6. The Quarter 4 2016/17 performance resulted in 46 out of the 58 (79%) Council Plan Delivery Plan actions being delivered or meeting the planned milestone, whilst 12 actions (21%) missed a key milestone or did not fully deliver as intended.

7. Performance indicators also demonstrated positive performance with 46 (72%) of indicators either exceeding target or within 10% of target; and the remaining 18 indicators (28%) were greater than 10% off target.

8. This performance should be considered in the context of record levels of financial savings being managed during 2016/17, major change projects being progressed and staffing restructures implemented across many service teams.

9. The following paragraphs describe headline performance under each of the 5 Council Plan priorities in Appendix 1:

To safeguard children and support families and schools so that all children in Cumbria can grow up in a safe environment, and can fulfil their potential - Highlights from the Council Plan Delivery Plan:

10. In terms of delivering, in partnership, the council’s improvement plan for children’s social care, audit and quality assurance activity is demonstrating satisfactory progress. A regular update presentation was made at the March 2017 Children's Improvement Board (ChIB). Performance Indicators evidence sustained improvement at pace. The progress made has been acknowledged by the DfE Advisors’ commentary regarding the high quality of performance reporting. The Director has formally reported to the Leader of the Council. Cumbria's third monitoring visit took place on 4th and 5th April 2017 with a focus on Children Looked After (CLA). The ChIB are planning to review targets in Sept or Oct 2017 to ensure continuous improvement and revise ‘stretch’ targets once all performance data has been considered.

11. At 31 March 2017, 4 out of 7 indicators (for which figures are available and targets have been set) were at or above target. Plans are being progressed to address the three areas where performance could be improved: (i) number of Children Looked After; (ii) Children Looked After with an up to date Personal Education Plan; and (iii) Children Looked After reviews where all reviews in last year were held in time scale.

To safeguard children and support families and schools so that all children in Cumbria can grow up in a safe environment, and can fulfil their potential - Children’s Services Improvement Plan Performance Indicators:

12. Cabinet is reminded that the appendix to this report contains the 19 ‘HERD’ Performance Indicators (for the period up to 28th February 2017) that are used to track improvement against the Children’s Improvement Plan.
‘HERD’ is a term used to describe a set of ‘lead’ performance indicators that form part of a wider set of Performance Indicators used by the Children’s Improvement Board (ChIB) to track performance against the Children’s Improvement Plan.

Of the 19 ‘HERD’ Performance Indicators in Appendix 1, 14 (74%) were either on target, better than target or within 5% of target; 3 (16%) were between 5-10% off target; and 2 (10%) were more than 10% off target. This is an overall improved position compared to the previous quarter.

The three Boards chaired by the Assistant Director Children and Families continue to lead and monitor plans and activities to drive improvement with key indicators, monitored through weekly performance meetings. Senior managers are accountable against performance standards and actions are agreed to improve performance in specific teams with an increasing focus on quality and planning.

The performance indicators for this quarter show further improvement in the rate of re-referrals to children’s social care with significant progress evident from figures reported in 2015. Latest performance (where low is good) is 20.7% versus the 2016/17 target of 23.4% and Cumbria’s performance of 24.3% in 2015/16.

Timeliness of Initial Child Protection Conferences within 15 working days at 86.5% is an improvement and is now back above target, with Independent Review Officers and district teams working to ensure that on the few occasions where conferences had to stand down, children remained safe and protected.

Rates of Children Looked After continue to reduce safely following robust challenge of senior managers through the Placement Commissioning Board, with a rate of 69.2 per 10,000 population under 18 years (642 children) in February 2017 compared to 70.2 per 10,000 population under 18 years (651 children) in December 2016. If continued, this carefully planned safe reduction in the number of Children Looked After should impact positively on the associated budget pressures within children’s services and this will be closely monitored and reported through financial reports to cabinet.

The council is also working to improve edge of care services for rehabilitation support and effective care planning to ensure timely progress through to permanence. The actions in place are contributing to manage the identified risks to the Council.

Performance measures for the adoption of Children Looked After continue to be affected by delays in placing children whose plans had previously drifted. This reflects negatively on the performance figures when adoption orders are granted, although representing a positive outcome for the children. Current plans are being progressed in a more timely way and this will ultimately be reflected in the performance figures. Permanence Panel oversight of early decision making and timely family finding are in place for children and the permanence thinking is improving across districts as a result of good modelling across many forums.
Participation of Children Looked After in their reviews (96.8%), timeliness of Children Looked After visits (99.1%), and reviews of child protection cases (93.2% within timescale in the last year and 100% of latest reviews up to date) show further improvement as a result of focused efforts from the CLA and Support and Protection social work teams across all districts.

To safeguard children and support families and schools so that all children in Cumbria can grow up in a safe environment, and can fulfil their potential – School Improvement and Children’s Attainment Indicators:

The following performance indicators show notable performance for 2016/17:

Narrowing of achievement gap between disadvantaged pupils and their peers – Key Stage 2 (reading, writing and maths - combined score) – The gap for disadvantaged pupils in Cumbria from data published in December 2016 is 21.5, which is narrower than the national gap of 22. Comparisons cannot be made with previous years due to reforms to Key Stage 2 2016 SATs.

The percentage of pupils achieving A*-C in English and Maths – Cumbria data shows 66.3% of pupils in 2016 achieving A*-C in English and Maths which is above the national figure of 63.3%.

Attainment 8 (new measure): average score based on the attainment of pupils across 8 GCSE or equivalent qualifications – This is a calculated score of 8 GCSEs meeting the criteria in the Attainment 8 measure. This is a new measure introduced in 2016, so the target is set as 'in line with national'. Cumbria's final score of 49.0 published in January 2017 is 1.1 below the national score of 50.1.

The following performance measures indicate areas for improvement and it should be noted that attainment data cannot be updated until results are received after the next exam period:

The proportion of pupils achieving at least expected standard in reading, writing and maths at KS2 is at least in line with national figures – Cumbria's final figures published in December 2016 are 51.3% compared to 53.5% nationally. Due to reforms to KS2 2016 SATs, comparisons cannot be made with previous years.

Percentage of 5 year olds achieving at least the expected 'Good Level of Development' in the Early Years Foundation Stage – Cumbria’s proportion is 64.9% compared to 69.3% nationally. The gap between Cumbria and the national proportion has widened to more than 4 percentage points in 2016.

The proportion of pupils achieving at least expected standard in reading, writing and maths at KS1 is at least in line with national figures – Cumbria’s proportion is 51.3% in 2016 compared to 60.3% nationally. Due to reforms to KS1 2016 SATs, comparisons cannot be made with previous years. Revised targets are to be agreed for 2017.
30. **Percentage of schools with an Inadequate Ofsted grade (out of 322 schools)** - (schools with Statement of Action, Notice to Improve / Serious Weakness or Special Measures) - The percentage of schools in an Ofsted category of concern (serious weaknesses or special measures) has risen from 2.8% of schools with an Inadequate Grade in Quarter 3 2016/17 to 3.7% in Quarter 4 2016/17 (now 12 schools out of 322). This remains outside the target of 1.8%, and any schools in this position remain an area of concern.

31. **Percentage of primary schools with a “Requires Improvement” Ofsted grade (out 270 schools)** – The percentage of primary schools judged as “requiring improvement” has increased in Quarter 4 2016/17 to 4.81% (13 out of 270), which remains better than the target of 6.0%. However, as with schools causing concern, this remains an area for improvement, as these schools remain at risk of an adverse inspection outcome if they are not yet effective enough to be judged ‘good’ or better.

32. **Percentage of Early Help Assessments closed with a satisfactory outcome**
60.0% of Early Help Assessments were closed with a satisfactory outcome in Quarter 4 2016/17 compared to 62.8% in Quarter 3 2016/17. This remains below the target of 75%.

**To support older, disabled and vulnerable people to live independent and healthy lives - Highlights from the Council Plan Delivery Plan**

33. As part of the delivery of a health and social well-being programme, all new Health & Wellbeing Coaches are now in post.

34. Encouragingly in Cumbria the rate of delayed discharge days for patients has decreased from 16,466 delayed days which equates to 4,062 days per 100,000 18+ population in Quarter 3 2016/17 to 3,943 days per 100,000 18+ population in Quarter 4 2016/17 (15,983). This equates to 15,983 delayed days in Quarter 4 2016/17, a decrease of 483 days compared to Quarter 3 2016/17. In both North and South Cumbria there has been a decrease in delayed transfers of care in Quarter 4 2016/17. Actions arising from A&E delivery boards have resulted in an improvement in performance. As the action plan is implemented further continued improvements and appropriate interventions will be developed. This will impact positively on the health and wellbeing system, the council, health partners and importantly the patients themselves. However although the recent trajectory is positive, the target has not been achieved so the overall position remains red.

35. The Extra Care Housing Development Framework tender was released in November 2016 and closed on 10th January 2017. Evaluation of provider bids is now complete and recommendations for Contract Award were considered by Cabinet at the end of April 2017. The launch of the Grant Award Programme has been rescheduled to allow for appropriate engagement and preparation. Discussions are under way with district councils.
36. In West, North and East Cumbria outline Integrated Care Community (ICC) health and social care teams have been developed with implementation plans emerging. Development across the ICC localities in terms of population needs and mapping has been completed. Commissioning plans are being developed. In the Bay area, developments are progressing with identified clinical leads for each ICC area. Development of integrated health and care teams is emerging incrementally. Consistent core elements have been agreed and are being implemented during 2017/18. The integration plans require careful management and plans continue to be developed with partner organisations to mitigate any risk to the Council.

To support older, disabled and vulnerable people to live independent and healthy lives - Performance Indicators

37. The following performance indicators show notable performance for the fourth quarter of 2016/17:

38. **Number of people who have assistive technology or telecare** – The number of people who have assistive technology or telecare in Cumbria in Quarter 4 2016/17 is 2,547, exceeding the target of 2,500. This also compares positively to 2,408 who had access to assistive technology or telecare in 2015/16.

39. **New Eligible People Receiving Reablement (older than 18 years)** - The target number of new service users eligible to receive reablement has been achieved. At the end of Quarter 4 2016/17 a total of 1,609 new eligible people have received reablement compared to 1,264 in Quarter 3 and significantly exceeds the target of 623 service users.

40. **Proportion of carers with evidence of direct support** - The proportion of carers with evidence of direct support is 22.6% for Quarter 4 2016/17, which is an increase from 17.9% in Quarter 3 and compares positively to 19.9% in 2015/16.

41. The following performance measures indicate areas for improvement compared with Quarter 3 2016/17:

42. **% of Community Based Service Users in receipt of a Direct Payment (DP) or Individual Service Fund (ISF)** – The percentage has slightly decreased from 41.7% in Quarters 2 and 3 to 40.3% in Quarter 4 2016/17. This is lower than the 43.7% performance in 2015/16, and does not achieve the ambitious target of 50% for 2016/17. Under the frontline redesign work, a range of opportunities will exist for customers to take more control of their support requirements using a mix of on-line digital solutions and self-service which will naturally progress to the default position of DPs or ISFs.
43. *Waiting time from new referral to completion of first assessment (in days)*
The average waiting time from new referral to completion of first assessment shows a deteriorating trend since Quarter 2 (49 days in Quarter 2, to 55 days in Quarter 3, to 58 days in Quarter 4). This failed to achieve the target of 28 days. Investigation has taken place to understand the detail for the increasing trend. Prioritisation of cases is in place to ensure those persons most in need are receiving their assessment as required. The system is now being implemented to record the prioritisation so further analysis and additional appropriate actions can be developed. A key area of concern is that a number of referrals are being received which are low priority and often result in advice giving or signposting to other services. Voluntary and community sector services have been awarded grants to ensure that early help, especially for lower level support, is provided by these services resulting in the reduction of cases being received which inevitably, due to demand, will incur a longer wait.

**To enable communities to help shape their local services, promote health and wellbeing and support those in poverty - Highlights from the Council Plan Delivery Plan**

44. Community Services teams continue to deliver area working projects based on distinct local need and opportunities. Area plan delivery plans have been refreshed and work to look at wider area planning priorities will take place with new local committees following the May 2017 County Council elections and 2017/18 Local Committees.

45. The new countywide Place-Based Prevention Programme, replacing the current Neighbourhood Care Independence Programme, commenced on the 1st June 2017 and is delivered by Age UK South Lakes, West and Carlisle and Eden. Transition planning with current and new providers took place during April and May 2017.

46. The discussions for the implementation of the Emergency Medical Responder (EMR) pilot scheme are ongoing and a revised date is being considered.

47. Construction of a joint training facility between Cumbria Police and Cumbria Fire and Rescue Service started in January 2017 with a planned completion date to deliver the new training facility by the end of March 2017. Minor issues have delayed the completion date but it has been purchased and scenarios are being built.

**To enable communities to help shape their local services, promote health and wellbeing and support those in poverty - Performance Indicators**

48. The following performance indicators show notable performance for the latest quarter:

49. *Adult social care contracts and Living Wage* — The percentage of adult social care contracts being delivered by suppliers who commit to paying the Living Wage Foundation’s Living Wage rate of pay was 65% in Quarter 4 2016/17. This is supporting more local people to receive rates of pay that are more likely to meet the cost of living. The performance in Quarter 4 met the target of 65%.
50. **Successful completion of drug treatment & non representation - non opiate users** – (Note: Quarter 4 data covers the period Apr 2016 to Feb 2017). Compared to the previous period (Apr 2016 to Nov 2016) the percentage has decreased from 53.4% to 52.4%. Despite the slight decline, performance remains strong in Cumbria and is significantly above the national average of 36.9%.

51. The following performance indicators highlight areas for further focus and improvement:

52. **Percentage of 40-74 year olds offered NHS health check** – Latest available data indicates the percentage of 40-74 year olds offered a health check was 3.95% in Quarter 4, which is a decrease compared to the Quarter 3 performance of 5.3% and is below the target of 5% per quarter. Five-year cumulative data (2013-18) shows that Cumbria is above England for percentage of the eligible population being offered a health check (89% compared to 74%).

53. **Percentage take up of health checks** - Latest available data indicates an increase from 36.3% in Quarter 3 to 40.7% in Quarter 4 to which is below the England average of 55%. Five-year cumulative data (2013-18) shows that Cumbria is below England for percentage take-up (43.0% compared to 48.9%).

To provide a safe and well managed highways network, secure infrastructure improvements and support local economic growth - **Highlights from the Council Plan Delivery Plan**

54. In line with the Council's Highways Strategy, the improved customer web portal is now in place. Implementation proceeded as planned on 20 March 2017. The system has been well received generally and is functioning well. Any minor issues, as would be expected with a significant ICT upgrade, are being promptly resolved. The next planned project milestone is to undertake a customer feedback review to seek feedback following the first quarter after implementation.

55. Following the floods caused by Storm Desmond in December 2015, the programme of capital works remains on track. All major bridge completions or temporary bridging solutions are in place. Some limited weight restrictions remain in place for a further 12 months. The bridge at Staveley, which has been a significant issue for the local community, was completed and opened in May 2017.

56. Having achieved the initial target of Level 2 in the DfT self-assessment ahead of schedule in April 2016, the service has now achieved an even greater level of performance by achieving Level 3 in the DfT self-assessment. Level 3 is the highest level that can be achieved and puts Cumbria amongst a small number of the highest performing highway authorities in England and secures the maximum amount of capital investment for highway maintenance from central government.
57. Following a call for Challenge Fund bids by the Department for Transport, Cumbria submitted a bid by the required deadline of 31 March 2017 for a major scheme to upgrade drainage, undertake structural repair and upgrade to a key element of our principal road network. Members will be advised of the bid outcome once known.

58. Working with the Local Enterprise Partnership to progress the delivery of the Cumbria Growth Deal programme, £19.5m has been invested in projects. £5m was spent on Cumbria County Council capital projects due to slippage on Growth Deal projects, with slippage primarily due to delays with the state aid scheme for Carlisle Airport and delays in negotiations with Network Rail for the new bridge at the Port of Workington. £5m will be carried forward into the 2017/18 programme. £12.7m was awarded in Growth Deal 3 and the grant allocation for 2017/18 has been received.

59. The number of premises with access to superfast broadband speeds of at least 24 Mbps download is now 112,421 premises across Cumbria between the works of Contract 1 and Contract 2, and the programme is on track to achieve the target of 116,819 premises by 31 March 2018. Just over 37% of the properties that are able to access infrastructure deployed through the programme have chosen to take up fibre broadband services.

To provide a safe and well managed highways network, secure infrastructure improvements and support local economic growth - Performance Indicators

60. The following performance indicators show notable performance for the fourth quarter:

61. % of road defects put right first time – Latest data available indicates 90% of road defects are put right first time. This is lower than both Quarter 1 and 2 in 2016/17 (97%), however performance remains well above target of 85%.

62. Highways repairs, end to end times – Latest data available indicates that end to end times for highways repairs are showing an improving trend, with an average of 19 days, compared to previous performance of 28 days and a Quarter 1 2016/17 performance of 34 days. This improvement has been achieved despite disruption caused by Winter Maintenance activity and additional Flood Recovery support.

63. There are no highways related performance indicators highlighting areas for further focus and improvement.

To be a modern & efficient council - Highlights from Council Plan Delivery Plan

64. The Council's Service Review Programme remains on track. The staffing reduction programme has achieved gross revenue savings of £5.2m. Overall, 96% of the £42.3m revised savings target was delivered which is a significant achievement for the Council. This is positive delivery as the associated risk rating with non-achievement of savings was identified as a risk in the corporate risk register.
Digital Strategy work is progressing and a refreshed website design was launched in November 2016, in line with the opening of Cumbria House, Carlisle. The new design offers an improved customer experience, particularly when using the site over mobile devices and on the customer service kiosks. Detailed planning for a new digital platform for online services is key to supporting the acceleration of the delivery of online services and is continuing to enable this to be delivered in 2017/18. This project is looking at the website infrastructure to enable the accelerated delivery of online services and to achieve new targets to increase online transactions. This work is being informed by the customer portal pilot, which is being tested with two initial forms integrated into a 'my account' - joining a library and applying for school transport.

Targets to increase the volume of online transactions have been set for 2017/18 and detailed action plans are being developed to support these. Improvements have been seen in the services that have already transitioned into the service centre, such as Blue Badges where there has now been an increase of 131% in the number of applications submitted online. A new online service for reporting, tracking and managing highways defects launched in March and the general enquiries email/online form (info@cumbria.gov.uk) has also transitioned into the service centre, supported by web page improvements based on an analysis of typical customer enquiries. The 'assisted digital' offer provided by the Service Centre will continue to be a critical element in supporting increased self-service online.

To aim to improve performance relating to council-wide staff sickness absence, significant work has been undertaken and further measures are ongoing to reduce sickness absence levels and the associated costs and impacts of absence. The absence figure for the full year 2016/17 number of working days lost (WDL) per Full Time Equivalent (FTE) was 13.21 days lost compared to 13.00 days in Quarter 3 2016/17. This does not achieve the 9.00 days target set for 2016/17.

Improving staff attendance is a corporate priority and People Management have undertaken a detailed ‘deep dive’ at both directorate and service specific level to ensure a thorough review of absence was shared with each respective Directorate Management Team with mandatory manager training sessions held across the County during March 2017. Tailored, specific actions for each service area were agreed by each directorate during January 2017 and a detailed update presented to Corporate Management Team and then Scrutiny Management Board in March 2017.

To be a modern and efficient council - Performance Indicators

The following performance indicators show notable performance:

**Increase the proportion of household waste recycled** – The latest figure for the proportion of household waste recycled was 44%. This is the same percentage as in the previous quarter, and achieves the target of 42.9%. Performance is based on data reported to DEFRA for Quarter 3 2016/17, which is reported a quarter in arrears.
71. **Increase by 10% from 344 to 378 the number of active volunteers by March 2017** – The number of active volunteers exceeded the target of 378, and was a further improvement from the Quarter 3 position.

72. The following performance measures indicate areas for improvement compared with last quarter:

73. **% of Freedom Of Information (FOI), Environmental Information Regulation (EIR) requests and Subject Access Requests (SAR) dealt with within statutory timescale** – Of the 1,238 requests for information received in 2016/17 under the FOI Act, 844 (68%) were processed within the statutory 20 day timescale. This represents an increase in performance compared with the first 6 months of the year, when only 55% were responded to within the statutory timescale. All Directorate Management Teams continue to receive weekly detailed reports outlining all requests and the required response date, enabling senior managers to take action to clear both current and outstanding FOI requests. This renewed level of rigour and management focus is having a positive impact and performance has continued to deliver monthly improvement with corporate performance now regularly exceeding 80% performance over the last two months and this is expected to continue following revised processes and ongoing weekly management focus.

74. Of the 191 Subject Access Requests received in the 12 month period, 126 (66%) were responded to within the statutory 40 day period. Performance has not achieved the 90% target and focused resources are being implemented to improve Subject Access Request response times. Awareness sessions have been held for Senior Managers to emphasise manager responsibilities with regard to the Data Protection Act 1998, and in particular, processing Subject Access Requests within required timescales.

**Performance Update – 5 July 2017**

75. Due to the rescheduling of the Cabinet meeting following the May 2017 elections and the formation of a new Council, there are some performance indicators where more recent updates are included in this report for members information.

76. The number (and percentage) of performance indicators reported to the ChIB meeting held in June 2017 (presenting performance for April 2017) that were either on target, exceeding target, or within 5% of target increased from 25 (69%) to 28 (78%) indicators and showed another positive profile of performance across the range of 36 performance indicators compared with the profile presented to ChIB in March 2017 (performance for January 2017).

77. There was a positive reduction in the number of looked after children for the month of April 2017, to 617 (equivalent to a rate of 66.5/10,000) and although this figure remains above target, statistical neighbour and national comparators, Cumbria’s performance has reported an improved, downward trend since December 2016.
78. The number of delayed transfers of care in April 2017 continued to improve with a reduction of 932 days. 5444 delayed days in March 2017 reduced to 4512 delayed days in April 2017, a 17% improvement in performance.

79. Encouragingly, the first three months of 2017/18 data for staff attendance (April to June 2017) is indicating an improvement in a number of service areas with an overall 16% improvement reported so far and the latest 2017/18 year end forecast of 11.13 workings days lost per FTE shows a 16% improvement compared with 2016/17 year end outturn. Although an improvement, performance is forecast to be worse than the 8.00 days target and remains a priority focus through all management tiers and receives monthly focus.

80. Since March 2017, of the 179 requests for information received in April and May 2017 under the FOI Act, 151 (84%) requests were processed within the statutory 20 day timescale. This is a significant improvement on the performance of 68% in Q4 2016/17 year end outturn.

**Options Considered and Risks Identified**

81. **Option (a)** – Where performance is flagged ‘Red’ or ‘Amber’, service managers are expected to consider options to get performance back on track within target, or to increase the pace of improvement.

**Option (b)** – Where performance is flagged ‘Green’ and is either within 5% of target or exceeding target, Service Managers are expected to consider the options for delivering further improvement, setting more ambitious targets, or reducing performance in some areas to an acceptable level to invest in other lower performing services.

82. **Risks** - a number of performance risks have been flagged ‘Red’ in Appendix 1 where performance levels are off target by more than 10%. This is in line with tolerances previously agreed by Cabinet. Where performance is flagged ‘Red’ there is a risk that this will have an impact on the Council’s reputation, service standards and / or Council budget.

**Reasons for the recommendation/Key benefits**

83. The recommendations are intended to:

- ensure that there is accountability at officer level for Corporate Performance and for the delivery of Council Plan priorities.

- ensure public accountability for Corporate Performance and that the Council can demonstrate a good level of public performance reporting.

- enable Cabinet to celebrate areas of Council services that are performing well and to consider appropriate action if performance is not at an acceptable level, or the pace of improvement is slower than expected.
**Financial – What Resources will be needed and how will it be Funded?**

84. The Council’s Corporate Performance Report provides progress on the 2016/17 Council Plan delivery plan for the 12 month period ending 31st March 2017. It includes key service performance indicators and Children’s Improvement Plan performance indicators for the quarter to February 2017. There are a number of indicators flagged as ‘Red’ or ‘Amber’ in Appendix 1, and Service Managers are expected to consider options to get performance back on track. Where indicators are ‘Green’, service managers are expected to consider the options for delivering further improvement, setting more ambitious targets, or reducing performance to an acceptable level. In preparing these options, resource and value for money implications of each option are considered.

85. The Council Plan 2016-2019 sets out the Council’s priorities and aspirations. The resource and value for money implications of the plan are considered as part of the annual budget planning process and papers debated by Council in February each year. (PCam 3.5.17)

**Legal Aspects – What needs to be considered?**

86. The implementation of the Corporate Plan and Children’s Improvement Plan is an executive function, overseen by the Cabinet. This is a report for noting and there are no direct legal implications. (SL 9 5 2017)

**Council Plan Priority – How do the proposals contribute to the delivery of the Council’s stated objectives?**

87. The Council Plan Delivery Plan 2016/17 sets out the Council’s key programmes of work and activity to deliver on the priorities and commitments set out in the Council Plan 2016-2019. The content of this report highlights the extent to which commitments and targets have been met.

**What is the Impact of the Decision on Health Inequalities and Equality and Diversity Issues?**

88. An Equality Impact Assessment was carried out in respect of the Council Plan 2016-2019.

89. It is the responsibility of the relevant Assistant Director to ensure that the considerations raised in any Service Equality Impact Assessment are considered when planning and delivering services.

**Appendices and Background Documents**

- **Appendix 1** – Corporate Performance Report, Incorporating Progress Against The Council Plan Delivery Plan – Progress to 31st March 2017 (including Children’s Improvement Plan Performance Indicators to 28th Feb 2017).
### Key Facts

**Electoral Division(s):** All

<table>
<thead>
<tr>
<th>Executive Decision</th>
<th>Key Decision Included in Forward Plan</th>
<th>Exempt from call-in</th>
<th>Exemption agreed by scrutiny chair</th>
<th>Considered by scrutiny, if so detail below</th>
<th>Environmental or sustainability assessment undertaken?</th>
<th>Equality impact assessment undertaken?</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Approved by the Leader of the Council 5\textsuperscript{th} July 2017**

**Previous relevant Council or Executive decisions**
None

**Consideration by Overview & Scrutiny**
None

**Background Papers**
None

**Report Author**
Emma Graham, Performance and Intelligence Manager
Emma.Graham1@cumbria.gov.uk  (07880 014854)
6 July 2017
# CORPORATE PERFORMANCE REPORT

INCORPORATING PROGRESS AGAINST

2016/17 COUNCIL PLAN DELIVERY PLAN

(Progress to 31 March 2017)

AND CHILDREN’S IMPROVEMENT PLAN PERFORMANCE INDICATORS

(Progress to 28 February 2017)

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

**Direction of Travel** arrows indicate whether performance has become:

- **better** 🔺
- **worse** 🔻
- **stayed the same** ➡
- **since the last quarter** ➡
<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Target value or date</th>
<th>Progress to March 2017</th>
<th>Direction of travel (Qtr3-Qtr4 2017)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deliver, in partnership, the council’s improvement plan for children’s social care</td>
<td>Quarterly OFSTED reports to Children’s Improvement Board demonstrate ‘satisfactory progress’</td>
<td>The Children’s Improvement Board have reported satisfactory progress with activity required within the Improvement Plan. Performance Indicators for January to February 2017 received a positive response.</td>
<td>➔</td>
</tr>
<tr>
<td></td>
<td>Progress acknowledged by DfE at their review and reported formally to the Leader of the Council</td>
<td>A regular update presentation was made at the March 2017 Children’s Improvement Board (ChIB). Performance Indicators evidence sustained improvement at pace. The progress made has been acknowledged by the DfE Advisors commentary. The Director has formally reported to the Leader of the Council.</td>
<td>➔</td>
</tr>
<tr>
<td></td>
<td>‘Satisfactory Progress’ achieved at Progress Inspection by March 2017 (subject to changes to inspection regime)</td>
<td>Cumbria’s third monitoring visit took place on 4th and 5th April with a focus on Children Looked After (CLA). Recent audits indicate good outcomes for a number of cases. We await the Inspectors conclusion on the visit but our current performance shows satisfactory progress.</td>
<td>➔</td>
</tr>
<tr>
<td>Deliver the Children Looked After Strategy</td>
<td>A higher number of indicators compared to 15/16 are improving or at target against the strategy’s performance indicators when reviewed in March 2017</td>
<td>Our performance against the Children Looked After Strategy is improving with efforts underway to improve our cohort of in house foster placements to enhance provision and reduce costs. At 31 March 2017, 4 out of 7 indicators (for which figures are available and targets have been set) were at or above target.</td>
<td>➔</td>
</tr>
<tr>
<td></td>
<td>Children who are looked after can say what the Promise is and how the Council is meeting the Promise by March 2017</td>
<td>Our Children in Care Council, staff and carers are all aware of the Cumbria Promise and aim to ensure children are confident with how the Council will meet their needs. The CiCC have recently cascaded tools to be used at their statutory reviews and visits to record in a young person friendly way their wishes and feelings.</td>
<td>➔</td>
</tr>
<tr>
<td>Deliver Early Help and Targeted Youth Services</td>
<td>Early Help Assessments closed in 16/17 demonstrate impact of assessments and plans with an increased percentage with a satisfactory outcome compared to 15/16</td>
<td>Under reshaped services the Targeted Youth Support Team is delivering a lead role in Early Help Plans. Improving step down and management of high risk cases. Closure data is increasingly accurate and measures include family view of progress made. For Qtr4 16/17 60% of Early Help Assessments closed with a satisfactory outcome compared to 57% in 2015/16.</td>
<td>➩</td>
</tr>
<tr>
<td></td>
<td>Reshaping completed by September 2016</td>
<td>Reshaping complete.</td>
<td>➩</td>
</tr>
</tbody>
</table>
### Priority: To safeguard children and support families and schools so that all children in Cumbria can grow up in a safe environment, and can fulfil their potential

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Target value or date</th>
<th>Progress to March 2017</th>
<th>Direction of travel (Qtr3-Qtr4 2017)</th>
<th>Achieved/ completed (▲)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>We will</strong> deliver integrated support services for the most vulnerable families in Cumbria, to reduce risks to children, to improve their health and wellbeing, and to prevent problems from escalating</td>
<td>• Implement new model for integrated 0-19 public health services</td>
<td>By April 2017 Reshaping complete and new services partly operational; fully operationalised by 1 May 2017. Savings achieved in full.</td>
<td>→</td>
<td>▲</td>
</tr>
<tr>
<td><strong>We will</strong> support the work of the Cumbria Alliance of System Leaders (CASL) to deliver continuous school improvement</td>
<td>• Work towards securing the most sustainable future for schools and school improvement to meet the county’s needs</td>
<td>Work with CASL on future model progressed to planned milestones by March 2017 Cumbria Alliance of System Leaders (CASL) Plan has been agreed by Board and is now being implemented. Milestones and progress reported to Board.</td>
<td>→</td>
<td></td>
</tr>
<tr>
<td><strong>We will</strong> work with other organisations through the Children and Young People’s Plan to support all young people growing up in Cumbria to take advantage of the unique opportunities in the county that will come as a result of the significant inward investment taking place</td>
<td>• Contribute to delivery of the Cumbria Children and Young People’s Plan Improved educational outcomes of children and young people in Cumbria at EYFS, KS2 and KS4 compared to 2015/16</td>
<td>This is an annual dataset and the narrative remains unchanged. Full datasets are now available which give rise for concern. Early Years Foundation Stage outcomes have improved but at a slower rate than the national improvement. Key Stage results were weaker than previous years with writing a particular issue although it should be noted that this year introduced a new testing regime. At Key Stage 4 the new key performance measure is ‘Performance 8’. Based on this measure Cumbria schools are in the bottom quartile of performance.</td>
<td>→</td>
<td></td>
</tr>
<tr>
<td>• Contribute as a key stakeholder to the Area Review process of Further Education Provide views as a key stakeholder on emerging options by end of June 2016</td>
<td></td>
<td>Complete. Area Based Review complete and report published.</td>
<td>→</td>
<td>▲</td>
</tr>
</tbody>
</table>
Priority: To safeguard children and support families and schools so that all children in Cumbria can grow up in a safe environment, and can fulfill their potential

### Children’s Improvement Plan Performance Indicators for February 2017

<table>
<thead>
<tr>
<th>Indicator (HERD = blue)</th>
<th>Description</th>
<th>Rate/Percentage</th>
<th>RAG (against target)</th>
<th>Trend over last year</th>
<th>Variance from target</th>
<th>Good performance is</th>
<th>Target 16/17</th>
<th>Cumbria 15/16</th>
<th>SN 15/16</th>
<th>National 15/16</th>
</tr>
</thead>
<tbody>
<tr>
<td>CS1.0</td>
<td>Referrals within 12 months of a previous referral</td>
<td>20.7%</td>
<td>G</td>
<td>Sustained</td>
<td>Low</td>
<td>23.4%</td>
<td>24.3%</td>
<td>19.5%</td>
<td>22.3%</td>
<td></td>
</tr>
<tr>
<td>CS2.1</td>
<td>Initial Child Protection Conferences within 15 working days</td>
<td>86.5%</td>
<td>G</td>
<td>Declining</td>
<td>High</td>
<td>83.8%</td>
<td>85.5%</td>
<td>78.5%</td>
<td>76.7%</td>
<td></td>
</tr>
<tr>
<td>CS2.5</td>
<td>Children subject of repeat CP plan within 2 years</td>
<td>10.8%</td>
<td>A</td>
<td>Static</td>
<td>Low</td>
<td>10.0%</td>
<td>11.4%</td>
<td>N/a</td>
<td>N/a</td>
<td></td>
</tr>
<tr>
<td>CS3.0</td>
<td>Number/rate of looked after children (per 10,000 0-18 year old)</td>
<td>69.2%</td>
<td>R</td>
<td>Static</td>
<td>Low</td>
<td>60</td>
<td>71</td>
<td>53</td>
<td>60</td>
<td></td>
</tr>
<tr>
<td>CS3.4</td>
<td>CLA Statutory Visits</td>
<td>99.1%</td>
<td>G</td>
<td>Improving</td>
<td>High</td>
<td>96%</td>
<td>93.7%</td>
<td>N/a</td>
<td>N/a</td>
<td></td>
</tr>
<tr>
<td>CS3.6</td>
<td>CLA living in the same placement for 2+ years</td>
<td>67.5%</td>
<td>G</td>
<td>Static</td>
<td>High</td>
<td>70%</td>
<td>64.2%</td>
<td>NYA</td>
<td>NYA</td>
<td></td>
</tr>
<tr>
<td>CS3.12</td>
<td>Initial health assessments for children entering care</td>
<td>78.9%</td>
<td>A</td>
<td>Declining</td>
<td>High</td>
<td>85%</td>
<td>79.5%</td>
<td>N/a</td>
<td>N/a</td>
<td></td>
</tr>
<tr>
<td>CS3.15</td>
<td>Health assessments for children looked after for 12 months or more</td>
<td>95.0%</td>
<td>G</td>
<td>Improving</td>
<td>High</td>
<td>85%</td>
<td>93.0%</td>
<td>90.0%</td>
<td>90.6%</td>
<td></td>
</tr>
<tr>
<td>CS3.20</td>
<td>Average time between entering care and placement with adoptive family (days)</td>
<td>63.9%</td>
<td>A</td>
<td>Declining</td>
<td>Low</td>
<td>586%</td>
<td>610</td>
<td>NYA</td>
<td>NYA</td>
<td></td>
</tr>
<tr>
<td>CS3.21</td>
<td>Average time between court authority and match with adoptive family</td>
<td>35.7%</td>
<td>R</td>
<td>Declining</td>
<td>Low</td>
<td>221%</td>
<td>349</td>
<td>NYA</td>
<td>NYA</td>
<td></td>
</tr>
<tr>
<td>CS4.0</td>
<td>Care leavers aged 19, 20 and 21 in suitable accommodation</td>
<td>92.1%</td>
<td>G</td>
<td>Improving</td>
<td>High</td>
<td>83%</td>
<td>89.0%</td>
<td>84.8%</td>
<td>85.0%</td>
<td></td>
</tr>
<tr>
<td>CS4.1</td>
<td>Care leavers aged 19, 20 and 21 in education, employment and training</td>
<td>50.3%</td>
<td>G</td>
<td>Declining</td>
<td>High</td>
<td>49%</td>
<td>53.3%</td>
<td>51.9%</td>
<td>48.0%</td>
<td></td>
</tr>
<tr>
<td>CS6.0</td>
<td>CP Reviews - all reviews in last year held in timescale</td>
<td>93.2%</td>
<td>G</td>
<td>Improving</td>
<td>High</td>
<td>96%</td>
<td>87.4%</td>
<td>85.1%</td>
<td>93.7%</td>
<td></td>
</tr>
<tr>
<td>CS6.1</td>
<td>CP Reviews - latest review up to date</td>
<td>100.0%</td>
<td>G</td>
<td>Improving</td>
<td>High</td>
<td>97%</td>
<td>98.8%</td>
<td>N/a</td>
<td>N/a</td>
<td></td>
</tr>
<tr>
<td>CS6.2</td>
<td>CLA Reviews - all reviews in last year held in timescale</td>
<td>86.7%</td>
<td>G</td>
<td>Static</td>
<td>High</td>
<td>90%</td>
<td>85.3%</td>
<td>N/a</td>
<td>N/a</td>
<td></td>
</tr>
<tr>
<td>CS6.3</td>
<td>CLA Reviews - latest review up to date</td>
<td>98.9%</td>
<td>G</td>
<td>Improving</td>
<td>High</td>
<td>90%</td>
<td>96.6%</td>
<td>N/a</td>
<td>N/a</td>
<td></td>
</tr>
<tr>
<td>CS6.4</td>
<td>CLA review participation for all reviews in year</td>
<td>91.8%</td>
<td>G</td>
<td>Improving</td>
<td>High</td>
<td>92%</td>
<td>88.3%</td>
<td>N/a</td>
<td>N/a</td>
<td></td>
</tr>
<tr>
<td>CS6.5</td>
<td>Participation in latest CLA review</td>
<td>96.8%</td>
<td>G</td>
<td>Improving</td>
<td>High</td>
<td>92%</td>
<td>95.5%</td>
<td>N/a</td>
<td>N/a</td>
<td></td>
</tr>
<tr>
<td>CS7.0</td>
<td>Early Help Assessments (per 10,000 0-18 year old)</td>
<td>18.9%</td>
<td>G</td>
<td>Declining</td>
<td>High</td>
<td>13.4%</td>
<td>16.3%</td>
<td>N/a</td>
<td>N/a</td>
<td></td>
</tr>
</tbody>
</table>

RAG ratings: Green = within 5% of target, Amber = 5.01% to 10% away from target, Red = more than 10% away from target.

Tolerances for RAG rating were changed in September 2015, figures prior to this date have not been RAG rated in this report.
### Attainment Measures

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Description</th>
<th>Percentage of pupils achieving at least expected standard (AY15/16)</th>
<th>RAG</th>
<th>Direction of travel</th>
<th>Variance from target</th>
</tr>
</thead>
<tbody>
<tr>
<td>EHL1</td>
<td>% of 5 year olds achieving at least the expected 'Good Level of Development' in the Early Years Foundation Stage</td>
<td>64.9%</td>
<td>G</td>
<td>Improving</td>
<td>-2.1%</td>
</tr>
<tr>
<td>EHL2</td>
<td>The proportion of pupils achieving at least expected standard in reading, writing and maths at KS1 is at least in line with national figures</td>
<td>51.3%</td>
<td>R</td>
<td>n/a</td>
<td>-14.9%</td>
</tr>
<tr>
<td>EHL5</td>
<td>The proportion of pupils achieving at least expected standard in reading, writing and maths at KS2 is at least in line with national figures</td>
<td>51.3%</td>
<td>G</td>
<td>n/a</td>
<td>-4.1%</td>
</tr>
<tr>
<td>EHL6</td>
<td>Attainment 8 - new measure - average score based on the attainment of pupils across 8 GCSE or equivalent qualifications</td>
<td>49.0</td>
<td>G</td>
<td>n/a</td>
<td>-2.2%</td>
</tr>
<tr>
<td>EHL7</td>
<td>Progress 8 - new measure - average score of progress made from end of KS2 to end of KS4</td>
<td>-0.23</td>
<td>R</td>
<td>n/a</td>
<td>-666%</td>
</tr>
<tr>
<td>EHL8</td>
<td>The percentage of pupils achieving A*-C in E and M</td>
<td>66.30%</td>
<td>G</td>
<td>n/a</td>
<td>4.7%</td>
</tr>
<tr>
<td>EHL9</td>
<td>The percentage of pupils achieving the English Baccalaureate</td>
<td>22.4%</td>
<td>A</td>
<td>n/a</td>
<td>-9.7%</td>
</tr>
<tr>
<td>EHL10</td>
<td>Narrowing of achievement gap between disadvantaged pupils and their peers - KS2 (reading, writing and maths - combined score)</td>
<td>21.5</td>
<td>G</td>
<td>n/a</td>
<td>-2.3%</td>
</tr>
<tr>
<td>EHL12</td>
<td>Percentage of schools with an Inadequate Ofsted grade (out of 322 schools) - (i.e. schools with Statement of Action, Notice to Improve/Serious Weakness or Special Measures)</td>
<td>3.7%</td>
<td>R</td>
<td>Declining</td>
<td>+105.6%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Description</th>
<th>Target 2016</th>
<th>Cumbria 2015</th>
<th>SN 2015</th>
<th>National 2015</th>
<th>Commentary</th>
</tr>
</thead>
<tbody>
<tr>
<td>EHL1</td>
<td>% of 5 year olds achieving at least the expected 'Good Level of Development' in the Early Years Foundation Stage</td>
<td>66.3%</td>
<td>64.9% (AY15/16)</td>
<td>62.9% (AY14/15)</td>
<td>70.1% (AY15/16)</td>
<td>Cumbria has improved by 2 percentage points from 2015 results, although remains lower than national - the national figure is 69.3%. The gap between Cumbria and national has widened to 4 percentage points in 2016. Nb - Results are as at end of academic year.</td>
</tr>
<tr>
<td>EHL2</td>
<td>The proportion of pupils achieving at least expected standard in reading, writing and maths at KS1 is at least in line with national figures</td>
<td>60.3%</td>
<td>51.3% (AY15/16)</td>
<td>n/a</td>
<td>60.3% (AY15/16)</td>
<td>Cumbria is 51.3% compared to 60.3% nationally, so RAG rated red. Due to reforms to KS1 2016 SATs, comparisons can't be made with previous years. Revised target to be agreed for 2017. Nb - Results are as at end of academic year.</td>
</tr>
<tr>
<td>EHL5</td>
<td>The proportion of pupils achieving at least expected standard in reading, writing and maths at KS2 is at least in line with national figures</td>
<td>53.5%</td>
<td>51.3% (AY15/16)</td>
<td>n/a</td>
<td>51.1% (AY15/16)</td>
<td>Cumbria final figures published in December are 51.3% compared to 53.5% nationally. Due to reforms to KS2 2016 SATs, comparisons can't be made with previous years. Nb - Results are as at end of academic year.</td>
</tr>
<tr>
<td>EHL6</td>
<td>Attainment 8 - new measure - average score based on the attainment of pupils across 8 GCSE or equivalent qualifications</td>
<td>49.0</td>
<td>49.0 (AY15/16)</td>
<td>n/a</td>
<td>49.4 (AY15/16)</td>
<td>Cumbria final score published in January is 1.1 below national. This is a new measure introduced in 2016, so target is set as 'in line with national'. New measure, so comparisons can't be made with previous years.</td>
</tr>
<tr>
<td>EHL7</td>
<td>Progress 8 - new measure - average score of progress made from end of KS2 to end of KS4</td>
<td>-0.23</td>
<td>-0.23 (AY15/16)</td>
<td>n/a</td>
<td>-0.05 (AY15/16)</td>
<td>Cumbria final score published in January is Cumbria 2.0 points lower than national average progress score . This is a new measure introduced this year, so target is set as 'in line with national'. New measure, so comparisons can't be made with previous years.</td>
</tr>
<tr>
<td>EHL8</td>
<td>The percentage of pupils achieving A*-C in E and M</td>
<td>63.3%</td>
<td>63.3% (AY15/16)</td>
<td>n/a</td>
<td>62.8% (AY15/16)</td>
<td>Cumbria final figure published in January shows Cumbria in line with national. New measure so target set as 'in line with national'.</td>
</tr>
<tr>
<td>EHL9</td>
<td>The percentage of pupils achieving the English Baccalaureate</td>
<td>22.4%</td>
<td>22.4% (AY15/16)</td>
<td>23.4% (AY14/15)</td>
<td>24.8% (AY15/16)</td>
<td>Cumbria final figure published in January is 2.4 percentage points lower than provisional national figure. No target set for summer 2016 due to reforms to GCSEs with respect to Progress/Attainment 8, so is RAG rated against national.</td>
</tr>
<tr>
<td>EHL10</td>
<td>Narrowing of achievement gap between disadvantaged pupils and their peers - KS2 (reading, writing and maths - combined score)</td>
<td>22</td>
<td>21.5 (AY15/16)</td>
<td>n/a</td>
<td>23.1 (AY15/16)</td>
<td>The Cumbria final disadvantaged gap from data published in December is 21.5, which is narrower than the national gap. Due to reforms to KS2 2016 SATs, comparisons can't be made with previous years.</td>
</tr>
<tr>
<td>EHL12</td>
<td>Percentage of schools with an Inadequate Ofsted grade (out of 322 schools) - (i.e. schools with Statement of Action, Notice to Improve/Serious Weakness or Special Measures)</td>
<td>1.8%</td>
<td>1.86%</td>
<td>4.35%</td>
<td>1.43%</td>
<td>The proportion of schools in an Ofsted category of concern (serious weaknesses or special measures) has risen since Quarter 3 (now 12 schools out of 322).</td>
</tr>
</tbody>
</table>
## Priority: To safeguard children and support families and schools so that all children in Cumbria can grow up in a safe environment, and can fulfil their potential - Attainment Measures

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Description</th>
<th>Rate/Percentage</th>
<th>RAG (against target)</th>
<th>Direction of travel (sustained/improving/declining)</th>
<th>Variance from target</th>
<th>Commentary</th>
</tr>
</thead>
<tbody>
<tr>
<td>EHL13.1</td>
<td>Percentage of primary schools with a Requires Improvement Ofsted grade (out of 270 schools)</td>
<td>4.8%</td>
<td>G</td>
<td>Sustained</td>
<td>-20%</td>
<td>The number of primary schools judged as requiring improvement has increased since Quarter 3 2016/17 (13 out of 270). This measure continues to be green RAG rated.</td>
</tr>
<tr>
<td>EHL13.2</td>
<td>Percentage of secondary schools with a Requires Improvement Ofsted grade (out of 38 schools)</td>
<td>26.3%</td>
<td>A</td>
<td>Sustained</td>
<td>+9.7%</td>
<td>The number of schools judged as requiring improvement (secondary) remains the same as Quarter 3 2016/17 (10 out of 38). These schools remain at risk of an adverse inspection outcome if they are not yet effective enough to be judged good or better.</td>
</tr>
<tr>
<td>EHL14</td>
<td>Percentage of Early Help Assessments closed with a satisfactory outcome</td>
<td>60.0%</td>
<td>R</td>
<td>Sustained</td>
<td>-20.0%</td>
<td>The cumulative rate at Qtr 4 2016/17 is 60.0%, which is a red RAG rating. This is a new local indicator, so no comparative 2015/16 or national data is available. The closure data remains low and this results in apparent trends created by small numbers. The next quarter will reflect the data cleansing. However, by Qtr 2 2017/18 there should be a more accurate report of outcomes. There is the addition of an outcome of 'Stepped Up to EHCP' which will reduce the number of those closed by 'Satisfactory Outcome Achieved' and this will be reflected in the reporting.</td>
</tr>
</tbody>
</table>
## Priority: To support older, disabled and vulnerable people to live independent and healthy lives

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Target value or date</th>
<th>Progress to March 2017</th>
<th>Direction of travel (Qtr3-Qtr4 2017)</th>
<th>Deliverable Achieved/ completed (▲)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>We will work with the NHS and with local people to reduce the need for social care and health care by delivering new prevention and public health services</strong></td>
<td></td>
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</tr>
<tr>
<td>• Deliver the Health and Social Wellbeing System programme</td>
<td>Recruitment of 30 Health and Wellbeing coaches by October 2016</td>
<td>Complete. All recruited coaches are now in place.</td>
<td></td>
<td>▲</td>
</tr>
<tr>
<td><strong>We will work with the NHS and integrate the provision of reablement and recovery services and the greater use of technology, to support people to live independently and reduce pressure on hospital services</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Restructure the reablement service</td>
<td>Completed by June 2016</td>
<td>The new reablement model and staffing structure is complete.</td>
<td>▲</td>
<td></td>
</tr>
<tr>
<td>• Reduce delayed transfers of care</td>
<td>Achievement of Delayed Transfers of Care (DTOC) targets as set through the Better Care Fund</td>
<td>Encouragingly in Cumbria, the rate of delayed discharge days for patients has decreased from 4062 days per 100,000 population in quarter 3 2016/17 to 3943 in quarter 4 2016/17. This equates to 15,983 delayed days in Quarter 4 2016/17, a decrease of 483 days compared to quarter 3 2016/17. In both North and South Cumbria, there has been a decrease in delayed transfers of care in Quarter 4 2016/17. Actions arising from A&amp;E delivery boards have resulted in an improvement in performance. As the action plan is implemented further continued improvements and appropriate interventions will be developed. This will impact positively on the health and wellbeing system, the council, health partners and importantly the patients themselves</td>
<td>▼</td>
<td></td>
</tr>
<tr>
<td>• Improve access to assistive technology</td>
<td>Transition to new Cumbria Telecare and Assistive Technology service by October 2016</td>
<td>Complete.</td>
<td>▲</td>
<td></td>
</tr>
<tr>
<td><strong>We will work with other organisations to accelerate the delivery of Extra Care Housing across Cumbria</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Deliver the Extra Care Housing strategy</td>
<td>Outline business case complete for 6 CCC sites by 31st August 2016</td>
<td>Evaluation of provider bids for the Extra Care Housing Framework is now complete and recommendations for Contract Award were presented at Cabinet at the end of April 2017. The launch of the Grant Award Programme has been rescheduled, to allow for appropriate engagement and preparation. Discussions are underway with district councils.</td>
<td>▲</td>
<td></td>
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### Priority: To support older, disabled and vulnerable people to live independent and healthy lives

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</thead>
<tbody>
<tr>
<td>We will work with the NHS at local levels to establish Integrated Care Teams which serve local communities</td>
<td>• Engage in Integrated Care Community workstreams of Better Care Together and Success Regime</td>
<td>Completed evaluation of early adopter sites by 31st March 2017</td>
<td>In West, North and East Cumbria outline Integrated Care Community health and social care teams has been developed. Implementation plans are emerging. Development across the ICC localities in terms of population needs and mapping completed. Commissioning plans are being developed. In Bay area developments are progressing with identified clinical leads for each ICC area. Development of integrated health and care teams is emerging incrementally. Consistent core elements have been agreed and are being implemented 2017/18.</td>
</tr>
<tr>
<td></td>
<td>• Co-locate safeguarding operations function within Commissioning</td>
<td>From April 2016</td>
<td>Complete.</td>
</tr>
<tr>
<td></td>
<td>• Implement Making Safeguarding Personal</td>
<td>By December 2016</td>
<td>Complete. Making Safeguarding Personal has been implemented.</td>
</tr>
<tr>
<td></td>
<td>• Produce 3 year Delivery Plan</td>
<td>By June 2016</td>
<td>Complete. 3 year Safeguarding Strategy is in place.</td>
</tr>
<tr>
<td></td>
<td>• Update safeguarding arrangements in line with Care Act Amendments</td>
<td>By June 2016</td>
<td>Complete.</td>
</tr>
</tbody>
</table>

We will ensure we meet our safeguarding responsibilities to protect people from abuse and neglect

<table>
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<tr>
<td><strong>Priority: To support older, disabled and vulnerable people to live independent and healthy lives</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>We will work with the NHS to modernise the support available in Cumbria for people with Learning Disabilities and people with Mental Health needs</strong></td>
<td>• Reshape day care services</td>
<td>Programmed reprofiled for proposals to be developed by June 2017. Following initial engagement with carer groups, a plan for an extensive period of engagement and co-production with service users, carers, families and other key stakeholders is being developed.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• The reshaping of Learning Disabilities and mental health services</td>
<td>Plan on target. New 2 year plan being established for Local Implementation Group (LIG) and Transforming Care via Cumbria &amp; North East Transforming Care Partnership Board.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Integration of mental health services with CCC services is complete by July 2016</td>
<td>Complete.</td>
<td></td>
</tr>
<tr>
<td><strong>We will deliver a programme of targeted investment in the modernisation of Cumbria Care Residential provision</strong></td>
<td>• Deliver £3 million investment in new residential provision</td>
<td>Complete for this year.</td>
<td></td>
</tr>
<tr>
<td></td>
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<td></td>
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</tr>
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### Priority: To support older, disabled and vulnerable people to live independent and healthy lives

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<tbody>
<tr>
<td>CSC 1</td>
<td>Number of people who have assistive technology/telecare.</td>
<td>2547</td>
<td>G</td>
<td>Improving</td>
<td>+1.9%</td>
<td>High 2500 2408 n/a n/a n/a The number of people with telecare/assistive technology has exceeded the target. Telecare/assistive technology is lowest in Carlisle and Eden (in Qtr4 104 and 197 accordingly). This is due to a competitive market and suppliers providing a response service. In Qtr4, Allerdale and Copeland achieved over 35% of the overall provision of telecare/assistive technology. Furness increased the number of customers who are in receipt of telecare/assistive technology.</td>
</tr>
<tr>
<td>CSC 2</td>
<td>Ratio of safeguarding referrals to alerts</td>
<td>30.9%</td>
<td>A</td>
<td>Declining</td>
<td>-6.4%</td>
<td>Low 33.0% 27.9% 25.0% n/a n/a The trend for Cumbria over 2016/17 has been broadly static (in terms of rate). In Qtr4 a significant increase is noticeable in Carlisle and Copeland. In Carlisle the ratio increased from 33.3% (in Qtr3) to 54.6% (in Qtr4); similarly in Copeland the ratio increased from 36.7% (in Qtr3) to 61.2% (in Qtr4). Review work has been undertaken with Safeguarding Adults Managers (SAM’s) to record the appropriate safeguarding referrals and this is expected to stabilise the ratios in the future.</td>
</tr>
<tr>
<td>CSC 3</td>
<td>% of Community based service users in receipt of a Direct Payment or Individual Service Fund</td>
<td>40.3%</td>
<td>R</td>
<td>Declining</td>
<td>-19.4%</td>
<td>High 50.0% 43.7% 23% DP only n/a n/a In Qtr4, Cumbria did not achieve the ambitious target of 50%, only Allerdale reached this target. In comparison to the North West authorities, Cumbria is the second local authority with the score of 29.8% (Qtr2 2016/17). Please note that Individual Service Funds (ISF’s) are not included in with North West Group comparisons.</td>
</tr>
<tr>
<td>CSC 4</td>
<td>Permanent admissions of older people (65+) to residential and nursing care homes per 100,000 population (NB Commentary contains actual numbers of admissions)</td>
<td>462.6</td>
<td>A</td>
<td>Improving</td>
<td>+6.0%</td>
<td>Low 436.4 500.2 509.4 n/a n/a The rate of permanent admissions in Cumbria decreased from 488.1 (in Qtr3) to 462.6 (in Qtr4). This equates to 546 admissions in 2016/17 compared to 566 admissions in 2015/16. Cumbria did not reach the ambitious target over the year but initiatives are in place to continue to reduce residential admissions.</td>
</tr>
<tr>
<td>CSC 5</td>
<td>Effectiveness of Reablement services (discharge from hospital and did not return within 91 days – 65+).</td>
<td>87.0%</td>
<td>R</td>
<td>Improving</td>
<td>-4.7%</td>
<td>High 91.10% 88.0% 91.1% n/a n/a The provisional data available indicates 87% of those aged over 65 years discharged from hospital and receiving rehabilitation were at home 91 days after service. This is an increase in comparison to Q3 2016/17 of 84.7%. The figure will be updated as more information is received.</td>
</tr>
</tbody>
</table>
### Priority: To support older, disabled and vulnerable people to live independent and healthy lives

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<tbody>
<tr>
<td>CSC 6</td>
<td>New Eligible People Receiving Reablement 18+ (BCF 5)</td>
<td>1609</td>
<td>G</td>
<td>Sustained</td>
<td>+158.2%</td>
<td>Number of new eligible people receiving reablement increased from 1264 (in Qtr3) to 1609 (in Qtr4). The cumulative target of 623 has been achieved. Reablement recording is now in transition and there continues to be data quality issues. New processes implemented on 9/1/2017 and re-evaluation from that point on is to be undertaken.</td>
</tr>
<tr>
<td>CSC 7</td>
<td>Waiting time from new referral to completion of first assessment (in days)</td>
<td>58 days</td>
<td>R</td>
<td>Declining</td>
<td>+107.1%</td>
<td>The average waiting time from new referral to completion of first assessment shows a deteriorating trend since Quarter 2 (49 days in Q2, to 55 days in Q3, to 58 days in Q4). This failed to achieve the target of 28 days. Investigation has taken place to understand detail for the increasing trend. Prioritisation of cases is in place to ensure those persons most in need are receiving their assessment as required. The system is now being implemented to record the prioritisation so further analysis and additional appropriate actions can be developed.</td>
</tr>
<tr>
<td>CSC 8</td>
<td>% of service users with an overdue review (12 months)</td>
<td>32%</td>
<td>n/a</td>
<td>Sustained</td>
<td>n/a</td>
<td>The percentage of service users with an overdue review in Qtr4 in Cumbria remains at the same level as in Qtr3 (32.2%). Overdue revies have been priorotised and are being addressed where possible by utilising resources in a different way.</td>
</tr>
<tr>
<td>CSC 9</td>
<td>Proportion of carers with evidence of direct support</td>
<td>23%</td>
<td>n/a</td>
<td>Improving</td>
<td>n/a</td>
<td>Proportion of carers with evidence of direct support increased from 19.4% (in Qtr3) to 22.6% (in Qtr4). Services for carers are being reviewed with the aim to improve proportion of carers supported further.</td>
</tr>
<tr>
<td>CSC 10</td>
<td>Delayed Transfers of Care (delayed days per quarter)</td>
<td>3,943</td>
<td>R</td>
<td>Improving</td>
<td>68.3%</td>
<td>The rate of delayed discharge days for patients has decreased from 4062 days per 100,000 population in quarter 3 2016/17 to 3943 in quarter 4 2016/17. This equates to 15,983 delayed days in Quarter 4 2016/17, a decrease of 483 days compared to quarter 3 2016/17. In both North and South Cumbria, there has been a decrease in delayed transfers of care in Quarter 4 2016/17.</td>
</tr>
<tr>
<td>Priority: To enable communities to help shape their local services, promote health and wellbeing and support those in poverty</td>
<td></td>
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<tr>
<td><strong>We will</strong> work with communities and the third sector to enable them to shape, own, or run local services to meet their local needs and promote healthy communities</td>
<td></td>
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</tr>
<tr>
<td>• Continue to develop area working to help reshape and transform the way services are delivered</td>
<td>Area Delivery Plans refreshed to reflect the wider Council reshaping by October 2016</td>
<td>Work continues on individual projects as appropriate by locality. Area plan delivery plans have been refreshed and work to look at wider area planning priorities will take place with new local committees following May 2017 County Council elections.</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>• Work with the Third Sector to agree and progress community based projects through local committees across Cumbria.</td>
<td>Timescales for delivery of projects identified and agreed by March 2017</td>
<td>Complete for this year.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>We will</strong> provide new public health services that empower people to take control of their own health and wellbeing</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Review the Neighbourhood Care Independence programme and establish a new model of provision that is integrated into the emerging Health and Social Wellbeing system</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>We will</strong> meet our statutory responsibilities for environment and regulatory services by focusing our work where the risks are greatest</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Adopt a targeted risk-based approach to regulation</td>
</tr>
<tr>
<td>Deliverable</td>
</tr>
<tr>
<td>-------------</td>
</tr>
<tr>
<td>• Reduce the number of accidental dwelling fires</td>
</tr>
<tr>
<td>• Deliver Furness Peninsula Blue Light Hub</td>
</tr>
<tr>
<td>• Implement new duty systems for regular fire fighters, whilst maintaining appropriate response levels to meet the risk</td>
</tr>
<tr>
<td>• Explore opportunities for joint training facilities</td>
</tr>
</tbody>
</table>
### Priority: To enable communities to help shape their local services, promote health and wellbeing and support those in poverty

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Target value or date</th>
<th>Progress to March 2017</th>
<th>Direction of travel (Qtr3-Qtr4 2017)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>We will</strong> provide an effective Fire and Rescue Service, focusing on vulnerable people and areas of highest risk; and explore with the Police and other partners opportunities for the integration of emergency services</td>
<td>• Explore opportunities for medical response arrangements</td>
<td>Agreement on joint arrangements by March 2017</td>
<td>The discussions for the implementation of the Emergency Medical Responder (EMR) pilot scheme are ongoing and a revised date is being considered.</td>
</tr>
<tr>
<td><strong>We will</strong> continue to pay the Living Wage Foundation’s Living Wage to all our employees and encourage other employers to do the same through our procurement processes</td>
<td>• Increase the percentage of adult social care contracts being delivered by suppliers who commit to paying the Living Wage Foundation’s Living Wage rate of pay</td>
<td>Increase to 57% by October 2016</td>
<td>Living Foundation rate for Adult Social Care tenders beginning Nov 2016 is 65%, which exceeds the 57% Oct 2016 target for the remainder of the year.</td>
</tr>
<tr>
<td>Indicator</td>
<td>Description</td>
<td>Rate/Percentage</td>
<td>RAG (against target)</td>
</tr>
<tr>
<td>-----------</td>
<td>-------------</td>
<td>----------------</td>
<td>---------------------</td>
</tr>
<tr>
<td>F2a</td>
<td>Number of accidental primary dwelling fires - no.</td>
<td>259</td>
<td>G</td>
</tr>
<tr>
<td>F2b</td>
<td>Number of accidental primary dwelling fires - per 10,000 dwellings</td>
<td>5.2</td>
<td>G</td>
</tr>
<tr>
<td>BS2</td>
<td>Percentage of adult social care contracts being delivered by suppliers who commit to paying the Living Wage Foundation’s Living Wage rate of pay</td>
<td>65%</td>
<td>G</td>
</tr>
<tr>
<td>PH1</td>
<td>NHS health check - % of 40-74 yr olds offered health check</td>
<td>4.0%</td>
<td>R</td>
</tr>
<tr>
<td>PH2</td>
<td>NHS Health check- % of 40-74 yr olds offered health check who have taken up</td>
<td>40.7%</td>
<td>R</td>
</tr>
<tr>
<td>PH3a</td>
<td>Successful completion of drug treatment &amp; non representation - opiate users</td>
<td>12.0%</td>
<td>A</td>
</tr>
<tr>
<td>PH3b</td>
<td>Successful completion of drug treatment &amp; non representation - non opiate users</td>
<td>52.4%</td>
<td>G</td>
</tr>
<tr>
<td>FSM1</td>
<td>Increase in families accessing free school meals and uniform grants</td>
<td>6355</td>
<td>A</td>
</tr>
</tbody>
</table>
**Priority: To provide a safe and well managed highways network, secure infrastructure improvements and support local economic growth**

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Target value or date</th>
<th>Progress to March 2017</th>
<th>Direction of travel (Qtr3-Qtr4 2017)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>We will</strong> maintain the highways network to the best possible standard within our available resources</td>
<td>• Implement the Highways Strategy Level 2 achieved through the DfT’s new self-assessment procedure by May 2016.</td>
<td>Complete. Having achieved the initial target ahead of schedule in April 2016 the service has now achieved an even greater level of performance by achieving level 3 in the DfT self-assessment. Level 3 is the highest level that can be achieved and puts Cumbria amongst a small number of the highest performing highway authorities in England and secures the maximum amount of capital investment for highway maintenance from central government.</td>
<td>↑ ▲</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• An improved customer web portal implemented by March 2017.</td>
<td>Complete. In line with the Council’s Highways Strategy, the improved customer web portal is now complete. Implementation proceeded smoothly as planned on 20th March. The system has been generally well received and is functioning well. There have been some minor teething issues as would be expected with a significant ICT upgrade - these are being resolved on a daily/weekly basis. There is a project milestone to undertake customer feedback review at the end of the first quarter after implementation.</td>
<td>→ ▲</td>
</tr>
<tr>
<td><strong>We will</strong> lead flood recovery work to support communities to return to normal as soon as possible through working with the Government and other agencies to secure the required resources to replace and repair the county’s infrastructure where it has been lost or damaged, and promote solutions which will be more resilient in the future where possible</td>
<td>• Develop and deliver a programme of capital works to restore damaged infrastructure A summary of the year 1 infrastructure recovery programme published on the Council’s website by June 2016 All major road bridges damaged or destroyed as a result of Storm Desmond to be opened through repair or installation of temporary bridges by December 2016</td>
<td>Complete. All major bridges completed or temporary bridging solutions in place. Some limited weight restrictions remain in place for a further 12-months. The bridge at Staveley which has been a significant issues for the local community is nearing completion.</td>
<td>→ ▲</td>
</tr>
<tr>
<td><strong>We will</strong> seek additional investment in our highways and transport infrastructure</td>
<td>• Work with Department of Transport to identify potential additional funding sources and opportunities The next round of Challenge Fund bids prepared for (target date subject to funding timeframe to be confirmed by DfT)</td>
<td>Complete. Following a call for Challenge Fund bids by the Department for Transport, Cumbria submitted a bid to the required deadline of 31 March 2017 for a major scheme to upgrade drainage and undertake structural repair and upgrade to a key element of our principal road network.</td>
<td>→ ▲</td>
</tr>
<tr>
<td><strong>We will</strong> work with communities and the third sector to develop and deliver local transport solutions</td>
<td>• Work with transport providers, both commercial and voluntary sector and communities to provide local transport solutions 2 community-led transport solutions in place by March 2017</td>
<td>Complete. 1. The community led solution involving the Border Rambler group, with communities from Brampton to Gilsland has resulted in two new routes BR3 and BR2. Both routes are growing and the group are working to raise passenger numbers. 2. Another community led group, that of the Parish's of Dean, Lamplugh, and Arlechdon &amp; Frizington have formed a group called the “217 Group” and they have organised a bus route in their communities with a commercial operator.</td>
<td>→ ▲</td>
</tr>
</tbody>
</table>
### Priority: To provide a safe and well managed highways network, secure infrastructure improvements and support local economic growth

**We will** support the work of the Cumbria LEP to secure funding, implement initiatives and take action to lead to more, better paid jobs in the county and sustainable growth.

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Target value or date</th>
<th>Progress to March 2017</th>
<th>Direction of travel (Qtr3-Qtr4 2017)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work with the LEP to oversee and progress the delivery of the Cumbria Growth Deal programme</td>
<td>£19.5 million invested in Growth Deal projects in 2016/17</td>
<td>£19.5m invested. However, £5m was spent on CCC capital projects due to slippage on Growth Deal projects. Slippage was primarily due to delays with the state aid scheme for Carlisle Airport and delays in negotiations with Network Rail for the new bridge at the Port of Workington. £5m will be carried forward into 17/18.</td>
<td>→</td>
</tr>
<tr>
<td>Continue to increase the number of premises with access to superfast broadband speeds of at least 24 Mbps download</td>
<td>Further Growth Deal bid submitted to Government by the announced deadline 110,894 premises by 30 September 2016</td>
<td>Complete. Target has been exceeded with over 111,000 premises able to access superfast services as a result of Connecting Cumbria.</td>
<td>→ ▲</td>
</tr>
<tr>
<td></td>
<td>116,819 premises by 31 March 2018</td>
<td>Work is continuing on schedule. The overall programme has made superfast services available to more than 112,421 premises towards the target of 116,819 to date. Just over 37% of the properties that are able to access infrastructure deployed through the programme have chosen to take up fibre broadband services.</td>
<td>→</td>
</tr>
</tbody>
</table>

**We will** commit to socially responsible commissioning and procurement activities and leading by example, invite contracted suppliers, the wider business community, other public sector bodies, and third sector organisations, to make the same commitment.

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Target value or date</th>
<th>Progress to March 2017</th>
<th>Direction of travel (Qtr3-Qtr4 2017)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Include social benefit clauses in all relevant tenders</td>
<td>Average percentage of contractors committed to social value increased to 75%</td>
<td>By including Social Benefit clauses in all relevant tenders, the average percentage of local SME’s will increase. In qtr 4 2017/18, 73% were awarded to Local, Small and Medium Enterprises (SME’s).</td>
<td>↑</td>
</tr>
</tbody>
</table>
### Priority: To provide a safe and well managed highways network, secure infrastructure improvements and support local economic growth

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Description</th>
<th>Rate/Percentage</th>
<th>RAG (against target)</th>
<th>Direction of travel</th>
<th>Variance from target</th>
<th>Commentary</th>
</tr>
</thead>
<tbody>
<tr>
<td>BS4</td>
<td>By including Social Benefit clauses in all relevant tenders, the average percentage of local SME’s will increase to 75% (average % to date)</td>
<td>73%</td>
<td>G</td>
<td>Sustained</td>
<td>-2.6%</td>
<td>For the quarter: just under two percent below the annual 75% target set.</td>
</tr>
<tr>
<td>HW1</td>
<td>Right First Time Repairs</td>
<td>90%</td>
<td>G</td>
<td>Improving</td>
<td>-5.9%</td>
<td>Latest data available indicates 90% in Q3 2016/17 of road defects are put right first time. This is lower than both Quarter 1 and 2 in 2016/17 (97%), however performance remains well above target of 85%.</td>
</tr>
<tr>
<td>HW2</td>
<td>End to End Time Repairs</td>
<td>19 days</td>
<td>G</td>
<td>Improving</td>
<td>below target</td>
<td>Latest data available indicates the end to end times for highways repairs shows an improving trend, with an average of 19 days in Quarter 3 in 2016/17, compared to a Quarter 2 2016/17 performance of 28 days and a Quarter 1 2016/17 performance of 34 days. This result has been obtained despite disruption caused by Winter Maintenance activity and additional Flood Recovery support.</td>
</tr>
<tr>
<td>HW3</td>
<td>Improved network condition (PRN/NPRN)</td>
<td>6%</td>
<td>G</td>
<td>Sustained</td>
<td>0%</td>
<td>High 6% 6% 5% n/a n/a Annual Measure.</td>
</tr>
<tr>
<td>HW4</td>
<td>Maintenance (Local Committee) programme of works completed</td>
<td>100%</td>
<td>G</td>
<td>Sustained</td>
<td>n/a</td>
<td>Programme of works delivered for 2016/17.</td>
</tr>
<tr>
<td>Deliverable</td>
<td>Target value or date</td>
<td>Progress to March 2017</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Implement customer portal and refreshed Council website</td>
<td>By March 2017</td>
<td>Detailed planning for a new Digital platform for online services is continuing to enable this to be delivered in 2017/18, building on the work undertaken to refresh the current website. This project is looking at the website infrastructure to enable the acceleration of delivery of online services and achieve new targets to increase online transactions. This work is being informed by the customer portal pilot, which is in test with two initial forms integrated into a 'my account' - joining a library and applying for school transport.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Provide public wi-fi in all Council buildings</td>
<td>By December 2016</td>
<td>Complete.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Enable, through extending Service Centre operations, online transactions end-to-end for top 10 customer enquiries</td>
<td>By March 2017</td>
<td>Targets to increase the volume of online transactions have been set for 2017/18 and detailed action plans are being developed to support these. Improvements have been seen in the services that have already transitioned into the service centre, such as Blue Badges where there has now been a 131% increase in the number of applications submitted online. A new online service for reporting, tracking and managing highways defects launched in March and the general enquiries email/online form (<a href="mailto:info@cumbria.gov.uk">info@cumbria.gov.uk</a>) has also transitioned into the service centre, supported by web page improvements based on an analysis of typical customer enquiries. The 'assisted digital' offer provided by the Service Centre will continue to be a critical element in supporting increased self-service online.</td>
<td></td>
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</tbody>
</table>
### Priority: To be a modern and efficient council

<table>
<thead>
<tr>
<th>We will support the development of the council’s workforce to ensure it has the right skills, competencies and behaviours to drive the council’s transformation</th>
<th>Target value or date</th>
<th>Progress to March 2017</th>
<th>Direction of travel (Qtr3-Qtr4 2017)</th>
<th>Deliverable Achieved/completed (▲)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Deliver the Workforce Plan Delivery Plan</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Pilots of ‘Team Leader’ Development programme &amp; ‘Aspiring Manager’ programme commenced from September 2016</td>
<td>Complete. Pilot Team Leader and Aspirant Manager programmes delivered.</td>
<td></td>
<td></td>
<td>▲</td>
</tr>
<tr>
<td>A workforce skills framework implemented by December 2016</td>
<td>Considerable reshaping of the Council and engagement within key projects during 2016/17, including the transition to Cumbria House, impacted upon the resources within the People Management Team, which subsequently had a knock on effect in the development and implementation of the workforce skills framework. Work is now in progress to conclude the scoping and development of the Workforce skill framework, which is scheduled to be scoped during April 2017 and implemented by December 2017.</td>
<td></td>
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</tr>
<tr>
<td>Sickness absence reduced to 8 working days lost per full-time employee in 2017/18</td>
<td>Annual performance at the end of March 2017 is 13.21 working days lost per FTE, which continues to be off target, and a decline compared to February 2017 of 13.08 days lost per FTE. Significant work has been undertaken to date and further measures are in progress to reduce sickness absence levels and the associated costs and impacts of absence. People Management have undertaken a directorate/service specific review of absence performance, which has been shared with each respective DMT with mandatory manager training sessions across the County during March 2017. Tailored, specific actions for each service area were agreed by each respective directorate during January 2017 and a detailed update presented to Scrutiny Management Board 3 March 2017. The first month of 2017/18 data for April and May 2017 is indicating an improvement in a number of areas with an improved figure of 11.48 workings days lost per FTE.</td>
<td></td>
<td></td>
<td>▲</td>
</tr>
<tr>
<td>Priority: To be a modern and efficient council</td>
<td>Target value or date</td>
<td>Progress to March 2017</td>
<td>Direction of travel (Qtr3-Qtr4 2017)</td>
<td>Deliverable Achieved/ completed (▲)</td>
</tr>
<tr>
<td>-----------------------------------------------</td>
<td>----------------------</td>
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<td>--------------------------------------</td>
<td>-------------------------------------</td>
</tr>
<tr>
<td><strong>We will</strong> deliver our Climate Local commitments, work on joint initiatives to deal with waste as efficiently as possible, and promote waste minimisation</td>
<td>• Review the management of household bulky waste and implement recommendations</td>
<td>By October 2016</td>
<td>The Local Government Association funded project delivered by Resource Futures to review Cumbria’s bulky waste system has been completed. The recommendations and outcomes have been implemented into a Waste Prevention programme of work. The newly developed Waste Prevention Board will be used as a means of reporting progress made with regard to bulky waste re-use.</td>
<td>➡️ ▲</td>
</tr>
<tr>
<td></td>
<td>• Develop, publish and deliver a new Waste Prevention programme</td>
<td>By October 2016</td>
<td>Complete.</td>
<td>➡️ ▲</td>
</tr>
<tr>
<td></td>
<td>• Invest in renewable energy technology on corporate buildings to generate a revenue stream</td>
<td>A saving of £75,000 generated from investment in solar panels on corporate buildings by March 2017</td>
<td>Complete.</td>
<td>➡️ ▲</td>
</tr>
<tr>
<td><strong>We will</strong> regularly review all council services and property to ensure they remain fit for purpose and affordable</td>
<td>• Deliver the Council Medium Term Financial Plan (2016-2019) and the savings of £45.5 million for 2016/17 agreed by Council in February 2016</td>
<td>Service Reviews implemented by March 2017 to deliver additional savings of £5.2 million</td>
<td>The Council’s Service Review Programme remains on track. The staffing reduction programme is forecast to achieve gross revenue savings of £5.2m, however is currently RAG rated amber because the Business Support Review for Health and Care Services Directorate started later than planned and may only achieve part year effect in 2016/17 but is now forecast to exceed the target for 2017/18.</td>
<td>➡️</td>
</tr>
<tr>
<td></td>
<td>• Rationalise and, where properties are to be retained, invest in our properties to support redesign of services</td>
<td>Deliver a Capital Programme of schemes totalling £119 million in 2016/17</td>
<td>Projects all on track to achieve the £3.3m target in full as planned.</td>
<td>➡️ ▲</td>
</tr>
<tr>
<td>Indicator</td>
<td>Description</td>
<td>Rate/Percentage</td>
<td>RAG (against target)</td>
<td>Direction of travel</td>
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<tr>
<td>-----------</td>
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<td>----------------------</td>
<td>---------------------</td>
</tr>
<tr>
<td>BS3</td>
<td>Sickness absence reduced to 8 working days lost per full-time employee in 2017/18</td>
<td>13.21 days</td>
<td>R</td>
<td>Sustained</td>
</tr>
<tr>
<td>CPDP4</td>
<td>A saving of £75,000 generated from investment in solar panels on corporate buildings by March 2017</td>
<td>100%</td>
<td>G</td>
<td>Sustained</td>
</tr>
<tr>
<td>CG1</td>
<td>% of FOI and EIR requests dealt with within 20 day statutory timescale</td>
<td>66%</td>
<td>R</td>
<td>Improving</td>
</tr>
<tr>
<td>CG2</td>
<td>% of corporate complaints dealt with satisfactorily at informal stage</td>
<td>77%</td>
<td>R</td>
<td>Declining</td>
</tr>
<tr>
<td>CG3</td>
<td>% of Children Act Complaints resolved at stage 1</td>
<td>82%</td>
<td>A</td>
<td>Declining</td>
</tr>
</tbody>
</table>
### Indicator: CG5
**Description:** Average number of working days to resolve adult social care complaints.

<table>
<thead>
<tr>
<th>Rate/Percentage</th>
<th>RAG (against target)</th>
<th>Direction of travel</th>
<th>Variance from target</th>
</tr>
</thead>
<tbody>
<tr>
<td>52 days</td>
<td>R Declining</td>
<td></td>
<td>49%</td>
</tr>
</tbody>
</table>

- **Good Performance:** Target 16/17
- **Cumbria 16/15:** Cumbria 15/16
- **SN 15/16:** National 15/16

**Commentary:** During 2016-17, the average number of days taken to resolve Health and Care complaints was 52 (154 Complaints). Whilst this remains off-target (35 Days), latest performance represents an improvement compared with 2015-16 (60 Days). A detailed review of complaints is underway led by AD Transformation.

### Indicator: CG6
**Description:** % of Subject Access Requests dealt with within 40 day statutory timescale.

<table>
<thead>
<tr>
<th>Rate/Percentage</th>
<th>RAG (against target)</th>
<th>Direction of travel</th>
<th>Variance from target</th>
</tr>
</thead>
<tbody>
<tr>
<td>66%</td>
<td>R Sustained</td>
<td></td>
<td>-26.7%</td>
</tr>
</tbody>
</table>

- **Good Performance:** Target 16/17
- **Cumbria 16/15:** Cumbria 15/16
- **SN 15/16:** National 15/16

**Commentary:** During 2016-17, 191 Subject Access Requests were received, 126 (66%) were dealt with within the statutory time limit (40 calendar days). Whilst this represents an improvement in comparison with 2015-16 (h Qtr 3 2016/17 (63%), performance remains off-target (90%).

### Indicator: HTF1
**Description:** Increase by 10% from 344 to 378 the number of active volunteers by March 2017

<table>
<thead>
<tr>
<th>Rate/Percentage</th>
<th>RAG (against target)</th>
<th>Direction of travel</th>
<th>Variance from target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exceeded 378</td>
<td>G Sustained</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **Good Performance:** Target 16/17
- **Cumbria 16/15:** Cumbria 15/16
- **SN 15/16:** National 15/16

**Commentary:** At 378 the target number of volunteers has been exceeded.

### Indicator: ERS3
**Description:** Reduce total household waste produced to less than 483.7 kg per person (14/15 total)

<table>
<thead>
<tr>
<th>Rate/Percentage</th>
<th>RAG (against target)</th>
<th>Direction of travel</th>
<th>Variance from target</th>
</tr>
</thead>
<tbody>
<tr>
<td>488.15kg per person</td>
<td>G Sustained</td>
<td></td>
<td>1.0%</td>
</tr>
</tbody>
</table>

- **Good Performance:** Target 16/17
- **Cumbria 16/15:** Cumbria 14/15
- **SN 15/16:** National 15/16

**Commentary:** Performance is based on data reported to DEFRA for Qtr3, which is reported a quarter in arrears.

### Indicator: ERS4
**Description:** Increase the proportion of household waste recycled above 15/16 rates

<table>
<thead>
<tr>
<th>Rate/Percentage</th>
<th>RAG (against target)</th>
<th>Direction of travel</th>
<th>Variance from target</th>
</tr>
</thead>
<tbody>
<tr>
<td>44%</td>
<td>G Sustained</td>
<td></td>
<td>3%</td>
</tr>
</tbody>
</table>

- **Good Performance:** Target 16/17
- **Cumbria 16/15:** Cumbria 15/16
- **SN 15/16:** National 15/16

**Commentary:** Performance is based on data reported to DEFRA for Qtr3, which is reported a quarter in arrears.

### Indicator: ERS5
**Description:** Reduce the total tonnage of household waste sent to landfill to less than 35,000 tonnes (estimate based on 2xperforming MBTs and no external influences e.g. floods)

<table>
<thead>
<tr>
<th>Rate/Percentage</th>
<th>RAG (against target)</th>
<th>Direction of travel</th>
<th>Variance from target</th>
</tr>
</thead>
<tbody>
<tr>
<td>38420</td>
<td>R Sustained</td>
<td></td>
<td>10%</td>
</tr>
</tbody>
</table>

- **Good Performance:** Target 16/17
- **Cumbria 16/15:** Cumbria 14/15
- **SN 15/16:** National 15/16

**Commentary:** The total landfill tonnage as reported to DEFRA is anticipated to be over the target principally because aggregates produced as an output from the MBTs were previously anticipated to be recycled but are actually being used for roads on landfill sites and under DEFRA reporting guidance this is reported as landfill. Note that this does not result in an additional cost to the Council, and the tonnage of 38,420 for 2016/16 is a significant reduction compared to 48,985 tonnes reported for 2015/16. The reduction is due to better availability of the MBT plants and the fallout of tonnages due to the 2015 floods.

### Indicator: ERS6
**Description:** Reduce the proportion of household waste sent to landfill to less than 15%

<table>
<thead>
<tr>
<th>Rate/Percentage</th>
<th>RAG (against target)</th>
<th>Direction of travel</th>
<th>Variance from target</th>
</tr>
</thead>
<tbody>
<tr>
<td>15.8%</td>
<td>G Sustained</td>
<td></td>
<td>1.0%</td>
</tr>
</tbody>
</table>

- **Good Performance:** Target 16/17
- **Cumbria 16/15:** Cumbria 15/16
- **SN 15/16:** National 15/16

**Commentary:** Performance is based on data reported to DEFRA for Qtr3, which is reported a quarter in arrears. There have been no diversions of waste to landfill from the MBTs in Qtr4 so final performance is anticipated at least to maintain this position.
What is the Report About? (Executive Summary)

1. The purpose of this report is to seek Cabinet’s recommendation to Full Council that the modifications recommended by the Inspector should be made and that the Cumbria Minerals and Waste Local Plan and the Policies Map should be formally adopted.

2. Copies of the Cumbria Minerals and Waste Local Plan and the Policies Map, together with the Inspector’s report, have been placed in the Group offices and are on the Council’s website. The Local Plan and Policies Map incorporate the modifications that have been recommended by the Inspector.

Recommendation of the Corporate Director

3. That Cabinet recommend to Full County Council that the Minerals and Waste Local Plan and the Policies Map are formally adopted.

Background to the Proposals

4. The Cumbria Minerals and Waste Local Plan covers the 15-year period from 2015 to 2030. It sets out the Council's policies for the provision for mineral working, for safeguarding mineral resources and associated mineral developments, and for waste management. It covers those parts of Cumbria that are outside of the Lake District and Yorkshire Dales National Parks. The Plan is a single document structured in three sections - Strategic Policies, Development Control Policies and Site Allocations, together with a Policies Map. The Policies Map has been produced in six parts, because of the range of information that it is required to include. There are also seven insert maps that have been produced at a larger scale, in order to make it easier to see details. The following is a summary of the progressive stages of the Local Plan to date.

5. Following five rounds of public consultation, the Cumbria Minerals and Waste Local Plan and the Policies Map were submitted to the Planning Inspectorate on 9 September 2016 in accordance with Regulation 22 of the Town and Country Planning (Local Planning) (England) Regulations 2012. Their examination by the appointed independent Inspector then commenced and included three weeks of
Hearing sessions held in public, during November and December 2016; mineral issues were considered in Kendal in the first week, waste issues in Kendal in the second week and nuclear issues in Workington the third week. Individuals and organisations who had submitted representations were able to make their comments in person to the Inspector.

6. As a result of discussions at the Hearing sessions, County Council officers produced a Table of Main Modifications, which was placed on the Council’s website at the end of the Hearing, at the request of the Inspector. This document (reference ED52) sets out changes required to ensure that the Local Plan’s policies are sound and legally compliant (under section 20(7C) of the 2004 Planning and Compulsory Purchase Act as amended). Also at the request of the Inspector, further discussion with both Copeland Borough Council and Centrica PLC was undertaken by County Council officers, once the Hearing sessions were closed. This was to agree wording where possible, for modifications to Local Plan policies and supporting text; for example, to provide greater clarity on the policy approach to the use of land adjacent to the Sellafield complex (site allocation CO32 in Site Allocation Policy 3).

7. Following agreement by Cabinet on 16 March 2017, the updated Table of Main Modifications (set out in Appendix 2), and an accompanying Sustainability Appraisal on those modifications, was issued for a six-week public consultation from 27 March to 5 May 2017. Responses to this consultation were forwarded to the Inspector, in order for her to finalise her report and recommendations to the County Council. 14 responses were received on the consultation; 7 responded with ‘no comment’ and 7 requested further modifications to make the Plan sound.

8. Responses to the consultation were forwarded to the Inspector, in order for her to finalise her report and recommendations to the County Council. The Inspector’s recommendations in her Final Report will require minor alterations to those Main Modifications that went out for consultation. The principal areas of change to the Local Plan were concerned with providing clarity for all users and stakeholders, to ensure conformity with national policy, to factually update those areas where national policy progress and change had been made, and to remove duplication. The five main topic areas where modifications were required are:

- radioactive waste – to provide clarity on the Council’s strategy approach; add context on the capacity to manage radioactive waste in Cumbria; provide clarity on the policy approach to site allocation CO32 (land adjacent to Sellafield); ensure that radioactive waste is appropriately considered in monitoring of the Plan; and some factual updates;

- conventional wastes – the addition to the Plan itself, of text and tables that are set out in the Waste Needs Assessment, for ease of use and to provide clarity;

- minerals – to provide clarity on the policy approach to slag banks, building stones, gypsum, industrial limestones and brick-making mudstones; ensure consistency with national policy; plus some factual updates;

- environmental assets – to ensure consistency with national policy and to provide flexibility in the policies;
new National Park boundaries – to provide clarity regarding minerals and waste planning procedures and policy in the new extension areas; includes addition of the new boundaries to the Policies Map.

9. The Inspectors’ recommendations, set out in Appendix 1, are binding on the County Council and there are only two options:-

- accept the Inspectors’ recommended changes in full; or
- withdraw the Cumbria Minerals and Waste Local Plan and Policies Map

To withdraw the Cumbria Minerals and Waste Local Plan and Policies Map may invite a Direction by the Secretary of State to submit them to him for consideration.

10. It is considered that none of the recommended modifications involve fundamental changes to the policies that were approved by Cabinet on 24 March 2016 for submission to the Secretary of State. It is therefore recommended that the Cumbria Minerals and Waste Local Plan and the Policies Map are amended to incorporate the modifications set out in the Inspector’s report and are recommended for adoption by the County Council.

11. Following adoption, the Town and Country Planning (Local Planning) (England) Regulations 2012 require, among other things, that the documents are made available for inspection and published on the Council’s website, together with a statement about their adoption. The adoption statement has to be sent to those people who asked to be notified. Any person who is aggrieved by the decision to adopt has a six week period in which to apply to the High Court for judicial review.

Options Considered and Risks Identified

Option (a)

- The County Council can resolve to adopt the Cumbria Minerals and Waste Local Plan and the Policies Map, with the changes recommended in the Inspector’s report.

Option (b)

- The County Council can resolve not to adopt the Cumbria Minerals and Waste Local Plan and the Policies Map, with the changes recommended in the Inspector’s report.

Risks – A decision not to adopt would, in effect, mean that the County Council intends to restart the Plan preparation process. It could lead to the Secretary of State requiring the documents to be submitted to him for consideration. Option (a) is therefore recommended.

Reasons for the recommendation/Key benefits

- The draft Cumbria Minerals and Waste Local Plan and the Policies map have been subject to extensive public consultation and an examination in public.
• The key benefits of having a Local Plan, is that it identifies suitable locations for minerals and waste development, it gives certainty to developers and it drives investment.

Financial – What Resources will be needed and how will it be funded?

12. The purpose of this report is to seek a recommendation from Cabinet to forward the Cumbria Minerals and Waste Local Plan and the Policies Map Development Plan Documents to Council and recommend that it should be formally adopted. There are no financial implications of this recommendation.

Legal Aspects – What needs to be considered?

13. Under the Planning and Compulsory Purchase Act 2004, the Council is required to produce a Minerals and Waste Local Plan. The Cumbria Minerals and Waste Local Plan is part of the Council’s Policy Framework. It is a function of Cabinet to recommend to Council the Policy Framework and any policies and strategies that form part of the Policy Framework.

As detailed in the report, the changes made since the previous Cabinet decision, 16 March 2017, arise from a consultation based on the Planning Inspectorate’s recommendations. The risks of not recommending the plan are detailed above.

Council Plan Priority – How do the proposals contribute to the delivery of the Council's stated priorities?

14. The relevant Council Plan Priority is:

   **Infrastructure: To provide a safe and well managed highway network, secure infrastructure improvements and support local economic growth.**

   The Local Plan is directly relevant, as it identifies commercial sites and puts plans in place to make available mineral resources for development and locates suitable waste sites.

What is the Impact of the Decision on Health Inequalities and Equality and Diversity Issues?

15. An initial Equality Impact Assessment formed part of the Statement of Community Involvement (SCI), another was carried out jointly for the Minerals and Waste Development Framework Core Strategy and Generic Development Control Policies, and one was undertaken for the Minerals and Waste Local Plan in April 2016. No negative equality issues were identified as arising from the plan making process, and this conclusion is considered still relevant to the Local Plan.

Appendices and Background Documents

Appendix 1 – Recommendations from the Inspector’s report
Appendix 2 – Summary of Main Modifications identified by the Inspector
Key Facts

Electoral Division(s): All

<table>
<thead>
<tr>
<th>Executive Decision</th>
<th>Key Decision Included in Forward Plan</th>
<th>Exempt from call-in</th>
<th>Exemption agreed by scrutiny chair</th>
<th>Considered by scrutiny, if so detail below</th>
<th>Environmental or sustainability assessment undertaken?</th>
<th>Equality impact assessment undertaken?</th>
</tr>
</thead>
<tbody>
<tr>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
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</tbody>
</table>

Approved by Cabinet Member/s on – 5 July 2017

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 following decision 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)

A further, supplementary consultation was recommended by Cabinet in regard to additional sites proposed, on 24 September 2015 (Minute 59)

Cabinet recommended that Full Council agree to publish the Minerals & Waste Local Plan for a period of public consultation prior to submission to the Secretary of State, and delegate authority to the Corporate Director Environment & Community Services in association with the Cabinet Member for Environment to undertake any editing required prior to submission, on 24 March 2016 (Minute 143)

The Main Modifications to the Cumbria Minerals and Waste Local Plan were recommended for public consultation by Cabinet on 16 March 2017 (Minute 120)

Consideration by Overview & Scrutiny

Not considered by Overview & Scrutiny
Background Papers

Planning Inspectorate report PINS/ H0900/429/13, dated 19 June 2017

Report Author

Sue Brett, 01539-713409, sue.brett@cumbria.gov.uk
APPENDIX 1

Planning Inspector’s recommendations for the soundness of the Local Plan

Non-Technical Summary

This report concludes that the Cumbria Minerals and Waste Local Plan [the Plan] provides an appropriate basis for the planning of the County’s minerals and waste, provided that a number of Main Modifications [MMs] are made to it. Cumbria County Council has specifically requested me to recommend any MMs necessary to enable the Plan to be adopted.

All the MMs were proposed by the Council, and were subject to public consultation over a six-week period. I have recommended their inclusion in the Plan after considering all the representations made in response to consultation on them.

The Main Modifications can be summarised as follows:

- Inserting details of superseded policies;
- Explaining the Plan’s remit with respect to new National Park designations;
- Expanding on the overall strategy and strategic objectives;
- Providing more quantitative and explanatory details on waste arisings, capacity and minerals provision;
- Providing more policy support for certain developments;
- Adjusting minerals and waste strategies;
- Amending Development Control Policies;
- Adding triggers for review and monitoring provisions for radioactive waste;
- Adjusting allocations policies.
Summary of Main Modifications identified by the Inspector
for full Table of Main Modifications, see: http://www.cumbria.gov.uk/planning-environment/policy/minerals_waste/MWLP/MainMods.asp

<table>
<thead>
<tr>
<th>Ref No.</th>
<th>Page No.</th>
<th>Paragraph/Policy/Figure/Table/Map/Box</th>
<th>Proposed Main Modification</th>
<th>Reason for Proposed Modification</th>
</tr>
</thead>
<tbody>
<tr>
<td>MM1</td>
<td>1</td>
<td>Paragraph 1.5 and Appendix 1</td>
<td>Insert text in paragraph 1.5 and add new Appendix 1, listing the policies that will be superseded and replaced by the new Local Plan policies</td>
<td>Legal requirement and to provide clarity regarding superseded policies</td>
</tr>
<tr>
<td>MM2</td>
<td>1</td>
<td>Following paragraph 1.6 and Appendix 2</td>
<td>Insert new paragraphs 1.7, 1.8 and 1.9 to explain the impact of the new National Park boundaries on minerals and waste planning and policy in the extension areas. Add new Appendix 2, showing the new areas designated as National Park on a map.</td>
<td>To provide clarity regarding minerals and waste planning in the National Park extension areas</td>
</tr>
<tr>
<td>MM3</td>
<td>9</td>
<td>Box 2.2 Overall Strategy</td>
<td>Insert new bullet points at the end of the Box, to explain the Council’s strategic approach to radioactive waste</td>
<td>To clarify the strategy approach to the radioactive waste industry in Cumbria</td>
</tr>
<tr>
<td>MM4</td>
<td>10, 11</td>
<td>Box 2.3 Strategic Objectives</td>
<td>Add text into Objective 4, on the aim for net self-sufficiency in waste management.</td>
<td>To clarify the County Council’s aim for net self-sufficiency in waste management</td>
</tr>
<tr>
<td>MM5</td>
<td>16</td>
<td>Paragraph 3.15 and Table 3.3</td>
<td>Insert text in paragraph and add new Table, to illustrate the available waste management capacity at built facilities in Cumbria at the end of 2014.</td>
<td>To illustrate the waste capacity at facilities in Cumbria</td>
</tr>
<tr>
<td>MM6</td>
<td>18</td>
<td>Following paragraph 3.22 and Table 3.4</td>
<td>Insert new paragraph 3.23 and add new Table, to provide information on the scenario taken forward in the Waste Needs Assessment, and to show future waste arisings, in line with the National Planning Policy for Waste</td>
<td>To illustrate the predicted future waste arisings in Cumbria</td>
</tr>
<tr>
<td>MM7</td>
<td>18</td>
<td>Table 3.3</td>
<td>Update Table 3.3 to show information from 2010 to 2014 for waste imports and exports to/from Cumbria.</td>
<td>To provide the reader with a better understanding of historical waste self-sufficiency in Cumbria</td>
</tr>
<tr>
<td>MM8</td>
<td>22</td>
<td>Following paragraph 3.38</td>
<td>Insert new paragraph 3.39, to provide information on sites likely to come forward during the Plan period and to ensure that the Plan is in line with the National Planning Policy for Waste in terms of future waste management</td>
<td>To provide clarity</td>
</tr>
<tr>
<td>MM9</td>
<td>24</td>
<td>Following paragraph 3.46 and Table 2.10</td>
<td>Insert new paragraph 3.47 and add new Table 3.10, to provide clarity on how exemptions have been taken into account in the Waste Needs Assessment</td>
<td>To provide an overview of the principal waste exemptions</td>
</tr>
<tr>
<td>MM10</td>
<td>24</td>
<td>Paragraph 3.47</td>
<td>Replace paragraph with up-to-date information on the Waste Needs Assessment</td>
<td>To factually update the Plan</td>
</tr>
<tr>
<td>MM11</td>
<td>25</td>
<td>Paragraph 3.48</td>
<td>Amend date in the first sentence of this paragraph</td>
<td>To factually update the Plan</td>
</tr>
<tr>
<td>Ref No.</td>
<td>Page No.</td>
<td>Paragraph/Policy/Figure/Table/Map/Box</td>
<td>Proposed Main Modification</td>
<td>Reason for Proposed Modification</td>
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<tr>
<td>MM12 and MM13</td>
<td>25</td>
<td>Paragraph 3.48</td>
<td>Amend the fourth bullet of this paragraph, to provide clarity on waste capacity available if time extensions for existing waste management facilities are not granted. Amend the final bullet of this paragraph, to provide further information on waste management capacity that has emerged since the Plan was submitted.</td>
<td>To provide clarity</td>
</tr>
<tr>
<td>MM14</td>
<td>25</td>
<td>Paragraph 3.50 and Table 3.11</td>
<td>Add new sentence at the end of this paragraph and a new Table, to illustrate the predicted future non-inert landfill requirements in Cumbria.</td>
<td>To provide clarity</td>
</tr>
<tr>
<td>MM15</td>
<td>26</td>
<td>Paragraph 3.56 and Table 3.12</td>
<td>Add new text, split this paragraph into two and add new Table, to provide an update and context on inert landfill requirements in Cumbria.</td>
<td>To illustrate predicted future inert landfill requirements in Cumbria</td>
</tr>
<tr>
<td>MM16</td>
<td>27</td>
<td>Paragraph 3.59</td>
<td>Amend paragraph, to link back to the conclusions set out in the Waste Needs Assessment.</td>
<td>To provide clarity</td>
</tr>
<tr>
<td>MM17</td>
<td>29</td>
<td>Paragraph 3.66</td>
<td>Amend this paragraph and split into two, to provide clarification on agricultural waste data, and to update the Plan on sewage waste.</td>
<td>To provide clarity and a factual update</td>
</tr>
<tr>
<td>MM18</td>
<td>31</td>
<td>Policy SP3 Waste capacity</td>
<td>Amend the Landfill section of this policy, to illustrate priority on the approach to planning applications for landfill in the county.</td>
<td>To provide clarity</td>
</tr>
<tr>
<td>MM19</td>
<td>39</td>
<td>Paragraph 4.14 Following paragraph 4.18</td>
<td>Factually correct the text on radioactive waste stored at Sellafield in this paragraph. Insert new paragraphs 4.19 to 4.24, to provide context on the capacity to manage radioactive waste in the county.</td>
<td>Factual amendment</td>
</tr>
<tr>
<td>MM20</td>
<td>39</td>
<td>Paragraph 4.28</td>
<td>Insert new sentence at the beginning this paragraph, to explain that the management of radioactive waste should comply with national policy.</td>
<td>To provide clarity</td>
</tr>
<tr>
<td>MM21</td>
<td>42</td>
<td>Policy SP4 Transparent decision making</td>
<td>Add a new bullet at the end of policy SP4, to explain that the management of radioactive waste should comply with national policy.</td>
<td>To aid clarity</td>
</tr>
<tr>
<td>MM22</td>
<td>44</td>
<td>Paragraphs 4.35 and 4.36, new following paragraph</td>
<td>Amend paragraphs 4.35 and 4.36, insert new paragraph 4.37, to provide clarity on the County Council’s policy approach to site allocation CO32 (land adjacent to Sellafield).</td>
<td>To provide clarity</td>
</tr>
<tr>
<td>MM23</td>
<td>44</td>
<td>Paragraph 4.39</td>
<td>Amend the last sentence of this paragraph, to provide clarity on the County Council's definition of ‘rigorous assessment’ in connection with the optioneering process to assess the available management options for radioactive waste in the county.</td>
<td>To provide clarity</td>
</tr>
<tr>
<td>Ref No.</td>
<td>Page No.</td>
<td>Paragraph/Policy/Figure/Table/Map/Box</td>
<td>Proposed Main Modification</td>
<td>Reason for Proposed Modification</td>
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</tr>
<tr>
<td>MM25</td>
<td>48</td>
<td>Policy SP6 Higher activity radioactive wastes</td>
<td>Add a new bullet at the beginning of Policy SP6, to explain that the management of radioactive waste should comply with national policy.</td>
<td>To aid clarity and to ensure consistency with Policy SP5</td>
</tr>
<tr>
<td>MM26</td>
<td>53</td>
<td>Paragraph 5.18</td>
<td>Amend paragraph 5.18 to ensure consistency with the National Planning Policy Framework.</td>
<td>To ensure consistency with the NPPF</td>
</tr>
<tr>
<td>MM27</td>
<td>53</td>
<td>Following paragraph 5.18 and new Tables 5.3, 5.4 and 5.5</td>
<td>Insert new paragraph 5.19, to provide context on the link between the Local Plan and the Local Aggregates Assessment. Insert three new Tables, to provide an overview of current aggregates requirements in Cumbria.</td>
<td>To provide clarity</td>
</tr>
<tr>
<td>MM28</td>
<td>61</td>
<td>Paragraph 5.56</td>
<td>Amend paragraph 5.56 to ensure consistency with the National Planning Policy Framework.</td>
<td>To ensure consistency with the NPPF</td>
</tr>
<tr>
<td>MM29</td>
<td>62</td>
<td>Following paragraph 5.61 and Table 5.10</td>
<td>Insert new paragraphs 5.62 and 5.63, and add new Table, provide the context for gypsum, as an industrial mineral, in Cumbria.</td>
<td>To provide clarity</td>
</tr>
<tr>
<td>MM30</td>
<td>63</td>
<td>Paragraph 5.64</td>
<td>Add text to paragraph 5.64 and split into two paragraphs, to provide the context for brick-making mudstones in Cumbria.</td>
<td>To provide clarity</td>
</tr>
<tr>
<td>MM31</td>
<td>63</td>
<td>Paragraph 5.65 and following new paragraph</td>
<td>Amend paragraph 5.65 and insert new paragraph 5.66, to provide the context for industrial minerals in Cumbria and to ensure consistency with the National Planning Policy Framework.</td>
<td>To provide clarity and ensure consistency with the NPPF</td>
</tr>
<tr>
<td>MM32</td>
<td>65</td>
<td>Paragraph 5.72</td>
<td>Insert new text at the end of this paragraph, to provide clarity on the uses of building stone waste in Cumbria.</td>
<td>To provide clarity</td>
</tr>
<tr>
<td>MM33</td>
<td>65</td>
<td>Following paragraph 5.72; and new Table 5.11</td>
<td>Insert new paragraphs 5.73, 5.75, 5.76 and 5.78, add new Table, to provide the context for building stones in Cumbria. Add identification of current building stone quarries to the Policies Map.</td>
<td>To provide clarity</td>
</tr>
<tr>
<td>MM34</td>
<td>67</td>
<td>Paragraph 5.78</td>
<td>Amend the first sentence of this paragraph, to provide clarity on the range of minerals encompassed by hard rock.</td>
<td>To provide clarity</td>
</tr>
<tr>
<td>MM35</td>
<td>77</td>
<td>Policy SP7 Minerals provision and safeguarding</td>
<td>Amend and add text in Policy SP7; split policy into two policies, to ensure consistency with the National Planning Policy Framework.</td>
<td>To ensure consistency with the NPPF</td>
</tr>
<tr>
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<tr>
<td>MM36</td>
<td>78</td>
<td>Policy SP10 Industrial limestones</td>
<td>Amend the first sentence of this policy, to ensure consistency with the National Planning Policy Framework.</td>
<td>To aid clarity and to ensure consistency with the NPPF</td>
</tr>
<tr>
<td>MM37</td>
<td>100, 101, 102</td>
<td>Policy SP14 Environmental assets</td>
<td>Amend the final two sections of this policy on Heritage Designations, to ensure consistency with the National Planning Policy Framework.</td>
<td>To aid clarity and to ensure consistency with the NPPF</td>
</tr>
<tr>
<td>MM38</td>
<td>103</td>
<td>Policy SP15 Restoration and afteruse</td>
<td>Amend Policy SP15, to ensure consistency with the National Planning Policy Framework.</td>
<td>To aid clarity and ensure consistency with the NPPF</td>
</tr>
<tr>
<td>MM39</td>
<td>105</td>
<td>Following paragraph 10.7</td>
<td>Insert new paragraph 10.8, to ensure consistency with Planning Practice Guidance.</td>
<td>To aid clarity and to ensure consistency with PPG</td>
</tr>
<tr>
<td>MM40</td>
<td>105</td>
<td>Policy SP16 Section 106 planning obligations</td>
<td>Amend policy, to ensure consistency with the National Planning Policy Framework.</td>
<td>To aid clarity and ensure consistency with the NPPF</td>
</tr>
<tr>
<td>MM41</td>
<td>117</td>
<td>Policy DC2 General criteria</td>
<td>Insert new criterion b., to provide clarity on the policy approach to air quality management. Amend policy to remove duplicated text.</td>
<td>To provide clarity and to remove duplication across policies</td>
</tr>
<tr>
<td>MM42</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MM43</td>
<td>119</td>
<td>Policy DC4 Quarry blasting</td>
<td>Amend second paragraph of this policy, to provide flexibility on peak blasting velocities in the policy.</td>
<td>To provide flexibility</td>
</tr>
<tr>
<td>MM44</td>
<td>121</td>
<td>Policy DC6 Cumulative environmental impacts</td>
<td>Amend first paragraph of this policy, to provide flexibility in the policy.</td>
<td>To provide flexibility</td>
</tr>
<tr>
<td>MM45</td>
<td>124</td>
<td>Policy DC8 Renewable energy use and carbon reduction on existing minerals and waste sites</td>
<td>Insert a new bullet as bullet number 6, to ensure consistency with the June 2015 Ministerial Statement regarding wind turbines.</td>
<td>To ensure consistency with national policy</td>
</tr>
<tr>
<td>Ref No.</td>
<td>Page No.</td>
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<td>Proposed Main Modification</td>
<td>Reason for Proposed Modification</td>
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<tr>
<td>MM46</td>
<td>125</td>
<td>Paragraph 14.5 and following new paragraph</td>
<td>Amend this paragraph and insert new paragraph, to provide clarity on the policy approach to hazardous waste in the Plan.</td>
<td>To provide clarity</td>
</tr>
<tr>
<td>MM47</td>
<td>125</td>
<td>Paragraph 14.6</td>
<td>Amend the second sentence of this paragraph, to provide clarity on the use of development control policies to determine radioactive waste proposals.</td>
<td>To provide clarity</td>
</tr>
<tr>
<td>MM48</td>
<td>126, 127</td>
<td>Policy DC9 Criteria for waste management facilities</td>
<td>Amend first paragraph of this policy, to provide clarity that it is not to be used for the determination of radioactive waste management proposals. Insert text into the Key Criteria for facility types e. and g., to ensure consistency within the policy.</td>
<td>To provide clarity and to ensure consistency</td>
</tr>
<tr>
<td>MM49</td>
<td>128</td>
<td>Policy DC10 Criteria for landfill and landraise facilities</td>
<td>Amend first paragraph of policy, to remove duplicated text regarding driving wastes up the waste hierarchy.</td>
<td>To remove duplication</td>
</tr>
<tr>
<td>MM50</td>
<td>129</td>
<td>Paragraph 15.4</td>
<td>Amend paragraph, to provide clarity on the policy approach to building stones.</td>
<td>To provide clarity</td>
</tr>
<tr>
<td>MM51</td>
<td>131</td>
<td>Policy DC12 Criteria for non-energy minerals development</td>
<td>Amend policy, to provide clarity on the policy approach to Areas of Search for non-energy minerals.</td>
<td>To provide clarity</td>
</tr>
<tr>
<td>MM52</td>
<td>131</td>
<td>Paragraph 15.6</td>
<td>Amend paragraph, to ensure consistency with the National Planning Policy Framework.</td>
<td>To ensure consistency with the NPPF</td>
</tr>
<tr>
<td>MM53</td>
<td>132</td>
<td>Policy DC13 Criteria for energy minerals</td>
<td>Amend Policy DC13, to ensure consistency within the policy on text for social and environmental impacts, and to ensure consistency with national policy on both climate change and underground coal mining.</td>
<td>To ensure consistency within the policy and with national policy</td>
</tr>
<tr>
<td>MM54</td>
<td>135, 136</td>
<td>Paragraph 15.26</td>
<td>Add a final sentence to the end of this paragraph, to provide clarity on the policy approach to slag banks in Cumbria.</td>
<td>To provide clarity</td>
</tr>
<tr>
<td>MM55</td>
<td>137</td>
<td>Paragraph 15.27</td>
<td>Amend the last sentence of this paragraph, to provide clarity on why a Mineral Safeguarding Area has not been identified for building stones in Cumbria.</td>
<td>To provide clarity</td>
</tr>
<tr>
<td>MM56</td>
<td>137</td>
<td>Following paragraph 16.5</td>
<td>Insert new paragraphs 16.6 and 16.7, to provide clarity on the policy approach to ecological networks.</td>
<td>To provide clarity</td>
</tr>
<tr>
<td>MM57</td>
<td>141</td>
<td>Policy DC16 Biodiversity and geodiversity</td>
<td>Amend the first bullet of this policy, to provide flexibility in the policy.</td>
<td>To provide flexibility</td>
</tr>
<tr>
<td>MM58</td>
<td>142</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Ref No.</td>
<td>Page No.</td>
<td>Paragraph/Policy/Figure/Table/Map/Box</td>
<td>Proposed Main Modification</td>
<td>Reason for Proposed Modification</td>
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<tr>
<td>MM59</td>
<td>143, 144</td>
<td>Policy DC17 Historic environment</td>
<td>Amend Policy DC17 to ensure consistency with the National Planning Policy Framework.</td>
<td>To ensure consistency with the NPPF</td>
</tr>
<tr>
<td>MM60</td>
<td>151</td>
<td>Paragraph 16.38</td>
<td>Amend paragraph 16.38, to ensure consistency with the most up-to-date and relevant national guidance on soils and their protection as a resource.</td>
<td>To ensure consistency with national policy</td>
</tr>
<tr>
<td>MM61</td>
<td>153</td>
<td>Paragraph 16.49</td>
<td>Amend the first sentence of this paragraph, to ensure consistency with both the National Planning Policy Framework and Planning Practice Guidance.</td>
<td>To ensure consistency with the NPPF and PPG</td>
</tr>
<tr>
<td>MM62</td>
<td>155</td>
<td>Policy DC22 Restoration and afteruse</td>
<td>Amend the title of Policy DC22 to ‘aftercare’, to ensure consistency with the National Planning Policy Framework.</td>
<td>To ensure consistency with the NPPF</td>
</tr>
<tr>
<td>MM63</td>
<td>156</td>
<td>Paragraph 17.4</td>
<td>Add a final bullet point to this paragraph, to ensure that radioactive waste is appropriately considered in policy implementation and monitoring.</td>
<td>To provide clarity</td>
</tr>
<tr>
<td>MM64</td>
<td>157</td>
<td>Paragraph 17.7</td>
<td>Amend paragraph, to ensure that radioactive waste is appropriately considered in policy implementation and monitoring.</td>
<td>To provide clarity</td>
</tr>
<tr>
<td>MM65</td>
<td>157</td>
<td>Table 17.1</td>
<td>Amend table to include organisations, roles and responsibilities concerning the implementation of the Plan with regard to radioactive wastes.</td>
<td>To provide clarity</td>
</tr>
<tr>
<td>MM66</td>
<td>158</td>
<td>Paragraphs 17.9, 17.10, 17.11</td>
<td>Amend paragraphs, to clarify the monitoring and implementation process.</td>
<td>To provide clarity</td>
</tr>
<tr>
<td>MM67</td>
<td>159</td>
<td>Following paragraph 17.11</td>
<td>Insert new Table, to provide context on the range of triggers for a full or partial review of the Local Plan.</td>
<td>To provide clarity</td>
</tr>
<tr>
<td>MM68</td>
<td>164</td>
<td>Policy SAP1 HWRCs</td>
<td>Insert a sentence at the beginning of this policy, to provide clarity on which Household Waste Recycling Centre allocations will be supported.</td>
<td>To provide clarity</td>
</tr>
<tr>
<td>MM69</td>
<td>164</td>
<td>Paragraph 18.5 and Table 18.1</td>
<td>Amend this paragraph and add new Table, to illustrate the suitability of the site allocations for the range of waste management facilities available.</td>
<td>To provide clarity</td>
</tr>
<tr>
<td>MM70</td>
<td>164</td>
<td>Policy SAP2 Waste treatment and management facilities</td>
<td>Insert a sentence at the beginning of this policy, to clarify which site allocations are considered suitable in principle and which will be considered under development control policy DC9.</td>
<td>To provide clarity</td>
</tr>
<tr>
<td>MM71</td>
<td>164</td>
<td></td>
<td>Insert a new section at the end of this policy, to clarify support for appropriate waste proposals at existing industrial estates in Cumbria.</td>
<td>To provide clarity</td>
</tr>
<tr>
<td>MM72</td>
<td>164</td>
<td>Paragraph 18.6</td>
<td>Amend this paragraph, to provide the context for appropriate waste proposals at industrial areas in Cumbria.</td>
<td>To provide clarity</td>
</tr>
<tr>
<td>Ref No.</td>
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<tr>
<td>MM73</td>
<td>167</td>
<td>Paragraphs 18.18 and 18.19</td>
<td>Amend paragraph 18.18, to provide greater clarity on the policy approach to future landfill requirement for Sellafield's own radioactive Very Low Level Waste.</td>
<td>To provide clarity</td>
</tr>
<tr>
<td>MM74</td>
<td>167, 168</td>
<td>Paragraphs 18.21, 18.22, 18.23</td>
<td>Amend these paragraphs, to provide greater clarity on the policy approach to use of land adjacent to the Sellafield complex (site allocation CO32).</td>
<td>To provide clarity</td>
</tr>
<tr>
<td>MM75</td>
<td>168</td>
<td>Policy SAP3 Radioactive wastes treatment, management, storage and disposal</td>
<td>Amend this policy, to provide greater clarity on the policy approach to use of land adjacent to the Sellafield complex (site allocation CO32).</td>
<td>To provide clarity</td>
</tr>
<tr>
<td>MM76</td>
<td>169</td>
<td>Following paragraph 18.26</td>
<td>Insert new paragraph 18.27, to provide clarity on the policy approach to a southward extension to Roose Quarry (site allocation M27).</td>
<td>To provide clarity</td>
</tr>
<tr>
<td>MM77</td>
<td>169</td>
<td>Paragraph 18.29</td>
<td>Amend paragraph and title, to provide clarity on the policy approach to slate and building stones</td>
<td>To provide clarity</td>
</tr>
<tr>
<td>MM78</td>
<td>170</td>
<td>Following paragraph 18.33</td>
<td>Insert new paragraph 18.34, to provide clarity on the difference between minerals Preferred Areas and Areas of Search.</td>
<td>To aid clarity</td>
</tr>
<tr>
<td>MM79</td>
<td>170</td>
<td>Policy SAP4 Areas for minerals</td>
<td>Insert new sentence at the beginning of this policy, to provide clarity on the difference between minerals Preferred Areas and Areas of Search. Remove site allocation M14, to reflect the granting of planning permission at Kirkby Slate Quarry in November 2016.</td>
<td>To provide clarity and a factual update</td>
</tr>
<tr>
<td>MM80</td>
<td></td>
<td></td>
<td></td>
<td>Factual update</td>
</tr>
<tr>
<td>MM81</td>
<td>172</td>
<td>Paragraph 18.38</td>
<td>Remove site allocation M31 Salthouse from this paragraph, to reflect the current unavailability of the site.</td>
<td>Factual update</td>
</tr>
<tr>
<td>MM82</td>
<td>173</td>
<td>Policy SAP5 Safeguarding of existing and potential railheads and wharves</td>
<td>Add introductory paragraph, to provide clarity on the policy approach to railheads and wharves. Remove site allocation M31 Salthouse, to reflect the current unavailability of the site.</td>
<td>To provide clarity and to provide a factual update</td>
</tr>
</tbody>
</table>
What is the Report About? (Executive Summary)

1. The purpose of this report is to ask Members to consent to the making of Regulations by the Secretary of State to establish Transport for the North as a Sub National Transport Body under section 102E of the Local Transport Act 2008, as amended by the Cities and Local Government Devolution Act 2016.

2. The consent of each Constituent Authority is required to the making of Regulations by the Secretary of State before the Regulations can be made through the parliamentary process. It is intended that TfN will be incorporated as a Sub National Transport Body by April 2018, subject to parliamentary process and timetables.

3. Members are also asked to approve in principle the transfer of Rail North Limited to TfN following its inauguration and the signing of a new Rail Franchise Management Agreement with TfN replicating as far as possible the arrangements entered into in respect of Rail North Limited.

4. Complete and final draft Regulations are not available at the time of the circulation of this report. In the instance that they are still not available by the date of the meeting of Cabinet a revised set of recommendations will be tabled for consideration by Cabinet Members to allow for a delegation of authority to give consent on behalf of the Council.

Recommendation of the Corporate Director

That Cabinet consents to:

5. the making by the Secretary of State for Transport of Regulations under Section 102E of the Local Transport Act 2008 to establish Transport for the North as a Sub National Transport Body;

6. the transfer of Rail North Limited to TfN so that it can be subsumed within TfN;

7. the signing of a new Rail Franchise Management Agreement with TfN replicating as far as possible the current Rail North Limited Members Agreement;
8. continuation of the payment of the current funding for Rail North Limited to TfN after its inauguration.

**Background to the Proposals**

9. In 2014, Transport for the North was established building on the ‘One North’ report produced by the Core Cities in the North of England of Manchester, Liverpool, Leeds, Newcastle and Sheffield, and the subsequent ‘Rebalancing Britain: From HS2 Towards a National Transport Strategy’ report from Sir David Higgins, then Chair of HS2 Ltd. Sir David’s report recommended aligning Local Authorities from the five Core Cities under a single body called Transport for the North.

10. In 2015, the geographical scope of TfN was broadened to include all areas of the North of England. Since 2015 Cumbria has had representation on the TfN Partnership Board through the Leader of Lancashire County Council and the Chair of Cumbria LEP.

11. The purpose of TFN is to transform the transport system of the North of England through the planning and delivery of the improvements needed to truly connect the region with fast, frequent and reliable transport links driving economic growth and creating a Northern Powerhouse.

12. As part of this programme of improvements and devolution of transport strategy to a more local level the Local Transport Authorities came together to form Rail North Limited. The functions of Rail North Ltd include the management of the TransPennine Express and Northern rail franchises on behalf of the Secretary of State for Transport. In December 2015, Cabinet members agreed that the Council should enter into the Members’ Agreement for Rail North Limited.

13. In October 2016 TfN submitted a proposal to the Secretary of State for Transport that TfN should be established as the first Sub National Transport Body (STB) under the provisions of Section 102E of the Local Transport Act 2008 as amended by the Cities and Local Government Devolution Act 2016. This proposal was given the consent of all 19 potential Constituent Authorities of TfN. Cumbria County Council’s Cabinet approved the submission of the proposal on 21 July 2016.

**TfN Membership**

14. The 19 Constituent Authorities of TfN included in the proposal are:

- Greater Manchester Combined Authority
- Liverpool City Region Combined Authority
- North East Combined Authority
- Sheffield City Region Combined Authority
- Tees Valley Combined Authority
- West Yorkshire Combined Authority
- Cumbria County Council
- Lancashire County Council
North Yorkshire County Council
Blackburn with Darwen Unitary Authority
Blackpool Unitary Authority
Cheshire East Unitary Authority
Cheshire West and Chester Unitary Authority
Warrington Unitary Authority
City of York Unitary Authority
East Riding of Yorkshire Unitary Authority
Hull Unitary Authority
North Lincolnshire Unitary Authority
North East Lincolnshire Unitary Authority

The TfN Proposal

15. The proposal submitted by the Constituent Authorities in October 2016 included the following key provisions:

- All Constituent Authorities will be entitled to appoint a representative to TfN and such representative to normally be the Elected Mayor or Leader;
- Decisions will be expected to be unanimous but where voting is required votes will be weighted in accordance with the populations of the areas of each Constituent Authority;
- Decisions in relation to the Budget, the adoption of a Transport Strategy and the Constitution will require a Super Majority;
- Funding will be provided by the Secretary of State and no decision to require financial contributions from Constituent Authorities can be made without the agreement of each Authority;
- There will be appropriate mechanisms for Scrutiny of TfN’s decisions;
- Rail North Limited will be wholly owned by TfN;
- A wider Partnership Board including representatives of government bodies and LEPs will be set up to inform TfN’s decision making.

16. The Secretary of State has now formally responded to the Proposal submitted and has indicated that he is minded to make Regulations creating TfN as the first Sub National Transport Body with the following broad functions:

- The preparation of a Northern Transport Strategy;
- The provision of advice on the North’s priorities as a Statutory Partner in the Department for Transport’s investment processes;
- The co-ordination of regional transport activities (such as smart ticketing), and the co-management of the TransPennine Express and Northern rail franchises through the acquisition of Rail North Ltd.

17. Regulations are currently being drafted which will reflect the terms of the Proposal in so far as they have been agreed by the Secretary of State and will give TfN the statutory powers to carry out these functions.

18. A draft TfN constitution has been drawn up which includes provisions which reflect and implement the Proposal. The constitution will be subject to approval at the first meeting of TfN following its inauguration.
Powers and Functions of TfN

19. The specific powers and functions which will be given to TfN through the Regulations and by legislation, subject to parliamentary approval, are as follows:

- To prepare a Transport Strategy for the TfN area in accordance with section 102 of the Local Transport Act 2008;
- To provide advice to the Secretary of State about the exercise of the transport functions in the TfN area;
- To be consulted in relation to rail franchise agreements for services to and from or within its area;
- To co-manage with the Secretary of State the TransPennine Express and Northern rail franchises;
- To co-ordinate the carrying out of specified transport functions that are exercisable by its different Constituent Authorities with a view to improving the effectiveness and efficiency of the carrying out of these functions;
- To promote and co-ordinate road transport schemes;
- To make proposals to the Secretary of State for the transfer of transport functions to TfN;
- To make other proposals to the Secretary of State about the role and functions of TfN;
- To undertake Smart Ticketing within the TfN area;
- To promote and oppose local or personal bills in Parliament;
- To pay Capital Grants to support the funding and delivery of joint projects;
- To exercise some powers delegated from the Secretary of State in relation to highways under the Highways Act 1980.

20. Before exercising any transport powers or functions it may hold concurrently with any of the Constituent Authorities within the TfN area, TfN will consult Authorities and enter into a Protocol covering the way in which these functions will be exercised.

21. To support their proposed functions Transport for the North are developing a Strategic Transport Plan. The June 2017 Strategic Transport Plan update has identified a range of strategic priorities a number of which encompass Cumbria and includes a commitment to preparation of a study looking at strategic infrastructure requirements in the area between Cumbria and North East England.

TfN decision-making arrangements

22. TfN will operate through a delegation to its Chief Officers of all its functions other than those specifically reserved to TfN.

23. The decisions specifically reserved to TfN are:
   - Adopting and changing the constitution;
   - The adoption, approval, amendment, modification, revision, variation, withdrawal or revocation of a Transport Strategy under Section 102H of the Local Transport Act 2008;
   - The approval of the business plan and budget;
The approval of the report of the Chief Executive setting out proposals for the co-ordination of TfN’s functions, the numbers and grades of staff required and the organisation, appointment and management of staff;

The determination of collective terms and conditions of staff.

24. Though TfN as a corporate body will consist of the representatives of the 19 Constituent Authorities (the Statutory Board), there is an aspiration that it will continue to operate where appropriate through a Partnership Board. The Partnership Board will consist of representatives of all 19 Constituent Authorities, representatives of the 11 LEPs, and representatives of the Department for Transport and other government agencies. The Board will also include the following Authorities which are members of Rail North Ltd but will not be Constituent Authorities of TfN. These Authorities will be co-opted members of TfN in relation to rail matters:

- Staffordshire County Council
- Nottinghamshire County Council
- Derbyshire County Council
- Derby City Council
- Lincolnshire County Council
- Nottingham City Council
- Stoke-on-Trent City Council

Committees and sub groups

25. Rail North Limited will be replaced by a Committee of TfN. As a Rail North Member Authority Cumbria County Council will be represented and have the same voting rights as it currently does under Rail North Limited’s Memorandum and Articles. In order for Rail North Limited to be subsumed into TfN all the current Members of Rail North Limited will need to formally agree the proposals for the transfer. The Rail North Committee will consider and advise TfN on all matters relating to rail transport in the Rail North area including the promotion and improvement of rail services, and oversee the performance management of the franchise obligations for the TransPennine Express and Northern rail franchises.

26. A Rail Partnership Board will be set up which will include representatives of DfT. This Board will make recommendations in relation to strategic priorities for rail investment and in relation to existing and future rail franchises. TfN will participate in the Highways North Board with representatives from DfT and Highways England. The role of this Board will be to make recommendations in respect of the future Roads Investment Strategy and competitive major roads funding programmes.

27. TfN will also establish an Audit & Governance Committee and a Scrutiny Committee.

Voting

28. The constitutional arrangements for TfN provide for weighted voting in accordance with a matrix which gives the representative of each Constituent
Authority a vote which is weighted to reflect the population of the area of the Constituent Authority. This is based on each area’s resident population divided into portions of 200,000. This gives Cumbria County Council 3 votes out of a total of 84.

29. A decision to approve the Budget, to approve the Constitution or to adopt the Northern Transport Strategy will require an increased majority of 75% of the weighted votes and a simple majority of the Members of TfN.

30. It is proposed that TfN should be entitled to co-opt Members and that such co-opted Members should have voting rights. It is further proposed that those Authorities which are members of Rail North Limited but which will not be a Constituent Authority of TfN (the Rail North Authorities) should each be entitled to appoint a representative to be a co-opted Member of TfN with a right to speak and vote on rail franchise matters.

31. The voting in relation to rail franchise matters shall be weighted in accordance with a voting matrix which reflects the voting arrangements for Rail North Limited. Current Rail North Ltd weighted voting arrangements are based on rail usage on relevant rail services to and from each area resulting in Cumbria County Council having 40 votes (4%).

TfN Funding

32. TfN is funded through government grant and although future funding decisions will remain the responsibility of the government at the time, establishing TfN in statute means it has the stability and permanence to be confident of long term central Government support.

33. Constituent Authorities may be required to contribute to the costs of TfN but only after a unanimous decision of all the 19 Constituent Authorities and after receipt of written consent to the proposal from each Constituent Authority. Unless unanimously agreed otherwise, the apportionment of any financial contributions would be determined on the basis of the resident populations of each of the Constituent Authorities.

34. The arrangements for contributions already in place in respect of Rail North Limited however will remain in place. Currently, the Council’s contribution to the costs of Rail North Limited is £1,435 per year which equates to 4% of the approximate £36,000 total contribution from all Member Authorities.

35. TfN will be entitled to accept voluntary contributions towards its costs from any of the Constituent Authorities.

Consent to the Making of the Regulations

36. ‘Working Draft’ Regulations have been received by the Council. The draft regulations are incomplete in that they are silent on the matter of highways powers although it is understood that DfT has agreed that the Secretary of State’s powers under the Highways Act 1980 may be delegated down to TfN.
37. Before the Secretary of State may make these Regulations each of the 19 Constituent Authorities must consent to the making of the Regulations. It is anticipated that the Secretary of State will send a letter to each of the Constituent Authorities during the summer requesting formal consent to the making of the Regulations. The letter will request a response within 14 days.

38. Complete and final draft Regulations are not available at the time of circulation of this report. In the instance that they are still not available by the date of the meeting of Cabinet a revised set of recommendations will be tabled for consideration by Cabinet Members to allow for a delegation of authority to give consent on behalf of the Council.

39. The creation of Transport for the North as a Sub National Transport Body could provide an important route for the Council, with the LEP and other partners, to influence prioritisation of transport infrastructure and rail franchising improvements and secure investment needed for key infrastructure improvement projects in Cumbria.

40. The Statutory Partner role that TfN will have through the Rail North Partnership Board and the Highways North Board has the potential to be a new and important route to secure prioritisation of Cumbria's transport infrastructure priorities in the DfT's long-term national investment programmes through Highways England and Network Rail.

41. Cumbria LEP, through the development of the Cumbria Infrastructure Plan and the supporting Strategic Investment Plan, has a clear articulation of priorities that has informed the development so far of the draft Strategic Transport Plan. TfN has identified a number of Strategic Development Corridors and Connectivity Priorities around which to develop business cases to inform the prioritisation of TfN’s investment priorities. The Strategic Development Corridors include ‘Connecting the Energy Coasts’ and ‘West Coast to Sheffield City Region’. These provide a robust basis for making the case for the appropriate interventions to improve Cumbria’s connectivity with the rest of the North of England, and Scotland.

42. The creation of TfN is a strong indication from the Government and DfT in particular that TfN will be the key body through which it will engage with the North. The Council’s membership of TfN provides opportunities to influence key regional and national stakeholders and investment plans. If the Council was not to be effectively engaged in this body there would be risks that the Council’s existing channels of engagement and influence with key decision-makers on transport investment would be lost or weakened as the Government and other national stakeholders focus their engagement through TfN.

43. The Council’s current role and influence in respect of rail franchises would substantially remain unchanged as a result of TfN’s acquisition of Rail North Ltd. TfN has a stated longer-term ambition to secure the franchising role currently held by the Secretary of State for future franchises.

44. By becoming a statutory body, Transport for the North will be able to put forward evidence-based business cases for investment and speak with a single voice on
behalf of the region to central Government, which will have to consider any recommendations as part of its wider plans.

45. The effectiveness of TfN, the ongoing development of the Strategic Transport Plan, and the investment secured through the current Network Rail and Highways England investment planning processes will inform what form and level future devolution from the Secretary of State to TfN takes.

46. It is anticipated that each Constituent Authority will be invited to nominate an Elected Member to represent the Council on the TfN statutory body later in the parliamentary process as implementation timescales are confirmed.

47. In the instance of a Constituent Authority wishing to leave TfN following the making of the Regulations, a decision would be required by the Secretary of State to make further Regulations to change the boundaries of TfN.

Options Considered and Risks Identified

Option (a) To consent to the making of Regulations to establish Transport for the North as a Sub National Transport Body

- This option will enable Regulations to be made that will establish Transport for the North as the country’s first Sub National Transport Body and the Council as a Constituent Authority of the new Body. As a Constituent Authority of TfN, the Council will have a Statutory Partner role in DfT’s investment planning processes providing the Council, as a contributor to a single voice for the North of England influencing strategic investment decisions.

Option (b) To not consent to the making of Regulations to establish Transport for the North as a Sub National Transport Body

- The outcome of this option will be the creation of Transport for the North as the country’s first Sub National Transport Body without the Council as a Constituent Authority.

Option (a) is the recommended option.

Risks – The key risk of following option (b) – not providing consent to the making of Regulations – is that the Council’s influence on strategic national and regional decision-making in respect of investment in transport infrastructure improvements would be significantly weaker in the future. This could result in the delivery of key infrastructure improvements in Cumbria being put at increased risk as securing DfT and national agency investment would be more challenging.

Reasons for the recommendation/Key benefits

- The recommended option (a) – to consent to the making of Regulations – will provide the Council with the opportunity to maximise influence of national and regional investment decisions in respect of transport infrastructure through TfN’s role as a Statutory Partner in DfT’s investment planning processes.
As a Constituent Authority of TfN the Council can contribute to a strong single voice making the case for transport investment in the North of England.

Financial – What Resources will be needed and how will it be Funded?

48. Should Cabinet choose option a) and consent to the making of Regulations to establish Transport for the North as a Sub National Transport Body there should be no additional resource implications for the Council. The current contribution by the Council to Rail North Ltd is funded through the Economy and Highways Budget - this would become payable to TfN on inauguration. TfN is funded through government grant, although this may change in the future, the Council may at a future point be required to make an additional contribution to the costs of TfN, but only if a unanimous decision of all the 19 Constituent Authorities is made to do so. The Council could also if it wished make a voluntary contribution to TfN, there is currently no funding allocated to support an additional contribution.

49. Should Cabinet choose option b) and not consent to this, the Council would not be a Constituent Authority of the Sub National Transport Body. This could impact on the Council’s ability to influence national and regional investment decision making. This could result in Cumbria finding it difficult to secure investment to deliver infrastructure projects in Cumbria and the potential economic benefits that this could bring. (Draft subject to completion of draft Regulations - DBond 17/7/17).

Legal Aspects – What needs to be considered?

50. As indicated in the body of the report, a Sub-National Transport Body (STB) is established by the Secretary of State making regulations under the Local Transport Act 2008 Part 5A.

51. The Secretary of State may only make the regulations with the consent of the Constituent Authorities of the proposed STB.

52. The giving of consent is the last stage of the Constituent Authority approval process.

53. TfN has indicated that the Secretary of State will require an unconditional consent from each Authority.

54. Regulations are made by Statutory Instrument which must be approved by both Houses of Parliament.

55. The decision to consent to the making of regulations is a significant one for the Council. Once the STB has been established by regulations, withdrawal of an Authority from the STB would require the Secretary of State to exercise a power to make regulations to change the boundaries of the STB. The 2008 Act sets out
the statutory process for a request by Constituent Authorities to change the boundaries of the STB and the criteria for approval. SL 17 7 2017

**Council Plan Priority – How do the proposals contribute to the delivery of the Council’s stated objectives?**

56. To provide a safe and well managed highways network, secure infrastructure improvements and support local economic growth we will:

- Seek additional investment in our highways and transport infrastructure
- Work with communities and the Third Sector to develop and deliver local transport solutions
- Support the work of the Cumbria LEP to secure funding, implement initiatives and take action to lead to more, better paid jobs in the county and sustainable growth.

**What is the Impact of the Decision on Health Inequalities and Equality and Diversity Issues?**

57. This decision has no direct impact on health equalities and equality and diversity issues; however, decision-making by TfN in the future will take into account the impacts on such issues through appropriate assessment frameworks.

**Appendices and Background Documents**

None

**Key Facts**

**Electoral Division(s):** All

<table>
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<tr>
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Approved by Cabinet Member/s on – please state date – 4 July 2017

**Previous relevant Council or Executive decisions**

Cabinet 21 July 2016 – that the submission to the government of the Transport for the North proposal (referred to in appendix 1 of the report) to become a Sub National Transport Body is approved.

**Consideration by Overview & Scrutiny**
None

Background Papers
None

Report Author
Angela Jones, Assistant Director – Economy and Environment
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What is the Report About? (Executive Summary)

1. Cycling in Cumbria is recognised as having potential to deliver a wide range of benefits for local communities – from promoting more healthy lifestyles to supporting the local economy. In response, a group of public, private and third sector organisations with an interest in growing the number of people cycling in Cumbria have come together to produce a cycling strategy for Cumbria. The partners include Cumbria County Council, Active Cumbria, British Cycling, the Lake District and Yorkshire Dales National Park Authorities, Cumbria’s six District Councils, Sustrans and the National Trust.

2. The aim of the Cumbria Cycling Strategy is for Cumbria to be one of the best places in the country to cycle with more people cycling more often throughout the county. This report sets out the details and seeks Cumbria County Council agreement to a Cumbria wide cycling strategy.

3. Delivery of the aims within the Cycling Strategy will align with aims in the County Council’s Health and Wellbeing Strategy and Highways Strategy.

Recommendation of the Corporate Director

4. It is recommended that Cabinet agrees the Cumbria Cycling Strategy, which is included at Appendix 1 and agrees to work with partners to secure external resources to deliver the Strategy.

Background to the Proposals

5. The initial partners were Cumbria County Council, Active Cumbria, British Cycling, the Lake District and Yorkshire Dales National Park Authorities, Cumbria’s six District Councils, Sustrans and the National Trust. Engagement during the development of the strategy has added major employers including BAE Systems, GSK and Siemens, to the informal partnership.
6. The development of the Cumbria Cycling Strategy took place in 2016 with input from all partners. The Cumbria Cycling Strategy focused on four priority areas:

- Promoting cycling as part of a healthy lifestyle;
- Enabling cycling to support the Cumbrian economy;
- Promoting Cumbria as an excellent place to cycle; and
- Improving the cycling infrastructure to enable more cycling.

7. For each of the four priorities, a range of activities have been identified.

- **Promoting cycling as part of a healthy lifestyle** encourages residents and visitors irrespective of age or ability to participate in cycling activities and then be able to continue cycling throughout life in order to improve physical and mental wellbeing.

- **Enabling cycling to support the Cumbrian economy** through hosting world class events and improvements to infrastructure, thereby enabling cycling to be a contributor to growth in the Cumbrian economy.

- **By promoting Cumbria as the best place to cycle**, Cumbria will be known as one of the best places to cycle in Britain, requiring marketing of the county and encouraging behavioural change.

- **Improving the cycling infrastructure to enable more cycling** requires investment to develop and improve the cycle network to make it easier and more attractive for people to get on their bikes. This will require funding to be secured to create a network of safe cycle routes and associated infrastructure within and between towns and cities and key attractions and encourage people to cycle to work, to school or for leisure and recreation, reducing CO2 emissions and congestion.

8. For each theme the partnership is identifying actions that the partners could undertake in order to achieve the ambition to increase cycling in all forms in Cumbria. It is recognised that there is no dedicated resource available to deliver this strategy and therefore partners will need to work together to bid for, and secure, external funding to enable delivery of the strategy. In working with partners, the Council is most likely to assist in seeking funding to deliver schemes that align with Council responsibilities. For example, the Council could seek to secure funding to deliver improvements to the cycling infrastructure network or to deliver programmes through Active Cumbria that align with the Council’s public health agenda.

9. The Government published the Cycling and Walking Investment Strategy on 21st April 2017, with the ambition to make cycling and walking the natural choices for shorter journeys and to double the number of cycling journeys by 2025. These are reflected the ambition of the Cumbria Cycling Strategy.

10. Delivery against the strategy will be monitored by the Cycling partnership and progress reported.
Options Considered and Risks Identified

Option (a)
Cabinet does not agree the Cumbria Cycling Strategy.

Option (b)
Cabinet agrees the Cumbria Cycling Strategy, and agrees to work with local partners to secure external funding to support delivery of the strategy.

Option (c)
Cabinet agrees the Cumbria Cycling Strategy with amendments, and agrees to work with local partners to secure external funding to support delivery of the strategy.

Risks

11. Cumbria faces a number of challenges to the wellbeing of the people of Cumbria and to the growth of the local economy.

12. By not agreeing the strategy there is a missed opportunity in addressing health problems associated with physical inactivity.

13. Other regions and counties across the North of England are developing strategies to secure the economic benefits from having a cycling culture and would be better placed to secure funding should Cumbria not have a strategy.

14. Not having an agreed strategy would weaken the Council’s responses to seek funding from developers, including from the nationally significant infrastructure projects.

Reasons for the recommendation/Key benefits

15. The Cumbria Cycling Strategy aims to encourage more people to cycle more often and it will:
   - Inspire people to have healthy lifestyles,
   - Contribute to a reduction in congestion and CO2 emissions,
   - Demonstrate Cumbria’s case for inward investment in cycling to Central Government and the private sector,
   - Maxime the economic benefits of cycling to the county
   - Support economic growth, and
   - Underpin the Cumbria local plans.

Financial – What Resources will be needed and how will it be funded?

16. The purpose of this report is to recommend that Cabinet agrees the Cumbria Cycling Strategy. There is currently no budget to deliver the Strategy, therefore should Cabinet choose the recommended option b), external funding will need to be sought to enable its delivery by the Council and its partners.

17. In developing the Strategy, the Council and partners are likely to be in a stronger position when bidding to secure funding for its implementation. The Government published its Cycling and Walking Investment Strategy on 21 April 2017 and
funding is likely to follow. Should the Council lead on applying for this or any other external funding on behalf of the partnership then the appropriate governance would be followed at that stage in respect of the decision.

18. Should Cabinet choose option a) and not agree the Cumbria Cycling Strategy there would be no direct financial implications. (PCam 27.4.17)

Legal Aspects – What needs to be considered?

19. Under Part 2 of the Constitution Cabinet are empowered to agree strategies and plans that are not in the Policy Framework. (Provisional JW 13.4.17)

Council Plan Priority – How do the proposals contribute to the delivery of the Council’s stated objectives?

20. By agreeing to the Cumbria Cycling Strategy and working to achieve the objectives of the strategy, the Council will be meeting the following Council Plan priorities:

- To enable communities to help shape their local services, promote health and wellbeing and support those in poverty
- To provide a safe and well managed highways network, secure infrastructure improvements and support local economic growth
- To safeguard children and support families and schools so that all children in Cumbria can grow up in a safe environment, and can fulfil their potential

21. In addition, implementation of the strategy would contribute to the delivery of the Cumbria Health and Wellbeing Strategy, notably:

- Outcome 1: Every child has the best possible start in life (through addressing the key areas of tackling childhood obesity and promoting mental health and wellbeing); and
- Outcome 2: Adults live healthy and happy lives (through addressing the key areas of tackling obesity and promoting mental health and wellbeing).

What is the Impact of the Decision on Health Inequalities and Equality and Diversity Issues?

22. Cycling is a form of physical activity that is widely accessible and action is proposed within the strategy to promote it further with groups including the least active and those with the poorest health, helping to tackle health inequalities.

Appendices and Background Documents

Appendix 1 – Cumbria Cycling Strategy
Key Facts

Electoral Division(s): All

<table>
<thead>
<tr>
<th>Executive Decision</th>
<th>Key Decision Included in Forward Plan</th>
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Approved by Cabinet Member/s on – please state date ………………………………..

Previous relevant Council or Executive decisions

Consideration by Overview & Scrutiny

Background Papers

Report Author

Contact: Mark Brierley, Infrastructure Planning Officer, tel: 07825 833997
Email: mark.brierley@cumbria.gov.uk
Cumbria Cycling Strategy
2017-22
The great cycling county
A diverse county offering spectacular on and off-road cycling in lakes, mountains, coast, towns and countryside
Foreword

Cumbria is a great place to cycle. This strategy builds on existing work to make it an even better place to cycle for people who visit and live here. The overarching aim of the strategy is:

“For Cumbria and the Lake District to be one of the best places in the country to cycle with more people cycling more often in our spectacular landscapes.”
Introduction

Our Vision
Our vision is for Cumbria and the Lake District to be one of the best places to cycle in the UK with more people cycling more often in our spectacular landscapes.

Who we are
The Cumbrian Cycling Partnership is open to all who wish to develop cycling in Cumbria. Partners include Cumbria County Council, Active Cumbria, British Cycling, the Lake District National Park Authority, the Yorkshire Dales National Park Authority, Allerdale Borough Council, Barrow Borough Council, Carlisle City Council, Copeland Borough Council, Eden District Council, South Lakeland District Council, Sustrans and the National Trust.

Our strategy will achieve the vision through four main themes:

▪ Promoting cycling as part of a healthy lifestyle;
▪ Enabling cycling to support the Cumbrian economy;
▪ Promoting Cumbria as an excellent place to cycle; and
▪ Improving the cycling infrastructure to enable more cycling.
Cycling in Cumbria

Key Facts

Fred Whitton Ride the classic sportive attracting 2000 amateur riders annually raising £1m for charity to date.

Cumbria County Council is in the top ten local authority cycle training providers and supports cycling for health, transport and tourism.

An outstanding natural environment with 2 National Parks and 3 Areas of Outstanding natural Beauty offering signed on and off-road cycle routes for all abilities with 42 million visitors a year.

The number of residents cycling is increasing and is around 5% of the County’s visitors already cycle during their stay, reducing their carbon emissions by 3% from 2010.

Start of the C2C

Britain’s most popular challenge route

Over 175,000 spectators and £5.36m expenditure generated from Tour of Britain 2016.

Cumbria has the UK’s largest bike shop and over 70 other retail and cycle hire outlets.

Cumbria has high profile employers that already encourage cycling to work and are keen to do more.

2. The Six Best Cycling Sportives of 2015, The Telegraph online, 7th January 2015
3. Tour of Britain in Cumbria, Report Stages 3 and 5, Sweetspot, 2015
5. See www.wheelbase.co.uk
6. Glaxo Smith Kline, BAE Systems Sellafield Ltd and Siemens all have pro-cycling policies.
Cycling for a Healthy Lifestyle

Encourages residents and visitors irrespective of age or ability to participate in cycling activities throughout life in order to improve physical and mental wellbeing.

There is great potential to increase the health and wellbeing of Cumbrian residents and visitors through the development and promotion of cycling. In order to do this we want to expand successful programmes that are already being delivered through a range of national and local partners to provide a countywide coverage alongside developing new initiatives seeking to appeal to a wider and more diverse audience.

The County faces serious challenges in terms of physical inactivity; currently 31% of the adult population in Cumbria is classified as inactive due to achieving less than 30 minutes of Physical Activity per week. Cumbria is a diverse county with an ageing population which has significant health inequalities that differ from locality to locality. We are aware that in Copeland 68% of the adult population is classified as being either overweight or obese. Each area has its own challenges yet these should not be considered in isolation. Our cycling offer needs to reflect the needs and circumstances of all.

The County has benefited from the development of popular cycling activity programmes, including workplace challenge events and regular led rides within communities. Results from the Active People survey indicate that nationally participation in all forms of cycling has continued to increase over the past 10 years and this is mirrored within Cumbria. However, we are equally aware that the latent demand for cycling also continues to increase presenting the County with a great opportunity to attract and cater for new audiences including young people.

We will:

Seek to develop skills and confidence through the provision of cycle training to enable a higher proportion of Cumbria’s residents, particularly children, to cycle regularly.

Seek to expand and develop the current programme of guided rides, with a focus upon attracting new participants from targeted communities whilst also developing new ways to reward and create resilient behaviours within existing participants.

Seek to work with local communities, businesses, and schools to increase physical activity levels through the means of active travel (walking, cycling or multi-mode journeys), enabling cycling to become part of a daily routine.

Seek to expand the variety of cycling activities on offer, through targeted initiatives that give key consideration to promoting pathways into cycling while assuring the sustainability of clubs and other providers. We will seek to appeal to target groups such as teenagers in order to address drop off rates in participation, building upon the success of existing work by British Cycling Go-Ride clubs and Active Cumbria.

Seek to promote and advocate the health associated benefits of cycling to encourage sustained behaviour change. We will encourage people to become and stay active using targeted campaigns aimed at key audiences, inspiring more people to cycle.
Cycling supporting the Cumbrian Economy

Cycling will be significant contributor to growth in the Cumbrian economy.

Cycling contributes to the economy in numerous ways. It can be a business in its own right, e.g. cycle retail, hire and repair services. Cycling can also benefit other businesses e.g. food and accommodation providers. In addition, cycling offers a healthy, environmentally-friendly and inexpensive means of travel to access local goods and services, employment and education.

Major employers such as Glaxo Smith Kline, BAE and Sellafield Ltd, actively encourage and support cycle commuting. Employees will have greater access to work by bicycle, enabling employers to recruit and retain staff, minimising the impact of commuting and increasing productivity. For many people, cycling to work in Cumbria is part of the reason that they have chosen to live and work in the area.

Cumbria already supports England’s biggest bike shop, Wheelbase in Staveley, which provides an ‘anchor’ for related businesses, events and cycle rides. Many people are employed in cycling related posts providing cycle skills training, promoting events, offering guided rides or in accommodation and catering services.

The county has successfully hosted a range of cycle sports events, ranging from mass participation events to professional races. The 2nd stage of the 2016 Tour of Britain brought over £5.3m of net income to the Cumbrian economy. Cumbria will continue to bring these events to the county.

We will:

Seek to work with all sectors to encourage and enable cycling to as an attractive, convenient and safe mode of transport to access local goods and services and places of work, education and training.

Seek to provide support to the hospitality sector to develop skill in order to provide an excellent customer experience to cyclists, while working with the cycling industry to improve the skills base required by the sector.

Seek to support world class events and initiatives bringing business into the area, ensuring that cycling has economic benefits for all sectors of the Cumbrian economy, while raising the profile of Cumbria as a destination and a place to live and work.

Seek contributions for high quality cycling infrastructure, identified in Cumbria’s Local Plans will be sought from developers to ease congestion and reduce CO2 emissions.
Promoting Cumbria as the best place to cycle

Cumbria will be known as one of the best places to cycle in Britain.

The measures described earlier in this strategy will make Cumbria the very best place to cycle in Britain both for recreation and for everyday journeys.

In the meantime, Cumbria and the Lake District already offers a wide diversity for cyclists of all abilities. Its magnificent scenery, challenging upland terrain, gentle valleys, coastline and lake shores, the quiet lanes of the Eden Valley, the traffic-free routes and tracks, the unique Windermere Bike Boat, long distance National Cycle Network (NCN) routes, leading trail centres at Whinlatter and Grizedale forests all make Cumbria an attractive place to cycle. This is complemented by high quality bike hire centres, thriving bike shops, expert training providers, cycle friendly hospitality and accommodation, fast-growing community cycling clubs, guided rides for all abilities, a committed network of volunteers, as well as towns and cities ideally sized for cycling.

We will promote Cumbria’s cycling opportunities to new, occasional, regular and frequent cyclists, including the county’s 500,000 residents and the 40 million visitors who come to the county each year, particularly those visitors with easy access to the county: southern Scotland, North East England, Yorkshire, Lancashire, Greater Manchester, Merseyside and London, which is only three hours away by train.
The international profile of the Lake District National Park and the Yorkshire Dales National Park gives Cumbria a marketing edge that can have benefits for the whole county. We will build on the widespread support and promotion of cycling currently taking place at County and District level and from major partners such as the Lake District and Yorkshire Dales National Park Authorities, the National Trust, the Forestry Commission, British Cycling and Active Cumbria.

We will use the inspiration of major races, such as the Tour of Britain and Tour Series town centre races, to inspire more people to cycle and raise the profile of Cumbria as a cycling destination through the global media exposure that these, and other cycling events, generate.

Where there are gaps in our market information, we will carry out research. We will use our market knowledge to carry out evidence-based advocacy for cycling and the role that it can play in boosting the Cumbrian economy, improving and protecting the environment; saving money for the NHS through increased levels of physical activity all ultimately making Cumbria a better place to live and visit.

We will:

Seek funding to deliver marketing campaigns and new products that expand the local and visitor market for cycling.

Seek to make full use of digital media to promote cycling.

Seek to change behaviour by running targeted marketing campaigns to appeal to new, occasional, regular and frequent cyclists and help residents and visitors sustain continue cycling throughout their lives.

Set up partnerships to support the implementation of the Cumbria Cycling Strategy and attract further investment into cycling. Work together efficiently to share good practice and pool resources to implement the Cumbria Cycling Strategy.
The Bay Cycleway, a 130km family friendly adventure
Improving Cycle Infrastructure

The Cumbria Cycling Strategy shares the objectives of the Government Cycling and Walking Investment Strategy, issued in April 2017, to deliver cycling infrastructure that enables more people to cycle, more often.

Cumbria is an amazing place to cycle. The compact towns are ideally sized for utility cycling and the wider countryside provides a network of beautiful quiet lanes and bridleways offering superb road and mountain biking opportunities. It has a number of famous long distance routes, such as the Coast to Coast, the recently launched Lakes and Dales Loop cycle route around the edge of the County and the Bay Cycleway linking the Cumbrian and Lancashire coasts.

There are, however, some significant infrastructure ‘gaps’ in the urban and rural route network infrastructure and facilities required.

The rights of way network is a fantastic resource enjoyed by millions but the bridleway network is fragmented and has not kept up with modern day demands. We will enhance the network around Cumbria, spreading the benefits and reducing any negative impacts.

Whilst this strategy’s main focus will be on providing routes suitable for new cyclists, occasional cyclists, and families, we are mindful of the requirements of other more confident users. Therefore, we will explore opportunities to improve routes and facilities for mountain bikers and on-road cyclists, thus increasing the number of people cycling for pleasure and everyday journeys.

Infrastructure includes facilities such as cycle parking, public repair stations (bike pump and basic tools), changing rooms, showers and bike washing facilities.

We will:

Seek funding to identify and develop multi user routes within the county’s main towns and city of Carlisle. They will be traffic free wherever possible to improve cycle safety.

Seek funding to identify and provide attractive and safe cycling routes out of the main settlements into the wider countryside, the Lake District and Yorkshire Dales National Parks.

Seek to establish and enhance cycle hubs in key locations.

Seek to plug the gaps – we will work with partners and landowners to improve the rights of way network for cyclists and improve the off-road cycling offer in Cumbria.

Seek to ensure Cumbria becomes an exemplar location for design and installation of cycle routes and infrastructure by using current best practice and guidance in creating new routes and infrastructure.
V1. Northern Cumbria Cycling Map
Cumbria Cycling Strategy
The great cycling county

To NCN72 Hadrians Cycleway
To NCN7 C2C Route
To NCN10 Reivers Route
To NCN68 Pennine Cycleway

Strategic Network
Aspirational Strategic Network
Lakes and Dales Loop
Local Route
Aspirational Local Route

Fred Whitton Sportive Route
Lakes and Dales Loop
Local Route
Aspirational Local Route

Mountain Bike Centre
Cycle Hub
Local Network
V1. Southern Cumbria Cycling Map
Cumbria Cycling Strategy
The great cycling county | 15

Lancaster Canal Towpath Cycleway
Kent Viaduct Crossing

Strategic Network
Aspirational Strategic Network
Local Route
Aspirational Local Route
Fred Whitton Sportive Route
Lakes and Dales Loop
Mountain Bike Centre
Cycle Hub
Local Network
What is the Report About? (Executive Summary)

1. This report has been prepared to both advise Members about the planning requirements for the Youth Offending Service (YOS) and seek approval of the Strategic Plan which requires submission to the Youth Justice Board. Appendix 1 provides Members with the current draft of the Plan for approval.

Recommendation of the Corporate Director

2. **Recommendation 1** – That Cabinet Members recommend to Full Council that the Cumbria YOS Strategic Plan 2017-18 be agreed.

Background to the Proposals

3. In 2008 the Youth Justice Board (YJB), in partnership with Youth Offending Teams (YOT’s), introduced the Youth Justice Planning Framework that consolidated all previous strategic and improvement plans requested from YOTs.

   The objectives of the framework are to:
   - promote YOT performance improvement
   - shape youth justice system improvement
   - improve outcomes for young people

4. As a result of this, the YOS is required to submit a single plan - the Youth Justice Strategic Plan. In order to further support alignment with local planning, there is no pre-set template required by the Youth Justice Board for the Strategic Plan. In relation to the format of the plan, the YJB has stated that:

   “.... the structure and content of the plan has been reduced to assist local areas in drafting a YJ plan that fits with broader planning around community safety and children’s services.”

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1 Whilst there is no template for the plan, there are key headings that must be included i.e Structure & Governance; Resources & Value for Money; Partnership Arrangements; Risks to the future delivery of the three outcome measures.
5. Cumbria YOS Strategic Plan is required to be submitted to the Youth Justice Board by 31st July 2017. However, as this is an earlier submission date than usual, a draft copy of the Strategic Plan will be accepted by the Youth Justice Board, with a final formal submission made after the plan is presented to full council in September 2017. The work of the YOS and the outline of the plan will be presented to the Children and Young People’s Scrutiny Advisory Board.

6. To deliver against our primary aim of preventing offending and re-offending, the YOS not only works to improve the outcomes of young people and thus reduce the risk of a criminal lifestyle, we also work to support victims and improve the safety of Cumbria’s communities.

7. YOS must continue to focus on its key strategic aim of preventing offending by children and young people and the strategic plan sets out how we will do this for the year ahead. However in the current financial climate, we must ensure that the work of YOS reaches across to wider services, working together to focus on building resilient and strong communities and improving outcomes for the most vulnerable children and young people in Cumbria. Many of the children and families we work with are involved with services across the partnership, accessing support at an early help level or from other statutory services. YOS must continue the work we have started to ensure greater alignment with partner services, such as Targeted Youth Support and the new Strengthening Families’ team.

**Options Considered and Risks Identified**

8. The options for Cabinet are:

   **Option (a)**
   - To approve the current draft of the Plan,

   **Option (b)**
   - Request amendments and/or

   **Option (c)**
   - Seek further information/clarification on its contents.

**Risks –
Reasons for the recommendation/Key benefits**

9. Failure to approve submission will mean a key condition of the core Youth Justice Grant will not be met, resulting in the first instalment of the grant being delayed or retained.

10. Delay in approving the plan, could have an impact on the ability to effectively deliver core statutory services
Financial – What Resources will be needed and how will it be Funded?

11. The overall budget for the Youth Offending Service in 2017/18 is comprised of a specific grant from the national Youth Justice Board and contributions from the statutory partners through a combination of cash, in-kind and staffing contributions.

12. In total, the overall resource available to the Youth Offending Service in 2017/18 is £1.473m compared to £1.659m in 2016/17. This equates to a reduction in the total resources available to the YOS of £0.186m. This is due to a service review undertaken in 2016, which resulted in a number of functions within YOS (Restorative Justice, Volunteers, and specific Interventions) merging to form a conduit across the primarily statutory work of YOS and the more Early Help focused work around Alcohol Outreach, Youth Crime prevention, and 16/17 year old homelessness. Therefore the YOS contribution from Cumbria County Council has reduced to fund these posts, housed within the new Specialist Youth Service.

The table below sets out the funding in more detail:

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<th>Funding Source:</th>
<th>2016/17 (£000)</th>
<th>2017/18 (£000)</th>
<th>Variance (£000)</th>
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<tr>
<td>Youth Justice Board Grant</td>
<td>742</td>
<td>745</td>
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<td>Cumbria County Council</td>
<td>490</td>
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<tr>
<td>Police Commissioner</td>
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<td>65</td>
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<td>National Probation Service (NPS)</td>
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<td><strong>cash contribution</strong></td>
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<td><strong>(186)</strong></td>
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<td><strong>NHS Cumbria</strong></td>
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<td><strong>Cumbria Police</strong></td>
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<td><strong>National Probation Service</strong></td>
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<tr>
<td><strong>Total Contributions to the YOS</strong></td>
<td><strong>1,659</strong></td>
<td><strong>1473</strong></td>
<td><strong>(186)</strong></td>
</tr>
</tbody>
</table>
Legal Aspects – What needs to be considered?

13. Under section 40 of the Crime and Disorder Act 1998 the Local Authority is required to formulate and implement for each year a plan setting out how youth justice services in their area are to be provided and funded; how the youth offending team or teams established by them are to be composed and funded; how they are to operate; and what functions they are to carry out. Under Part 2.1 of the Council’s Constitution one of Cabinet’s responsibilities is to make recommendations to Full Council in respect of policy and strategies on the Council’s Policy Framework of which the Youth Justice Strategic Plan is part.

Council Plan Priority – How do the proposals contribute to the delivery of the Council’s stated objectives

14. The work of the Youth Offending Service contributes to and supports a number of themes and the priorities within the Council’s plan:

- **To safeguard children and make sure Cumbria is a great place to grow up:** Through our work with young people, managing the risk they can pose to themselves and others, we not only support those young people who are vulnerable, but reduce the risks they can pose to other young people. The YOS is a member of the Local Safeguarding Children’s Board (LSCB) and additionally has its own internal systems to oversee and manage risks posed to and from the young people we work with. We work hard to ensure that whatever harm young people may have caused by their actions, we recognise and try to help them overcome the factors in their lives that could otherwise limit their future potential, such as substance misuse, poor self-control, disaffection with mainstream opportunities, etc.

- **Enable communities to live safely and shape services locally:** Alongside the above, we work closely with a number of our partners, particularly the Police and National Probation Service, to ensure that the minority of young people who pose a serious risk of harm to others, are managed safely (both in the community and in preparation for release from custody). We also undertake a large amount of Restorative Justice Work, including involvement in the delivery of Community Resolutions; this enables members of the community who are affected by youth crime to influence the responses made to those crime(s).

- **Promote health and wellbeing, and tackle poverty.** Through a number of initiatives, ranging from our Prevention services through to our Intensive Supervision programmes, and involvement in the Focus Family programme, we work with young people and their families to support them to access and benefit from services aimed at promoting their wellbeing and to increase their ability to reach their full potential. Additionally a number of young people and families that we work with are living in poverty, through both direct interventions and partnership projects, we work with young people to develop their Education, Training and Employment opportunities. In this way we aim to increase the likelihood of them gaining employment and a more prosperous future. We know
we still have further work to increase the rate of take up of such opportunities by our young people, but will continue to tackle this in the coming year ahead.

15. The YOS performance and risk management framework supports the above work. The following key Youth Justice outcomes are used nationally to assess the services’ performance:

- Reduction of First Time Entrants to the Youth Justice System
- Reduction in Youth Reoffending
- Use of Custodial Sentences

16. As detailed above, the plan is aligned to and informed by the Council Plan and the AD plan for Early Help and Learning to ensure the “golden thread” from these can inform the personal development plans (PDP) for staff through the appraisal process. Similarly, reference to other key plans e.g. Children and Young People’s Plan, the Community Safety Strategy and the Police and Crime Plan is made in the Youth Justice Strategic Plan to ensure Community Safety and Criminal Justice perspectives are also reflected.

**What is the Impact of the Decision on Health Inequalities and Equality and Diversity Issues?**

17. The key equality issues in respect of the work of the YOS are rurality and supporting young people with a criminal history to access mainstream services. To address these issues, the YOS works closely with statutory and third sector partners to develop supportive, responsive services to enable young people to address their criminal activity and develop their skills to ensure they can take advantage of services that are in place to support them. This support is also a focus upon transition from YOS supervision when the young person turns 18 years old. This includes a new “Youth to Adult” transition process with adult criminal justice services (National Probation and the Community Rehabilitation Company).

**Appendices and Background Documents**

Appendix 1 – The Youth Justice Strategic Plan 2017-2018

**Key Facts**

**Electoral Division(s):**

<table>
<thead>
<tr>
<th>Executive Decision</th>
<th>Key Decision Included in Forward</th>
<th>Exempt from call-in</th>
<th>Exemption agreed by scrutiny chair</th>
<th>Considered by scrutiny, if so detail below</th>
<th>Environmental or sustainability assessment undertaken?</th>
<th>Equality impact assessment undertaken?</th>
</tr>
</thead>
</table>
Approved by Cabinet Member/s on – please state date ……………………………

Previous relevant Council or Executive decisions

Consideration by Overview & Scrutiny

Background Papers

**Report Author** Samantha Starmer, Service Manager, Cumbria Youth Offending Service
CUMBRIA YOUTH OFFENDING SERVICE

STRATEGIC PLAN: 2017-18
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
- Support victims of crime

Our Vision
To reduce youth crime, its impact on the community and in doing so contribute to developing the potential of young people in Cumbria.

We will achieve our vision by:

- Working in partnership with statutory and third sector organisations to provide a coherent and effective response to youth crime, and, improve outcomes and future life chances for young people.
- Adopting a restorative approach wherever possible and helping young people to understand the consequences of their behaviour.
- Ensuring that we have a competent and committed workforce.
- Placing the prevention and reduction of youth crime at the heart of all resource decisions made.
- Providing a quality service which is effective, efficient and value for money.
- Engaging with and listening to the voice of children, young people, their families, and victims in shaping our services.

Cumbria Youth Offending Service is a partnership, created by the Crime and Disorder Act 1998, and made up of a range of statutory and other key partners. The County Council, under the auspices of the Crime and Disorder Act 1998, are responsible for establishing and maintaining a Youth Offending Service in the county in partnership with core agencies (Police, Probation and Health). As such, the Youth Offending Service Strategic Plan needs to be informed by the priorities and cross cutting themes of a range of organisations and partnerships, and in particular:

- The County Council;
- The Children’s Trust Board;
- Cumbria Local Safeguarding Children’s Board’
- Safer Cumbria Partnership and
- MAPPA Strategic Management Board.

During the last 12 months Cumbria Youth Offending Service has continued to develop and by engaging in effective partnership working, has contributed to driving forward reductions in Youth Crime in Cumbria.

Achievements and Developments 2016- 2017:-

Particular areas of development and achievement have been:

- Cumbria YOS were subject to a Short Quality Screening Inspection in July 2016. Although there is no judgement rating awarded for these Inspections, the feedback received was positive, with improvements in practice being noted by the Inspectors since the last Inspection in June 2014. The report commented on the excellent range of Interventions available through the Junior Attendance Centre and our effective engagement with young people.

- The last 12 months has again seen a reduction in the number of young people receiving custodial sentences, a reduction of 25%.
There has been continued development of the Interventions available to young people as part of community reparation and court ordered activities.

Close liaison with Specialist Youth Services and successful development of the ONE awards, offered as part of Junior Attendance centre and Unpaid work requirements, helping to engage young people and raise aspirations.

Commissioning of the AIM 2 Assessment training for selected staff members, to enable in house delivery of assessment and intervention for young people displaying sexually harmful behaviour.

Further involvement with the County’s Child Sexual Exploitation strategy, with representation and contribution from area Team Practice Managers at the County CSE Oversight group, leading to increased information sharing, mapping and development of multi-agency diversionary approaches.

Ongoing work with the Children in Custody group, to look at improving the outcomes of young people at arrest stage, including exploration of issues around young people held overnight, PACE beds and safeguarding during detention in Police custody.

Staff have adapted well to the introduction of ASSET Plus, the new holistic assessment framework, used with all young people on statutory intervention including Youth Cautions.

Improvements have been achieved in the communication and liaison with the local area SEND teams ensuring that young people’s needs are appropriately identified and planned for, both in the community and in custody.

Improved involvement has been seen in the early help offer for Cumbria, with increased participation in Early Help Panels and multi-agency work with cases stepping down from Children's Social Care.

**STRUCTURE AND GOVERNANCE**

The YOS is hosted within the Council’s Children and Families Service Directorate but has recently moved from the Early Help and Learning business area to the Children and Families area. In 2016, certain areas of the Directorate, including the Youth Offending Service were subject to a service review - the new structure was agreed in July 2016. This involved changes to the management structure and the shifting of some specialist interventions staff into the newly formed Specialist Youth Service. The County Practice Manager role was replaced by a YOS Service manager, who in effect, takes on the role of Head of Service. YOS continues to be overseen by the Senior Manager for Targeted Youth Support and Early Help. The Senior Manager is line managed by the Assistant Director, Children’s and Families, and is also held to account through the multi-agency YOS Management Board.

The new YOS structure is attached at appendix 1 and the County Council strategic structure is attached at appendix 2.

The service review has resulted in a number of functions within YOS (Restorative Justice, Volunteers, and specific Interventions) merging to form a conduit across the primarily statutory work of YOS and the more Early Help focused work around Alcohol Outreach, Youth Crime prevention, and 16/17 year old homelessness. This structure has removed an element of "separation" which existed previously across these areas and provides an opportunity to build a stronger read across these areas, reducing potential duplication of work with some young people. It also builds opportunities to increase the influence of Restorative Justice, and, community based work (i.e. Junior Attendance Centre’s accredited learning and Unpaid Work community projects) to be available for young people out-with statutory supervision, but who may still benefit from structured support in the community.
The YOS Management Board
The leadership, composition and role of the management board are critical to the effective delivery of local youth justice services. The YOS Management Board is made up of senior management representatives from both statutory and other key partners. Board Members are:

- Cumbria Constabulary Acting Assistant Chief Constable, Sean Robinson (Chair)
- Cumbria Constabulary, Community Safety Inspector Jon Sherlock
- Cumbria County Council, Assistant Director, Children and Families Service, Deborah Evans
- Cumbria Partnership NHS Foundation Trust, CAMHS Strategic Manager, Jacqui McConville
- Head of Cumbria National Probation Service, Sarah Ward
- HMTCS, Justices Clerk, Rachel Bates
- Office of the Police & Crime Commissioner, Head of Partnerships and commissioning, Vivian Stafford
- CRC Service Manager Louise Fisher
- Specialist Youth Services Manager Rob Cartner

The YOS Management Board meets quarterly and receives reports from the YOS to facilitate scrutiny and discussion around key service delivery and performance areas. The Board’s key purposes are:

- To determine the strategic direction of the Youth Offending Service.
- To oversee and monitor the work of the Youth Offending Service.
- To ensure the service is adequately resourced to carry out its statutory function of preventing offending by children and young people.

Geographical Locations
We have three operational teams based across the county in Carlisle (which covers Carlisle & Eden), Workington (which covers Copeland and Allerdale), and Barrow in Furness (which covers Barrow and South Lakes).

The operational teams are made up of a number of directly employed staff and seconded staff. Each operational team contains seconded staff in line with the Crime and Disorder Act requirements and national guidance. These are:

- Probation Officer
- Social Worker(s)
- Education Representative
- Health (Child & Adolescent Mental Health [CAMHS]) practitioner and
- Police Officer

In addition to these seconded staff, generic Youth Offending Service Officers and Low Risk Case workers are employed directly on a permanent basis.

The staff group is made up of a total of:

- 33 staff members
- A “headcount” as at 1st May 2017 of 28 staff members (3 vacant Business support posts, 1 vacant Low risk case worker post and 1 vacant Probation Officer post))
- 11 (39%) are male and 17 female (61%) and
- 27 are white and 1 is black British

The Organisational Chart for the YOS is attached at Appendix 1

Cumbria YOS currently has a volunteer workforce, managed by the Interventions Teams within the Specialist Youth Service, in each local area. Numbers as of 1st May are as follows:
20 operational volunteers county wide, trained in Panel matters and Restorative Justice
14 Female volunteers and 6 Male and
19 White British and 1 Black/ Egyptian

RESOURCES & VALUE FOR MONEY
The Youth Offending Service funding is made up of the Youth Justice Board Grant and funding directly from Cumbria County Council. The Youth Justice Board will issue one grant for 2017-2018, which includes a Junior Attendance Centre grant. Additionally the service receives contributions from statutory partners through a combination of cash, in-kind and staffing.

The total Youth Justice Grant for 2017/18 has been confirmed at £0.745m. This has slightly increased from 2016-2017, from £0.742m to £0.745m.

The YJB grant is utilised to ensure delivery of all requirements as detailed in the YJB Conditions of Grant: ensuring effective delivery of Youth Justice Services as required under the Crime and Disorder Act 1998, and, to enhance practice through support of innovative and progressive practice, in particular:

- Sustaining and developing a committed workforce and continuing to invest in professional development for all staff
- Commissioning of training in AIM 2 assessment and intervention for young people who exhibit Sexually Harmful Behaviour
- Further development of the Interventions Teams located within the Specialist Youth Service to ensure effective development and delivery of Junior Attendance Centres, Unpaid Work, Intensive Supervision and Surveillance, and management of community volunteers
- Development and delivery of Restorative Justice and Services to victims
- Improved management oversight and support for developing practice through the management team as demonstrated in the Structure chart at Appendix 1
- Sufficient service capacity to ensure improving practice, including further engagement in cross cutting areas of work such as the Troubled Families programme, responses to Domestic Violence & Abuse, and identification and prevention of Child Sexual Exploitation

Cumbria County Council Children’s Services contribution to the YOS in 2017/18 is £0.296m. This figure has reduced by £0.194m from the contribution in 2016/17. This is due to services (and therefore staff), moving across to the Specialist Youth Service and redundancies within the service over the last 2 years. Included within the Youth Justice Grant is the funding for the Junior Attendance Centres. The Specialist Youth Service run this order requirement and other requirements, including Unpaid Work, Activity Requirements, Reparation and Intensive Supervision and Surveillance, by having an Interventions Team, made of three Coordinators and 6 support workers for the county. Additionally the Restorative Justice Workers are also housed within this service. Therefore Cumbria YOS contributes £0.174m to the Specialist Youth Service.

The Police and Crime Commissioner provided a grant in 2016/17 of £0.060m which has increased for 2017/18 to £0.065m.

Cumbria Constabulary, the National Probation Service (Cumbria) and Cumbria Partnership NHS Foundation Trust contribute to the Youth Offending Service through seconding their own staff. The overall value of the seconded staff from these partners is £0.357m as it was for 2016-2017. This is a decrease from 2015-2016 of £0.058m due to national changes in the staffing contribution from the National Probation Service. We are now provided with a reduced staffing contribution of up to 18.5 hours in each locality area.

The YOS is committed to working with partners both in the statutory and voluntary sector to ensure all opportunities for more effective and efficient service delivery models are reviewed and implemented where possible.
**Performance Outcomes**

**The Demographic Context**
The Youth Offending Service works primarily with children and young people age 10-17 years although some of our prevention programmes will take referrals from those aged 8 years upwards, and some Court orders require us to supervise young people after they have reached their 18th birthday. In Cumbria there are approximately 45,870 young people aged 10-17 years old. In 2016-17 there were 361 young offenders (although this represents less than 1% of the youth population it is an increase from 2015/16 which saw 245 young offenders).

**Overall Impact on Youth Crime**
As reported in previous Strategic Plans, Cumbria, over recent years has seen a significant reduction in youth crime and numbers of young offenders across the whole system. This is a reflection of the national picture and we are in line with national data on youth crime. Despite the kinds of resource reductions everyone has faced, we have achieved this through maintaining our commitment to focus on evidence-based effective practice with young people who are in the criminal justice system, as well as continued commitment across our partnership to early help in relation to youth crime prevention.

Although within Cumbria and nationally there have been reductions in youth crime over recent years, there have been some increases in numbers for 2016-2017
- The overall number of crimes committed by young people has seen an increase (from 553 offences in 2015-2016 to 611 offences for 2016-2017)
- The overall number of young people involved in the criminal justice system has risen in the last year from 245 young people in 2015-2016 up to 361 young people in 2016-2017
- Reduction in First Time Entrants (FTEs) January 2015 – December 2015 saw a total figure of 174 FTEs. In the same period for 2016 we have seen 172 FTEs, a slight reduction.

(N.B. this data is provided by Youth Justice Board, extracted from Police National Computer)

These increases in numbers of young people in the system are linked in part to our reoffending rates. Although First Time Entrants have slightly reduced and overall youth crime has reduced nationally, young people with entrenched criminal behaviour are remaining in the system for longer and committing offences whilst subject to Court Orders. It is this cohort of young people that we now need to focus on.

**National Outcome Measures**
The Youth Justice Board uses a risk-based monitoring programme, focused on three key outcomes:- therefore, the performance indicators for 2016/2017 against which the Youth Offending Service was measured have been as follows:-
- Reducing the number of first time entrants (FTE) to the youth justice system: These are classified as young people living in England and Wales who receive their first caution, second or conditional caution or conviction based on data gathered by the Police (represented as a rate per 100,000 young people).
- Reducing reoffending: This measure relates to the frequency (number of offences committed per offender) and the binary (% of young people who re-offend within 12 months of being dealt with for their crimes) rates of criminal activity.
- Reducing the use of custodial sentences (represented as a rate per 1000 young people)

These indicators are applied to all Youth Offending Teams within the country and are nationally determined.
Reducing First Time Entrants (FTE):
A key impact of the county’s crime prevention work (including the Youth Crime Prevention service and broader early help/early intervention from partner organisations), has been a decline in First Time Entrants to the Youth Justice System. There has been a dramatic reduction in the number of young people who enter the system with the exception of 2014/15 data which showed a 23% increase. January 2015 – December 2015 saw a total figure of 174 FTEs. In the same period for 2016 we have seen 172 FTEs.
This information is drawn from the Police National Computer (PNC), and has a 3 month time lag on its release from the national Youth Justice Board.

Since May 2017, Cumbria YOS have been working closely with the Police in all three operational areas to review files and contribute to decisions around disposal outcomes for young people. Cumbria YOS are also members of the Out of Court Disposal Scrutiny panel, led by the Office of the Police and Crime Commissioner.
Continuation of this work should further contribute to reducing the rates of First Time Entrants and should also ensure that young people are given the most appropriate disposal consistently across the county.

Reducing The Use of Custodial Sentences

There has been a 25% reduction in the number of custodial sentences in 2016/17 compared to 2015/16.

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<tr>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Custodial Sentences</td>
<td>40</td>
<td>32</td>
<td>29</td>
<td>32</td>
<td>16</td>
<td>12</td>
</tr>
</tbody>
</table>

Nb this is shown as a rate per 1,000 10 to 17 year old population

Work has been ongoing since 2015 to reduce the number of young people receiving custodial sentences and secure remands.
Work around ensuring compliance with orders, through compliance panels and innovative approaches to engagement, has contributed to this success. The use of the Interventions Teams to deliver Unpaid Work requirements, Intensive Supervision and Surveillance and the Junior Attendance centre programme has also contributed to this reduction in rates. The Interventions team offer young people a more tailored, individual needs led approach, to activity within statutory court orders which has increased programme completion rates.

Historically, Cumbria YOS have had higher custodial rates than those in the family YOTS comparison group. We are now starting to fall more in line with this national picture. It is however, important to note that the original analysis used to calculate YOT families (based on socio-economic factors) is almost 10 years old. Over time, demographics and socio-economic factors of the local areas has changed. Caution therefore must be used when using these YOTs families to compare information.

Recent analysis of the custodial population for 2016-2017 has shown that 10 young people received custodial sentences, with 1 young person receiving three sentences in this period. Out of the 10 young people sentenced to custody, all but one was previously known to the YOS and had an offending background. Of these, 6 were sentenced for breach of their current orders in addition to committing new offences. Work in 2017-2018 will focus around ensuring the compliance of these complex and hard to reach young people, who
receive multiple court orders.

Reducing Reoffending

It is important to note that the impact on these rates is tied in with a significant time lapse (12 months) and in this instance covers the period July 2014 – June 2015. In comparing this period to the same period in 2013-2014 there has been an increase in the reoffending frequency rate but a decrease in the overall reoffending rate.

As noted in the SQS Inspection report, many of the children and young people working with Cumbria YOS have significant welfare needs. These complex needs are coupled with entrenched family attitudes to offending in many cases - this impacts greatly on our reoffending rates. Although numbers of first time entrants to the system are gradually reducing year on year, the number of young people reoffending is not. This is in line with the national picture. As the chart below illustrates, reoffending rates are fairly static nationally. Cumbria is just slightly above the national picture and slightly below the North West picture.

The number of reoffenders has fallen from 145 down to 133 but the number of re-offences per reoffender has risen from 2.63 to 3.60 – a picture reflected in our families YOT comparison (2.97 to 3.18).

<table>
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<tr>
<th>Reoffending rates after 12 months</th>
<th>Cumbria</th>
<th>North west</th>
<th>YOT Comparison Group</th>
<th>England</th>
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<tr>
<td>frequency rate – July 14 to June 15 cohort (latest period)</td>
<td>1.42</td>
<td>1.46</td>
<td>1.08</td>
<td>1.26</td>
</tr>
<tr>
<td>frequency rate – July 13 - June 14 cohort</td>
<td>1.08</td>
<td>1.37</td>
<td>1.02</td>
<td>1.18</td>
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<tr>
<td>change from selected baseline</td>
<td>31.3%</td>
<td>6.2%</td>
<td>6.4%</td>
<td>6.4%</td>
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<tr>
<td>binary rate – July 14 to June 15 cohort (latest period)</td>
<td>39.3%</td>
<td>40%</td>
<td>34%</td>
<td>37.7%</td>
</tr>
<tr>
<td>binary rate – July 13 – June 14 cohort</td>
<td>41%</td>
<td>40%</td>
<td>34.2%</td>
<td>37.7%</td>
</tr>
<tr>
<td>percentage point change from selected baseline</td>
<td>-1.6%</td>
<td>0.0%</td>
<td>-0.3%</td>
<td>0.0%</td>
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</table>

Performance for 2016-2017 in the three key areas has continued to build on the positive steps made in previous years. Custody rates are significantly reduced and there now needs to be a focus on evaluating the impact of our work on Community sentences and Reoffending.

A number of areas of work will be launched in 2017-2018, with the aim of addressing this balance and targeting those hard to reach young people, who are entrenched in harmful and criminal behaviours. These will include:

- Continued development of the YOS Quality Assurance programme – much of the work over the last year was focused upon the quality of ASSET Plus assessment – the focus will now move on to a more outcomes led approach
- Launch of a reducing reoffending strategy, focusing around a cohort of complex young people, who will be given extra intensive support through enhanced case management.
- Increased opportunities for young people to participate in the shaping of services delivered by the YOS and wider youth work offer – by identifying a Participation Champion for the Service and further developing links with the Youth Commission and other initiatives.
- Continued work around encouraging compliance in order to further reduce non-compliance rates
- Utilising the services of a data analyst to assist in identifying wider patterns of criminal behaviour and offending through the county in order to appropriately target resources
- Building of the effective collaborative working between YOS and wider Children’s Services teams, especially in relation to Looked after Children, with the development of good practice processes for wider dissemination.
PARTNERSHIP ARRANGEMENTS

Being a multi-agency partnership itself, the YOS works closely with a range of other agencies, seeing this as a key method of ensuring that our priorities and objectives are closely aligned with those of the key strategic partnerships in the county as well as ensuring the most effective use of resources.

The YOS has a key role to play in making the link between criminal justice and social welfare systems.

Through key partner and line management representation, the work of the YOS is represented in the Children’s Trust Board.

In the Safer Cumbria Delivery Board, the YOS remains a key and valued partner that works closely with other Criminal Justice and community partners to support the reduction of crime in the county. This in turn improves victim satisfaction, and works towards supporting a more effective, transparent and responsive criminal justice service for victims and the public.

The YOS is also a core member of the MAPPA (Multi Agency Public Protection Arrangements) Senior Management Board which continues to provide a framework for managing the risks to the public presented by sexual and violent offenders.

Additionally, and as a member of the Local Safeguarding Children’s Board, the YOS is fully engaged in ensuring the safety of children and young people in Cumbria and has been heavily involved in learning and development around Multi Agency Safeguarding training and Learning from Serious Case Reviews. The YOS is represented on both the LSCB’s working and strategic groups in respect of Child Sexual Exploitation and Missing From Home.

The YOS works in partnership with the Focus Families initiative in Cumbria. Focus Families workers are fully involved in the Prevention strategy and are also well established within the Early Help panels. The YOS Service Manager currently chairs one of the Early Help panels to ensure a reach across into this service.

RISKS:

Given the complexities of some of the young people we are working with, Cumbria YOS needs to ensure that we continue to supervise young people with skilled and motivated teams, who are equipped to manage risk and vulnerability, to carry out the statutory aims of the service whilst ensuring the voice of the child is heard, valued and used to inform future practice.

Given the financial challenges that all authorities are facing we must ensure that our structure is fit for purpose and that we can continue to deliver a service that meets the needs of children and young people. It is crucial that we have the right information from data collection to inform future service development and delivery.

The Youth Offending Service Management Board must remain a strong presence, giving direction and challenge and ensuring that partners are fully committed to help support our key objectives.

Should we do nothing to try and tackle our reoffending rates; we will see the numbers of young people back in the system further increase and ultimately impact on our custodial figures. Cumbria YOS needs to ensure that resources are deployed in the right areas to ensure the right interventions are used and gaps in service provision must be picked up and acted upon.

CONCLUSION

Although over the last 3 years performance has improved in all three areas, there is still much work to be done
in targeting our reoffending rates and thus improving the outcomes for those children and young people involved in the Criminal Justice system. The Short Quality Screening Inspection in July 2016 acknowledged that performance had improved since 2014 but also that Cumbria faced challenges in breaking the cycle of behaviour for those young people and families with entrenched offending behaviour. This plan sets out clear objectives for the year ahead in how we can begin, by continuing our partnership working, to break this cycle and improve outcomes for our children and young people.

**APPROVAL & SIGN OFF**

The Plan has been taken through the formal approval routes for all partner organisations, including full County Council. Approval was provided at the YOS Management Board on 14th June 2017 with the signature of the Chair of the Board below confirming this:

**TO BE SIGNED ONCE ALL PARTNERS APPROVE THE PLAN**

Sean Robinson: Acting Assistant Chief Constable Cumbria Constabulary / Chair of YOS Management Board
**CUMBRIA YOUTH OFFENDING SERVICE: Where do We Need to Be?**

<table>
<thead>
<tr>
<th>Cumbria County Council priority</th>
<th>To Safeguard children and support families and schools so that all children in Cumbria can grow up in a safe environment and fulfil their potential</th>
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<tbody>
<tr>
<td><strong>Safer Cumbria Cross Cutting themes</strong></td>
<td><strong>Reoffending and Restorative Justice</strong></td>
</tr>
<tr>
<td>Victim and witness support</td>
<td>An effective and efficient criminal justice system</td>
</tr>
<tr>
<td><strong>Youth offending service priority work areas for 2017-18</strong></td>
<td><strong>Prevent Youth Crime (onset and reoffending)</strong></td>
</tr>
<tr>
<td><strong>Key Actions</strong></td>
<td>• Launch of the Reducing Reoffending programme – tackling a cohort of young people with entrenched criminal behaviours offering enhanced case management.</td>
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<tr>
<td></td>
<td>• To further develop the One award scheme and increase the number of young people receiving accredited awards as part of court orders</td>
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<td></td>
<td>• Complete staff training in AIM 2 Assessment and interventions to address the increase of Sexually harmful behaviours in young people</td>
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<td></td>
<td>• To develop work around mapping and profiling using data analysis</td>
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<tr>
<td></td>
<td>• To further develop the YOS Quality Assurance process to look at how we can measure impact and move to an outcome approach</td>
</tr>
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</table>
Cumbria Youth Offending Service Structure

Samantha Starmer
Youth Offending Service Manager

Chris Carter
Team Practice Manager
(Allerdale & Copeland)

- Paul Toms – Social Worker
- Marie-Claire Telford – YOS Officer
- Lee Cartner – Probation Officer
- Vacant – Low Risk Case officer
- Siobhan Bowness – Education Worker
- Lindsey Stewart – Police Officer
- Matt Bradley – Health Worker
- Vacant – Business Support
- Lisa Worthington – Business Support

Richard Thompson
Team Practice Manager
(Carlisle & Eden)

- Mike Routledge – YOS Officer
- Vicky Boyd – YOS Officer
- Richard Darling – Probation Officer
- Gaynor Lawson – Police Officer
- Paul Ward – Education Worker
- Tina Gilliland – Health Worker
- Belinda Worrall – Low Risk Case Officer
- Margaret Millican – Business Support

Sarka-Jo Cole
Team Practice Manager
(Barrow & South Lakes)

- Eddie Pierre – Social Worker
- Rachel Denning – Social Worker
- Karen Rochford – YOS Officer
- Sally McIntosh – YOS Officer
- Vacant – Probation Officer
- Sue While – Low Risk Case Officer
- Mike Brown – Police Officer
- Jolene Bromley – Education Worker
- Lee Green – Health Worker
- Janet Jepson – Business Support
- Meg Luke – Business Support
Specialist Youth Services Structure

Rob Cartner
Specialist Youth Services Manager

Diane Harrison
Intensive Early Help Manager

Prevention Triage Officers
Carlisle & Eden
Jo Turnbull

Allerdale & Copeland
Ann Kirkby
Barrow & South Lakes
Julia Gundry

Intervention Teams
Carlisle & Eden
Claire Bastiman - Intervention Team Co-ordinator
Kerry Pragnell - Intervention Team Support Worker
Jenna Patterson - Intervention Team Support Worker

Allerdale & Copeland
Clint Howat – Intervention Team Co-ordinator
Paul McNicolus – Intervention Team Support Worker
Karen Pritt - Intervention Team Support Worker

Barrow & South Lakes
Simon Day - Intervention Team Co-ordinator
Steve Hartle - Intervention Team Support Worker
Pamela Donaldson - Intervention Team Support Worker

Health & Well-Being Workers
Carlisle & Eden
Abi Reed

Allerdale & Copeland
Barry Armison
Barrow & South Lakes
Tim Field

Homelessness 16/17 Years Old Case Officers
Carl Nixon – Carlisle & Eden
Helen Walker – Allerdale & Copeland
Emmie Sutherland – Barrow & South Lakes

Restorative Justice Workers
Carlisle & Eden
Linda Holliday

Allerdale & Copeland
Judith Gorge

Barrow & South Lakes
Charlotte Howe

Business Support
Jane Walker
## Funding Source:

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<th>Funding Source</th>
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<tr>
<td>Youth Justice Board Grant</td>
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<td>745</td>
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<tr>
<td>Cumbria County Council</td>
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<td>(194)</td>
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<tr>
<td>Police Commissioner</td>
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<tr>
<td>National Probation Service (NPS) cash contribution</td>
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<td><strong>YOS Budget</strong></td>
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<td>NHS Cumbria</td>
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<tr>
<td>Cumbria Police</td>
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<td>National Probation Service</td>
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<td><strong>Total Contributions to the YOS</strong></td>
<td><strong>1,659</strong></td>
<td><strong>1473</strong></td>
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What is the report about (Executive Summary)?

1. This report requests authorisation for the Council to adopt the Cumbria Children and Young People’s Services Commissioning Framework 2017 to 2027.

2. The Cumbria Children and Young People’s Services Commissioning Framework sets out a 10 year vision for Commissioners to improve services and outcomes for children, young people and families by:
   - Working to a common set of principles and processes that will ensure a higher standard of commissioning leading to better outcomes.
   - Working together to achieve a step change in the ways organisations commission together.

3. The Cumbria Children and Yong People’s Services Commissioning Framework benefits children, young people and families by commissioning services that respond to the voice by placing their aspirations at the heart of commissioning activity, leading to improved health, safety and achievement.

4. The adoption of a Commissioning Framework by Commissioners of local services is:
   - Regarded nationally as good practice by local authorities in the fulfilment of their duty to promote co-operation and integration of health and care services.
   - Further embeds collaborative working practices between multi-agency partners in support of the Children’s and Families Directorate’s improvement journey as a commissioning directorate.
Recommendation of the Corporate Director

Cabinet is asked to approve the Council’s adoption of the Cumbria Children and Young People’s Service’s Commissioning Framework 2017 to 2027.

Background to the Proposals

5. The Children Act 2004 Section 10 requires each local authority to make arrangements to promote co-operation between the authority, each of the authority’s relevant partners and such other persons or bodies who exercise functions or are engaged in activities in relation to children in the local authority’s area. This duty is fulfilled via the Cumbria Children’s Trust Board.

6. The Care Act 2014 required local authorities to promote the integration of health and care provision where this would promote wellbeing, improve quality, or prevent the development of care needs.

7. In order to achieve this it is national good practice to produce a jointly agreed multi-agency commissioning framework.

8. The Cumbria Children’s Trust Board terms of reference and the Cumbria Children and Young People’s Plan includes an aim to produce a strategic commissioning intention. However it was recognised by the Children’s Improvement Board that this aim had not been taken forward, and was an area of potential weakness in the Cumbrian system.

9. In order to achieve this, the Cumbria Children’s Trust Board on the 5th of December 2016, agreed to co-produce a Cumbria Children and Young People’s Services Commissioning Framework (hereafter Commissioning Framework).

10. The Commissioning Framework was co-produced by representatives of the Cumbria Children’s Trust Board member organisations and discussed on the 8th March, recirculated for further amendment by partners and agreed by the CTB on the 14th June.

11. The Commissioning Framework will be refreshed every 3 years alongside the Cumbria Children and Young People’s Plan.

12. The Commissioning Framework includes the following sections:

<table>
<thead>
<tr>
<th>Title</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Chair’s introduction: A commitment to achieve the benefits of integrated Commissioning</td>
<td>Establishes the purpose of the Commissioning Framework as a statement of shared ambition to which commissioners agree.</td>
</tr>
<tr>
<td>2. Commissioning</td>
<td>Links the Commissioning Framework to the Cumbria Children and Young People’s Plan and a dynamic</td>
</tr>
</tbody>
</table>
### Context

A system with cross-cutting and constant objectives.

### 3. Commissioning Principles

Establishes six principles that commissioners are to give appropriate and proportionate consideration to during every stage of the commissioning process, irrespective of the level of integration applied. The principles are:

- The voice of the child, young person and families is at the heart of all we do
- Commissioning activity prioritises the improvement of outcomes
- Commissioning activity and Services are compliant and continually improving
- Services prevent the level of need increasing
- Services achieve best value
- Commissioners proactively engage providers

### 4. Commissioning Process

Outlines a four stage commissioning process to be followed by commissioners and although cyclical in nature in reality many of the activities take place concurrently.

### 5. Integrated Commissioning

Establishes the principle that integrated commissioning doesn't imply a one size fits all approach. It then presents four levels of integration and what commissioners need to consider as they collaboratively commissioning specific services.

13. Commissioners play a critical role in creating an environment conducive to children, young people and families being healthy, safe and achieving.

14. For the Commissioning Framework to lead to improvements in commissioning it is essential that it is adopted by Commissioners and applied to the commissioning of specific services.

15. To facilitate this it was agreed by the Children’s Trust Board on the 14th June to ask commissioners to adopt the Framework and that commissioners work together to identify areas where further, collaboration, co-operation and integration would be desirable.

16. Following discussion between commissioners this may involve the following actions taking place over time:
<table>
<thead>
<tr>
<th>Action</th>
<th>Purpose</th>
</tr>
</thead>
</table>
| Develop a Joint Outcomes Framework                                    | • Establish a clear correlation between the Cumbria Children and Young People’s Plan and Commissioning activity.  
• Allow Commissioners to clearly link services to shared priorities, outcomes and performance indicators.  
  
Map commissioned services                                             | • Improve shared understanding of and services available to children, young people and families.  
• Support the identification of service gaps, duplication and opportunities for integration based on commissioning pipeline data, JSNA trends and national policy changes.                                                                                                                                                                                                                                                                                               |
| Identify opportunities for integrated commissioning                   | • Establish possible opportunities for current and medium term integrated commissioning across a number of areas.  
• Develop a summary business case/options appraisal for each opportunity.                                                                                                                                                                                                                                                                                                                                                                                                        |
| Establish a medium term commissioning pipeline                        | • Support current and potential providers to align their organisational development plans to Cumbria’s Commissioning intentions.  
• Support Commissioners to align their commissioning plans to Cumbria’s Commissioning intentions.                                                                                                                                                                                                                                                                                                                                                                                                 |
| Workforce development                                                 | • The Commissioning Framework and Joint Outcomes Framework provide a sound context for future workforce development sessions.                                                                                                                                                                                                                                                                                                                                                                                                 |

**Risks Identifies and Options to consider**

**Option (a) Adopt the Commissioning Framework as is:**

- The Commissioning Framework has been co-produced by commissioner and provider representatives of the Children’s Trust Board. It will provide a common set of principles and processes, based on good practice, which, when agreed by commissioners, will improve the provision of services for children, young people and families.
- If adopted the County Council will have to apply the principles and process when undertaking commissioning activity for children, young people and families.

**Option (b) Adopt the Commissioning Framework with Cabinet required changes and/ or conditions**

- Cabinet could decide to vary the content of the Commissioning Framework, however this would mean that the overarching reason for producing the framework – achieving a common set of principles and processes – would not be delivered.
Option (c) Do not adopt the Commissioning Framework

- If Cabinet decided not to agree to the Commissioning Framework, the current system of commissioning would continue. This would mean that the opportunity to address fragmentation within the system would not be addressed.

Reasons for the recommendation/Key benefits

- The Commissioning Framework will provide a common set of principles and processes, based on good practice, which enable commissioners to increase joint working and ensure that providers have greater certainty about processes between different organisations.
- This will facilitate a more systematic approach being taken to the commissioning and provision of services for children, young people and families, increasing efficiency of services delivered and providing a more joined-up experience for users.
- In addition, it will provide more certainty to the market and enable co-production with providers to ensure that the services that are required by children, young people and families are able to be provided.

Financial – What Resources will be needed and how will it be Funded?

17. The Commissioning Framework sets out a 10 year vision for Commissioners to improve services and outcomes for children, young people and families by establishing a set of commissioning principles and processes.

18. There are no direct costs associated with the adoption of the Commissioning Framework.

19. Expenditure committed as a result of the Commissioning Framework will be managed within approved budgets and in accordance with the Council’s Constitution – Part 5G – Financial Standing Orders.

Legal Aspects – What needs to be Considered?

20. It is a function of Cabinet to approve strategies and plans that are not in the Policy Framework and are not delegated to Corporate Directors. The Commissioning Framework is a strategic framework affecting service commissioning across the county and setting out the Council’s (and partners’) approach to commissioning. It is appropriate to refer the framework to Cabinet to establish the Council’s approach in this area.

21. The adoption of the Commissioning Framework is likely to set a yardstick for the principles discussed above. Whilst such a measure is not contractually binding, it will be more than a mere wish list and as a result could give grounds for a legitimate expectation of action by the Council from third parties. Failure to meet such a legitimate expectation may contribute to grounds for judicial review.
Council Plan Priority – How do the Proposals Contribute to the Delivery of the Council’s Stated Objectives?

22. To safeguard children and support families and schools so that all children in Cumbria can grow up in a safe environment, and can fulfil their potential, we will alongside other commissioners commission services to agreed principles and processes.

What is the Impact of the Decision on Health Inequalities and Equality and Diversity Issues?

23. The commissioning framework requires commissioners and providers to work within existing legal frameworks when making future decisions, including the public sector equality duty.

Appendices and Background Documents

(a) Appendix 1: Cumbria Children and Young People’s Services Commissioning Framework
Key Facts

Electoral Division(s):  All

<table>
<thead>
<tr>
<th>Executive Decision</th>
<th>Key Decision Included in Forward Plan</th>
<th>Exempt from call-in</th>
<th>Exemption agreed by scrutiny chair</th>
<th>Considered by scrutiny, if so detail below</th>
<th>Environmental or sustainability assessment undertaken?</th>
<th>Equality impact assessment undertaken?</th>
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<tbody>
<tr>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>N/A</td>
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</table>

Approved by Cabinet Member/s on – please state date ............................

Previous relevant Council or Executive decisions

None

Consideration by Overview & Scrutiny

None

Background Papers

None

Report Authors

Jo Atkinson: Assistant Director – Children’s, Health and Care Commissioning
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Cumbria Children and Young People’s Services Commissioning Framework

2017 - 2027
SECTION 1 – CHAIR’S INTRODUCTION: A COMMITMENT TO ACHIEVE THE BENEFITS OF INTEGRATED COMMISSIONING

The purpose of the Commissioning Framework

The Cumbria Children and Young People’s Services Commissioning Framework establishes common principles and processes we will adopt to improve services at the same time as we work together to achieve a step change in commissioning services in an integrated manner.

The Commissioning Framework sets this ambition for the next 10 years and is to be reviewed every 3 years when we refresh the Children and Young People’s Plan, allowing us to respond appropriately to evolving needs and requirements.

A shared ambition

It is our shared ambition to achieve the benefit of integrated commissioning.

Commissioning is the ongoing analysis, planning, delivery and review of the services we provide to children, young people and their families. When commissioning activity involves an appropriate range of commissioners, providers and users of services it provides us with access to a wider range of resources, knowledge and views of the whole system that in turn lead to improved services and outcomes.

We commit to work to these stated principles and processes as we determine the most efficient, effective and sustainable way to use available resources to improve the lives of children, young people and their families while achieving an equality of outcomes for the vulnerable and disadvantaged.

As the Cumbria Children’s Trust Board does not commission or procure services, the leadership and implementation of the Commissioning Framework rests primarily with Commissioners.
SECTION 2 – COMMISSIONING CONTEXT

Achieving our vision for Children and Young People

The Cumbria Children and Young People’s Plan 2016-19 establishes our vision for children and young people in Cumbria to have the best possible start in life and to benefit from the opportunities that living in this county provides. The Plan is informed by the Joint Strategic Needs Assessment (JSNA) and the Health and Wellbeing Strategy and helps us speak with one voice about the needs and aspirations of children and young people in Cumbria. The Plan has three priorities each with a number of outcome areas.

- Priority 1: Children and young people are healthy;
- Priority 2: Child and young people are safe;
- Priority 3: Children and young people are achieving

As Cumbria has over 100,000 children it is essential that Commissioners hear and respond to the voice of children, young people and their families, place their aspirations at the heart of everything they do and engage them in commissioning activity. We will know we have got this right when children, young people and their families agree that:

- Their voice has been heard
- Open and accessible consultation and robust research focuses on their needs
- They have opportunity to co-produce services
- Services effectively, efficiently, equitably and sustainably address their needs and aspirations.
- They have opportunity to safely raise concerns that are transparently addressed
- The environment is conducive to their being healthy, safe and achieving.

Working within a dynamic system

To ensure commissioning activity leads to fit for purpose services it needs to take place within the context of the whole system. We view this system as a complex array of interconnected parts affected by political, economic, social, technical, legal and environmental factors that collectively result in the environment that influences children, young people and families’ lives.

We do however need to recognise that the system is dynamic in nature with its parts, over time, changing their influence. This in turn requires that we flexibly respond to these changes.

Best value

Budgets are always finite and typically change year on year however as they usually come from the public purse we have a continuing duty to achieve best value. We therefore need to continue asking ourselves difficult questions about the impact and value of services. The answers from such service reviews provide us with opportunity to consider changes that need to take place. These changes may mean ceasing to provide particular activities, decommissioning, reshaping, integrating or

1 PESTLE Analysis
growing successful services. When service reviews take place in an integrated manner there is opportunity for commissioners, providers and users of services to consider pooling resources.

Continual improvement
The Council’s Children’s Services and NHS organisations in Cumbria currently face organisational and service challenges. Recent inspections have highlighted areas where actions are required. As a result we have put in place separate Improvement Plans and taken action to increase the pace of change that services are reviewed and improved. Consequently there is opportunity for integrated commissioning to play a central role in support on-going improvement journeys. In time the rigour with which our improvement journey is monitored by external parties is anticipated to diminish however our ambition to sustain and continue improving our services does not.

On-going organisational change
It is recognised that changes to statutory duties, governance structures, geographic boundary and budgets are accompanied by periods of transition for organisations. Each change is accompanied by a number of opportunities and challenges. During periods of change we need to clearly communicate changes with one another, collaboratively manage risks and continue providing high quality services.

Sustaining partnership ethos
We recognise that over a period of years we have continued to nurture and develop effective partnerships that are increasingly working in an integrated manner to create an environment conducive to improving the lives of children, young people and families.

The principles described in the Cumbria Compact Agreement have supported a culture of partnership working. A culture of working in an integrated way, at times supported by statutory guidance, has led to the creation of a number of multi-agency bodies including:

- Cumbria Local Safeguarding Children’s Board
- Safer Cumbria Delivery Board
- Crisis Care Concordat
- Children’s Improvement Board
- Health and Wellbeing Board

At times these partnerships may be replaced by other groups but we recognise that we will continue to benefit from the relationships that have developed and the lessons we learn.
SECTION 3 - COMMISSIONING PRINCIPLES

We will appropriately and proportionately give consideration to the application of the following principles during every stage of the commissioning process:

- The voice of the child, young person and families is at the heart of all we do
- Commissioning activity prioritises the improvement of outcomes
- Commissioning activity and Services are compliant and continually improving
- Services prevent the level of need increasing
- Services achieve best value
- Commissioners proactively engage providers

The voice of the child, young person and families is at the heart of all we do

We will engage children, young people, their parents, carers and proxies about their needs, preferences and aspirations. This is required through a statutory duty to consult and is at the heart of effective commissioning.

We will give children, young people and families adequate time, accessible information and appropriate opportunity to engage in the review of current services and the planning of future services or their decommissioning.

We will, as part of regular contract management activity, ensure services are fit for purpose and continue to improve in response to the voice of those that need the service. This needs to take place while bearing in mind changes in government policy.

Commissioning prioritises the improvement of outcomes

Our commissioning will focus on the improvement of outcomes rather than merely providing activities. The impact of a service will be determined by the degree that service beneficiaries achieve and sustain outcomes that have a positive impact on their lives. As population level outcomes are often only evident over a number of years we will take a long term view of which services and wider supports will deliver the best outcomes. It is however essential that a long-term approach is supported by medium-term milestones.

When setting outcome targets for services we will take account of the relationship between the utilisation of inputs (costs, resources and time) to produce a set number of outputs (activities, users and units) to agreed standards (quality assurance) necessary to achieve the required outcomes.²

We will ensure that outcomes are aligned to and contribute to the achievement of county wide strategies.

We will ensure services address an evidenced need. To do this we will continue to collect and analyse robust population and market data, such as that found in the JSNA, to arrive at a holistic understanding of our children and young people’s current and future levels of need and the market’s

² The input, activities, output, outcome and impact process is referred to as the Logic model
capacity to meet demand. We will use this population and market intelligence to review input, output and outcomes service delivery models and to support a sustainable market.

Prior to agreeing future services we will carry out comprehensive options appraisals using robust intelligence and comparing this with national indicators and trends of comparable areas. When appropriate this will include learning from local, national and international services and piloting innovative or reshaped services giving us time to generate an evidence base while evaluating their effectiveness in a Cumbria context.

**Commissioning activity and services are compliant and continually improving**

We will ensure commissioning activity complies with Public Procurement Regulations and other applicable legislation.

During the delivery and review of services commissioners and providers will ensure policies and procedures are adequately robust so services comply with all applicable legislation and regulatory standards.

We will work to encourage leaders to embed a positive culture that energetically embarks on and sustains our improvement journey so that our children and young people receive services that are high quality.

We will ensure providers are appropriately held to account through robust contract management arrangements that include appropriate standards compliance verification. Providers are to be challenged, motivated and supported, within operating legal parameters, to make necessary changes to services.

We will ensure robust contract management arrangements, reporting mechanisms and clear outcome orientated Key Performance Indicators (KPI) are in place.

**Services prevent the level of need increasing**

We will design services, across the whole spectrum of needs stated in the Cumbria Local Safeguarding Children’s Board (LSCB) multi-agency threshold guidance, to prevent levels of need increasing and prevent the need for acute services or statutory intervention by ensuring that:

- Intervention takes place as early as possible to meet needs at the lowest level.
- The most vulnerable and/or disadvantaged children and young people are effectively identified and targeted with services designed to support them to thrive.
- Children and young people step down to lower levels of intervention as soon as they are able.
- Corrective intervention into family life takes place at the least intrusive stage of intervention
- Services build resilience and capacity for self-care in children, young people and families.
- Assessment and planning considers the holistic needs of the whole family.
**Services achieve best value**

We will support sound financial planning and management by basing service values, within the parameters of available funds, on realistic full cost recovery models and market trends.

We will require that providers have clear financial controls in place to operate fit for purpose services within available budgets and, when appropriate, agree a clearly defined ‘open book accounting’ approach.

We will require providers, during contract management activity, to demonstrate that they are achieving excellent value for money and are preventing future costs to the public purse by the provision of evidence that services are having a positive long term impact on users of the service.

In recognition that a service’s value for money increases when it creates additional social value we will give consideration to adding social value elements to procurement requirements, where appropriate and proportionate to do so, including: creating opportunities for volunteering; the employment of apprentices and paying staff at or above the National Living Wage. The Public Services (Social Value Act) 2012 requires that public bodies consider how services might improve the economic, social and environmental well-being of an area.

**Commissioners proactively engage providers**

We will continue to develop positive relationships with current and potential providers by proactively giving them sufficient time and adequate opportunity to engage in commissioning activities. To ensure this we will issue Public Notices of all service consultations.

We will continue to work with Providers to review, design and co-produce services while bearing in mind procurement regulations, conflicts of interests and commercial sensitivities.

When a service is to be decommissioned we will require providers to develop exit strategies in close consultation with those that use the service. Exit strategies are to ensure vulnerable users are protected and, when necessary, transfer smoothly to other services.
SECTION 4 - COMMISSIONING PROCESS

This Commissioning process is adapted from a model produced by the Institute of Public Care (IPC) and is relevant across health, education, social care and housing services\(^3\). The model places outcomes at the centre and emphasises how strategic commissioning links to and provides the context for procurement and contracting. Whilst the model is cyclical, in reality much commissioning activities take place at the same time – for instance the analysis and planning of a future service takes place while the current service is being provided and reviewed.

Analyse

The priority is to arrive at meaningful conclusions from available data and from projections, including data from people about their needs, preferences and the extent to which the service is delivering intended outcomes. Analysis is one of the most important activities in the commissioning cycle. Poor analysis of past or future trends will result in flawed commissioning decisions and wasted resources.

Plan

Strategic partners work together to make short, medium and long term decisions about how services need to change and how this will happen. Planning involves being clear about the available options in terms of investment and service redesign, and consulting on how to achieve the best outcomes and best value. Plans should result in SMART commissioning strategies.

Do

These activities lead to the implementation of our strategic commissioning plans. It involves maintaining a strategic overview of what we are trying to achieve, as well as effectively commissioning/decommissioning services, and implementing sound procurement and contract management arrangements.

Review

These activities, supported by robust contract management reporting, are about taking an evidence based approach to monitoring and reviewing progress, and making adjustments in the light of changing circumstances. It involves reviewing the objectives of our commissioning strategy and the effectiveness of procurement arrangements. Feedback from people who use services and other strategic partners is an essential element of the evidence we need to review and verify progress.

\(^3\) http://www.gov.scot/Publications/2009/09/17112552/2
SECTION 5 — INTEGRATED COMMISSIONING

We recognise the need for a step change in the way we collaborate to design and improve services while acknowledging that integrated commissioning doesn’t imply a one size fits all approach.

Levels of integrated commissioning

Services can be commissioning at all levels of integration however the level chosen should be influenced by the need to collaborate and the need for arrangements between the commissioners to be formalised. To ensure that we appropriately balance the needs and risks of individual pieces of commissioning it is important that we adopt levels of integration that best fit the commissioning context.

<table>
<thead>
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<th>Need to collaborate</th>
<th>Need to formalise</th>
</tr>
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<tbody>
<tr>
<td>Separate arrangements</td>
<td>Low</td>
<td>Low</td>
</tr>
<tr>
<td>Lead or delegated arrangements</td>
<td>Low – Medium</td>
<td>High</td>
</tr>
<tr>
<td>Joint co-ordinated arrangements</td>
<td>Medium – High</td>
<td>Low – Medium</td>
</tr>
<tr>
<td>Integrated commissioning</td>
<td>High</td>
<td>High</td>
</tr>
</tbody>
</table>

Separate arrangements

This very low level of integration is regarded as appropriate for regular in-house services that have no or very little impact on the system. It may also be appropriate for very specialist commissioning with a high level of risk that is solely a single agency’s statutory duty. It is however necessary that commissioners using separate arrangements give consideration to the effect the commissioned services, works and/or goods has on the system.

Lead or delegated arrangements

This medium level of integration is appropriate for the commissioning of standardised services that are purchased on a regular or one-off basis. The need for collaboration between commissioners is typically high during the analysis and plan stages yet after a few cycles of the do and review stages the need for collaboration should decrease with a lead commissioner taking responsibility for business as usual operations using pre-agreed processes, prices and agreements. A formal agreement would typically exist between commissioners.

Joint co-ordinated arrangements

This high level of integration is appropriate for the commissioning of services that either have a significant impact on the whole system, influences vulnerable or disadvantaged children, young people and families or focuses on the improvement of a shared outcome. This level of integration will involve a high degree of joint working throughout the commissioning process that may include: joint consultation; joint analysis of data; co-production of service specifications; shared risk
management; pooling of funds; shared procurement decision making and shared contract management and evaluation.

Integrated commissioning

This very high level of integrated commissioning is similar in approach to the joint co-ordinated arrangement yet would involve the establishment of a separate legal entity, such as a Special Purpose Vehicle, that is responsible for commissioning specific types of services.

Embedding an integrated approach to commissioning

Commissioners will commission services at an appropriate level of integration while actively exploring opportunities amongst themselves and providers to increase the level of integration and the number of services commissioned in an integrated manner.

To determine what services would benefit from a more integrated approach we will give consideration to:

- Shared outcomes that require improvement
- The alignment of commissioners contract life cycles
- Shared children and young people target groups such as Children Looked After
- Services that require similar types of intervention across the age ranges, such as advocacy.
- Complimentary statutory duties such as Safeguarding
- Opportunities to pool budgets and share funds such as the Better Care Fund
- Services not performing or meeting demand

Once it is agreed that we will adopt a level of integrated commissioning, other than separate arrangements, we will for each piece of commissioning give consideration to how we:

- Nurture a learning culture
- Jointly manage and mitigate risk
- Implement joint funding arrangements
- Jointly monitor services
- Support information sharing

Nurture a learning culture

We aim to improve our commissioning activity by sharing information, experiences, materials, tools and skills with each other. We recognise that a learning culture needs open dialogue and liberty to appropriately challenge and support one another.

We will actively seek to understand and give appropriate consideration to commissioning partner’s strategic and operational parameters such as budget planning cycles, contract procedure rules and governance arrangements. We will have due regard to commercial interests, such as Intellectual Property.

We will adopt a positive outlook and behave in a positive and proactive manner giving due regard to agreed deadlines and time restraints placed on commissioning work.
We will positively contribute to commissioning discussions with an informed and considered organisational response while being open and transparent with one another about how things really are.

We will aspire to develop a common language, models and methodologies.

**Jointly manage and mitigate risk**

We will give jointly assess and manage the potential negative impact of identified financial, delivery, performance and reputational risks. When risks are expected to have a financial impact we will consider how the parties, when appropriate, can proportionately share the cost.

We will resolve any differences in a professional and timely manner yet escalating them when necessary via agreed routes.

**Implement joint funding arrangements**

We will review and amend financial arrangements to ensure relevant public bodies fairly contribute to the payment of commissioned services for children and young people using costing methods that apportion commissioners’ contributions.

When commissioning or recommissioning current services that have a sufficient number of common factors, such as common service user groups and outcomes, we will consider pooling budgets.

We will also give consideration to the impact of failure in one part of the system that leads to increased costs to another commissioner.

As disputes arise we will seek to resolve them in a professional and timely manner referencing statutory requirements and national dispute policies including the use of their dispute escalation provisions.

**Jointly monitor services**

When we jointly commission a service we will consider how we can most effectively and efficiently jointly monitor them through regular contract management activity.

**Support information sharing**

We will support digital information systems that enable effective and efficient information sharing. To do so we will work to ensure ICT infrastructures have the necessary capacity to cope with the requirements placed on them and ensure that we are able to safely share data across our information management systems.

Where appropriate we will support an increase in digital work practices and information sharing when privacy assessments have taken place and Information governance measures are in place to protect and control personal data flows.
## Glossary

<table>
<thead>
<tr>
<th>Phrase</th>
<th>Intended meaning</th>
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<tbody>
<tr>
<td>Activities</td>
<td>What a service does with inputs to fulfil its requirements such as assessing, training, developing and reviewing.</td>
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<tr>
<td>Best Value</td>
<td>Arrangements to secure continuous improvement through a commissioning function having regard to a combination of economy, efficiency and effectiveness. Section 3 of the Local Government Act 1999 (as amended by s137 of the Local Government &amp; Public Involvement in Health Act 2007) place as duty on Local Authorities to secure best value in the way in which its functions are exercised.</td>
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<tr>
<td>Commissioning</td>
<td>The process of determining the most efficient, effective and sustainable way to use the total resources available to improve outcomes for children, young people and families.</td>
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<tr>
<td>Commissioning Activity</td>
<td>The activity commissioners undertake during the analysis, planning, delivery and review stages of the commissioning process outlined in Section 4.</td>
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<tr>
<td>Commissioning Framework</td>
<td>A collection of principles and processes agreed and applied by commissioners as they separately or collaboratively commission services.</td>
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<tr>
<td>Commissioner</td>
<td>An organisation that commissions the provision of services, goods and/or works.</td>
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<tr>
<td>Contract management</td>
<td>The process of managing contract creation, execution and analysis to maximise operational and financial performance of a service while reducing risk and improving outcomes.</td>
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<tr>
<td>Cumbria Compact Agreement</td>
<td>An agreement that lists a number of commitments and shared principles on how a statutory sector organisation (such as the Council or the NHS) should do business with the third sector (voluntary, charity or community organisations). The Cumbria Compact is published at: <a href="https://www.cumbria.gov.uk/community/third_sector/compact.asp">https://www.cumbria.gov.uk/community/third_sector/compact.asp</a></td>
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<tr>
<td>Decommissioning</td>
<td>The process of safely and appropriate withdrawing or dismantling a service.</td>
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<tr>
<td>Equality of outcomes</td>
<td>Improving outcomes for those not achieving outcomes at normal local, regional or national trends, with the purpose of narrowing the gap between those achieving above normal trend patterns. An example of this is improving health outcomes for Children Looked After.</td>
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<tr>
<td>Exit strategy</td>
<td>A description of how a service will be decommissioned with a bearing on relevant internal and external environmental factors that may be presented as a SWOT or PESTLE analysis leading to clear objectives broken down into specific tasks so progress can be monitored. In relation to work with children, young people and families it is critical that this includes clear transition arrangements to safeguard those that may be more vulnerable during a time of transition.</td>
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<tr>
<td>Impact</td>
<td>The long term consequence (intended or unintended) of the service in the system or society.</td>
</tr>
<tr>
<td>Integration</td>
<td>Activity that brings together or combines parts of a system in an effort to improve the whole system.</td>
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</table>
Integrated commissioning

Commissioning activity that brings together or combines parts of a system in an effort to improve the whole system. The level of integration will vary according to the need for collaboration and formalisation between commissioners. Section 5 considers four possible levels of integrated commissioning.

Inputs

Resources dedicated to or consumed by a service such as: staff; premises; money and time.

Joint Strategic Needs Assessment (JSNA)

The means by which Clinical Commissioning Group and local authorities describe the current and future health, social care and wellbeing needs of local populations and identify the strategic direction of service delivery to meet those needs. The Cumbria JSNA is published at: http://www.cumbriaobservatory.org.uk/health/JSNA/2015/homepage.asp

Key Performance Indicators (KPIs)

A collection of inputs, activity, outputs, outcomes and/or impacts indicators, of significant importance, used to measure the performance levels of a particular service. Commissioners typically set KPI targets for providers to achieve that are monitored throughout the life of the service as a means of providing feedback to logic model and/or value for money assumptions.

Learning culture

A set of organisational values, conventions, processes, and practices that encourage individuals—and the organisation or collection of organisations as a whole—to increase knowledge, competence, and performance.

Logic Model

The linear / logical relationship between the inputs, activities, outputs, outcomes and impacts of a service. The causal relationships between these parts can be used to plan, manage and/or evaluate a service.

Outcomes

The benefits or changes for participants and/or beneficiaries during or after provision / receipt of a service such as: increased knowledge; decreased alcohol consumption and improved parenting confidence.

Outputs

The volume (quantity) of work accomplished by the service such as the number of children supported and number of reviews completed.

PESTLE Analysis

A strategic planning tool that considers a number of factors that influence an organisation or service including: Political, Economic; Social; Technological; Legal and Environmental.

Provider

An organisation that provides services, goods and or work to a customer. A statutory body may be a provider and/or may commission a private or third sector individual or organisation to provide a service.

Procurement

The process of identifying, sourcing and managing the external resources that an organisation needs, or may need, to fulfil its strategic objectives.

Public Procurement Regulations

Public procurement law including the Public Contracts Regulations 2015 that regulates purchasing by public sector bodies and certain utility sector bodies of contracts for goods, works or services.

Reshaping

A process in which a service is made to start operating differently. The reshaped service may involve, but is not limited to: merging multiple services; improved utilisation of ICT; co-locating staff from multiple agencies; changing the focus of who receives the service and/or changing the tools that are used to assess needs and results.
<table>
<thead>
<tr>
<th>Services</th>
<th>Activities carried out with and/or on behalf of children, young people and families.</th>
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<tbody>
<tr>
<td>Social value</td>
<td>The improvement of the economic, social and environmental well-being of an area. The Public Services (Social Value Act) 2012 requires that public bodies give consideration to how these benefits could be achieved when appropriate and proportionate to do so.</td>
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<tr>
<td>Strategy</td>
<td>A plan of action designed to achieve a long-term or overall aim</td>
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<tr>
<td>SMART</td>
<td>SMART is a mnemonic acronym giving criteria to guide the setting of robust goals, objectives or plans - Specific, Measurable, Attainable, Relevant (Realistic) and Time bound</td>
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<tr>
<td>SWOT analysis</td>
<td>A strategic planning tool that considers an organisation or services Strengths, Weaknesses, Opportunities and Threats. Strengths and opportunities have a positive impact while Threats and Weaknesses have negative effect. Strengths and Weaknesses are within the control of the organisation while Threats and Opportunities cannot be controlled.</td>
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<tr>
<td>System</td>
<td>A complex and dynamic array of interconnected parts that interact with one another and are affected by political, economic, social, technical, environmental and legal factors to collectively form an environment that influences children, young people and families’ lives.</td>
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| Value for Money | The most advantageous combination of cost, quality and sustainability to meet commissioner’s requirements. In this context  
  - cost means consideration of the whole life cost  
  - quality means meeting a specification which is fit for purpose and sufficient to meet at least statutory and/or the customer’s requirements  
  - sustainability means economic, social and environmental benefits |