

COUNCIL PLAN DELIVERY PLAN PROGRESS REPORT

(Progress to 30 Sept 2021 - Quarter 2 2021/22)

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

Direction of Travel arrows indicates whether performance is

better  worse  stayed the same  *since the last quarter*

Delivery of Council Plan Delivery Plan: 2021/22

Quarter 2 2021/22

Key Action Updates

Outcome 1: New ways of working and achieving financial sustainability

Supporting Outcome: Working together

Ref	Action for 2021/22	Milestone	RAG (against target)	Direction of travel since last report (improving/ sustained/ declining)
A1.1	We will continue to take the lead enabling role for multi-agency recovery from COVID-19 in Cumbria maximising opportunities and facilitating recovery across the county, with our communities.	Throughout Plan	G	↑
A1.2	Ensure the restarting of County council services is aligned to new ways of working and builds on enhancements identified during the COVID-19 response.	Throughout Plan	G	→
A1.3	In line with the changing world of work following the pandemic deliver the actions in the 2020/21 Workforce Plan Delivery Plan continuing our focus on organisational development and workplace health, safety and wellbeing.	On-going	A	→
A1.4	Following government's consideration of opportunities for Local Government Reform in Cumbria, and the publication of the White Paper on Devolution and Recovery expected in the early Autumn 2020, take appropriate steps forward, working with stakeholders.	Throughout Plan	G	→
A1.5	In context of the national landscape, develop a vision and strategy for Adult Social Care in maximising the opportunities from closer alignment with health but while retaining the expertise and community focus of social care by December 2021.	By December 2021	G	↑

Key Action Narratives

Outcome 1: New ways of working and achieving financial sustainability

Supporting Outcome: Working together

Commentary for areas of progress:

A1.1: Cumbria County Council Chief Executive chairs the Strategic Recovery Coordinating Group (SRCG) with excellent Multi Agency representation at the most strategic level as well as with representatives of communities. CCC has co-ordinated the development of the long-term Multi Agency Recovery Strategy which reflects the known and expected community and system impacts from COVID-19. Cabinet have received and agreed the strategy at cabinet briefing and sign-off is being completed through a Leader Decision Record. Implementation of the strategy will be through the strategic partnerships and overseen through the outcomes framework managed by the SRCG.

A1.2: The New Ways of Working programme has continued to progress and has supported the safe restarting of County Council services as national restrictions have lifted in line with Public Health guidance, COVID-19 risk assessments and New Ways of Working principles. The programme has continued to report to CMT and Cabinet.

A1.4: Government has supported the proposal for two new unitary councils for Cumbria. Subject to Parliamentary approval it intends to progress with an East unitary council covering the existing areas of Barrow, Eden and South Lakeland and a West unitary council covering the existing areas of Allerdale, Carlisle and Copeland.

Following careful consideration the council's Cabinet has taken the decision to proceed with a Judicial Review of the Government's decision to create two new unitary councils for Cumbria. In parallel with this legal process, the council will continue to work with Government and district council colleagues on the planning for the creation of the new councils.

A1.5: The Promoting Independence Programme includes workstreams that focus on improved system working and the vision and strategic direction for Adult Social Care. Both workstreams will be overseen by the Promoting Independence Board and have an Assistant Director Lead. A draft Adult Social Care Strategy and Vision has been completed and will be considered for approval by Cabinet in October.

Commentary for areas for improvement and detail of ongoing action:

A1.3: The Workforce Plan Delivery Plan (2020/21) is continuing to be progressed balanced against; the needs of the ongoing Covid-19 response, the Reconnection phase of our New Ways of Working programme and the commencement of activity to support LGR.

The prolonged nature of the pandemic and Covid safe measures are continuing to impact upon some elements of delivery, especially where essential face to face engagement is required and capacity of the Workforce & Organisational Development team as they continue to support Covid-19 and related projects including: urgent resourcing and New Ways of Working.

During this quarter there has been a continued approach to wellbeing, through the development and implementation of person centred sickness absence workshops and continued research with external academic specialists within this field.

Health & Safety management remains an ongoing Council priority with ongoing work between officers, trade union representatives and elected members through the agreed governance structure.

Commentary for Risk updates:

At Q2, actions A1.1, 1.2 & 1.3 align to the Corporate Risk Impact of COVID19 on the provision of Council Services and this risk score has remained at 15 in the last quarter. Action A1.1 also aligns to the risk Cumbria COVID19 Local Outbreak Control Plan and at the end of Q2 this risk has reduced in score, from 15 to 12 compared to Q1. Action A1.3 is aligned to the Workforce Capacity risk, and this risk is still rated at 20 and Action A1.5 is aligned to the risk related to the Health & Social Care Demand & System Failure and this retains a risk rating of 16. Action A1.4 also now aligns with the new Local Government Reform Organisational risk for 2021/22 and this is currently risk rated at 15.

Commentary for finance updates:

No items by exception to report

Delivery of Council Plan Delivery Plan: 2021/22

Quarter 2 2021/22

Key Action Updates

Outcome 1: New ways of working and achieving financial sustainability

Supporting Outcome: Prevention and Early Intervention

Ref	Action for 2021/22	Milestone	RAG (against target)	Direction of travel since last report (improving/ sustained/ declining)
A1.6	Further develop and deliver a strength based approach across social care services by March 2022.	By March 2022	G	→

Key Action Updates

Outcome 1: New ways of working and achieving financial sustainability

Supporting Outcome: Prevention and Early Intervention

Commentary for areas of progress:

A1.6: Children's Social Care Services - We continue to use a strength-based approach to practice through the implementation of Signs of Safety. This approach to practice will be further embedded through the implementation of an IT solution in order to align the IT system to practice. A project manager is in place to support this next phase of implementation and Practice lead and additional Signs of Safety practice development officer are being appointed.

Adult's Social Care Services - The Principal Social Worker and Advanced Practice Leads team continue to support strengths-based approaches in practice through audit, practice development training with newly qualified practitioners and CPD for more experienced staff. New developments in progress include an audit of RMM processes and a wider governance framework

Commentary for areas for improvement and detail of ongoing action:

Commentary for Risk updates:

Action A1.6 is aligned to both the risk Increasing demand on Children's Services and the risk related to the Health & Social Care Demand & System Failure, both of these risks are at 16 at the end of Q2.

Commentary for Finance updates:

No items by exception to report

Delivery of Council Plan Delivery Plan: 2021/22
Quarter 2 2021/22
Key Action Updates

Outcome 1: New ways of working and achieving financial sustainability

Supporting Outcome: Enterprise and Efficiency

Ref	Action for 2021/22	Milestone	RAG (against target)	Direction of travel since last report (improving/ sustained/ declining)
A1.7	<p>Adopt and implement the Property Asset Management Strategy 2020-2025 to ensure our assets support the organisations sustainability.</p> <ul style="list-style-type: none"> •To partner with services in order to plan and manage property as a corporate resource to deliver the Council's outcomes •To ensure our current property and future estate is as sustainable as possible in design, construction, operation and final disposal •To provide the right property, fit for purpose, in the right place, to meet current customer and service needs and plan for the future •To use land and buildings to stimulate development and growth together with supporting local community needs and encouraging new business to the area. •To manage and maintain property effectively and efficiently, together with optimising financial return and commercial opportunities •To promote joint working where it will provide benefit for service delivery and in securing efficiencies. 	By March 2022	G	→
A1.8	Take wide ranging steps to deliver more stream lined business processes, align capacity to key priorities, and review ICT infrastructure, to support the Council to be fit for the future, by October 2021.	By October 2021	G	↑
A1.9	A market position statement for adult social care will be based on the previous strategy and will give early indications of future need based on the impact of COVID-19 to date. A revised strategy will take into account a possible second wave and winter pressures by March 2021, based on COVID-19 response and recovery work towards new commissioning in health and social care.	By March 2021	A	→
A1.10	All services delivered in line with their agreed 2021/22 revenue budget, including allocations of COVID-19-related grant.	By March 2022	A	→

Key Action Updates

Outcome 1: New ways of working and achieving financial sustainability

Supporting Outcome: Enterprise and Efficiency

Commentary for areas of progress:

A1.7: The Property Asset Management Strategy was adopted by Cabinet in September 2020. The Strategy has an annual action plan that will detail a programme of key workstreams to support its delivery and will be monitored by Economy & Infrastructure DMT and CMT.

A1.8: The success of the ICT response to the Covid-19 response programme has been sustained with strong performance continuing across priority ICT programmes within allocated budgets and agreed timescales.

The new Highways Information and Asset Management system is now live, new People Management case management system phase 1 in place and wider programmes ongoing to plan.

ICT capacity remains on priority issues, with independent evaluation of data, digital and infrastructure peer review complete on time and now informing the strategic ICT requirements of the Local Government Reform programme. The annual ICT security health check is complete and has fed back significant improvement compared with previous years, and a programme of continuous improvement is in place to keep track of an ever-changing global ICT security landscape.

County Council resources remain focused on priority investments to ensure Council services remain fit for purpose and highest quality possible ahead of Local Government Reorganisation arrangements with investment and improvements in various services, such as the Library and Registration Services over the 2021-2022 investment period.

Commentary for areas for improvement and detail of ongoing action:

A1.9: The ongoing impact of covid and the huge pressures on the health and care system (in particular the home care market) have delayed the progress around developing the Commissioning Intentions. Whilst some significant work has been done in this area it has not been possible to carry out a wider consultation – additionally given the fast changing pace of the current situation with the care market and challenges, particularly around recruitment, the draft intentions may need further reviewed

Commentary for Risk updates:

At Q2, action A1.9 aligns to the Corporate Risk Resilience of the Care Sector and impact on meeting care needs and is currently rated 20. Action A1.10 aligns to the risk Deliver a Financially Sustainable Authority and at the end of Q2 this risk retains a rating of 20.

Commentary for Finance updates:

A1.10 At Q2, against a revenue budget spend of £420.699m, the forecast outturn position is a balanced budget, taking into account the impacts of COVID-19 and drawdown of available COVID-19 funding. The outturn position includes significant pressures of £52.548m, £45.848m of which are COVID-19 related and £6.700m of other pressures, these have been partly, but not fully met, by specific grant funding, other contributions and COVID-19 emergency funding received from Government for this financial year. One-off delays in expenditure in some directorates have temporary underspends, which are mitigating the pressures to give a balanced forecast outturn position as at 31st March 2022.

Delivery of Council Plan Delivery Plan: 2021/22
Quarter 2 2021/22
Key Action Updates
Outcome 1: New ways of working and achieving financial sustainability
Supporting Outcome: Digital Transformation

Ref	Action for 2021/22	Milestone	RAG (against target)	Direction of travel since last report (improving/ sustained/ declining)
A1.11	Develop the council's external digital and service centre offer that improves customer experience, provides more efficient services and reduces cost – focusing on SPA completion by the end of 2021.	By December 2021	G	→
A1.12	Introduce a new digital customer highways system along with a new highways asset management system to improve customer experience and the effectiveness and efficiency of the service.	By May 2021	G	→
A1.13	Build on the automation work delivered so far in the Purchase to Pay service, to develop an automation capability for Cumbria County Council by June 2021.	By June 2021	A	→
A1.14	Deliver the actions in the 2020/21 ICT Plan Delivery Plan and further progress ICT improvement programmes with key partners, particularly the NHS and police by March 2021.	By March 2022	G	↑

Key Action Updates
Outcome 1: New ways of working and achieving financial sustainability
Supporting Outcome: Digital Transformation

Commentary for areas of progress:

A1.11: The highways improvement work is advanced with the new customer front end developed and integration with back office systems completed. Additional communications and training and development resource has been identified to support culture change across the service and there has been significant progress to date – with further work in train. The new system was launched w/b June 29. A process of continual improvement is now underway. Customer feedback on the new system has been positive. Single Points of Access (SPAs) line management has been transferred to the service centre and work is complete to map the customer journey and process map. The project team are now looking at improvement opportunities. Engagement with Adult Social Care is now underway.

A1.12: The new customer reporting and management system for highways has now been implemented. The implementation of the new highways integrated asset management system (HIAMS) has progressed and went live on 29th June 2021. Ongoing development of all modules is being progressed with input from the Council's Digital Team, highways staff, members and public feedback through consultation and show and tell engagement sessions.

Further testing, demonstrations and workshops of the various modules continues and is on track. The integration between the two systems so that it is a seamless experience for all customers and the methods and protocols in dealing with enquiries and complaints are progressing. A new Highways engagement team was recruited and are now fully in place. Performance reporting and key metrics are being reviewed and updated with additional metrics on performance and customer experience. Reporting mechanisms and protocols on key metrics and performance for local committees and regular reports for local members have also been developed.

A1.14: The County Council Core ICT network infrastructure, system and telecommunications availability has continued to be strong and resilient during the Quarter 2 period with over 99.9% system availability. This has remained vital to continue to support home working and connectivity throughout the pandemic and New Ways of Working programmes. Partnership working remains strong with a number of projects and learning initiatives being progressed collaboratively across both public and private sector partners and includes District Council involvement as the LGR ICT Workstream is established and mobilised.

MS Teams remains a valued collaboration tool with more features implemented, new laptops and mobile phones deployed where required and security controls continue to be in place and regularly reviewed.

Commentary for areas for improvement and detail of ongoing action:

A1.13: This project to develop automation capability is underway. There has been a delay around the procurement and legal work for stage 2; this has been resolved. 155 processes have been assessed across the organisation following a series of workshops. A final report has identified key opportunities for discussion and agreement. Work on the 155 processes has been paused while LGR is progressed. Five processes have been identified for implementation across Customer and Community and Fire. As part of the implementation process an internal team has been trained that will enable further modernisation of the organisation and realisation of further opportunities in due course. Engagement will take place across the organisation in late 2021 to explore opportunities, build confidence and work closely with service areas.

Commentary for Risk updates:

At Q2, action A1.14 aligns to the Corporate Risk Information Security Arrangements and this risk has maintained a risk rating of 15.

Commentary for Finance updates:

No items by exception to report

Delivery of Council Plan Delivery Plan: 2021/22
Quarter 2 2021/22
Key Action Updates
Outcome 1: New ways of working and achieving financial sustainability
Measures

Ref	Action for 2021/22	RAG (against target)	Direction of travel since last report (improving/ sustained/ declining)
M1.1	The 2021/22 EPW marginal costs are equal to or less than the EPW marginal costs at 31 March 2020.	R	→
M1.2	A reduction in Sickness Absence to 10 days per WTE by March 2022.	R	↓
M1.3	80% of corporate complaints dealt with satisfactorily at informal stage.	G	↑
M1.4	90% of FOI and EIR requests dealt with within 20 day statutory timescale.	G	↑
M1.5	75% of Subject Access Requests responded to within 1 calendar month.	A	↓

Key Action Updates
Outcome 1: New ways of working and achieving financial sustainability
Measures

Commentary for areas of progress:

M1.3: 229 informal complaints were received (increase from 155 last Qtr). 190 of these were resolved within this timeframe which is 83%.

M1.4: 184 requests were received and 167 (91%) responded to within 20 working days.

Commentary for areas for improvement and detail of ongoing action:

M1.1: In terms of Externally Provided Workforce (EPW), the response to COVID-19 has required some short-term recruitment to bolster capacity for essential roles and duties. Looking ahead it is not considered at this time that there will be significant reduction in EPW numbers before September 2021, given the delivery pressures on the organisation. The significant reductions made in previous years mean the marginal cost has resulted in a challenging target in the current conditions. Various controls pre COVID-19 were very effective and continue to be in place to ensure appropriateness and necessity of any EPW and there is transparency via the Joint Consultative Group (JCG). Qtr 2 2021/22 costs are £2.808m which compares to Qtr 2 2020/21 costs of £1.911m. This can be further compared to £1.847m in Qtr 2 2019/20.

M1.2: At the end of September the 2021 the year end forecast is 14 Working Days Lost (WDL) per full time equivalent. This is a worsening forecast compared to the previous Qtr year end forecast of 13.3 WDL

For the months of July to September there has been an unseasonal increase in sickness absence. In the period July – September 2021 the percentage of all sickness absence that is due to COVID 19 is 11.09%. This is a rise from Q1 in which COVID 19 accounted for 2.51% of all sickness absence.

Work continues to track and monitor absence, especially the impact of the current Covid-19 pandemic. A refocused approach on absence and wellbeing for 2021/22 includes external consultancy support which will focus upon industry best practice and workplace stressors to improve health and wellbeing across the workforce. Development work is in progress to provide further data analysis in the form of a monthly Attendance SitRep, aimed at providing insight to organisational absence performance and policy compliance.

M1.5: 58 requests, 47 completed (81%) within 1 calendar month.

Commentary for Risk updates:

Some of these measures are impacted by the controls in place for a number of Corporate Risks. At Q2, the measure M1.1 aligns to the Corporate Risks; Deliver a Financially Sustainable Authority, the Workforce Capacity risk and the Health & Social Care Demand & System Failure risk. And the measure M1.2 is also impacted by the Workforce Capacity risk. At Q2 all of these risks are still rated 20, with the exception of Health & Social Care Demand & System Failure risk which had retained a score of 16.

Commentary for Finance updates:

Delivery of Council Plan Delivery Plan: 2021/22
Quarter 2 2021/22
Key Action Updates

Outcome 2: People in Cumbria are Healthy and safe

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

Ref	Action for 2021/22	Milestone	RAG (against target)	Direction of travel since last report (improving/ sustained/ declining)
A2.1	Work with partners to develop more integrated service delivery models around: Admission avoidance, Discharge, Integrated Care Communities and Population Health by April 2021.	By April 2021	A	→
A2.2	Increase community capacity to support effective early help delivery in localities.	By March 2021	A	↑
A2.3	Develop and implement a service model for Mental Health and Learning Disabilities by Sept 2021.	By May 2022	A	↓
A2.4	From September 2020 review approach to tackling obesity in light of new government strategy and drive forward new action on this agenda.	From September 2020	A	→

Key Action Updates

Outcome 2: People in Cumbria are Healthy and safe

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

Commentary for areas of progress:

Commentary for areas for improvement and detail of ongoing action:

A2.1: Work is ongoing across North and South Cumbria to implement Discharge to Assess and Integrated Care Models. Additional resources have been identified to support developing models in the North and South of the County. The need to respond to Covid has caused some delays though models are now agreed and recruitment is starting to additional posts. In addition Adult Social Care now has a dedicated Winter plan in place with weekly oversight at Director and Assistant Director level. The plan contains actions to support discharges over the Winter and avoid admissions where possible

A2.2: We have established the 6 locality partnerships under the Children's Trust Board and those partnerships are working on the implementation of the Early Help Strategy and Ways of Working.

A2.3: Work will continue in developing the service model and engaging informally with teams and stakeholders. A project group has been established to progress identifying the needs and shape of the future service. However implementation of this programme has been temporarily paused due to the need to implement a model that will be fit for purpose under Local Government Reorganisation arrangements therefore milestone delayed to May 2022.

A2.4: The Healthy Weight Partnership continues to meet to implement the overarching Strategy and actions. The Adult Healthy Weight agenda has progressed as a result of national funding, and the Public Health Recovery Fund which will link with the Children and Young People offer as part of a whole system approach. Healthy Start to be launched 1st November – excellent system side project utilising library services.

Commentary for Risk updates:

At Q2, actions A2.1 & A2.3 align to the corporate risk Health and Social Care Demand and System Failure, and this risk has retained a score of 16. Also action A2.2 aligns to the corporate risk Increasing demand on Children's Services which has also maintained a risk score of 16.

Commentary for finance updates:

No items by exception to report

Delivery of Council Plan Delivery Plan: 2021/22
Quarter 2 2021/22
Key Action Updates

Outcome 2: People in Cumbria are Healthy and safe

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

Ref	Action for 2021/22	Milestone	RAG (against target)	Direction of travel since last report (improving/ sustained/ declining)
A2.5	Building on the establishment of the Recovery mechanisms following COVID, further develop the ways of working across all strategic partnerships to ensure joined up response to cross-cutting themes such as Domestic Abuse, poverty, mental health and wellbeing and publish a shared protocol by September 2021.	By September 2021	G	-
A2.6	Implement the Children and Young People Quality and Development Plan – to ensure consistently good practice for children and young people and successful outcomes from external review and inspection with a revised Quality Assurance Framework introduced by Dec 20, and ICT system further aligned by December 2021.	A revised Quality Assurance Framework introduced by December 2020 ICT system further	A	↑
A2.7	Establish the new Cumbria Safeguarding Children Partnership's (CSCP) locality safeguarding arrangements – groups formed, priorities set, schedule of meetings and activity in place. First locality safeguarding priority-learning events held by January 2021.	By January 2021	G	-
A2.8	Continue to develop and implement the partnership plan to transition from Deprivation of Liberty Standards (DoLS) to Liberty Protection Standards (LPS) in line with Government requirements (currently April 2022)	By October 2022	G	↑

Key Action Updates

Outcome 2: People in Cumbria are Healthy and safe

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

Commentary for areas of progress:

A2.5: The emerging Recovery Strategy for COVID-19 is built around the Cumbria Public Health Strategy and on the premise that the strategic partnerships will take a lead for recovery. It has key priorities that include Domestic Abuse, poverty, mental health and wellbeing. Given the substantial increase in numbers of people affected by Covid and further national lockdown measures in late 2020 and into 2021, the Strategic Recovery Co-ordinating Group (SRCG) took the decision to extend the consultation and engagement period and it was therefore not possible for the strategy to be published by 31 March 2021. This has now been completed with all partners gaining sign-up to the strategy by 1 September 2021.

A2.7: The CSCP Area Safeguarding Groups are in place; implementation was delayed from April 2020 to October 2020 due to Covid-19. The first area of safeguarding practice the groups are focusing on is Child in Need (CIN). The groups met in January and February 2021 to pull out the key points of learning from the quality assurance work that has been undertaken, and have been developing an action plan for each group and learning events were held at the March 2021 CSCP Practitioner Forums.

Commentary for areas for improvement and detail of ongoing action:

A2.6: The revised Quality Assurance Framework was launched by November 2020. A decision whether we are going to commission the ICT system related to signs of safety practice was approved in January 2021. We are aiming for the new system to be in place by April 2022.

Commentary for Risk updates:

At Q2, actions A2.5 & A2.6 align with the corporate risk Increasing Demand on Children's Services currently scored at 16. Action A2.7 aligns with the Safeguarding of Children risk which has a score of 10,

Commentary for Finance updates:

The forecast outturn for CLA placements is £2.594m over budget with 698 placements at 30th September 2021, a decrease of 41 from the 739 at 1st April 2021. £1.594m of the net overspend is attributable to COVID-19.

Delivery of Council Plan Delivery Plan: 2021/22 Quarter 2 2021/22 Key Action Updates

Outcome 2: People in Cumbria are Healthy and safe

Supporting Outcome: Those who need specialist or emergency services will received them when they need them

Ref	Action for 2021/22	Milestone	RAG (against target)	Direction of travel since last report (improving/ sustained/ declining)
A2.9	Successfully implement the Children Looked After and Care Leavers Strategy and deliver the action plan by December 2021.	By December 2021	A	↑
A2.10	Develop and publish a Children's Trust Board Early Help Strategy by March 2021.	By March 2021	G	-
A2.11	Implementation plan in place across the partnership to support universal providers such as schools to hold risk and need through Team Around the Family, Lead Professional roles and working in line with the CSCP Threshold Guidance by March 2021.	By March 2021	G	↑
A2.12	Work with the Provider sector and commissioning to ensure a sustainable and high quality provider sector that deliver highly rated person centred care based on joint needs analysis to inform development of services to meet demand and capacity expectations by December 2021.	By December 2021	G	→
A2.13	Ensure robust recommissioning of substance misuse services with new services in place by October 2021.	By October 2021	G	↑
A2.14	Work towards increasing the proportion of homecare services delivered by Cumbria Care to 40% of the market share.	Throughout Plan	A	↑
A2.15	Strengthen support for and increase operational availability in Cumbria fire and rescue On-call stations through ongoing recruitment, development of managers and different working arrangements to ensure availability of appliances by October 2021.	By October 2021	G	↑

Key Action Updates

Outcome 2: People in Cumbria are Healthy and safe

Supporting Outcome: Those who need specialist or emergency services will received them when they need them

Commentary for areas of progress:

A2.10: The Strategy has been signed off and is being published.

A2.11: Team Around the school concept developed as part of the Children's Trust Board (CTB) and the Think Family Approach. Schools remain at the heart of the Early Help Strategy. The model is now being evaluated to ensure it is appropriate and helping to support families and reduce risk.

A2.12: From Q4 20/21 - Nothing has changed over the last quarter. Work continues to ensure that all services are sustainable, high quality and person centred.

A2.13: Action has now been achieved. The Cumbria Addictions Service publicly known as Recovery Steps Cumbria commenced on 1 October 2021. 1,500 people in treatment for alcohol and drug dependency safely transferred to Humankind & The Well Communities, the new providers of the service. 60 FTE staff successfully transferred to Humankind. Humankind presented an overview of Recovery Steps Cumbria on 16 September to more than a 100 stakeholders and are further developing links with key health, social care and criminal justice partners.

A2.15: An extended trial of On Call annual leave ongoing to try and improve leave flexibility. More On Call staff are being recruited than are leaving CFRS. An On Call recruitment campaign will prioritise 5 key stations with 4 others also being identified as needing more staff.

Wholtime detachments policy has now been agreed and this will provide additional cover on On Call stations by detaching Wholtime firefighters to cover appliance availability.

Commentary for areas for improvement and detail of ongoing action:

A2.9: A revised strategy action plan is overseen and monitored by the Corporate Parenting Board, on a quarterly basis, and this will continue until the end of the strategy.

A2.14: Cumbria Care are continuing recruit to all service areas to support with increasing the services that are provided. A further Extra Care housing scheme will be added to the portfolio of care services, increasing the overall percentage of the market with a small increase which is positive.

Commentary for Risk updates:

At Q2, actions A2.9 & 2.10 align to the corporate risk Increasing demand on Children's Services which has maintained a risk score of 16. Additionally, actions A2.12 & A2.14 align to the corporate risk Resilience of the Care Sector and impact on meeting care needs, which has retained a score of 20.

Commentary for finance updates:

No items by exception to report

Delivery of Council Plan Delivery Plan: 2021/22
Quarter 2 2021/22
Key Action Updates

Outcome 2: People in Cumbria are Healthy and safe

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

Ref	Action for 2021/22	Milestone	RAG (against target)	Direction of travel since last report (improving/ sustained/ declining)
A2.16	Establish and embed a robust system for outbreak management and infection prevention and control, initially focused on COVID-19 but applicable in the longer term to wider health protection support with an integrated hub with Public Health England from October 2020.	From October 2020	G	→
A2.17	Conduct the appropriate level of fire safety audits and visits in line with our Risk Based Inspection Programme.	By March 2022	R	↑
A2.18	Work in collaboration with statutory and voluntary partners to identify and engage with vulnerable members of the community and other 'at risk' groups and ensure we deliver prevention activity based on local needs including Safe and Well visits.	Throughout Plan	G	↑

Key Action Updates

Outcome 2: People in Cumbria are Healthy and safe

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

Commentary for areas of progress:

A2.16: A system for outbreak management and infection prevention and control is in place and continually kept under review. The integrated hub involving the UK Health Security Agency (UKHSA), CCC and district councils continues to be supported by daily operational meetings and the Integrated Management Hub. The UKHSA formally launched on 1 October, and discussions continue with UKHSA regarding longer term arrangements. However locally recurrent resources have been found to continue some elements of the local response team that will continue to add value to the health protection system in Cumbria in the long term.

A2.18: We continue to improve our referral process to engage with the most vulnerable in our communities. We now have partnerships with Cumbria and Lancashire NHS trusts to refer vulnerable members of our communities using a risk based approach. A training package is now in place to further develop the knowledge and understanding of our workforce by training 'Prevention champions'. For the first time a full range of Prevention activities including CFRMIS training was presented to the current Firefighter recruits course.

Commentary for areas for improvement and detail of ongoing action:

A2.17: The new RBIP has 1530 high, 1260 medium and 2016 low risk audits. High are conducted by level 4 inspectors, medium by the level 3 advisors and low by our fire crews as part of the operational business engagement work. CFRS crews have completed 214 low risk audits

Commentary for Risk updates:

At Q2, action A2.16 aligns to the corporate risk Cumbria COVID-19 Local Outbreak Control Plan and this risk score has reduced from 15 to 12 over the last quarter.

Commentary for Finance updates:

Across Older and Younger Adult services there is a net overspend associated with demand. Demand on Older and Younger Adult services has reduced as a consequence of COVID-19 with fewer clients than the 2019/20 average. The current forecast assumes a provision for future demand. The additional demand as a result of the COVID-19 response hospital discharges and the prevention of hospital admissions is supported by additional funding from the Clinical Commissioning Group.

Delivery of Council Plan Delivery Plan: 2021/22
Quarter 2 2021/22
Key Action Updates
Outcome 2: People in Cumbria are Healthy and safe
Measures

Ref	Action for 2021/22	RAG (against target)	Direction of travel since last report (improving/ sustained/ declining)
M2.1	Reduce prevalence of overweight and obesity in reception years to 22% by 2021/22 and progress to reduce the proportion of overweight and obese children in year 6 to the lowest district rate in Cumbria (29%).	A	→
M2.2	Bring numbers of Children Looked After and those supported with a child protection plan (1,343 children) to be more in line with statistical neighbours (953 children).	R	↓
M2.3	An increase in the number of Cumbria County Council foster care households by 15 per year.	A	→
M2.4	Increase number of Early Help Assessments Initiated from 2,610 each year.	R	↓
M2.5	Residential occupation rates of Cumbria Care available beds to return to 73.5%.	G	↑
M2.6	Increase proportion of those receiving reablement being home at 91 days following discharge to at least 91.1%.	A	↑
M2.7	Reduction in Delayed Transfers of Care delayed days in line with Better Care Fund targets - to be amended or new measure established following national review.	G	→
M2.8	Assistive technology utilisation maintained at 4,166 service users in 2020/21 and measure for Assistive Technology impact to be developed.	A	→
M2.9	Increase over 65 year old persons independence at home by reducing residential admissions to long term residential care in comparison to admissions in 2019/20.	G	→
M2.10	Work towards increasing Cumbria Care's market share by 8-14% each financial year.	R	↓
M2.11	Reduction in A&E admissions in line with Integrated Health and Care System Plan targets.	G	→
M2.12	The number of accidental primary dwelling fires to be less than 241 in 2021/22	G	↑
M2.13	The number of Fire Protection audits in commercial premises to be greater than 800 in 2021/22.	R	↓
M2.14	10,000 safe and well visits carried out by 31 March 2022.	R	↑

Key Action Updates

Outcome 2: People in Cumbria are Healthy and safe

Measures

Commentary for areas of progress:

M2.5: The overall occupancy has increased to 58%. There are a number of homes which have a reduced number of beds due to ongoing improvement works and staffing shortages. This has reduced the number of available beds, of these there are 85% which are currently in use

M2.7: We are awaiting guidance on BCF submission and assurance – we would anticipate that any new nationally mandated measures would come through that.

M2.9: The number of permanent admissions to long term residential care is similar in Qtr 2 2020/21 to the same period in 2019/20. It was a similar picture in Qtr 1. However, this needs to be viewed in the context of the Coronavirus pandemic, which has impacted on the supply of residential placements and the demand from individuals and families for residential care. This may also impact with a reduction in client contributions and independent fee payers.

M2.11: Qtr 2 data is not yet available. North Cumbria: In Qtr 1, the number of non-elective admissions was 7,165; this is below target and a decrease from Qtr 4 (7,744). South Cumbria: In Qtr 1, the number of non-elective admissions was 5,400; this is below target but an increase from Qtr 4 (4,475).

M2.12: The service have worked tirelessly throughout the quarter using communication to educate and highlight the risks of fire in the community. Many stations

Commentary for areas for improvement and detail of ongoing action:

M2.2: At the end of Qtr 4 2020-21 there were 1,168 children looked after or supported with a child protection plan and, by Qtr 1 2021-22 (end of March), this figure had fallen to 1,149. However, by September this year, the figure had increased again to the Qtr 4 level of 1,168. Although broadly static over the last year, the rate of Looked After Children in Cumbria (75.6 per 10,000 aged 0-18 in September 2021) remains above the national (65 per 10,000) and statistical neighbour (61 per 10,000) rates (both from the year 2018-19) and we know demand has increased in most Local Authorities due to Covid 19.

The number on a child protection plan has fallen significantly over the last year (to 50.9 per 10,000 aged 0-18 in September 2021) but remains above the statistical neighbour rate of 42.1 per 10,000 aged 0-18, and is now RAG rated as Red against our target of 42.8 per 10,000. Despite a significant annual fall, the rate over the last 6 months has been slightly upward. Rates have fallen over the year in all districts but, over the last 6 months, have increased in Allerdale & Copeland and Barrow & South Lakeland and have been broadly static in Carlisle & Eden. Decreases over the last year have occurred as a result of teams working proactively on our child protection planning and further embedding our practice framework (Signs of Safety).

M2.4: Monthly rates for all districts generally follow similar patterns, although there are significant fluctuations in the numbers initiated from month to month. The 12 month trend is slightly downward and the figures for Q2 this year show a fall from Q1, although the Q2 period covers the summer holidays when schools are closed for a large part of the quarter to most pupils, as that is where the bulk of referrals come from. In comparison to Q2 last year (387), the figure for Q2 this year is higher. The cumulative figure for the year 2021-22 (Quarters 1 and 2 combined) is 1204, which is significantly higher than the Q2 figure for the previous year (763 in 2020-21).

M2.10: See comment (A2.14) re 14.9% market share.

M2.13: Due to the restrictions on high risk premises such as care homes, hotels and other sleeping risks, other businesses and internal development of the fire protection team, the output of audits this performance year has not been in line with the expected target. By the end of Qtr 96 Fire Protection Audits had been conducted. The new Risk Based Inspection Programme (RBIP) has 1,530 high, 1,260 medium and 2,016 low risk audits. High are conducted by level 4 inspectors, medium by the level 3 advisors and low by our fire crews as part of the operational business engagement work. By the end of Qtr 2 CFRS crews have completed 96 High and Medium Audits, and 214 low risk audits.

M2.14: The numbers of Safe and Well Visits are below target however through data we are identifying those at greatest risk and have delivered telephone interventions followed by a physical visit. With the Covid restrictions easing, we are now reaching our monthly target and working on the target shortfalls due to the pandemic.

M2.1: 269 Schools offered National Child Measurement Programme screening, 100% school offer for Cumbria. (5 schools were cancelled due to Covid). Since March 2021, there have been: 4,374 pupils screened in Reception (86.4% uptake rate); 17 Underweight, 3406 Healthy Weight, 526 Overweight and 425 very overweight. 4,458 pupils screened in Year 6 (84.5% uptake rate); 36 Underweight, 2976 healthy weight, 680 overweight and 766 very overweight. This has been a huge achievement for the Team, with 8,832 screened in just over 3 months. Official NCMP results due late October. The Healthy Weight Behaviour Weight Management programme has had its initial meeting as a system which was successful. Ongoing work to develop the universal offer to ensure offer at each level of need. Recognition that capacity is an issue to respond to the need, so clear pathway of support as part of a community, Think Family approach is key to support families with wider issues. The 5-19yrs Public Health nurses are providing 12-15yrs Covid Vaccination support and so the project development has slowed.

M2.3: The target for 2021-22 remains a net increase of 15. We are aware that the impacts of Covid 19 are evident in our recruitment with 50% less people being assessed on 1st April than the previous year. We have also seen higher levels of resignations as people have reached retirement age or re-evaluated their futures as a result of the last 18 months. In Q1 we approved 4 mainstream families, but had 5 resignations (net loss of 1). We have 16 families in assessment and 9 other potentials. By the end of Q2 we have approved 12 new fostering families. We have seen 10 resignations. This leaves a net gain of 2 fostering families. There are 19 potential fostering families in assessment currently. We are hopeful as restrictions begin to ease, face to face campaigns can be reintroduced. We know these are successful and would see an impact by end of Q4

M2.6: There has been a 10% increase reported when compared with last quarter. The reablement service continues to support the national Discharge to Assess strategy. The success of D2A has resulted in a fewer number of people being in hospital at 91 days and the innovative approach to support.

M2.8: Due to issues on the provider-side, they have been unable to share data with CCC. This is progressing and data expected to be available for Qtr 3. The most recent data showed 4,264 service users with assistive technology.

Commentary for Risk updates:

At Q2, the following risks align with these measures; Health and Social Care Demand and System Failure, the Resilience of the Care Sector and impact on meeting care needs and Increasing demand on Children's Services. During Q2, the risk scores have remained the same compared to Q1 and remain rated at 16, 20 and 16 respectively.

Commentary for Finance updates:

Finance comments have been provided against the outcomes these indicators support.

Delivery of Council Plan Delivery Plan: 2021/22
Quarter 2 2021/22
Key Action Updates

Outcome 3: Places in Cumbria are Well-connected and Thriving

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

Ref	Action for 2021/22	Milestone	RAG (against target)	Direction of travel since last report (improving/ sustained/ declining)
A3.1	Continue to lead the multi-agency incident response, co-ordination of the recovery ensuring the community are supported to take appropriate actions and approaches for each local area.	Throughout Plan	G	-
A3.2	We will make the case for improvements in strategic transport connectivity to, from and within the county to support economic growth aligned to the Cumbria Transport and Infrastructure Plan with plan developed by February 2022.	By February 2022	G	↑
A3.3	Influence Government to secure early deployment of full fibre and mobile infrastructure within Cumbria. Submission of a Digital Borderlands 4G infill business case by December 2020 with implementation in 2021/22. Submission of a Connecting Cumbria business case to utilise gainshare to provide full fibre in superfast not-spots by September 2020 with implementation from January 2021.	By January 2021	A	→
A3.4	The overall condition of the highway is improved in line with the new Highways Asset Management Strategy by March 2022.	By March 2022	G	→

Key Action Updates

Outcome 3: Places in Cumbria are Well-connected and Thriving

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

Commentary for areas of progress:

A3.1: This work is being led by Cumbria Council for Voluntary Services (CVS) and supported by Area Managers. Effective working groups and governance are in place. This initial work has been completed. It now moves to the recovery stage.

A3.2: Consultation on the draft Cumbria Transport and Infrastructure Plan commenced in September 2021. Positive dialogue continues with DfT, Highways England, Network Rail and TfN in the promotion of schemes and strategic county priorities.

A3.4: Condition data for 2020/21 confirms that the condition of the highways network is in line with the new Highways Asset Management Strategy

Commentary for areas for improvement and detail of ongoing action:

A3.3: Cumbria is still working with UK Government on procurement as a pilot area for the Project Gigabit programme which is being managed by the Department of Digital, Culture Media and Sport (DCMS). DCMS have finalised the intervention area for this programme and anticipate launching the formal supplier questionnaire process within the next quarter for the Cumbria contract, which will cover properties that are not anticipated to be covered by commercial gigabit infrastructure deployment programmes by 2025, it is expected that the contract will be awarded by August 2022 with deployment activity will begin shortly after this. The Council is working to encourage this process for procurement and deployment to move forward at a faster rate where possible.

Commentary for Risk updates:

There are currently no corporate risks aligned with these actions.

Commentary for finance updates:

No items by exception to report

Delivery of Council Plan Delivery Plan: 2021/22
Quarter 2 2021/22
Key Action Updates

Outcome 3: Places in Cumbria are Well-connected and Thriving

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

Ref	Action for 2021/22	Milestone	RAG (against target)	Direction of travel since last report (improving/ sustained/ declining)
A3.5	Develop a whole system vision for education in Cumbria by February 2021.	By February 2021	G	→
A3.6	Coordinate and work with education systems leaders to plan schools opening and support recovery and catch up learning.	Throughout Plan	G	→
A3.7	Improve the lived experience of Children and Young People and families with SEND in Cumbria through successful delivery of the partnership SEND Written Statement of Action and secure a positive outcome following the Ofsted re-visit by December 2021.	By December 2021	A	→

Key Action Updates

Outcome 3: Places in Cumbria are Well-connected and Thriving

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

Commentary for areas of progress:

A3.5: Awaiting commentary

A3.6: Awaiting commentary

Commentary for areas for improvement and detail of ongoing action:

A3.7: Awaiting commentary

Commentary for Risk updates:

There are currently no corporate risks aligned with these actions.

Commentary for Finance updates:

The forecast deficit on the Schools High Needs Block is £20.521m an increase of £5.971m from 31st March 2021. An updated High Needs Recovery plan, which was discussed with the DfE on 23rd September 2020, sets out the Authority's plans to reduce the deficit on the High Needs Block through a number of savings and Invest to Save initiatives. Progress on delivery is monitored and reported to School Forum. As at Q2, the forecast High Needs Block deficit of £20.521m is £3.577m higher than forecast in the High Needs Recovery Plan.

Delivery of Council Plan Delivery Plan: 2021/22

Quarter 2 2021/22

Key Action Updates

Outcome 3: Places in Cumbria are Well-connected and Thriving

Supporting Outcome: Locally responsive services will be in place to meet the different communities across Cumbria

Ref	Action for 2021/22	Milestone	RAG (against target)	Direction of travel since last report (improving/ sustained/ declining)
A3.8	Lead the development of community and locality based early help services which strengthen families to meet children's needs earlier to prevent escalation with a review complete February 2021.	By February 2021	G	→
A3.9	Continue to develop and embed the new role and purpose for Children's Trust Board including the development of locality partnership groups to drive children's partnership agenda in relation to Think Family by October 2020.	By October 2020	G	↑

Key Action Updates

Outcome 3: Places in Cumbria are Well-connected and Thriving

Supporting Outcome: Locally responsive services will be in place to meet the different communities across Cumbria

Commentary for areas of progress:

A3.8: Recommissioning of the 0-19 family support service, and the healthy child service provides capacity through the development and implementation of holistic support to children and families at all stages in their lives. We continue to monitor and develop this service. Alongside this strong locality partnerships have been introduced and are focusing on the development of the early help strategy and think family in localities with strong input and engagement from all key partnerships. Commissioners and officers meet regularly to discuss progress and challenge, ensuring positive delivery of the service.

A3.9: The Children's Trust Board has established 6 locality groups for children. These groups have developed priorities based on local need and have been paramount in the Covid-19 response for children and young people in the localities. They have been using Early Help (EH) and Think Family as the backdrop for all of their work, including the Team Around the School that has been developed to support schools following the first lockdown. The new Early Help Strategy has been published and a launch event was held, attended by 200+ people, with children and young people presenting at the session. An implementation plan is being developed both for the partnership and internally to the County Council through the Think Family Programme Board.

Commentary for areas for improvement and detail of ongoing action:

Commentary for Risk updates:

At Q2, actions A3.8 & 3.9 align to the corporate risk Increasing demand on Children's Services and this has maintained a risk score of 16 over the last quarter.

Commentary for finance updates:

No items by exception to report

Delivery of Council Plan Delivery Plan: 2021/22
Quarter 2 2021/22
Key Action Updates

Outcome 3: Places in Cumbria are Well-connected and Thriving

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

Ref	Action for 2021/22	Milestone	RAG (against target)	Direction of travel since last report (improving/ sustained/ declining)
A3.10	Proactively develop community capacity and capability through area planning, community development, demand management, and response and recovery relating to COVID-19 through partnership working by September 2021.	By September 2021	G	→
A3.11	Implement and improve a new model of delivery for library services that enhances the digital offer developed following initial impact from lockdown from COVID-19 and ensure the significant investment in Barrow library improves the offer to residents of Barrow.	By Autumn 2021	G	-

Key Action Updates

Outcome 3: Places in Cumbria are Well-connected and Thriving

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

Commentary for areas of progress:

A3.10: There have been some significant developments in relation to this work for example in Millom, Aspatria and Barrow. Further work is ongoing across the County.

A3.11: This work is now complete. A new structure for the library service is agreed and roles have largely been filled; we have now moved into implementation. Customer experience is a key driver for the new structure. Barrow Library, which will be the flagship for future developments is complete with very positive staff and customer feedback. Plans are advancing around Carlisle and Kendal.

Commentary for areas for improvement and detail of ongoing action:

Commentary for Risk updates:

There are currently no corporate risks aligned with these actions.

Commentary for finance updates:

No items by exception to report

Delivery of Council Plan Delivery Plan: 2021/22
Quarter 2 2021/22
Key Action Updates

Outcome 3: Places in Cumbria are Well-connected and Thriving

Measures

Ref	Action for 2021/22	RAG (against target)	Direction of travel since last report (improving/ sustained/ declining)
M3.1	Early Years outcomes improved from 70.1% to be in line with the national level.	G	↑
M3.2	The percentage of pupils in Key Stage 2, achieving the expected standard in Reading Writing and Mathematics combined to show continued upward trend from 64.8% and to be at least in line with the national level.	G	↑
M3.3	The percentage of pupils attaining GCSE 9-5 in English and Mathematics to increase from 43.3% and be in line with or better than the national level.	A	↓
M3.4	The overall Progress 8 score continues to improve from -0.11 and is at least in line with the national level.	R	↓
M3.5	Outcomes for SEND (school support pupils) at Key Stage 2 achieving the expected standard in Reading Writing and Mathematics to improve from 23.3% to be in line with national level.	G	↑
M3.6	The proportion of 16-17 year olds Not in Employment, Education and Training are lower or follow similar trends to national figures.	A	→
M3.7	The 'September Guarantee' duty (where all young people aged 16 and 17 receive a suitable offer of learning) to 98% or higher for 2020/21.	A	→
M3.8	The participation in education, training and employment of 16-17 year olds to exceed 92.6% for 2020/21.	A	→
M3.9	The proportion of permanent exclusions reduced from 0.10%.	G	→
M3.10	The percentage of pupils attending an outstanding or good school increased to at least 87%.	G	↑
M3.11	The percentage of outstanding or good schools increased to 92%.	G	→
M3.12	Maintain CQC 'good' rating across all County Council provided regulated services whilst aspiring to achieve outstanding.	G	→
M3.13	Maintenance of Level 3 funding from the Department for Transport.	G	→
M3.14	Percentage of Category 1 defects completed within time to increase from 51%.	G	↑
M3.15	The number of days taken to close a Highways customer enquiry to reduce from 7.43 days.	R	→

Key Action Updates

Outcome 3: Places in Cumbria are Well-connected and Thriving Measures

Commentary for areas of progress:

M3.1: Due to COVID-19, the DfE did not collate, analyse and reporting data for 2020 and this will again be the case in 2021. The Local Authority will work with CASL and LASLs to analyse the pandemic impact on attainment gaps within end of key stage cohorts, with a particular focus on disadvantaged (as well as other groups such as SEND, BAME) within localities. The emphasis will be on how we support children and young people in transition to next stages of education, employment and training. The Covid-19 pandemic is likely to have had a significant impact on the current Nursery, Year 6, and Year 11 pupils who will be taking EYFSP, KS2 and GCSEs in 2022, with a substantial amount of disruption to their learning and time in school between March 2020 and March 2021. The Local Authority is leading on recovery curriculum planning and implementation support in schools to ensure rapid re-engagement in learning. M3.2: See M3.1 commentary M3.5: See M3.1 commentary

M3.9: Following the return to school after closures between January and March 2021 there was an increase in permanent exclusions (PEX) to 16 for Qtr 1 this year. The data for Qtr 2 is as follows: July 3 PEX, 4 withdrawn from PEX (7 total), August schools were closed, September 5 PEX, 3 withdrawn PEX (8 total). The total for Qtr 2 is therefore 8 PEXs not including those withdrawn from PEX. This is a reduction from 17 in Qtr 1. Access and Inclusion Officers continue to work with schools to seek alternatives to permanent exclusion wherever possible and provide challenge where appropriate. Training for governors is ongoing and dates are being offered during the autumn term.

M3.10: Graded inspections of schools, under the Education Inspection Framework (EIF) from September 2019, were paused in March 2020, because of the Covid pandemic. Overall, the proportion of children attending a good or outstanding school in Cumbria at the end of June 2021 was 84.7%. This is a very slight increase in the proportion as at the end of Qtr 1 (+0.1 percentage points) and remains close to our April 2020 target of 86%. The slight variations in direction of travel against last month relate to the May 2021 census data now being available and used in the calculations. However, there is a discrepancy between primary and secondary schools, with 92.2% of primary school pupils in good or outstanding schools, but just 74.7% of secondary school pupils. Ofsted inspections re-started in September 2021.

M3.11: Graded inspections of schools, under the Education Inspection Framework (EIF) from September 2019, were paused in March 2020, because of the Covid pandemic. There are currently 286 schools judged by Ofsted to be good or outstanding (89.1%). This is the same proportion as at the end of Qtr 1, so the RAG-Rating remains Green and the direction of travel is static. The proportion of good and outstanding schools nationally at the end of the 2019/20 academic year was 86%. Ofsted inspections re-started in September 2021.

M3.12: The current position has been maintained. Burnrigg Court has had its first inspection since registration and the initial feedback is that this will be allocated a good rating. There has also been confirmation from CQC that the majority of the services will retain this rating for the coming year, however the inspection regime has started to increase.

M3.13: Band 3 was confirmed in March 2021 with funding confirmed for 2021/22. The Highways Asset Management Strategy (2020-2025) was approved by Cabinet July 2020. Progress has been made with the Highways Delivery Plan including a programme of improvements to the Highways Service with key deliverables and measures of success which are reported on quarterly.

M3.14: At the end of June 2021 new software was implemented to record Highways information (Highways Integrated Asset Management System, WDM HIAMS). Highways defects are now captured initially via Liberty Create and triaged by the newly formed Highways Engagement Team before being transferred into WDM HIAMS; this is expected to relieve pressure on Highways operatives, avoid duplication and improve performance. Initial results for Q2 2021-22 appear favourable. In total 6,561 defects were logged in WDM HIAMS in Q2 2021-22, a decrease of -35.4% (-3,591 recorded defects) compared to Q1 2021-22 and a decrease of -26.6% (-2,372 recorded defects) compared to the same quarter in 2020-21. The percentage of reported defects completed on time has also improved, with almost two thirds (63.9%; 4,190) completed on time in Q2 2021-22. This is an increase of +14.2 percentage points compared to Q2 2020-21. It is not possible to compare performance in Q2 2020-21 to Q1 2020-21 as data within the previous system were not transferred into WDM HIAMS. Defects in the previous system are being dealt with as a manual process and updates are not available; as many defects are allocated a 20 working day completion time, it is not reliable to include defects reported in June 2021 when looking at the percentage of defects completed on time in Q1.

Commentary for areas for improvement and detail of ongoing action:

M3.15: Data extraction is not currently available due to software integration errors; solutions to this problem are to be investigated with the Digital Team. There is no data to support a worsening of this indicator.

M3.6: The NEET rate among 16/17 year olds in Cumbria was 4.4% in August 2021 which represents 447 not in education, employment or training (269) or whose status was unknown and are therefore assumed to be NEET (178). The rate in Cumbria is lower than the national rate of 8.7%, however some areas in other parts of the country do not track at this time of year which leads to high rates and therefore this comparison is unreliable at present. The NEET rate was 0.7 percentage points down on the same time last year. Carlisle had the highest NEET rate (6.2%) and Allerdale the lowest (3.0%). The labour market is a challenging one at present and Q3 data covering the period when schools/colleges returned will be a better time to assess the impact on opportunities for young people.

M3.7: This is measured annually and 2020 data was released in January showing that 96.5% of young people had received a suitable offer of training/education in Cumbria in 2019/20 which is a fall of 0.6% from 2019 (when it was 97.1%). Despite the reduction in 2020, the proportion receiving a suitable offer in Cumbria was still higher than the national average which was 94.3% for England

M3.8: The participation rate of young people in education, training or employment was 91.7% in August 2021 which was above the national rate of 89.0%. However some areas in other parts of the country do not track at this time of year which makes this comparison unreliable at present. During the height of the pandemic there was evidence that more young people stayed in education and fewer went into work-based opportunities but it will be Q3 before we can assess whether that has continued with this year's cohort.

Commentary for Risk updates:

There are currently no corporate risks aligned with these actions.

Commentary for Finance updates:

Finance comments have been provided against the outcomes these indicators support.

Delivery of Council Plan Delivery Plan: 2021/22
Quarter 2 2021/22
Key Action Updates

Outcome 4: Economy is Growing and Benefits Everyone

Supporting Outcome: Everybody will have access to learning opportunities throughout their life and career and Everybody will be supported to achieve their aspirations

Ref	Action for 2021/22	Milestone	RAG (against target)	Direction of travel since last report (improving/ sustained/ declining)
A4.1	Focus on positive action to attract a more diverse workforce to the Fire and Rescue service so it truly reflects the diverse nature of the communities we serve by December 2021.	By December 2021	G	↑
A4.2	Working with community learning, libraries and digital develop an offer that gives people the skills and access that they need by March 2022.	By March 2022	A	→

Key Action Updates

Outcome 4: Economy is Growing and Benefits Everyone

Supporting Outcome: Everybody will have access to learning opportunities throughout their life and career and Everybody will be supported to achieve their aspirations

Commentary for areas of progress:

A4.1: Awaiting commentary

Commentary for areas for improvement and detail of ongoing action:

A4.2: Work is underway with Community Learning and the Library Service to enhance and improve this offer. A dedicated digital post is part of the library consultation and has been filled. Further work is needed now the new structure is agreed; that work is ongoing.

Commentary for Risk updates:

There are currently no corporate risks aligned with these actions.

Commentary for finance updates:

No items by exception to report

Delivery of Council Plan Delivery Plan: 2021/22
Quarter 2 2021/22
Key Action Updates

Outcome 4: Economy is Growing and Benefits Everyone

Supporting Outcome: The county will be an attractive place for businesses to invest and local businesses will thrive and Everybody will have access to good quality employment opportunities

Ref	Action for 2021/22	Milestone	RAG (against target)	Direction of travel since last report (improving/ sustained/ declining)
A4.3	Support the revitalisation of our towns by using our assets and through working with local partners to attract investment from Towns Deals, Future High Street Funding and the Borderlands Inclusive Growth Deal with funding secured by December 2020 and implementation during the plan.	Throughout the plan	g	→

Key Action Updates

Outcome 4: Economy is Growing and Benefits Everyone

Supporting Outcome: The county will be an attractive place for businesses to invest and local businesses will thrive and Everybody will have access to good quality employment opportunities

Commentary for areas of progress:

A4.3: Positive progress being made in overseeing the development and delivery of town deals and future high street fund proposals across the County. As part of this, investment has been secured in County Council priorities around active and sustainable travel. The Borderlands Inclusive Growth Deal continues to progress with Carlisle Station moving to delivery and a funding decision now awaited for Carlisle Citadels. Progress is also being made with respect to See More Lake District, Place Programme, Hadrians Wall and Energy Masterplanning.

Commentary for areas for improvement and detail of ongoing action:

Commentary for Risk updates:

There are currently no corporate risks aligned with these actions.

Commentary for finance updates:

No items by exception to report

Delivery of Council Plan Delivery Plan: 2021/22

Quarter 2 2021/22

Key Action Updates

Outcome 4: Economy is Growing and Benefits Everyone

Supporting Outcome: Refocus on addressing challenges associated climate change and environmental sustainability

Ref	Action for 2021/22	Milestone	RAG (against target)	Direction of travel since last report (improving/ sustained/ declining)
A4.4	Develop a Local Nature Recovery Strategy by March 2021.	By May 2021	G	-
A4.5	Utilising our role as a strategic authority to influence and shape the response to the Clean Growth and Energy agenda by supporting the decarbonisation of transport networks by securing additional investment in walking, cycling and public transport and Deliver new electric charging infrastructure on Council operated car parks.	By March 2022	G	→
A4.6	Make adaptations to the highways for a changing climate and improve the resilience of the highway network to a changing climate by improve the provision to manage surface water drainage.	By March 2022	G	→
A4.7	As part of public health strategy agree county-wide achievable sector targets and action plan for achieving carbon neutrality by March 2021.	By March 2021	G	→

Key Action Updates

Outcome 4: Economy is Growing and Benefits Everyone

Supporting Outcome: Refocus on addressing challenges associated climate change and environmental sustainability

Commentary for areas of progress:

A4.4: The final draft of the LNRS was submitted to DEFRA by the extended 31st May deadline. The submitted documents, including access to the Local Habitat Map, are now available on the county council website (<https://www.cumbria.gov.uk/planning-environment/lhrs/default.asp>).

Whilst work on the LNRS Pilot project has now concluded, partners continue to work together on planning for a nature recovery network for Cumbria, to ensure we are well prepared for national roll-out of the LNRSs, currently anticipated in April 2022.

DEFRA is working on the guidelines and legislation that will be issued with the Environment Bill ready for national roll-out and is currently running a public consultation on the LNRS process which the county council is preparing a response to. As one of the Pilot areas it is anticipated we will have further discussions with DEFRA on the final legislation and guidance, as well as the role and set up of Responsible Authorities. This is likely to be the beginning of next year (2022) once responses to the public consultation have been collated.

A4.5: Cumbria County Council is leading on the delivery of the objective in the Cumbria Cycling Strategy to improve Cycling Infrastructure. In response, the County Council has defined a Cycling and Walking Programme which includes the development of Local Cycling and Walking Infrastructure Plans (LCWIPs) for six urban areas.

LCWIPs for Barrow, Carlisle and Kendal are in development and core infrastructure identified and costed and shared with the Department for Transport (DfT). These LCWIPs are to be completed in 2021. Development work is underway for Workington, Penrith and Whitehaven with completion planned for Spring 2022. DfT funding has been secured for 2021/22 to support this work. The County Council is also looking at strategic corridors to support cycling and walking over longer distances to link communities and for leisure purposes.

Through this work we aim to develop clear plans for cycling and walking infrastructure to assist in the securing of funding to implement improvements. Funding for Cycling and Walking infrastructure has been secured for Barrow-in-Furness from the Barrow Towns Deal, as part of the Carlisle Southern Gateway Project from the Carlisle Towns Deal and for Hadrian's Wall Corridor and See More Lake District as part of the Borderlands Inclusive Growth Deal. Cycling and walking improvements are also included in the Cleator Moor and Millom Towns Deals and the Egremont Future High Street Fund programme. The LCWIPs will be used to bid for funding to deliver improvements in Barrow-in-Furness, Carlisle, Kendal, Workington, Whitehaven and Penrith. Cumbria hosted a stage of the Tour of Britain cycle race in September 2021.

Cumbria County Council continues to engage in the development of an outline business case to improve the Cumbria Coast Line railway and has coordinated the submission of bid to DfT's "Restoring Your Railway" fund to support the preparation of a business case for the creation of a passing loop on the Lakes Line.

A4.6: Additional funding was received in May 2020 from the Local Highways Maintenance Challenge Fund to improve drainage assets and the resilience of the highway network which covers both 2020/21 and 2021/22. Delivery of these schemes is on programme. In addition work has progressed on an innovative approach to a flood alert system

A4.7: Land Use Net Zero Group has been created and will agree scope in Nov 2021. Net Zero Transport Group currently being set up to focus on the future of transport in Cumbria and reaching net zero by 2037. Monitoring and Evaluation Framework first phase completed with the focus on measuring the impact of behavioural change and shifts in lifestyle. Carbon data will be provided to sector leads based on the national 6th carbon budget and this will include housing and waste. This data will be used to measure progress. Cross sector health group being considered to ensure wider health benefits are being built into sector plans.

Commentary for areas for improvement and detail of ongoing action:

Commentary for Risk updates:

At Q2, the new corporate risk Achieving Net Zero Green House Gas Emissions by 2050 relates to actions 4.5, 4.6 and 4.7. This risk has been rated at 15.

Commentary for finance updates:

No items by exception to report

Delivery of Council Plan Delivery Plan: 2021/22
Quarter 2 2021/22
Key Action Updates
Outcome 4: Economy is Growing and Benefits Everyone
Measures

Ref	Action for 2021/22	RAG (against target)	Direction of travel since last report (improving/ sustained/ declining)
M4.1	Employment rates of 16-64 year olds are higher or follow similar trends to national rates.	A	↓
M4.2	Claimant Count rates are lower or follow similar trends to national rates.	A	↑
M4.3	An increase in proportion of people in Cumbria with skill level 2 or above from 75% of 16-64 year olds.	G	↑
M4.4	An increase in Apprenticeship starts delivered in Cumbria from 4,335 in 2018/19 (academic year).	A	↓
M4.5	An increase in the number of offers of work experience made to Children Looked After within the Council.	A	→
M4.6	Maintain or increase in the percentage of Council commissioned spend with Cumbrian SMEs from 35%.	G	→
M4.7	Establish an organisation level Carbon baseline by 2022.	G	→

Key Action Updates

Outcome 4: Economy is Growing and Benefits Everyone

Measures

Commentary for areas of progress:

M4.3: Survey estimates suggest that the proportion of Cumbria's working age population qualified to at least level 2 was 77.2% in the year to Dec 2020 compared to 74.3% a year previously. This remains just below the latest national rate of 78.2% but the margin of error in the survey means both the annual change and the variance from the national data cannot be said to be statistically significant. However, within the data, the proportion qualified to level 4 or above has increased from 32.5% to 38.2%, a margin of increase which exceeds survey error and is probably therefore a definite improvement and has seen the gap between Cumbria and the UK narrow from 7.7% to 4.8% (UK was 43% in 2020).

M4.6: In Quarter 2, 35% of spend was with Cumbrian SMEs which is in line with the target.

Overall, 58% of spend was with SMEs (locally and nationally) which is above the target of 50% while 49% of spend was with Cumbrian organisations (just below the target of 50%).

M4.7: Procurement activity took place during Quarter 4 2020-21. Tenders have now been evaluated and Tetra Tech has been selected to undertake a SCOPE 3 Baseline (standardised measure of companies indirect emissions) throughout 2021/22.

Commentary for areas for improvement and detail of ongoing action:

M4.1: The employment rate of 16-64 year olds was estimated to be 74.1% in Cumbria in the year to June 2021 which is just below the UK estimate of 74.3%. The survey-based estimates suggests that the employment rate in Cumbria has fallen from 79.6% a year ago and 79.7% two years ago and even allowing for margins of error in the dataset (+/- 3% at Cumbria level) this does appear to be a genuine fall and one which is greater than the national decline in employment rate, which is not entirely unexpected given the impact of Covid on Cumbria's labour market in the past 12 months and in particular the high level of furloughing in the county. However, sample sizes for this survey are small in Cumbria and data quality has been affected by fieldwork restrictions and therefore care should be taken not to read too much into the data at this stage.

M4.2: Cumbria's claimant rate in September 2021 was 3.3% which was 1.7 percentage points below the national rate of 5.0% and rates were lower than nationally in all 6 districts. This means that 9,770 working age people were out of work, claiming benefit and actively seeking work.

The claimant counts and rate have fallen substantially since the height of the pandemic, down by 3,525 (-26.5%) from a year ago but they remain higher than the same time two years ago (pre-pandemic) with 3,310 more claimants across the county (+51% more). At Cumbria level this is a better picture than national (where claimant volumes are 79% higher than two years ago). However, volumes in South Lakeland are still 136% higher than two years ago and in Eden and Carlisle they are 70% and 68% higher respectively.

M4.4: The number of Apprenticeship starts in 2019/20 for people of all ages fell by 685 from the previous year to 3,650, a fall of 16% across the county compared to a national fall of 18%. The number of starts fell in all areas of Cumbria with the biggest declines in Copeland (-22%) and Carlisle (-20%) and also fell more sharply for young people than for older groups, down 19% for those aged 16-18 and down 14% for those aged 19+. Provisional data for the first 6 months of the 2020/21 academic year (Aug-Jan) suggest this trend has accelerated with 25% fewer starts in Cumbria over that period than the same 6 month period the previous year. Providers report that apprenticeship enquiries are holding up well and it is believed that most activity has been deferred rather than cancelled and that more opportunities will become available as the economy re-opens. However, this is unlikely to reverse the downward trend in apprenticeship starts seen over the past 3 years.

M4.5: Due to Covid and its impact, we have been unable to make any offers of work experience in the Council to Children Looked After. We have, however, delivered one-to-one employability support (for example helping individuals with applications for apprenticeships).

Commentary for Risk updates:

At Q2, the new corporate risk Achieving Net Zero Greenhouse Gas Emissions by 2050 relates directly to the M4.7 measure, this risk has been rated at 15.

Commentary for Finance updates:

Finance comments have been provided against the outcomes these indicators support.