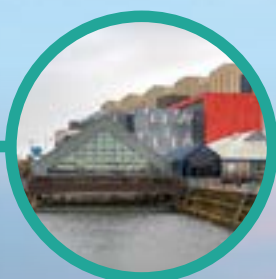




Westmorland
& Furness
Council

Council Plan Delivery Framework

2024/25 Update



Little Langdale



“Our aim continues to be to deliver the best possible outcomes for residents, communities, and businesses.”

Foreword

Welcome to the 2024/25 Council Plan Delivery Framework, our annual update on how we are working to achieve the priorities we set out in the Westmorland & Furness Council Plan 2023-28.

It's hard to believe that Westmorland & Furness Council has now been up and running for a full year, the time has certainly flown by. What I think that really reflects is the huge amount of activity that has been undertaken across our service areas since vesting day.

In our first Delivery Framework we set out over 100 different actions that we would deliver, across 10 strategic themes. Barely a week has gone by without a new development or announcement that's making a difference for our area. We have big ambitions for our area and I'm extremely proud of what we have achieved so far.

Through the course of the year, we've also come to understand more about the complexity and challenges we face in truly integrating the four legacy councils into one new organisation. Whether it's our ICT, our organisational culture or our ways of working and delivering services in different areas, we know that the road ahead of us is a long one. In our first year we started our journey along that road, and as we look to the year ahead, I know that we are set to start moving through the gears and increasing the pace of change.

This can be seen in the ambitious change programmes that we will be focusing on in waste and environmental services, planning, children's services and adult social care. These are big and complex tasks that we are rightly prioritising in this year's Delivery Framework, alongside other smaller scale but no less important pieces of work.



Integral to all this activity is ensuring that in the face of ongoing budget challenges, we can have a financially sustainable future. Becoming a unitary council gave us the opportunity to do things differently, more efficiently and reduce costs. Realising these benefits is a necessity and an overarching theme in this document.

Our aim continues to be to deliver the best possible outcomes for residents, communities, and businesses and we know our success depends on being able to develop meaningful and collaborative relationships with our partners and communities. By working together, we are confident that we can get things done.

I hope this document gives you an insight into what's been happening, our plans for this year, and how you can work with us to make a difference.

Cllr Jonathan Brook

Leader

Westmorland and Furness Council

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Introduction

Westmorland and Furness Council came into being on 1 April 2023, setting out its vision, values and priorities for the next five years in the Council Plan 2023-28.

Our Delivery Framework builds on the Council Plan and works within the parameters set out in our Medium-Term Financial Plan. We published our first edition of the Delivery Framework in September 2023, and each April we review, update and publish a new edition of the framework. This is the first of those updates for the financial year 2024/25.

The framework provides more information about what we plan to deliver and how we will work with you, making the most of our unique and distinctive area.

We want to get the foundations right and are working hard to make sure we can deliver efficient and effective services. We are ambitious and want to seize the opportunity we have as a new unitary authority to deliver improved services.

Collaboration underpins everything we want to do. We recognise our leadership role for Westmorland and Furness and that we have to listen, engage and support our partners and communities if we are to succeed.

We need to do this together to make a difference, so please, join us on our continuing journey!

Purpose of the delivery framework

This document explains what we will focus on in the coming year to ensure Westmorland and Furness is a great place to live, work and thrive. We will work with our partners and communities to make that happen.

The council's range of functions and responsibilities is wide. The Delivery Framework is not a complete list of everything we will do. Rather it provides an overarching framework for our work and highlights those areas of focus for the coming year. The framework is intended to illustrate the journey we are on as a new council and to act as an invitation to communities, public, private and third sector partners to work with us as we develop and evolve.





We cannot make an effective difference on our own. It is through developing a shared purpose, honest relationships and strong partnerships that new ways of working can evolve, delivering against mutually agreed priorities, reducing inequalities, increasing prosperity and improving outcomes for the people across the whole of Westmorland and Furness.

The delivery framework:

- describes the outcomes we want to deliver
- focuses on our distinctive qualities and opportunities
- describes our strategic direction while leaving space for new ideas
- inspires purpose and encourages collaboration.

The delivery framework is not:

- a strategy for how our vision will be realised
- an instruction manual or blueprint
- complete or perfect
- a routemap for delivering our priorities.



Our values

Our values underpin everything we do and guide us in delivering our vision. We care, and believe everyone matters. We will empower and inspire communities to thrive.



Ambitious

We are ambitious for everyone. We will focus on identifying and delivering the outcomes that our communities want to see. We will support our workforce to innovatively transform services for the better, enabling residents and visitors to have healthy, happy lives.



Inclusive

We will be an inclusive council and will work collectively with partners to challenge each other to improve diversity and eliminate all forms of discrimination in our organisations and through local leadership increase participation in local decision making within under represented communities.



Collaborative

We will work with partners, communities, and residents to deliver the best outcomes for all.



Outcome focused

We are outcome focused and we will focus on identifying and leading the delivery of the changes that our communities want to see.



Responsible

We are responsible, socially, environmentally, and financially. Providing leadership in the drive to become carbon neutral and delivering value for money in everything we do. We will make the best and most efficient use of our resources, while making sustainable decisions and striving to deliver on our promises to you.



Needs-led

We will intervene early to prevent harm, act in an equitable way leaving no-one behind, and enable all to ask for help in order to gain access to the right service, in the right place at the right time.



Ecologically aware

We will provide leadership in the drive to become carbon net zero and sustainable.

Our context

Together we are **Westmorland and Furness.**

We are ambitious and proud of our places and communities. We are aiming high for everyone and will celebrate our successes along the way. We will engage and work with communities on how we can best help, recognising this will differ to reflect different needs.

Delivery of this ambition will be influenced by our context:

We are the third largest unitary local authority area in England and the most sparsely populated.

We are home to both some of the country's most stunning landscapes and its most hi-tech businesses.

We have thousands of new long-term jobs, transformative regeneration and nationally significant infrastructure projects in the pipeline.

We have a huge opportunity to work inclusively with partners and communities to identify and deliver outcomes we all want to see.

We must always be responsible, socially, environmentally and financially. It may take time to deliver our ambition and we will have difficult choices to make.

We have extra pressures as a new local authority in updating and aligning legacy systems, policies and practices.

We can make a difference by working with partners, communities and residents to deliver the best outcomes for all, intervening early and in an equitable way to leave no-one behind and provide leadership in the drive to become carbon net zero and sustainable.



Westmorland and Furness | *in numbers*



227,600
people

32,800 in
National Parks



59,300

65+ years old
(75,800 in 2040)



122

primary schools

20

secondary schools

3

special schools



55%

live in rural areas



134,200

working aged
people



55,500

in the largest town
of Barrow



10,070

businesses
providing 115,000 jobs

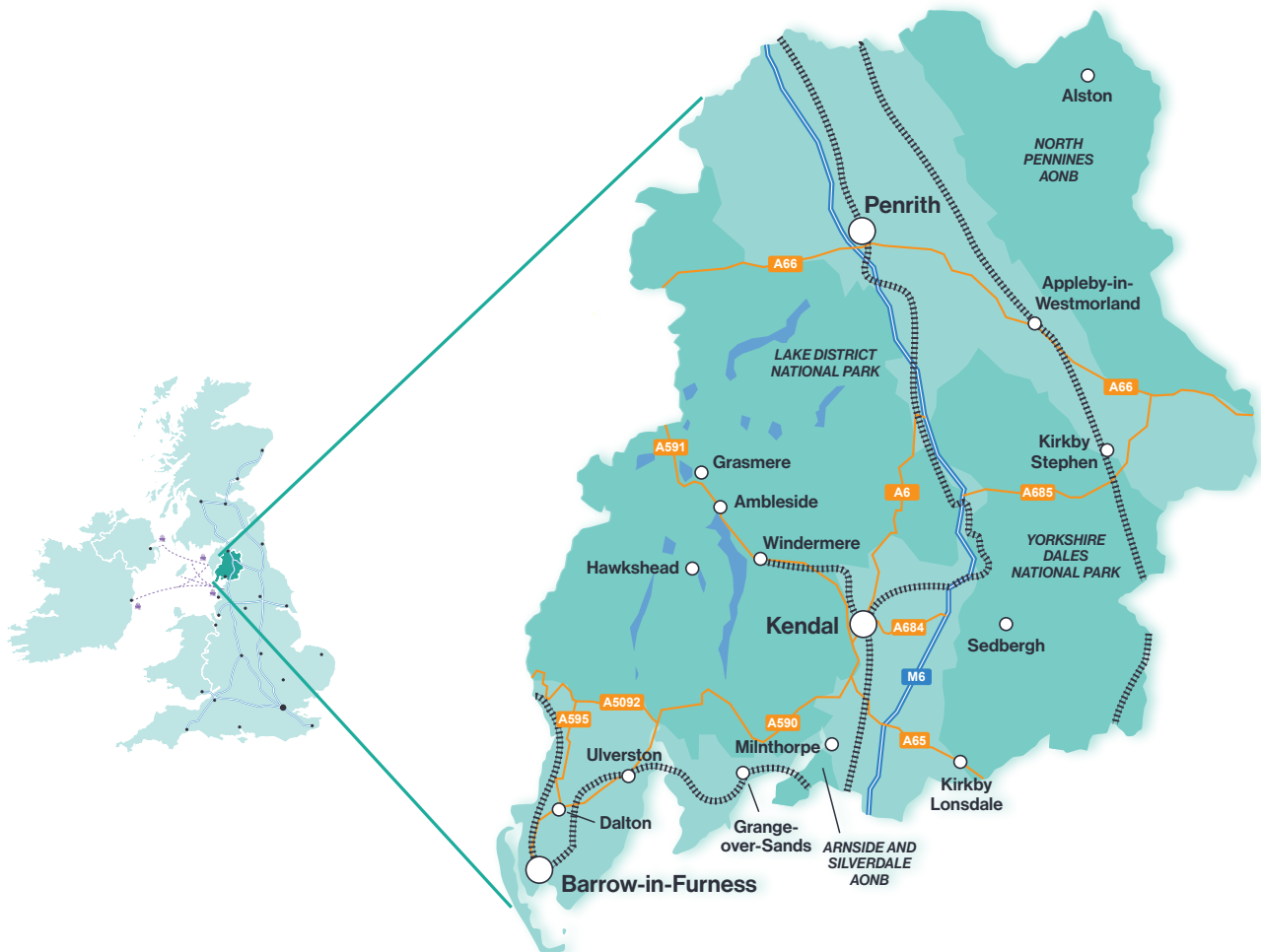


134

parish councils

10

town councils





A sustainable Westmorland and Furness

Westmorland and Furness is a fantastic place, with a world-renowned natural landscape, internationally recognised businesses, diverse sector expertise and knowledge, and distinctive communities.

However, these strengths can also present challenges and we are clear that sustainable development is the critical underpinning concept that must help us navigate these challenges. Putting sustainability at the centre of our decision-making and service delivery means balancing the demands of environmental protection and recovery, economic development and growth, and addressing inequality to create a fairer Westmorland and Furness.

Addressing these to make our vision a reality for everyone requires an approach underpinned by three sustainability principles of equity, economy, and environment.

Equity

We know that there is a need to address any inequalities, especially those resulting from poverty and rural sparsity. We will focus on the wider determinants that drive those inequalities in a way that is fair and equitable.

Economy

We know that we need to increase our productivity and improve educational outcomes and grow our workforce. We will support sustainable and inclusive growth which benefits our diverse population whilst protecting the environment.

Environment

We recognise our environmental responsibilities, including taking action on climate change and biodiversity loss. We will seek to redress damage and protect our environment for the long-term.

Bringing it all together

Building on our vision, priorities and sustainability principles, this Delivery Framework breaks down into ten service delivery themes:

1 Communities

2 Environment

3 Growth

4 Connections

5 Homes

6 Learning

7 Care

8 Health and wellbeing

9 Culture

10 Effective services

These themes help us to focus on the actions we need to take and guide our partnerships to make the vision a reality for everyone.

Like the sustainability principles, these ten themes do not stand alone. They are closely linked and often overlap; overlaps that helpfully encourage cross-sector working, multi-disciplinary approaches and opportunities for all of us to work together to do the right things in the right places.

Taking a missions led approach to achieving our vision

Each delivery theme has a bold mission. As a council we cannot achieve these missions alone, they require a collective effort to make Westmorland and Furness a place everyone is proud to call home.

Our delivery themes

1 Communities

Are welcoming, inclusive and provide a good quality of life. They are proud of and care for their local areas. They are able to make the right choices for them. They are resilient, and their voices and choices are heard through local participation.

2 Environment

Our environment positively impacts on health, wellbeing and economy and together we build our resilience to climate change and take action to reverse biodiversity loss and to achieve carbon net zero.

3 Growth

Our economy is growing and providing people with access to a diverse range of good employment opportunities for them to be economically secure, across our rural and urban areas. Our businesses are more diverse and thriving, our large businesses continue to grow, and new investment is further increasing the contribution we make to national growth and prosperity.

4 Connections

Transport and infrastructure enables people and businesses to reliably and easily access the places and services that meet their needs, including online, in an environmentally sustainable way.

5 Homes

Everyone can live in a place they call home, one which is affordable, clean, safe and warm, where they can build stable, independent, fulfilling lives and have access to schools, work and cultural activities.

6 Learning

Everyone has access to high quality education, where children, young people and adults are equipped with relevant tools, skills and aspiration to pursue the life they want to live and to access a rich and varied choice of local employment opportunities that contribute to a fulfilled and happy life.

7 Care

Children, young people and adults are supported to achieve a good life, safeguarded from harm, in the place they call home, with the people and things that matter most to them.

8 Health and wellbeing

No matter where you are born or where you live, there is equal opportunity for everyone to live an active, happy, healthy life, and to be able to and confident to choose the best ways in which this is achieved for each individual and for every community.

9 Culture

Culture is central to our place shaping, the development of creative people and places, our economy and visitor offer, the health and wellbeing of our communities and the promotion of both our unique natural and world heritage cultural landscape. In parallel, everyone has access to a diverse and distinctive range of opportunities to be creative and enjoy high quality cultural experiences across our area.

10 Effective Services

The council listens and takes pride in delivering services that make a difference. It is a modern, innovative and inclusive council with communities and customers at the heart of everything we do.

Our operating model

This Delivery Framework describes **what** we are going to do. It sits alongside our target organisational operating model which describes **how** we are going to work, with five focus areas. The delivery framework and operating model work hand in hand to guide us on our journey.

Delivery Framework



Operating Model Framework

Community focus



We will focus on early intervention and prevention, working with individuals, community groups, parish and town councils, the voluntary sector and partners to reduce need for our services and improve health and wellbeing.

Easy access



Services will be user friendly, caring and accessible through multiple channels. Wherever possible services will be available and delivered digitally, reducing demand for phone and in-person interaction so those resources can be focused on those most in need.

Effective services



Services are outcome focused and maximise use of technology to drive efficiency and effectiveness. Service delivery is citizen-centred and seamless between services and partner organisations

Enabling processes



Internal processes and functions are supported by key enabling functions including Human Resources, Project Management Office, Legal, Commissioning and Procurement working closely with service delivery teams.

Supporting technology



'Fit for purpose' technology across the council that supports the delivery of services, promotes digital ways of working, and enables organisational efficiency.

Our first year in focus

From our creation on 1 April 2023 we have been ambitious about what we can achieve. Across the year there has been so much that we are proud of. Working alongside our communities and our partners we have improved our services, improved our places, managed our finances well to deliver a balanced budget and set ourselves up for more success in the future.

And we've done that while progressing the complex transition from four councils into one.

In the first edition of our delivery framework, over 100 different actions were set out across our 10 delivery themes, covering a broad range of issues and initiatives. They were the things we said we would do in our first year of operation.

Exciting progress has been made across the overwhelming majority of those actions. In some cases, we've been reviewing and planning for more future change, in others we've already been delivering real service improvements.

These case studies, covering each of our themes, show what we mean and in **Appendix 1** we give a full breakdown of our progress against the things we said we would deliver in 2023/24.

Communities



Ormsgill Community Hub going from strength to strength

Led by Ormsgill Stronger Together, the Ormsgill Community Hub plays a key role in supporting the local community. The activities on offer are all aimed at meeting local community needs, including the Ormsgill Community Fridge (food waste project), regular coffee mornings encouraging social interactions, and wellbeing mornings during term time, where craft projects are shared over a cuppa and a chat. The group also run popular bingo sessions on the first Friday of the month, also including a warm meal and drink.

The hub also hosts Family Action who are commissioned by the council to provide universal and targeted services for families. In addition, the hub houses a pop up library, Drop Zone delivered youth club, baby buddy sessions run in partnership with the Family Hub team, a newly launched 'chill hub' for kids, ESOL classes and Adult Learning.

Community Safety Partnership established

With our partners, we established a new Community Safety Partnership for the area, bringing focus and action to priority community safety issues. The partnership is developing well with established sub groups, and has been further strengthening its ability to make a difference by recruiting a dedicated staff team.



Environment



Climate Action plans agreed

The council took significant steps towards a more sustainable future with the agreement of Parts One and Two of its new Climate Change Action Plans. The plans outline the direction and intention of the council to address climate change and create a greener, healthier, more resilient Westmorland and Furness. The Climate Action Plan is a five-year plan and includes steps to reduce the council's carbon footprint, encourage active travel and invest in nature.

Solar farm

Following significant development work over the last 12 months, a new 2 megawatt solar farm will begin construction in April 2024 on council-owned land at Sandscale Park in Barrow. The site will bring about reductions in carbon emissions for the council and is expected to result in savings of around 607 tonnes of carbon dioxide equivalent per annum. This would provide enough electricity to power the council's five leisure centres or approximately 730 homes per year, based upon average UK households.

Tree planting success – micro woodlands

As part of celebrations to mark the King's Coronation, the council was allocated a further £50,000 of funding from the Coronation Living Heritage Fund, a local tree planting initiative supported by Defra. We also received £50,000 last year from the fund to support the establishment of community orchards across Westmorland and Furness. As a result of this funding the council has facilitated the planting of over 30,000 trees in the last year.



Growth



Team Barrow

The past year has been an exciting one for Barrow, with big plans now being developed as part of the Team Barrow programme. The programme brings us together with BAE Systems and a cross-departmental central government team to ensure that Barrow, its communities and the wider area, benefit fully from the huge investment being made at BAE Systems over the next 15 years to develop new nuclear submarines, including creating 6,000 new jobs. £200m has now been committed by Government over the next 10 years, so there's lots of work to do this year to agree how that money can have most impact.

Levelling Up funding success

We were successful in securing nearly £13.5m of Levelling Up funding for the Heart of Kendal project, which includes town centre regeneration schemes and active travel improvements along the River Kent, as well as a new campus for Kendal College and market hall improvements. Work will begin this year on delivering the new schemes. Funding was also secured for development of a new rural enterprise hub in Eden and improvements to Barrow market hall.





Connections



Transport help for children and young people

Transport plays a vital role in providing access to health services, education, culture, social participation, wellbeing and employment. Personal car access is less prevalent amongst young people, those with health related mobility impairments, those who are unemployed and those on a low income.

The introduction of the Youth Education and Travel Bursary for 16-19 year olds, which supports young people in accessing education and training, is helping to reduce inequalities, boost the use of sustainable transport and ensure that travel costs are not a barrier to young people achieving their full potential.

Windermere Ferry 5G

The Windermere Ferry has benefited from funding for new 5G innovation schemes through the Borderlands Partnership.

The dedicated high-speed digital connections are being used to support ferry operations for improvements such as faster and more reliable ticketing and payment systems, providing faster service updates for ferry users and information about local attractions. The ferry 5G technology will also be used to support environmental work on the lake, including water and air quality monitoring.

Making our roads safer

The iconic Kirkstone Pass in the heart of the Lake District has been the location for a multi-million pound road safety scheme this year. Work delivered has included building new drainage and culverts, resurfacing, new lay-bys and signage and installing 'catchpits' to collect scree washed off the fells, all designed to ensure the pass will be safer, in better condition and be better protected from flooding and other weather-related impacts, so will be less prone to winter closures in the future.

The scheme includes the installation of wooden-clad environment sensitive crash barriers - the first of their type on a major road in Cumbria - to ensure the safety improvements includes infrastructure that complements the Lake District UNESCO World Heritage Site.

Homes



Delivering new homes

Major progress has been made on making a significant brownfield site in Barrow available for much-needed housing. The 25-hectare council-owned site, which has the working title of Marina Village, will provide 808 new homes, a nature conservation area and new public open spaces – a vital part of Barrow's wider regeneration agenda.

Phase one of the project cleared and remediated the first six hectares of the Marina Village site, thanks to funding of £5.5 million provided by Cumbria LEP from the Government's Getting Building Fund.

In March Homes England and Westmorland and Furness entered into a funding agreement for £24.8m to deliver remediation and site infrastructure for the remainder of the Marina Village site. This will unlock the full potential of the site to be developed for new high quality homes for Barrow.

Tackling homelessness

We aligned our out-of-hours homelessness response services to ensure that households facing crisis can access emergency support whenever it is needed. Specialist staff are available to respond to crisis situations and where appropriate, arrange emergency accommodation at short notice. This ensure that vulnerable people can be housed in temporary accommodation safely and quickly.

To ensure support is delivered to people who are street homeless we developed a Rough Sleeper Charter. This set out how we work with partners to engage with and support people who are not owed a statutory duty but find themselves with nowhere to live. In addition, we produced a new Severe Weather Emergency Protocol. This proactive approach means we have been better able ensure the safety of rough sleepers during extreme weather events.





Learning



Investing in our schools

Major construction projects totalling more than £11.6 million are underway to expand Sandgate School, Kendal, for children with Special Educational Needs, Beaconside School in Penrith, and to build a new Alternative Provision School in Barrow. Sandgate improvements will include four extra classrooms, new sports hall, changing rooms and additional facilities and will offer huge benefits by bringing pupils with SEND onto one site alongside their peers. Construction works are anticipated to be completed by Autumn 2024.

The much-anticipated new education facility in Barrow will provide an Alternative Provision school at Channelside, to support up to 40 young people. This will enable children and young people who need this service to be educated locally in an adaptable building. Works are anticipated to be completed by Winter 2024.

Supporting adult literacy and numeracy

The Multiply programme is designed to help adults improve their numeracy skills and is delivered by our Adult Learning service in partnership with Kendal College. Multiply offers essential numeracy support, including practical tuition on money matters or budgeting.

Businesses are also encouraged to make use of Multiply to upskill their workforce, which will help to boost productivity and improve employee retention.





Care (Children)



Family Hubs making a difference

We launched the new Family Hub for Barrow and Furness in December with a festive launch event for children and families. Based out of Barrow Library the hub is a place for local people to find out about all the services, advice and activities available for their family in the heart of their community.

Barrow's hub was quickly followed by our 'spoke' hub in Dalton opening in February. Both are proving a hit with families, and we have plans for more in the coming year to ensure as many families as possible can benefit from the support on offer.



Youth Justice Plan Launched

We want everyone to have the opportunity to thrive whatever their circumstances, so we're proud to have agreed our plan to reduce the number of children and young people entering the youth justice system.

Our Youth Justice Plan sets out how the council intends to reduce First Time Entrants (FTE) into the justice system, as well as reoffending rates. The plan also puts children and young people at the heart of the service, with their experiences helping drive improvement and develop further understanding of the causes of offending.



Celebrating our care experienced children and young people

As corporate parents we know it is important to celebrate the achievements of children and young people in our care and we did just that at the Children in Care Council Awards event in October.

Jointly hosted with Cumberland Council, over 200 children and the people who care for them attended the event, where they enjoyed afternoon tea, as well as fun activities.



Care (Adults)



Investment into intermediate care beds trial

Helping people take the step from hospital back to home is vitally important for their wellbeing and for local hospitals. As part of a trial programme we invested over £100,000 providing eight new fully staffed intermediate care beds for the area. The beds provide short-term, temporary care to help those who've recently been in hospital or had an illness or fall, to get back to normal and stay independent. We're monitoring the trial and so far, the results are promising.

Virtual care programme success

Our Virtual Care pilot has seen new technology used to support people's care needs virtually. Originally launched in Furness and Ulverston, it has expanded to the South Lakeland area and is now in the process of rolling out to the Eden area. The Virtual Care pilot has supported people maintain independence in their daily living such as prompting medication. In the first 6 weeks of the pilot, there were a total of 376 miles per week saved on travel and 18 hours per week of travel time saved to and from calls. As well as the mileage and travel time saved, this enabled the reablement team to take on more people who were being discharged from hospital who required face to face reablement support.

Tackling Occupational Therapy waiting times

In 2023 over 700 people were waiting for Occupational Therapy support. Through targeted investment in staffing, new ways of delivering services, drop-in clinics and one-stop-shop events the number waiting had reduced to 352 by March 2024. The programme has supported a better understanding of those still waiting and we will now ensure all those remaining on waiting list are assessed over the next 4-6 months.





Health and Wellbeing



Taking steps for a 'smoke free' Westmorland and Furness

Smoking is one of the biggest causes of ill health and premature death, so helping people to quit is something we are passionate about. That's why over the last year we have been trialling a new drug-free stop-smoking method as part of an ambition to make the entire council area 'smoke-free' by 2030. The trial has taken place in Barrow, but if successful we will be looking at how we can roll it out across the area.

Establishing the Health and Wellbeing Board

As a new council, Westmorland and Furness also has a new Health and Wellbeing Board, which has been developing a new Health and Wellbeing Strategy. During the last year residents have been asked about their views on what makes and keeps them healthy, with 701 people responding to our consultation. Residents have told us that their priorities are support to have a healthy and active lifestyle, support to maintain good mental health and emotional wellbeing, and support with the cost of living and financial insecurity. The results of the survey are informing the development of the strategy which will be published in July 2024.





Health and Wellbeing team making a difference

Our Health and Wellbeing team worked with 691 people in the last year, supporting them with depression, anxiety, relationships and social isolation. The team takes a person-centred approach to really understand people's issues and aspirations, working with them to build on their strengths. The support makes a difference, with the large majority of people they worked with reporting real improvements in their wellbeing in terms of reduced anxiety or isolation, or improvements in depression.

New community parks, playgrounds and sports facilities

Improvements to parks, playgrounds and sports facilities have all been delivered in the first year of the new council. A popular play park in Grange received a facelift as one of the first stages of a multi-million pound project to rejuvenate the promenade area and now boasts modern and inclusive play equipment, including a new train engine and carriage, and a wheelchair accessible roundabout.

In Barrow a new-look 'pocket park' opened at Argyle Place, featuring new trees, plants and seating, with the play equipment designs including ideas put forward by local school pupils. A new park was also completed in Milnthorpe and £400,000 invested in new tennis facilities at Penrith's Castle Park.





Culture



Grange Lido and Promenade

Grange's £6.8million Lido and Promenade restoration project is on track to be completed this summer following extensive work over the last year. It will see the Lido site open again with a temporary infill to the pool to create a new multi-use public space, protecting the derelict Grade II-listed site's immense social and cultural heritage. Together with the major repairs and rejuvenation of the prom, the whole project represents significant investment and a commitment to a unique asset which will bring many benefits over the years to come.

Transformation and enhanced adult learning provision at Kendal and Penrith Libraries

Kendal Library has been completely redesigned to provide a dedicated local studies section and adult learning services alongside library facilities. The works included modifying the layout, with new seating areas and new signage, a new pram park, additional worktop space, digital microfilm readers and digital touch screens in the local studies area, more USB/USBC points throughout and more digital display screens. Adult learning services are also being incorporated into Penrith Library.

The work in both libraries will help to embed the service to give adults in the community even easier access to a wide range of courses for people at all levels and interests, both qualification and non-qualification, in a broad range of subjects.





Commitment to The Coro in Ulverston

We took on management of the Coro in Ulverston after the venue's previous operators passed responsibility for day-to-day operation back to us at the end of 2023. We have committed to maintain, protect and enhance the Coro's role in the local arts and cultural scene and to develop it as a place in Ulverston for everyone in the community to use, with the council's Cabinet agreeing a budget initially until March 2025.

This will allow time to prepare a detailed plan for the Coro, including what capital investment would be required to enhance the visitor experience and improve the long-term sustainability of the venue.



Award recognitions for Dock Museum

The Dock Museum in Barrow was awarded the title of 'Highly Recommended Attraction 2023' by Going Places UK and also achieved an 89% score rating and two nominations in the Hidden Gem and Welcome categories in the 2023 Visit England awards. The nominations recognise businesses that provide an excellent experience, whether it be for the overall experience, friendliness of welcome, cleanliness, attention to detail and children's facilities.

Effective Services

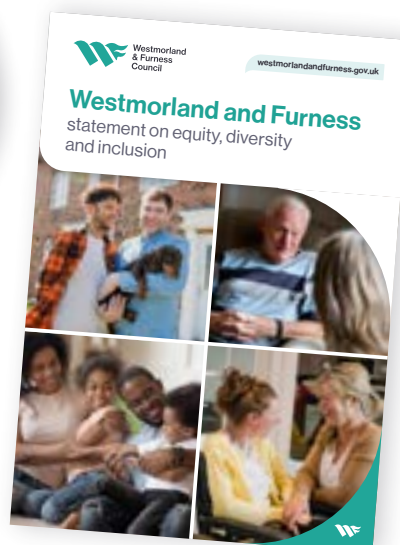


Apprentice recruitment

Apprenticeships are something we take seriously. We're currently recruiting to roles from highways and business support to social care and project management. Recruiting apprentices creates opportunities for young people and adults to 'earn while they learn' while gaining valuable knowledge, skills and experience for a wide range of careers. Apprentices also bring benefits to our organisation through additional capacity and new ideas.

Taking a stance on equality, diversity inclusion

Inclusion is one of our core values, so getting our approach to promoting equality, diversity and inclusion (EDI) right was a priority in our first year. We engaged with our workforce and with our partners to develop our first EDI statement, which articulates our commitment to this agenda and sets out our initial Equality Objectives that will guide our work over the next two years. A comprehensive action plan has been developed to continue the positive progress made so far in ensuring that Westmorland and Furness is a place where everyone really can live, work and thrive.



What we are focused on in 2024/25

This year we want to continue the fantastic progress we have made, but we are sharpening our focus to really zero-in on the things that will drive improvements to services, and to Westmorland and Furness as a place to live, work and thrive, that will really make a difference for local people and communities.

Across our 10 delivery themes we are committing to delivering a range of exciting and important service developments and improvements. Taken together it is a significant programme of work and reflects our continued high ambitions.



Delivering change

Our plans include starting in earnest on major change programmes that will see fundamental shifts to how some services are organised and delivered. They are big and complex tasks that require careful planning and implementation, and will take time. These programmes seek to improve key services and unlock the benefits of becoming a single unitary council. Our aim is make our services more efficient, more effective and simpler for residents, businesses, communities and visitors.





Oxenholme and Natland

Our 10 change programmes split into two groups:

Priority service improvement

- **Planning** – developing our new Local Plan and creation of a single planning policy and development service.
- **Waste** - creating a single waste service for our whole area.
- **Adult Social Care** – promoting independence and wellbeing.
- **Ambition for every child** – ensuring all children get the best start and opportunity to thrive.

Cross-organisational foundations

- **Resource optimisation** - improving financial stability and resilience through optimising our income and assets, improving productivity, streamlining commissioning and procurement.
- **Culture and organisational development** – creating the culture we want to help achieve our vision.
- **Community Power** – Working differently with communities and building on their strengths.
- **Customer and digital** – improving the experience for our customers, making it quicker and easier to get what you need.
- **Technology** – developing the right technology and systems to support our services.
- **Data and intelligence** – making best use of data to inform and guide our decisions.

Financial sustainability

Given the significant and growing pressures on local government budgets from reducing budgets, inflation, and growing demand, we must focus on continuing to be a council that is financially sound and can balance its budget. This underpins all of our work.

This means we must reduce our costs without retreating from our ambitions to improve services. Our resource optimisation programme is specifically intended to help us achieve this, but across all our change programmes there is a consistent focus on improving efficiency, eliminating waste and changing how we work to prioritise early intervention and demand prevention.

As councils around the country warn of the risk of bankruptcy, we know financial sustainability is a real challenge but one we are confident we can rise to.

Our focus in 24/25

Set out on the following pages, we explain what we are focusing on in each of our 10 delivery themes, including our transformation programmes and where we are working collaboratively with partners.

Checking our progress

Last year, for each of the 10 delivery themes we created a mission - a statement of what we wanted to achieve over the long-term. Alongside, we described how we would know if we were achieving those missions, we called these measures of success.

This year we are developing this further by explicitly linking our public performance reporting to our delivery framework missions. For each mission we have agreed a set of aligned performance indicators which we will publicly report on quarterly, against clear and published targets. We have included the selected performance indicators on the following pages. We expect these indicators to evolve in future years as we become better able to measure the things that are most important.

Performance indicators on their own cannot provide a complete picture of our progress. In addition, we will publicly track progress against the actions set out in this document. In this way we will make ourselves accountable.



1

Communities

Our mission

Communities are welcoming, inclusive and provide a good quality of life. They are proud of and care for their local areas and the people who live in them. They are able to make the right choices for them. They are resilient, and their voices and choices are heard through local participation.

Our context

Thriving communities are central to people's happiness and quality of life, but not all our communities are thriving yet. Across our area there are large differences in opportunities and outcomes in health, education, income and employment, housing, transport, services and facilities.

We want to work with communities to address these issues, devolving power and responsibility where it makes sense. Our third sector and voluntary organisations are integral to our communities and have a critical role. We want to work in partnership with them to achieve even more. We know that when communities take action it can have more impact and be more sustainable because it is rooted in local experience.

Where communities don't yet have the skills or capacity to act, we want to support them. This community level action is essential to meeting people's needs and can reduce or delay their need for outside support. Democratic engagement and participation are central and we will work closely with parish and town councils, alongside the diverse range of community organisations we have here.

What success looks like

Our three Locality Boards play a key role in animating and supporting local community action, working with parish and town councils to achieve positive change.

Local areas and facilities are clean, well maintained, provide a focus for communities and contribute positively to people's quality of life.

People feel connected in their communities and the range of activity available is widened, making a positive difference to people's lives.

The views and aspirations of communities are sought and influence the work of the council and other key service delivery organisations.

A growing social enterprise sector is supported to identify and address unmet needs in communities.

People are increasingly able to access help and support when they need it through their communities, reducing the need for them to access formal support.

We have a huge opportunity to work inclusively with partners and communities to identify and deliver outcomes we all want to see.

What we will deliver this year

Community Power	Develop a Community Power strategy and action plan with our communities and partners. The strategy will explain how we will work differently with communities building on their strengths to help make Westmorland and Furness a great place to live. This will include developing training and starting pilot projects to test our approach.
Locality Boards	Work with our Councillors on our three Locality Boards to support them to implement their Locality Plans, bringing together the public, private and voluntary sectors to work in partnership, maximise their potential to make a difference locally and contribute to our Community Power agenda.
Community Hubs	Develop our plan for setting up Community Hubs across Westmorland and Furness agreeing a minimum of four new hubs, at least one per locality area.
Town and parish councils	Build on our newly agreed Community Compact with Cumbria Association of Local Councils (CALC), to strengthen our relationship with town and parishes councils, identifying opportunities for them to increase their role through the Community Power approach. We are strengthening communication and engagement through mechanisms such as regular briefing sessions, and newsletters.
Community safety	Help make our area even safer by working through the Community Safety Partnership with communities, further developing Local Focus Hubs and agreeing our community safety action plan, including working with the police to target 'hot spot' crime areas.
Anti-poverty	Continue our work to tackle poverty in Westmorland and Furness, working with local people through Poverty Truth Commissions to develop our understanding and approach, including distributing £1.5m of Household Support Fund monies to support the most vulnerable and £200k of UKSPF funding for the Green Doctor energy efficiency and finance support service.
Asylum and resettlement	Welcome and support people coming into our area via resettlement schemes and those seeking asylum, including developing a new support programme and community cohesion plan.
Social enterprise	Work with Cumbria Social Enterprise Partnership to support the sector through professional business advice to 12 social enterprises at various stages of their entrepreneurial journey with matters such as finance and funding, business planning and marketing through to sustainability and measuring impact. A further 40 Social Enterprises will be supported through grant awards totalling £275,000 in 2024/25.
Community Resilience / Emergency Planning	Through the Stronger Local Resilience Forum pilot programme, carry out an increased programme of work with communities to support capacity building and preparedness for responding to emergency events.

Measuring our performance

ID	Indicator
101	Number of Voluntary, Community, Faith and Social Enterprise Sector (VCFSE) groups supported/started up.
102	Anti-Social Behaviour - 12 month rolling rate (rate per 1,000 population).
103	All Crime - monthly rate (rate per 1,000 population).
104	Number of Social Enterprise start-ups.
105	Number of Social Enterprises assisted.

2

Environment

Our mission

Our environment positively impacts on health, wellbeing and economy and together we build our resilience to climate change and take action to reverse biodiversity loss and to achieve carbon net zero.

Our context

Climate change and biodiversity loss are two of the biggest global challenges of our time. Like the rest of the world, we have experienced the impact over recent years, with Storm Desmond in 2015 and Storm Arwen in 2021 bringing severe weather and devastating damage to the area.

Last year, Westmorland and Furness Council declared a climate and biodiversity emergency, committing to prioritise net zero targets, reduce our carbon footprint, build resilience for our communities, prioritising areas of inequality for our most deprived populations where impacts are most keenly felt, and protect our extensive natural capital and landscape.

However, we recognise that we have limited direct control over the majority of carbon emissions in our area. Where we do have control, we are committed to reducing emissions to zero as soon as possible. For those areas outside of our direct control, we will work proactively with partners to support Westmorland and Furness to become net zero by 2037.

What success looks like

As a place, Westmorland and Furness will have achieved carbon net zero by 2037 and the council will be an exemplar organisation.

We have a thorough understanding of local habitats and biodiversity in our area and the proportion of biodiverse land increases over time, underpinning nature recovery. We are successful in securing investment to achieve this aim and enhance our natural environment.

There is a coherent and effective approach to waste management, reduction and recycling, an increasing proportion of resources and materials are continuously reused or repurposed.

Our communities are engaged in decisions about how we respond to climate change and biodiversity challenges, with increasing levels of locally led action in support of these aims.

What we will deliver this year

Climate Action Plan: 24/25 projects	Building on the Climate Action Plan we agreed in our first year, develop the delivery programme for the wide range of projects and initiatives identified in the plan.
Tree planting	Continue our programme of tree and hedgerow planting, planting one tree or one metre of hedging for every Westmorland and Furness resident, using available funding such as Community Forest and Coronation Living Heritage, working with landowners and partners.
Unified waste service	Develop and assess options for a single unified waste service covering Westmorland and Furness, for implementation over the next five years.
Electric vehicles	Develop our Electric Vehicle Strategy Part Two, informed by engagement with stakeholders and the public, which will include a detailed plan for how £4.25m of Local Electric Vehicle Infrastructure Capability Fund grant will be spent.
Decarbonisation	Deliver a £2m programme of capital projects to support the decarbonisation of the council's estate, supporting our goal to achieve net zero.
Westmorland and Furness Net Zero Business Hub	Working with Cumbria Action for Sustainability, deliver a one-stop net zero business support hub and distribute grants to businesses to undertake carbon reduction measures, supporting 300 businesses to decarbonise.
Nature recovery	Develop the Cumbria wide Local Nature Recovery Strategy, identifying sites for nature recovery and prepare our own nature action plan to deliver the strategy. Work with the Borderlands Partnership to support nature recovery projects including research into a place based natural capital brokerage, incentivising the transition to healthier grasslands and a landscape scale case study in the Ullswater catchment.
Climate adaptation	Commission research, data and forecasting scenarios into the long-term risks associated with climate change. Develop Climate Change Risk Assessments on the impacts of climate change to people, communities, business and the environment and prepare action plans to mitigate or adapt to the change needed.
Biodiversity net gain	Ensure the council is ready for Biodiversity Net Gain and Nutrient Neutrality opportunities, working with partners on Cumbria wide biodiversity net gain offer.
Flood resilience	Deliver flood mitigation and resilience in Grasmere, Warcop, Stockdalewath, Bitter Beck and Tow Rudd Beck through the DEFRA funded Cumbria Innovation Flood Resilience (CIFR) programme, and continue working with risk management authorities to reduce the impacts of flood and coastal risk.

Measuring our performance

ID	Indicator
201	Numbers of trees and hedgerows planted over 5 years.
202	Number of hectares of peat restored through the Peat Partnership (from Local Authority grant).
203	Carbon emissions (of Local Authority operations).
204	Number of private homes improved through energy efficiency initiatives (housing retrofit).
205	Percentage of household waste sent for reuse, recycling and composting.
206	Kilograms of residual waste (including grey bins, litter bins, street sweepings).

3

Growth

Our mission

Our economy is growing and providing people with access to a diverse range of good employment opportunities for them to be economically secure. Our businesses are more diverse and thriving, our large businesses continue to grow, and investment is further increasing the contribution made to national growth and prosperity.

Our context

Westmorland and Furness is host to a world class visitor destination with a developed tourism industry and a wealth of visitor attractions. The majority of our geography is rural; agriculture and the rural economy play an important economic and cultural role. Belying this rural image, we are also a recognised leader in advanced manufacturing and energy excellence supported by a highly skilled workforce.

However, industries and their benefits aren't evenly distributed across the geography. Productivity varies and even in those areas where productivity is higher than the national average, long-standing pockets of deprivation remain.

Growth in the energy and defence sector in Barrow and Furness will bring significant opportunity. We will work closely with large businesses and investors to maximise local benefits in a way that is inclusive and sustainable, recognising the additional demands this will place on our services and infrastructure.

Our vibrant market towns are centres of economic activity across Westmorland and Furness and provide opportunities for further development and growth.

Importantly, we want to work with our partners and communities to build greater resilience within the rural economy supporting diversification, social enterprise and the development of new opportunities around our cultural and natural capital assets. This is a vital element of our effort to attract and retain people in Westmorland and Furness.

What success looks like

Productivity increases across our rural and urban areas and business sectors, with the productivity gap between Westmorland and Furness and the national average closing.

The decline in the local working age population is reversed.

There is an environment that supports and facilitates private sector investment in our high growth advanced manufacturing businesses.

Westmorland and Furness is nationally recognised as a leader in clean energy and decarbonisation with increasing levels of investment in the clean growth sector and with a growing number of decarbonised businesses.

There are strong connections between educational institutions and local employers to attract and grow local talent into local employment and develop the future workforce for our employers

Local businesses and social enterprises have access to high quality advice and support to improve their productivity and consequently their ability to create wealth and good jobs.

Our rural areas are thriving with businesses supported to diversify, invest and grow, providing more good employment opportunities.

What we will deliver this year

Local Enterprise Partnership	Work with Cumberland Council and the Local Enterprise Partnership to ensure its successful integration, and continue discussions on future options for devolution.
Economic Strategy	Commission a new Economic Development strategy for Westmorland and Furness, providing a strategic plan for how we can improve the skills systems and grow our economy, and contribute to the development of a new Economic Growth Strategy for Cumbria.
Team Barrow	Building on the work of the Brilliant Barrow Town Deal, set up Team Barrow Delivery Board in partnership with HM Government and BAE Systems to provide additional capacity to support the growth, prosperity and health of the town following long-term funding commitment from Government.
Local Plan	Begin the formal process for the development of a new Westmorland and Furness Local Plan, including engagement with local communities.
Planning integration	To progress plans to create a single unified planning and development control service, bringing together the four legacy services, offering customers a more effective service and realising the benefits of becoming a unitary council.
UK Shared Prosperity Fund	Invest £5.3m of UKSPF funding, as well as £1.6m of Rural England Prosperity Funding, to boost the local economy through improvements to town centres, support for businesses and community, cultural and heritage organisations, and support to help people into employment and access skills training.
Levelling Up Fund	Further development of plans for £20.5m of Levelling Up Fund Round 3 investment, including £13.5m for the Heart of Kendal town centre regeneration scheme and £7m for a new Rural Enterprise Hub in Eden. Delivery of the Barrow Market Hall regeneration will also continue, through £16m of funding secured in Levelling Up Fund Round 1.
Borderlands Place Programme	Working with communities to develop priority projects identified in the three Place Plans for Penrith, Ulverston and Dalton. The production of Borderlands Town Investment Plans and development of business cases for the various projects will realise £9m of investment into these towns to support their growth and prosperity and deliver towards their visions.
Destination Management Plan	Work with partners to deliver actions in the Cumbria Destination Management Plan, including improving accessible facilities and sustainable travel routes throughout the area, as well as increasing the spread of visitors and the responsible management of tourism and ensuring its positive impact for our communities.

Measuring our performance

ID	Indicator
301	Total Gross Value Added (GVA).
302	Percentage of the workforce with qualifications.
303	Claimant Rate of Universal Credit by those looking for employment.
304	Percentage of Full Plan applications given a decision within 5 weeks or maximum 2 months (if extension of time agreed) from plans submission/validation.
305	Percentage of Major Planning Applications determined within 13 weeks.
306	Percentage of Minor Planning Applications determined within 8 weeks.
307	Number of businesses supported through business support programmes.

4

Connections

Our mission

Transport and infrastructure enables people and businesses to reliably and easily access the places and services that meet their needs, including online, in an environmentally sustainable way.

Our context

Good connectivity is central to successful places, and this is particularly relevant in Westmorland and Furness. The considerable size, sparsity of population and rural nature of much of the area means there is an inherent need for people to travel further for employment opportunities, to meet with family and friends and to access services.

Although well connected into the rest of the country from north to south by the M6 and West Coast Mainline, and with good digital connection across most of the Westmorland and Furness geography, there is variability. Some of our dispersed communities rely upon networks that lack resilience and vary in reliability, safety and quality and connections from east to west are of a lower quality.

We want to improve transport choice and digital infrastructure so that people can make more sustainable choices without having to make unrealistic or unhealthy compromises. This is essential if we are to provide consistent and sustainable connectivity that makes us an attractive place to live, work and thrive.

What success looks like

Our road network is maintained to a good standard and investment is secured for key strategic transport routes to improve safety, protect journey times and ensure resilience from climate change that will hamper our future prosperity.

The environmental impacts of transport developments are understood and mitigated in line with our ambition to be a net zero area.

A new model of public transport is in place that is functional and accessible, as well as financially and environmentally sustainable, in our rural, sparsely populated area. Over time it provides a credible alternative to travel by car for an increasing number of journeys.

There are safe walking and cycling routes between key locations in all main towns, and people increasingly choose to travel this way.

The right infrastructure is in place to support the transition to electric and other non oil based vehicles.

Our digital connectivity is at least as good as the rest of the country with all households having access to at least 4G or fibre broadband by 2030.

What we will deliver this year

Highways Asset Management Strategy	Develop a Westmorland and Furness Highways Asset Management Strategy, setting out how we will maintain our highways to the best possible standard within the resources available to us over the long-term.
A66	Work with National Highways to deliver the upgrading of the A66 and M6 bridge renewal scheme through the Lune Gorge, improving these nationally significant parts of our road network, ensuring National Highways place the wellbeing and interests of residents, visitors and road users at the forefront of delivering the schemes and minimise impacts of diversions.
Highways infrastructure	Deliver our major highways infrastructure programme, including completion of the A595 Grizebeck improvements, securing commitment to improving the A590 corridor, and completing our £30m highways resurfacing programme.
Rights of way	Develop a new five year rights of way improvement plan, which sets out how the council will improve rights of way and provide a better experience for walkers, cyclists, horse riders and people with mobility problems.
20mph zones	Implement our 20mph policy working with Locality Boards and town and parish councils, in areas where there is community support.
Bus support	Improve local bus services by allocating £1.7m of Bus Service Improvement Plan Plus funding to local bus operators, supporting them to reinstate and maintain routes lost over the past five years and improve services for the benefit of our communities, businesses and visitors.
Network North funding	Agree how we will prioritise projects for delivery through the Local Transport Fund (Network North funding) from 2025/26.
Windermere Ferry	Investigate the feasibility and options for a new car ferry service.
Active Travel	Progress delivery of active travel infrastructure, including use of Active Travel and Town Deal funding in Barrow and £6m of Borderlands funding for cycle infrastructure through the heart of the Lake District on the A591 corridor, contributing to our efforts to decarbonise our area..
Parking review	Undertake a parking review, to help create one unified and consistent parking service and develop an improvement plan.
Digital connectivity	Delivery of the Connecting Cumbria Digital Infrastructure Strategy to maximise gigabit capable broadband across the country, improve mobile connectivity and capacity and drive the Borderlands 5G Innovation Region programme, including to support the Windermere Ferry.
Rail	Work with stakeholders to secure rail improvements, including station improvements.

Measuring our performance

ID	Indicator
401	Percentage of all Highways Defects completed within agreed response time.
402	Percentage of A roads in need of maintenance treatment (Grade 4/5).
403	Number of passengers using bus services supported by the council.
404	Number of open highways defects (including those waiting for assessment/categorisation).

5 Homes

Our mission

Everyone can live in a place they call home, one which is affordable, clean, safe and warm, where they can build stable, independent, fulfilling lives and have access to schools, work and cultural activities.

Our context

A decent home is the cornerstone of a good life. But in our area, people face challenges in finding and affording available homes to meet their needs, whether to buy, rent or share.

Supply, availability and affordability of housing needs to be addressed to help create thriving places and drive economic growth. It is both new forms of housing and renewal of existing stock that is required to address our local challenges.

There are large variations in housing affordability across the area, from an affordability ratio of 3.74 in Barrow, 8.39 in Eden and 10.12 South Lakeland (Source: ONS 2022).

In addition, housing availability is impacted by second home ownership, empty properties and insufficient social housing.

New jobs in the Furness area will place pressures on the housing market. Supporting this growth will require acceleration in the pace and scale of housing development.

What success looks like

Increased high quality housing supply of the right type, at the right price, in the right places, to meet demand, both from local people and those moving into the area.

Where housing growth is planned, the right supporting infrastructure is in place to meet local needs.

Improved quality of both new and existing homes to increase environmental and energy efficiency, and decrease health inequalities and fuel poverty.

A range of specialist housing solutions are available for families and people who need them because of homelessness and/or disability.

The environmental impact of housing growth is mitigated and opportunities for environmental gain are maximised.

What we will deliver this year

Housing Strategy	Agree how we will support building new homes through development of a new Housing Strategy for Westmorland and Furness based on the findings of our Strategic Housing and Economic Needs Assessment, including targets for new housing development and how we will meet the housing needs of vulnerable people.
Affordable homes	Allocate affordable homes grant funding to support housing developers provide more affordable homes in our communities, including utilising national and local planning reforms, housing policy and external funding to identify local solutions for rural affordable housing, working with both National Parks, developers and registered providers of social housing.
Housing development	Enable the creation of over 800 new homes by completing preparatory works at the Marina Village housing development site in Barrow, and use our strategic role in planning and economic regeneration to facilitate house building across Westmorland and Furness.
Empty homes	Increase the number of homes available for local people by developing a new Empty Homes Strategy, to tackle the problem of empty homes in our area.
Housing renewal	Support people in housing need to improve or maintain their homes through development of a new Housing Renewal and Assistance Policy and increase our work to improve housing standards in the private rented sector, including a new damp and mould standard.
Energy efficiency	Support people to improve the energy efficiency of their homes by continuing to bid and deliver national energy efficiency and retrofit schemes, and support access to advice on house retrofitting and energy efficiency.
Council housing	Based on a comprehensive stock condition survey, agree how we will maintain our own council housing stock to ensure our tenants have good homes, through development of an Asset Management Strategy and Five Year Investment Plan.
Homelessness	Ensure people experiencing homelessness get a consistent level of service and support by implementing a single area-wide approach to homelessness prevention and relief activities, including a new Rough Sleeper Strategy and Charter and Rough Sleep Move On and Prevention Pilot project in South Lakeland.

Measuring our performance

ID	Indicator
501	Percentage of council tenant satisfaction with overall service provided by the council.
502	Percentage of social housing properties that meet the Decent Homes Standard (DHS).
503	Percentage of successful homelessness prevention outcomes.
504	Percentage of successful homelessness relief outcomes.
505	Number of people on the waiting list for social housing.
506	Number of households in temporary accommodation.
507	Total number of nights spent in temporary accommodation.
508	Number of completed dwellings.
509	Number of affordable homes completed.

6

Learning

Our mission

Everyone has access to high quality education, where children, young people and adults are equipped with relevant tools, skills and aspiration to pursue the life they want to live and to access a rich and varied choice of local employment opportunities that contribute to a fulfilled and happy life.

Our context

Education is fundamental to people's life chances and to the prosperity and growth of our area.

It is positive that we have a high proportion of good quality schools and many of children and young people have a positive learning experience; achieving their goals and progressing on to further education and work. There are, however, a significant minority, whose learning outcomes do not reflect their full potential for a variety of reasons and when compared with their peers locally and nationally their future opportunities will be limited. We want to tackle these differences to ensure all young people are equipped to thrive as they enter adulthood, and that both academic and wider achievements are not limited by poverty, disability nor social status.

We believe by working with all our learning establishments from early years through to higher and further education and adult education we can ensure that Westmorland and Furness provides the opportunity for learning and skills that enables local people to access the variety of local employment opportunities helping the economy to grow and creation of apprenticeships and employment opportunities.

What success looks like

High quality early years provision leading to school readiness and good levels of development in our young children.

We achieve our reading ambition that all children leaving primary school are competent and confident readers able to access the secondary curriculum.

Levels of education and skills attainment are improving across all communities and ages and comparable to national figures and trends.

Educators and employers work together to provide pathways into education, employment and training opportunities for all and particularly vulnerable learners.

Access to learning is available for all and not limited by disadvantage, additional needs, sparsity of population or transport.

Increasing numbers of people access adult education opportunities, gaining new skills and knowledge to support future employment or contributing to their wider individual wellbeing.

What we will deliver this year

Education improvement	Work to improve outcomes for all pupils from the Early Years to Key Stage 5 and beyond, including development of a strategy to support disadvantaged pupils, improve use of data, priority focus on Early Years and new Secondary School improvement clusters.
Reading	Deliver a Westmorland and Furness Reading Ambition to help all children to be competent and confident readers, through development and embedding of a strategy to support reading in schools across all age ranges and supported by officers in all Children's Service roles, including providing new quality reading texts to maintained schools and appointing a specialist reading Learning Adviser
Special Educational Needs and Disabilities	Improve how we support children and young people with Special Educational Needs and Disabilities (SEND), including a implementing a revised EHCP process, creating a new SEND strategy and improvement plan that is co-produced with families, and implementing our Delivering Better Value plan.
Education sufficiency	Ensure all children have access to appropriate local provision through the implementation of the Education Sufficiency Plan, a review of Alternative Provision and creating additional Resourced Provision places.
Inclusion	Launch our Inclusion Strategy to reduce school exclusions and increase school attendance for all.
Capital projects	Complete expansion of Resourced Provision at Beaconside School in Penrith, development of Channelside Alternative Provision school in Barrow, and expansion of Sandgate School in Kendal.
School transport	Deliver our Home to School Transport Transformation Plan to ensure a financially sustainable service that can meet pupils' needs, including developing a new SEND School Transport Policy in readiness for the 2025/26 academic year
Post-16 school transport	Distribute £500,000 of travel bursaries to young people to access education and training and review and strengthen post-16 school transport for the 2024/25 academic year for mainstream and SEND pupils.
Post-16 skills	Through process of LEP integration, work with Cumberland Council to continue delivery of Skills Bootcamps and the Careers Hub, as well as exploring opportunities to better align skills programmes to ensure appropriate pathways exist for all our post-16 learners, including supported internships and apprenticeships, making best use of available facilities and resources.
Adult learning	Deliver our Adult Learning programme to increase adult skills; working alongside communities, third sector organisations, local employers and sector bodies.
Land and Nature Skills Service	Launch the new Land and Nature Skills Service in partnership with Cumbria Chamber of Commerce, providing a simpler way to access training and development opportunities, helping to boost our rural and green economy.

Measuring our performance

ID	Indicator
601	Percentage of Education, Health and Care Plans (EHCPs) issued within timescales (including exceptions).
602	Percentage of Cared For 16-17 year olds in Education Employment or Training (EET).
603	Percentage of 16-17 year olds with Education, Health and Care Plans (EHCPs) in Education Employment or Training (EET).
604	Percentage of 16-17 year olds in Education Employment or Training (EET).
605	Percentage of pupils receiving a Permanent Exclusion.
606	Percentage of sessions missed by all pupils (overall absence rate).
607	Percentage of pupils achieving a Good Level of Development at Early Years Foundation Stage (EYFS).
608	Percentage of pupils achieving the expected standard in Reading, Writing and Mathematics combined at Key Stage 2.
609	Percentage of pupils attaining GCSE levels 4-9 in English and Mathematics at Key Stage 4.
610	Average Point Score (APS) per level 3 qualification entry (includes A level, Academic, Applied and Technical).
611	Adult Education enrolments on the digital curriculum from vulnerable and older adult residents in isolated areas.

7 Care

Our mission

Children, young people and adults are supported to achieve a good life, safeguarded from harm, in the place they call home, with the people and things that matter most to them.

Our context

We have a statutory requirement to ensure that people of all ages are safe and receive the care and support they need.

Over 1,100 older people live in residential care homes we operate, a further 1,700 receive support at home. We are the corporate parent for 261 children in our care, we are engaged in statutory work with nearly 500 more to keep them safe and well in their own homes. We receive around 320 safeguarding referrals every month that must be investigated and acted upon.

In adult social care, demand for the services we provide has increased steadily, at the same time we have experienced serious workforce and funding challenges, creating real pressures and difficulties that can be seen in growing waiting times for assessment and services.

Across adult's and children's services we have seen the complexity of our work increase and growing challenges finding appropriate care and support close to their own communities. We also have a growing need for a stronger and more coherent approach to early intervention and prevention across the whole children's social care system, exacerbated by the continuing legacy of the pandemic.

As a new council we have an opportunity to look afresh at how we meet people's needs, with a focus on promoting and supporting people's independence for longer.

What success looks like (children)

Children and families in need are supported at the earliest opportunity and that support prevents escalation of need and unnecessary involvement with statutory services.

When statutory intervention is necessary, support is effective, of consistently good quality and has a positive long-term impact on the lives of children and young people.

Children are effectively safeguarded and across our partnership there is a commitment to working together and safeguarding being everyone's business.

More children and young people are able to stay safely within their families and communities.

Where it is necessary to bring children into local authority care, those children are effectively supported to overcome their past experiences and achieve good outcomes that are meaningful for them.

For young people who leave the local authority care, their outcomes (in terms of education, employment, health and wellbeing) are at least as good as their peers in the general population.



What we will deliver this year

Children and Young People Plan	With our partners, develop and deliver the shared Ambition for Children and Young People Plan, setting out how we will work together to help all children and young people thrive.
Family Hubs	Help families, young people and children get the right help, from the right person, at the earliest opportunity, by rolling out the new Family Hub model across the area, as part of our work to improve the Early Help system.
Social care improvement	Ensure consistently good social work practice for Cared For and Care Experienced children and young people by implementing our Children and Families Social Care improvement plan.
Stable homes	Ensure that all our Cared For children have stable homes, by developing a residential care strategy, developing our response to unaccompanied asylum seeking children, reviewing our Short Breaks offer and establishing a Regional Adoption Agency with Cumberland Council.
Safeguarding	Undertake a review of the current Cumbria safeguarding partnership arrangements, implement an agreed future model that drives strong safeguarding arrangements across our local partnership.
Participation	Implement our new Children's Participation Framework and support our Youth Council to help strengthen participation and engagement of children and young people across Westmorland and Furness, including running elections for the national Youth Parliament.
Care	Begin implementation of our new Cared For and Care Experienced Children Strategy ensuring the children in our care are given every opportunity to thrive, including working with the Local Government Association to develop our Corporate Parenting Board.

Measuring our performance

ID	Indicator
701	Rate of Cared For children.
702	Rate of children subject of a Child Protection (CP) Plan.
703	Percentage of Children in Need (CIN) referrals that take place within 12 months of a previous referral for the same child.
704	Percentage of Cared For Children living in the in same placement for 2+ years.
705	Percentage of Care leavers in suitable accommodation (any age).



Care (Adults)

What success looks like (Adults)

Waiting lists for assessments and services are eliminated.

A 'good' CQC rating is achieved within three years, 'excellent' within five years.

We have a sustainable workforce, people want to work here and dependence on agency staff is significantly reduced.

Our care market is sustainable, vibrant and provides choice to people with support needs across Westmorland and Furness.

There is a strong intermediate care offer that ensures no one goes to residential care who does not need to.

The experience of young people transitioning from children's services to adult social care is consistently positive and well managed.

People in receipt of Direct Payments are well supported to ensure they can access the services they need.

The vital role and contribution of unpaid carers is understood and valued, and they are able to access support they need when they need it.

The role of the wider community and third sector is recognised, valued and supported to deliver local initiatives.



What we will deliver this year

Promoting Independence and Wellbeing programme	Implement our Promoting Independence and Wellbeing transformation programme, focused on ensuring that adult social care services are meeting people's needs making best use of available resources and including staffing, commissioning, performance, data, digital improvements.
Staff recruitment	Develop a staff recruitment and retention strategy for adult social care, including a "grow your own" programme, to enable us to have a confident and high performing adult social care workforce.
CQC readiness	Deliver a programme of work to ensure readiness for CQC Assurance across Westmorland and Furness Council and our partners
Response times	Develop and deliver our plan to improve our response times to people in need of support and their journey through our services, ensuring we have the right structures, skills and capacity for our workforce.
Waiting lists reduction	Develop and deliver a plan to reduce assessment waiting lists and waiting times in both Social Work and Occupational Therapy.
Deprivation of Liberty	Address Deprivation of Liberty Standards assessment backlog, including creation of a dedicated team to ensure we can help people promptly.
Service user engagement	Develop and embed new approaches to ensure involvement and engagement with people who receive care and support, and their families and carers, to help shape and improve our services.
Support for carers	Work with partners to develop and deliver a whole system approach to improving outcomes for carers, putting them at the heart of our thinking, recognising the vital role they play in supporting their loved ones.

Measuring our performance

ID	Indicator
706	Number of people currently waiting for a Social Work Assessment and Occupational Therapy Assessment.
707	Rate of adults aged 18-64 whose long-term care needs are met by admission to residential and nursing care homes.
708	Rate of adults aged 65 and over whose long-term care needs are met by admission to residential and nursing care homes.
709	Number of people who have reduced or no ongoing support needs following a period of reablement (including reablement at home or within an intermediate care setting).
710	Percentage of Section 42 Safeguarding enquiries where a risk was identified and the reported outcome was that this risk was reduced or removed.
711	Percentage of Care Quality Commission (CQC) ratings that remain Good as a minimum across all registered services.

8

Health and wellbeing**Our mission**

No matter where you are born or where you live, there is equal opportunity for everyone to live an active, happy, healthy life, and to feel empowered and confident to choose the best ways in which this is achieved for each individual and for every community.

Our context

Health inequalities across our populations are a key challenge. Although people are living longer, an ageing population together with a declining workforce puts significant pressures on our healthcare system, with workforce challenges being a key feature across the whole health and care system.

We have a higher than national average rate of people with a lifelong limiting condition. The rate is greatest in areas that have the highest rate of deprivation and child poverty such as Barrow. This points to the impact of health inequality.

We are unusual in being a member of two integrated care systems Lancashire and South Cumbria and North East and North Cumbria but are working with both to support and empower everyone to live independent and fulfilling lives.

We know that tackling the wider determinants of health such as economic and social deprivation and actively tackling discrimination are key to improving health outcomes. Our unique natural environment and outdoor spaces offer an opportunity to support good mental and physical health and wellbeing.

We recognise the cost of living crisis is resulting in increased levels of hardship on communities. Our plans will need to recognise the impact it is having.

What success looks like

Health inequalities within Westmorland and Furness, and compared to national averages, decline steadily over time, with the fastest improvements in the most deprived and vulnerable communities.

There is effective integration with the NHS, with an Integrated Care System that is recognised by regulators as a high performing system.

People's quality of life, wellbeing and happiness improves, and life expectancy increases over time, with people living independently for longer.

There is a reduction in the number of deaths by suicide, and in the number of drug related deaths in our area.

The proportion of the population, children and adults, who are obese declines over time.

Economic inactivity as a result of poor physical or mental health reduces over time.

What we will deliver this year

Health and Wellbeing Strategy	Coordinate the delivery of the Joint Health and Wellbeing Strategy with our partners on behalf of the Health and Wellbeing Board, working with our communities to develop Community Health and Wellbeing Partnerships.
Sexual health	Commission new services to support good sexual health in the population.
Drug misuse and suicide prevention	Develop action plans to reduce suicides and drug related deaths.
Healthy weight	Work with partners to develop and promote the support available to enable people to achieve and maintain a healthy weight.
Smoking	Increase access to support to reduce smoking, building on our local experience and the success of programmes trialled in Barrow.
Vaping	Work with partners to increase awareness of the risks vaping can pose to children and young people, and take action to reduce children and young people's access to vapes.
Wider determinants of health	Take a 'health in all policies' approach, maximising the opportunities to improve and protect health throughout the council's work, including, for example, through the development of the new Local Plan, Housing Strategy and Community Power.
Sport and leisure	Produce a sport, physical activity and leisure strategy to ensure we are supporting active, healthy lives for young and old, and to inform our future operating model.
Sport and leisure capital funding	Continue to seek capital funding to improve and diversify our leisure and sport assets, with a focus around decarbonisation, including the Sport England swimming pool fund and the Football Foundation.
Parks and playgrounds	Work with local communities and stakeholders to produce our parks and open spaces strategy to ensure our parks, green spaces and playgrounds are places and spaces that people of all ages can enjoy, including investing in our key parks, playground and open space assets, establishing robust management plans, supporting friends' groups, such as at Castle Park in Penrith, and refurbishing playgrounds at School Knott and Mill Beck.

Measuring our performance

ID	Indicator
801	Percentage of adults who are current smokers.
802	Rate of suicide.
803	Rate of deaths from drug misuse.
804	Percentage of people receiving coaching support reporting an improvement in their mental health.
805	Percentage of mandated health visitor visits completed within timescales.
806	Percentage of opiate users that completed drug treatment successfully.
807	Number of active leisure centre memberships.

9

Culture

Our mission

Culture is embedded in all we do and contributes to improved health, wellbeing and quality of life. Everyone has access to a diverse and distinctive range of opportunities to be creative and enjoy high quality cultural experiences across our area.

Our context

We have an outstanding unique cultural landscape which inspires creative people and visitors, past and present.

Our cultural potential is significant, and our goal is for a dynamic and growing, vital and diverse cultural eco system that underpins the creative economy, and the development and growth of our area and development of our reputation, nationally and internationally.

Collectively we can develop a distinctive vision for culture's role that aligns with our broader priorities and ambitions and creates the right platform for future creativity, innovation, learning and growth, connecting communities across Westmorland and Furness.

We have an exceptional cluster of cultural and creative organisations. We have a wealth of cultural assets, a strong cultural and creative offer, distinctive heritage and identity, and creative potential to deliver long lasting benefits for the whole area. We want to build on our strengths and utilise our assets.

We want to work in partnership with the creative and cultural sectors, and with wider stakeholders, to develop a coherent, cohesive and creative shared ambition and develop new opportunities around our outstanding cultural and natural assets and our creative people, places and cultural communities.

We want culture to be a driver for the health and wellbeing of all our residents, enabling and providing early prevention pathways through participation and engagement opportunities in cultural initiatives and programmes.

What success looks like

Westmorland and Furness is a distinctive, outward facing, attractive place with a strong cultural identity that helps the area achieve its potential, catalysing growth and change.

A new cultural framework and narrative is clearly articulated, endorsed and promoted.

The new Cultural Compact becomes the new, united, single voice and vision for culture in our area.

Our cultural offer is distinctive, diverse, and a key driver of local economic growth, renewal, and community wellbeing, delivering a tangible return on investment.

Everyone has access to a range of opportunities to be creative and enjoy high quality cultural experiences.

That there are connected partnerships across our area working collaboratively to build scale, presence and impact.

The cultural and creative industries are stabilised and supported, and the cultural economy is thriving and growing.

Our resources are used to invest in supporting our cultural ecology, heritage, and physical infrastructure, bringing creative energy to communities to help make them great places to live, work, and thrive.

Council owned venues, libraries, museums, archives and other community and heritage assets support and contribute to cultural development.

The role and value of culture to the visitor economy is recognised as an integral part of the visitor offer.

Culture as a driver contributing to the health and wellbeing of our residents is embedded in our work investment in culture, the cultural and creative economy is realised.

What we will deliver this year

Cultural Compact	Working with Arts Council England and DCMS, develop a Cultural Compact to establish a cross sector strategic partnership, rooted in and of the place, driven by common ambition of asserting Westmorland and Furness as a cultural and creative powerhouse with culture as a catalyst for transformation and change.
Funding	Seek external funding to support the ongoing development of our museums and collections.
Library improvement	Deliver a library strategy for Westmorland and Furness to ensure they continue to support cultural development and communities within the area, and work with communities to develop a comprehensive and improved library service in Ulverston and Roose, following the unforeseen closure of these vital libraries.
Events	Use our council parks and venues in prime locations to pilot the delivery of arts, music and cultural events, providing easy access to great cultural experiences to as many people as possible.
Markets	Start work on site for the refurbishment of Barrow Market using £16m of Levelling Up funding to create a vibrant destination in the heart of the town centre and progress plans for the £4m renovation of Kendal indoor market, creating new destinations and community facilities in the heart of these town centres.
Lido	Complete the Grange Lido project to bring the site back into use as a new multi-use public space, protecting the site's social and cultural heritage for the future.

Measuring our performance

ID	Indicator
901	Rate of physical visits to library sites.
902	Number of recorded visitors into Local Authority museums.
903	Number of attendances at shows cultural events/activities/shows within Local Authority venues.
904	Number of grants issued annually by the Local Authority to support cultural and heritage projects.

10 Effective services

Our mission

The council listens and takes pride in delivering services that make a difference. It is a modern, innovative and inclusive council with communities and customers at the heart of everything we do.

Our context

We are an ambitious new council with high aspirations for Westmorland and Furness. We have worked hard over the last few months to ensure a smooth transition from our previous councils to give us strong foundations to build upon. Our staff have worked hard to deliver continuity of service to our communities and partners and we can now look to the future.

We are a caring council. Our seven values describe the beliefs and principles that guide how we work and the decisions we make. We will help our workforce bring these values to life every day, we will invest in their personal growth, fostering a learning culture that attracts and retains talent.

It is important that in defining the future we work together with communities and partners to understand how we make best use of all of the resources available to us. Financial sustainability and organisational health is important for us to deliver on our vision. We can't do everything all at the same time, so we need to spend more time getting to know what really matters in all of the parts of Westmorland and Furness so we make good decisions.

We will design and deliver a more joined up experience for our customers our communities, businesses, visitors and partners. We will explore and adopt modern and innovative technologies and practices in the workplace that our staff enjoy using and that help them spend as much time as possible on the valued services we provide.

What success looks like

Communities and customers are at the heart of everything we do and can access modern and efficient services.

We are efficient, effective and well run, making every pound count locally to deliver value for money and social value.

We have a planned approach to utilising our resources (finance, assets and staff) to deliver our Council Plan priorities within our means.

Our customers are satisfied with their experience of the council.

We have a motivated workforce who are happy with their work and feel fulfilled.

Data and insight is readily available to make needs led and informed decisions based on local and national evidence.

There is a successful shift to an organisation that can focus on prevention and early intervention, rather than responding reactively to acute needs.

Modern technologies and practices are embedded into the council with a culture of innovation and continuous improvement that is always seeking to make a difference.

What we will deliver this year

Change programmes	Drive forward with our change agenda to achieve the benefits of becoming a unitary council and support our financial sustainability and begin implementation of key change programmes, including our Promoting Independence and Wellbeing programme in adult social care, the Ambition for Every Child programme in children's services, and creating unified waste and planning services to provide a consistent service across Westmorland and Furness.
People Plan	Agree and begin implementation of our new People Plan, setting out how we will recruit, retain, develop and support our workforce. This will create a healthy working environment and develop a strong organisational culture driven by our core values.
Customer	Improve and simplify the experience for people accessing council services, by developing a new Customer Strategy and Customer Charter, setting out the changes we will make and what the public can expect when they contact us to access council services.
Reception areas	Improve our customer reception areas at Kendal and Barrow Town Halls, and open the new Voreda House in Penrith, providing improved public access and service provision in our three key anchor buildings.
Phones and website	Improve how customers can access our services by implementing a single customer telephone contact system, making it quicker and easier to contact the council and creating a unified Westmorland and Furness website offering increased capacity for transactions with the council.
ICT and data	Agree and implement new ICT and data strategies, working towards a unified, future-ready Westmorland and Furness Council ICT system and making best use of our data to inform our decisions and be a needs-led organisation.
Information governance	Develop an Information Governance Framework to capture the council's strategic and operational approach to complying with minimum Data Protection, Freedom of Information, Subject Access Requests and Records Management requirements, including a single complaints, compliments and FOI policy and process.
Commissioning and procurement	Adopt the commissioning and procurement strategies - thereby maximising opportunities associated with the procurement and recommissioning of goods, works, utilities and services, including ensuring social value is a key consideration in our decision making.
Asset optimisation and investment	Develop an asset optimisation and investment programme to support the changing needs of our services, including engaging with stakeholders as part of the agreed strategies (Disposal Policy and Community Asset Transfer Policy) to determine plans for the sale or repurposing of council property. Continued prioritised maintenance and investment in our assets for the future.
Inclusion	Deliver our Equity, Diversity and Inclusion action plan ensuring we have the right culture in our organisation and can support and contribute to making Westmorland and Furness an inclusive and welcoming place for everyone.
Boundary review	Engage with the Local Government Boundary Commission for England in the electoral review, to ensure the identities and interests of our communities are well reflected in the final arrangements, providing ongoing effective and convenient local government, whilst also delivering electoral equality across the local authority area.

Measuring our performance

ID	Indicator
1001	Percentage of Freedom of Information (FOI) and Environmental Information Regulation (EIR) requests processed within statutory timescales.
1002	Percentage of complaints responded to within timeframe.
1003	Number of days on average to process new claims for Housing Benefit / Council Tax Reduction claims.
1004	Percentage of return per annum over 10 years on Local Government Pension Scheme Investment.
1005	Number of working days forecast in the year to be lost per Full Time Equivalent (FTE) due to sickness absence.
1006	Number of RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations) Reportable Health and Safety Incidents.
1007	Public Sector Network (PSN) compliance received.

Next steps

Each year we will update this delivery framework using the ten themes as the basis for discussions with our partners and communities about where best to focus in helping to make Westmorland and Furness a great place to live, work and thrive.

The framework also provides the starting point for our budget setting for 2025/26, helping identify where investment is needed and where savings can be achieved through more efficient service delivery or doing things differently.

We will be using the ten strategic delivery themes, underpinned by the sustainability principles of equity, economy, and environment, to inform delivery priorities up to 2028.

How to stay in touch

If you want to feedback and stay in touch with the delivery framework you can:

Visit or write to us, we have three offices:

- **Barrow:** Town Hall, Duke Street, Barrow in Furness, Cumbria, LA14 2LD
- **Kendal (registered office):** South Lakeland House, Lowther Street, Kendal, Cumbria, LA9 4QD
- **Penrith:** Town Hall, Corney Place, Penrith, Cumbria, CA11 7QF

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Appendix 1

What we delivered in 2023/24

In the first edition of the delivery framework, we set out all the activity we said we would deliver in 2023/24. This appendix provides an update on what has been done on all those activities across our 10 strategic themes.

Communities

What we said	What we have done
Develop an Equalities Impact Assessment policy for our work with communities of interest.	EIA guidance and template have been agreed, work is progressing to ensure routine use and quality.
Using Barrow Town Deal funding, invest in community hubs that provide places for people to meet and interact.	The Town Deal Hubs Programme is progressing and is on target to complete in March 2026. A range of engagement and taster activities will take place this calendar year along with capital works at Bram Longstaff.
Develop a community strategy to embed new approaches to working with communities that establishes an approach that empowers local communities to come together to plan and deliver community-led projects.	New Local commissioned and engagement activity underway, which will develop, with colleagues, partners and VCFSE sector, a clear strategy and delivery plan which will be ready for approval in June / July 2024. Event held and activity starting to review a VCFSE Compact.
Establish three Locality Boards, embed ways of working with local parish and town councils, and work with communities to develop a place plan for each locality to deliver improvements on local priorities.	Three Locality Boards up and running; local priority setting completed and Locality Plans approved. CALC Compact agreed.
Continue our commitment to the Poverty Truth Commissions, bringing people in poverty into the decision-making process and maintaining our support for those struggling due to cost of living crisis.	Each of the three areas now has a PTC or similar approach in place; Internal Multi-disciplinary Poverty Working Group established to support those who are struggling due to cost of living, to help people out of poverty and to ultimately take a more strategic approach to addressing the root causes. Three Community Resilience Groups continuing to meet with partners to support communities and to reach individuals who are affected by poverty and/or the cost of living crisis. Household Support Fund allocation confirmed and programme of activity and spend in place.
Work with Groundwork to support the delivery of community led activity in Barrow using £1m of Know your Neighbourhood funding.	Supporting partnership with activities and identifying further funding for Furness for You website and costs. Identified through Furness Locality Board Community Working Group.
Continue work with Cumbria Social Enterprise Partnership to build capacity in the sector.	Ongoing - through two contracts we are working with 16 pre-start, 12 start-ups and 1 existing SE. There is an increased demand for support for start-ups and so we have reprofiled budget to meet this. UKSPF/ REPF - currently developing a pipeline of projects.

Work through the Community Safety Partnership to make communities feel safer.	Community Safety Partnership and Prevent Delivery Partnership established, and activity underway through thematic partnerships. Review of Local Focus Hubs to take place.
Develop a compact with voluntary organisations and local communities to agree principles for collaboration.	Compact review event held with VCSFE sector in March. Outputs from this being pulled together by a small working group to develop next steps. Wider Community Pledge is a key deliverable within the Community Power work package.
Work with Business Improvement Districts to enhance our streets and community spaces.	BIDs exist in Barrow, Ulverston, Kendal and Penrith. The council will work closely to support the BIDS to deliver their business plans where appropriate and aligned with Council Plan objectives.

Environment

What we said	What we have done
Start the greening of the council estate with the development of a solar farm in Barrow, producing an initial saving of 649 tonnes Carbon saving / annum CO ₂ e.	Solar Farm development progressing with preparatory site works commenced w.c. 1 April 2024. Cabinet approval for first Westmorland and Furness Carbon Management Strategy allowing a strategic approach to the delivery of multiple workstreams and leveraging an annual investment of £2m per annum.
Develop plans for the implementation of an integrated and harmonised waste service for Westmorland and Furness.	A programme board has been established to develop a five year Waste Programme, utilising external expertise and advice to develop options for future delivery models. An options papers is expected to be available in April/May 2024, which will include a communications and engagement programme and a projected timeline for delivery.
Develop Part 1 and Part 2 of our Climate Action Plan, setting out a series of actions that council will take forward to address the impacts of climate change.	Part 1 and Part 2 of the Climate Action Plan approved at Cabinet. A programme of work to deliver the actions is being developed.
Invest £440,000 of council funding to address biodiversity loss through enhancing natural habitats, encouraging sustainable land-use and land management and improving open and green spaces,	900k of grant funding has been allocated to environmental improvement projects across Westmorland and Furness ranging from large projects valued at 99k to smaller community projects valued at 15k.
Support local organisations to invest in nature recovery activity, with £500k committed to a Climate and Environment Fund 23/24	510k committed to boosting biodiversity across Westmorland and Furness. This includes ecology and project support for partnerships.

Support development of a Cumbria-wide Local Nature Recovery Strategy and work with the Borderlands Partnership to develop a programme of activity to support nature recovery.	As the Responsible Authority for the development of the LNRS a team has been appointed, including Project Manager, Engagement Lead and Technical Officer. A communications and engagement plan has been developed with over 600 stakeholders identified, either organisations or individuals. Workshops have taken place to get views and a questionnaire has been published on the newly developed website.
Work with United Utilities and Environment Agency on the Drainage and Wastewater Management Plan for the period 2025-2050 to secure investment to improve our water quality.	Continuing to engage with United Utilities to shape and influence their Drainage and Wastewater Management Plan 2025-2050. Draft business plan submitted to OFWAT.
Continue to lead the Cumbria Innovative Flood Resilience (CiFR) project to deliver flood mitigation and resilience measures.	Continuing to make progress on the 4 workstreams and meet key milestones, as part of the 6 year delivery programme.
Undertake Carbon Literacy training for all staff and elected members.	Carbon Literacy roll out has begun with 261 staff having completed the training, including 41 members and 55 SLT (6% of staff). We aim to train 25% of staff and members in 24/25.
Enable an increase in tree planting using Community Forest and Treescape funding.	Defined as 1 tree or 1 metre of hedgerow containing 5 small trees. £50k Community Orchard Grant Funding and £50k Micro-woodlands grant funding has been received. Working with Community Forest to plant 7000+ trees at off site locations. 19,434 trees planted since 1 April 2023.

Growth

What we said	What we have done
Work with Cumbria Local Enterprise Partnership (CLEP) and their sector panels to support business growth. Provide accountable body support for CLEP's Growth Hub business support activity and for their Innovating for Success grant programme that supports businesses to decarbonise and to boost productivity through innovation.	Cumbria LEP continue to provide business support activity through the Growth Hub. Westmorland and Furness Council will provide accountable body assurance for the CLEP until 31 March 2024.
Manage the UKSPF programme to invest in activity that supports local business growth, particularly for our smaller and rural businesses.	UKSPF launched - 22 projects will share £8.1 million from the government's UK Shared Prosperity Fund (UKSPF) and Rural England Prosperity Fund (REPF), allocated by Westmorland and Furness Council.

Provide support for clean growth investment, including the Spirit Energy proposals for carbon storage and capture in the Morecambe Bay gas fields, for Morgan Mona round 4 offshore wind investment, and the Carlton Power hydrogen facility at Kimberley Clark in Barrow.	Ongoing support provided to both Spirit Energy and Carlton Power. The Morecambe Net Zero (MNZ) Cluster, a planned carbon dioxide storage facility off the coast of Barrow-in-Furness has entered into a Memorandum of Understanding (MoU) to explore storage opportunities for carbon dioxide (CO ₂). Carlton Power, one of the UK's leading independent energy infrastructure development companies, has been successful in Round One of UK Government's Hydrogen Allocation Round (HAR1).
Work with Cumbria Tourism on their Destination Management Plan to create a vision and action plan to manage our destination and support the visitor economy.	Newly-accredited with a Local Visitor Economy Partnership (LVEP), Cumbria Tourism is leading the development of the new county-wide plan – working closely with Westmorland and Furness Council and a wide range of stakeholders. The Plan is a shared statement of intent to manage the destination over the period up to 2030, expected to be launched in March 2024.
Begin the development of a Local Plan for Westmorland and Furness to create the planning policy framework to enable inclusive and sustainable growth.	Development of a new Westmorland and Furness Local Plan has commenced. Aim is to deliver against the hard timetable of plan delivery within 30-months from Autumn 2024 when the Government is expected to have in place the regulations, policy and guidance.
Progress the delivery of the £40m investment programme of Town Deal and Levelling Up Funding in Barrow to enable completion by March 2026.	Progress continues to be made on delivery of projects through Town Deal and Levelling Up Investment, with regular meetings established with project leads and governance being provided through the Brilliant Barrow Board. Ongoing monitoring is taking place to ensure they can be delivered to time and budget, which can be challenging given the nature of increased costs for the capital projects - some value engineering is required. A Programme Director for Major Projects and Regeneration in Barrow and Furness is also now in place to support delivery.
Continue to engage in the Borderlands Inclusive Growth Deal to enable investment in activities to support the local economy.	Westmorland and Furness is a key partner in the Borderlands Inclusive Growth Deal Partnership, with both Member and senior officer involvement.
Work with BAE, as Westmorland and Furness's largest single employer, through a Planning Performance Agreement to support the development of Barrow as an international centre of excellence in submarine manufacturing and defence.	Continuing to work with BAE through a PPA to support development and ensure a robust and timely response to planning applications.
Work with CLEP to deliver careers advice and skills training to help enable local people to access good jobs and to support business growth.	Work has progressed with CLEP on delivery.

Connections

What we said	What we have done
Locality Boards will decide how to invest £0.9m of funding to improve sustainable transport and will invest £0.3m to implement 20mph zones in locations identified by local communities.	Eden and South Lakeland Locality Boards have committed funding to identified travel and transport schemes and a programme of 20mph schemes is being developed with the support of colleagues in Highways. Furness Locality Board has committed half of its funding and has identified schemes to take forward for feasibility for 24/25. A programme of 20mph schemes is being developed.
Continue to support the delivery of the government's UK Gigabit Programme; investing £108.5m to deliver gigabit capable services to 60,000 properties across Cumbria.	BDUK has awarded Northern Ireland-based broadband provider Fibrus a Project Gigabit contract to provide around 60,000 premises in Cumbria with access to gigabit-capable broadband. Anticipated Project Gigabit delivery is very good, but we will continue to work with Cumberland Council to monitor commercial plans closely as there is a risk that these won't be fully realised. BDUK are reluctant to share Project Gigabit data (or allow Fibrus to do so) e.g. premises by phase. This could limit the support both authorities can provide. The latest thinkbroadband statistics show gigabit connectivity across the county at 43.4% with Cumberland at 33.5% and Westmorland and Furness at 54.7%.
Work with Digital Mobile Spectrum Limited on the Government's Shared Rural Network programme that seeks to deliver 95% 4G coverage from the four major mobile operators.	The UK Government Shared Rural Network mobile infrastructure programme is seeking to deliver 95 per cent geographical 4G coverage in the UK from at least one Mobile Network Operator by 2025. We are awaiting data for the Westmorland and Furness area.
Secure investment in the strategic road network, including final approval for dualling the A66 by National Highways, Final Business Case approval for the Grizebeck improvement scheme on the A595 and a commitment to improving the A590 corridor.	Final Business Case submitted for Grizebeck, Government announced additional £10.5m for scheme. Now awaiting outcome of final business case.
Encourage people to travel sustainably, through provision of free bus travel for people over 60 and provision of the A2B travel card to reduce travel costs for young people.	A2B card extended across Westmorland and Furness in 23/24.
Begin delivery of active travel infrastructure, including use of Active Travel and Town Deal funding in Barrow and £6m of Borderlands funding for cycle infrastructure through the heart of the Lake District on the A591 corridor.	Active Travel funded schemes are progressing towards delivery, with preliminary designs completed for North Walney and Abbey Road in Barrow, with tendering to appoint a contractor for detailed design and build underway and construction planned to commence in Summer 2024. Borderlands Schemes delayed due to inflationary cost increase and match funding being withdrawn, reprioritisation of the schemes and alternative funding sources are being sought.

Develop a prioritised plan for maintenance and improvements of roads, using sustainable practices to reduce environmental impact.	<p>23/24 road maintenance schemes are on track for delivery and the future works programme for 2024/25 was approved by Highways and Transport Strategic Board in March.</p> <p>Ongoing consideration is being given to the use of sustainable materials and carbon reducing processes. All Highways contracts relating to road maintenance now include the NEC 4, X29 climate collaboration clause to focus our approach to the climate, establish materials and processes that achieve carbon reductions and to realise bio-diversity benefits.</p>
Finish the Rural Mobility Pilot and start the development of a Bus Service Improvement Plan focused on increasing accessibility to public transport.	Rural Mobility Project progressing and first tranche of BSIP plus funding schemes has been agreed by Strategic Highways and Transport Board and new routes are now operational.
Engage with Network Rail and government to secure investment to improve our railway infrastructure and services, including seeking approvals for the Lakes Line and the Cumbria Coast Line business cases.	Upgrade of the Energy Coast Line between Carlisle, Workington and Barrow was announced as part of the £36bn infrastructure investment through Network North. This will enable a half-hourly service between Carlisle, Workington and Whitehaven and accommodate major new freight demands. Westmorland and Furness and Cumberland Council are working with Department for Transport and Network Rail to support this investment. Ongoing lobbying for investment in Lakes Line.
Complete the A592/A684 Safer Roads Programme with an investment of £5.05m.	In December we started to install the landscape-sensitive crash barriers on sections of Kirkstone Pass where there are currently metal railings. Resurfacing due to start in March 2023, however due to the adverse weather the complete programme may not now be complete until 2024/25.
Use £3.5m of Levelling Up Funding to improve the road surface on the A595 and A590 as part of the Cumbria Energy Coast Highway Route Upgrades programme.	All Levelling Up funding will be committed or spent by 31 March 2025 on resurfacing and maintenance.
Progress a review of options for the future of the Windermere Ferry.	Alternative options are being considered which require specialist legal advice. Options paper expected to be shared in April 2024
Continue to engage with CKP Railways plc and stakeholders on the potential development of a Penrith to Keswick railway line.	Westmorland and Furness Council has given its support. Next step is for CKP to submit the application to Department for Transport.

Homes

What we said	What we have done
Develop a Strategic Housing Needs Assessment to inform the development of a new Housing Strategy setting out a long-term plan to deliver our mission.	The SHENA has been procured - the Housing Services team will feed into this project which will inform the development of a new Housing Strategy.
Agree how to invest £6m of ring-fenced funding to increase affordable housing supply and work with partners to take forward suitable schemes.	Affordable Housing Policy agreed by Cabinet and governance in place for funding allocation. New Strategic Lead for Development and Enabling appointed to work with partners to take forward suitable schemes.
Develop a Homelessness and Rough Sleeper Strategy to help combat homelessness.	On target for Cabinet in April, the Strategy has been through Scrutiny and full consultation with all stakeholders.
Utilise the Home Upgrade Grant to improve the energy efficiency of homes that are low income and/or are off the gas grid.	In mobilisation phase - 361 properties signed up to the Project. Delivery Assurance Check successfully passed December 2023.
Invest £2.15m Disabled Facility Grants to adapt homes to meet the needs of older adults and people with a disability.	Statutory Function - Home Improvement Agency in place to deliver DFG's to adapt homes to meet the needs of older adults and people with a disability working across directorates.
Begin work on an Empty Homes Policy to get more properties back into use.	Work has begun on an Empty Homes Policy to bring more properties back into use. A new strategic lead has been appointed to take this work forward and ascertain levels of funding available for grants and new resources to deliver this project.
Work with developers to enable land to be brought forward for housing development. This will include working with Homes England to select residential developers for sites at Barrow Waterside and at Cross-a-Moor.	Recruitment to a Housing Delivery Programme Lead will support the council with the capacity and capability to deliver, support and encourage with the development of a mixed housing offer to meet to needs of current and future residents. Working in partnership with developers, Registered Providers and land owners, we will encourage and seek to unblock development to increase the pace of housing delivery.

Learning

What we said	What we have done
Deliver our statutory responsibilities for Home to School Transport, Early Years and Child Care Sufficiency Strategy and School Organisation.	Workstream and Board in place to improve Home to School Transport. Comprehensive School Organisation Sufficiency underway, due for completion Dec 2023. Early Years duty is delivered.
Define and commit to a Westmorland and Furness reading ambition to help all children to be competent and confident readers.	This will be part of our 2024/2025 academic priority.

Work with learning establishments and partners to define our educational priorities and support improved attendance and educational outcomes.	Established Strategic Learning Alliance. Identified SEN, Attendance and AP provision as priority for most schools. Curriculum workstreams are being developed.
Develop a new Alternative Provision facility in Barrow and assess High Needs Provision across Westmorland and Furness.	Timeline and site for delivery agreed by Jan 2025.
Work with partners and government to secure investment to improve educational facilities in Westmorland and Furness, including delivery of the new Learning Quarter in Barrow and improvements at Ullswater Community College.	For the UCC, DfE have confirmed the re-build will go ahead as planned in phase 2, with a project officer from the DfE to be allocated and a visit in the summer term. This is all on track based on these external timescales.
Work with partners, schools, children, young people, families and communities to develop the Children and Young People Plan for Westmorland and Furness.	Ambition for Every Child: Making a Difference to Every Child in Westmorland and Furness based on feedback from children and young people and council priorities. This has been drafted and is being consulted on.
Work with partners to increase the number of apprenticeship opportunities across Westmorland and Furness including recruitment of 16 new apprentices within the council.	The Apprenticeships Service is hosted by Westmorland and Furness and has exceeded targets agreed for both unitary councils. For Westmorland and Furness, our target for the year was 16 apprenticeships and we advertised 36 positions with 20 appointed by the end of December 2023. Four of the 20 are Care Experienced. We have achieved a similar level of performance for Cumberland.
Lead our Special Educational Needs and Disabilities (SEND) Partnership and deliver the Department for Education sponsored Delivering Better Value programme.	Our first SEND Partnership meeting took place in March 2024 following disaggregation of the Cumbria Board and the Accountable Officers Executive is in place. As part of our work on Delivering Better Value, we have submitted a DSG plan to DfE. We commissioned First-Planner to identify SEND need, growth and provision gaps as well as potential opportunities. This has informed the first draft of the Educational Sufficiency Strategy. We completed revisions to the process for carrying out Educational and Health Care Plan assessments within a 20 week period. This resulted in improved performance of 81%, up from 41%.
Deliver Community Learning activity, including the provision of numeracy skills training for adults through the UKSPF funded Multiply programme.	On target to deliver 100% of Adult Education Budget (£2.4m) by the end of the academic year (31 July 2024). Delivery of Multiply budget is expected to be at 97% at the end of Financial Year 2 of the programme (31 March 2024).
Recognise the impact of sparsity by providing a £500,000 travel bursary scheme for 16-19 year olds to support them to access education.	Grant scheme launched in August 2023.

Care (children)

What we said	What we have done
Deliver our Neglect Action Plan as part of the Cumbria Safeguarding Children Partnership multi-agency Neglect Strategy.	Neglect Strategy and toolkit was launched across the partnership in October.
Develop our Cared For Children and Care Leavers Strategy by April 2024.	On track for delivery.
Continue the Foster Family campaign working with Cumberland Council to ensure there are sufficient places for young people in need of care.	In place. Further work underway to consider improvements in Fostering.
Deliver the Children and Families (Social Care) Improvement and Development Plan.	Completed and being reviewed by extensive diagnostic work across the service.
Redesign our Early Help system wide offer, strategy and implementation plan and an increase in the number of Early Help Assessments for families.	Considerable work underway in redesign of what is a complex set of services, which include internal and commissioned services. Agreed to bring commissioned services in-house to provide resource and flexibility to change the way we work. Family Hub opened 21 Dec 2023, with further Dalton satellite open in Feb 2024. Secured permanent Senior Service Manager and Service Manager.
Establish a regional adoption agency in partnership with Cumberland.	RAA proposal is being put through both council governance processes.

Care (adults)

What we said	What we have done
Launch Promoting Independence and Wellbeing Programme, beginning delivery of service improvement activity.	Programme has launched and we now have programme board in place and reporting into Integration and Improvement Board.
Ensure Care Quality Commission Assurance Framework readiness through establishing performance baselines and robust evidence base, documented systems and processes, and engagement with key partners.	CQC Lead now in place after a delay. Reassessment of current position has been made and accelerated actions to bring a plan together. Governance and working groups being set up currently to extend the number of people involved in the preparation.
Develop a Workforce Strategy to start our journey to sustainable workforce.	Will not deliver by 31 March, but on track for spring/summer 24.

Review approach to use of the Better Care Fund, identifying areas for improvement in how this budget is spent.	The review of the schemes supported by the Better Care Fund is well underway and is being carried jointly between Westmorland and Furness Council, Lancashire and South Cumbria ICB and North East and North Cumbria ICB. Initial details regarding outputs related to the Community Equipment Services and The Common Platform have been reported to the Health and Wellbeing Board. The review remains ongoing with the sequencing being agreed amongst partners.
Produce service user engagement strategy to inform future service development.	Co-production strategy was signed off at DMT. Since then we have started a piece of work with colleagues from the three locally based Carers' Organisations to develop a Carers' Strategy. The APL Team are also working with Digital to develop public-facing resources on the council website around social care, early help/prevention, information and contacts to help people make early and informed decisions about meeting their care and support needs.
Deliver occupational therapy aids improvement programme to ensure no one is waiting too long for help.	Although workforce recruitment challenges have impacted on progress, the assessment waiting list has been reduced by almost 50% and the longest wait time by almost 40%.
Deliver assistive technology pilot project in our home care service.	Pilot is progressing well and is being expanded to other geographical areas before full evaluation occurs.
Agree strategic commissioning priorities.	Commissioning Strategy for the council due to be approved at Cabinet in April 2024. Adult Services is providing an update on their vision and priorities – we can then develop commissioning intentions for 2024-2027.

Health and Wellbeing

What we said	What we have done
Launch the Family Hub as a new model for bringing together provision of advice and support services for families under one roof to improve their health and wellbeing.	Physical Family Hub launched at Barrow Library 21/12/23 - spokes will have a soft launch over the next 2 months. Full model still being developed. Website now up and running.
Undertake the joint Strategic Needs Assessment of health and wellbeing to inform the development of a Health and Wellbeing Strategy for Westmorland and Furness.	A new summary Joint Strategic Needs Assessment has been developed and is being used to inform the development of a new Health and Wellbeing Strategy. A public consultation has also been undertaken to inform the development of the Health and Wellbeing Strategy, and both the JSNA and public consultation are now informing a series of workshops to shape the Strategy content. The final strategy is due to be agreed by the Health and Wellbeing Board in July 2024.

<p>Active Cumbria will help get people more active by encouraging more people to walk and cycle.</p>	<p>Active Cumbria have been delivering a range of programmes and services across the footprint, these have included activating our communities through the Together Fund, supporting older adults to be more active through Live Longer Better, encouraging more people in Barrow to Travel Actively, as well as moving the whole community through their Street Tag programme. Active Cumbria have also been working with School Games Organisers to deliver a number of School Games events specifically for less active children. The most recent Active Lives Survey data for both children and adults shows physical activity levels as being on the right side of national averages. More detailed information and infographics can be found via activecumbria.org/about-us/resources/</p>
<p>Healthy Habits for Life programme will continue, offering families 1:1 support to help children and their families to develop positive behaviours to maintain a healthier weight.</p>	<p>Service continues to be delivered with positive uptake and feedback. A service review is being undertaken to look at impact and effectiveness and inform future commissioning of 0-19 public health services.</p>
<p>We will train our staff to better understand the effects of trauma on people's lives which allow us to better support them and meet their needs.</p>	<p>Birchall Trust have been commissioned to support the council in undertaking a self-assessment of current practice and develop an action plan by August 24. Birchall Trust will also be provide training to key staffing groups including Childrens, Adults, HAWCs and others from April onwards.</p>
<p>Increase the availability of specialist support for people who want to quit smoking and vaping, and the range of products available to support people to quit successfully, working towards our target of Westmorland and Furness being smoke free by 2030 (smoking prevalence 5% or less).</p>	<p>Additional support provided via Allen Carr Easyway programme. Pharmacy provision has been expanded in new year 2024.</p> <p>2 Smoking Health and Wellbeing Behaviour Officers have been appointed.</p> <p>An Addictions Public Health Project Officer role has gone out for advert with a focus on Smokefree Westmorland and Furness.</p>
<p>Work to maximise the use of community pathways and assets to improve health, wellbeing and resilience will commence, focusing on early prevention activity to reduce pressures on our health and care systems.</p>	<p>The Health and Wellbeing Team have received 675 referrals in quarters one to three in 23/24. There is effective integration with partners across the health system – a total 226 referrals have been received by health partners. The team are part of MDT meetings within social care and community mental health teams, offering health and wellbeing coaching. The team work with people in areas of deprivation and support people who experience health inequalities. Q1-Q3 outcome data shows that on average 77% people supported said that their anxiety levels had improved, 70% reported decrease in depression, 80% reported improved happiness and 78% reported improved personal resilience.</p>

Deliver the Holiday Activity and Food Programme supporting vulnerable children to be active, build resilience, improve wellbeing and have access to healthy food during school holidays.

HAF continues to be provided and healthy food access is promoted as part of the programme.

Culture

What we said	What we have done
Start development of a new rural model of a Cultural Compact to create a new strategic cross- sector partnership that is driven by a shared ambition for culture and place, to co-design and consult upon a vision for the role of culture and deliver against shared priorities.	Approach to Cultural compact work supported by the Arts Council. Work on the cultural framework will commence in 24/25 with significant engagement with NPO's and wider cultural sector partners.
Develop a new cultural framework to enable cultural and creative growth.	Work has commenced on the development of a cultural framework. The aim of the Cultural Framework is to clearly set a vision for Westmorland and Furness for the next 5/10 years. To focus the work of all those involved in the delivery and development of 'culture' and seek to influence other areas of work that culture impacts upon including health, regeneration, education, communities, environment, transport and the economy.
Start development of a new Heritage Strategy.	Officers within the heritage and historic environment team have started to scope out the key aims and objectives of a Council Heritage Strategy. Regular engagement with National Heritage Lottery and Historic England to discuss priorities for Westmorland and Furness.
Work with key strategic cultural partners and National Portfolio Organisations of Arts Council England that contribute to the delivery of key priorities around culture, creative and visitor economy, healthy communities and the environment.	Officers are continuing to meet and engage with our NPO's and strategic cultural partners both on an individual level and through LEP sector panels and Cumbria Arts and Culture Network. Officers also engage with the sector to monitor and evaluate the outputs and outcomes secured through the grant funding provided by the council.
Work to enable local communities to access and participate in a variety of quality and diverse cultural experiences.	Officers are working with a range of events organisers across Westmorland and Furness to ensure that communities get access to a range of free and chargeable events. Recent partnership with Liverpool Philharmonic Orchestra is enabling communities to have unique cultural experiences. The event space at the Barrow Dock Museum Amphitheatre is expected to be completed in March 2024, and this is complemented by a free summer events programme.

Enable investment in opportunities and ideas that will boost local pride in place, including through use of UKSPF and other funding sources.	The council has secured funding through UKSPF to enhance the events and festivals offer in Westmorland and Furness (£100k) and also provide small capital and revenue grants to cultural and heritage organisations (£200k). The grant criteria are currently being developed. £50k of grants has been awarded for small scale heritage projects in the Barrow area through the Micro to Mighty Grants scheme.
Continue to improve and promote the use of our libraries as centres for culture and learning, including £874,000 of improvements to be made at Kendal library.	Works completed at Kendal library and enhanced adult learning provision provided at Penrith library.
Support the on-going development of our museums, including the creation of a new heritage gallery "Shipyard Town" at Barrow's Dock Museum utilising £0.8m of funding from the Heritage Lottery Fund.	Procurement of the works for the Shipyard Town gallery is currently underway with works expected to be completed in advance of the 2024 Summer Holidays.
Invest £250,000 into a Culture Recovery support fund, to support the cultural sector and to help venues and organisations manage the impacts of COVID-19 and the cost of living crisis.	Culture Recovery Fund ODR approved. Grant criteria have been developed. Legal agreements with NPOs currently being drafted. Grants to be issued before end of March 2024.
Look to utilise our prime outdoor spaces as venues to pilot the delivery of some commissioned services and events, to make our cultural offer more accessible for both residents and visitors.	New and upgraded event spaces are being developed through Barrow Town Deal Place Programme. Service are exploring opportunities to hold events in some of our parks, leisure centres and open spaces within Westmorland and Furness.
Progress the Borderlands Place Plans in Dalton, Penrith and Ulverston identifying the priority cultural and creative projects for investment of £3m that will help to boost town vibrancy, vitality, community and visitor offer.	Within the place plans in Dalton, Ulverston and Penrith, a number of the projects focus on enhancing the cultural and leisure offer and to provide communities with better access to services through the creation of key community hubs. Penrith is set to be the first town to submit its Town Investment Plan for approval out of 22 towns receiving funding.
Progress the development of the Grange Lido project to bring the site back into use as a facility for the local community and visitor destination.	Grange Lido project is currently on track for completion in summer 2024 and will be a significant cultural and economic asset for the town and wider area.
Start the redevelopment of the Barrow Indoor Market using £16m of Levelling Up Funding to act as a catalyst for the regeneration of Barrow town centre.	Enabling works at Barrow Market will commence in February 2024.

Effective Services

What we said	What we have done
Begin harmonisation of legacy council services, ensuring a consistent offer to residents across the area. Priorities for year 1 are waste and planning services and improvement in Adult and Children Services.	A Change Programme has been established to provide governance and assurance on delivery, work is now underway across all workstreams to develop full project plans including in relation to adult social care, children's services, waste, planning, customer services, ICT, data, community power, organisational culture and resource optimisation.
Develop our operating model, with a particular focus around early prevention and improving the customer experience.	Target Operating Model designed and agreed. Operating Model Programme Board in place.
Create the data strategy and build the foundations for an improved integrated customer experience, using meaningful data and insight for evidence based decision making and impact reporting.	Work is underway to progress development of a Westmorland and Furness Data Strategy and a working draft is expected by May 2024. Further development work will be required through 2024.
Produce our Performance Management Framework, based around this delivery framework, to establish metrics and governance for ensuring success.	Work is on track for agreement by April 2024.
Baseline existing customer channels (physical and digital), experiences, datasets and ICT, engaging with users to agree the core principles for an improved customer experience.	Customer Baseline work completed and has informed Customer Strategy co-production and scrutiny process. On track for Cabinet consideration 30 April 2024 with Year 1 Delivery Plan outlining 2024/25 commitments.
Improve the 'front doors' to the council's anchor buildings in Penrith, Kendal and Barrow to create a welcoming environment.	Work to establish Westmorland and Furness Customer Service principles and standards is progressing well with funding secured to progress Anchor building customer design options ahead of Capital works. Dedicated Customer Experience Manager recruited and in place. Commitments included in Customer Strategy delivery plan for Cabinet consideration 30 April 2024. Architect options received for Barrow Town Hall and being considered. Voreda House customer offer being finalised and Kendal Town Hall programmed and on track.
Assess the opportunities for the application of new and emerging technologies and how they can deliver improved and more effective services.	Westmorland and Furness ICT infrastructure, systems and applications baseline work completed and informing ICT Strategy co-production and scrutiny process. ICT Strategy on track for Cabinet consideration 30 April 2024 with 2024/25 Delivery Plan outlining action plan commitments.
Baseline our physical asset base and explore opportunities for making best use of these as buildings for co-location and community hubs.	Work ongoing to determine baseline data and formulate an accommodation strategy. Planned activity to complete in Q1 2024/25.

Agree our community wealth building approach and the role we can play through our commissioning and procurement practices and delivery of environmental and social value through how and where we spend.

CMT considered a review of current community wealth building activity in January. Further work is required to develop an agreed position statement and approach.



Westmorland
& Furness
Council

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