

**To: The Chair and Members of the Scrutiny  
Advisory Board - Communities and Place**

# Agenda

## SCRUTINY ADVISORY BOARD - COMMUNITIES AND PLACE

A meeting of the Scrutiny Advisory Board - Communities and Place will be held as follows:

**Date: Friday 10 June 2022**  
**Time: 10.00 am**  
**Place: Cumbria House Carlisle**

**Dawn Roberts**  
Executive Director – Corporate, Customer and Community Services.

**NB A PRE-MEETING WILL BE HELD AT 9.30 AM IN CUMBRIA HOUSE  
AND ALL MEMBERS ARE ENCOURAGED TO ATTEND**

Enquiries and requests for supporting papers to: Lorraine Davis  
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*This agenda is available on request in alternative formats*

## **MEMBERSHIP**

### **Labour Members (4)**

Mr F Cassidy  
Mr KR Hamilton  
Mr M Hawkins  
Mr W McEwan

### **Conservative Members (6)**

Mr D English  
Mr D Gawne  
Mr J Lister (Vice-Chair)  
Mr AJ Markley  
Mr CP Turner  
Mr D Wilson

### **Liberal Democrat Members (2)**

Mr SB Collins (Chair)  
Mr R Dobson

### **West Cumbria Independent Member (1)**

Mrs M Rae

## **ACCESS TO INFORMATION**

### **Agenda and Reports**

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

The agenda and Part I reports are also available on the County Council's website – [www.cumbria.gov.uk/councilmeetings/](http://www.cumbria.gov.uk/councilmeetings/)

### **Background Papers**

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

# **A G E N D A**

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

### **1 APOLOGIES FOR ABSENCE**

To receive any apologies for absence.

### **2 MEMBERSHIP**

To note any changes in membership of the Board.

### **3 DISCLOSURES OF INTEREST**

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

- 1 Details of any employment, office, trade, profession or vocation carried on for profit or gain.
- 2 Details of any payment or provision of any other financial benefit (other than from the authority) made or provided within the relevant period in respect of any expenses incurred by you in carrying out duties as a member, or towards your election expenses. (This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.
- 3 Details of any contract which is made between you (or a body in which you have a beneficial interest) and the authority
  - (a) Under which goods or services are to be provided or works are to be executed; and
  - (b) Which has not been fully discharged.
- 4 Details of any beneficial interest in land which is within the area of the authority.
- 5 Details of any licence (alone or jointly with others) to occupy land in the area of the authority for a month or longer.
- 6 Details of any tenancy where (to your knowledge).
  - (a) The landlord is the authority; and
  - (b) The tenant is a body in which you have a beneficial interest.
- 7 Details of any beneficial interest in securities of a body where

- (a) That body (to your knowledge) has a place of business or land in the area of the authority; and
- (b) Either –
  - (i) The total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or
  - (ii) If that share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

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

#### **Note**

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

#### **4 EXCLUSION OF PRESS AND PUBLIC**

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

#### **5 MINUTES**

To confirm as a correct record the minutes of the meeting of the Board held on 10 March 2022 (copy enclosed).  
**(Pages 7 - 12)**

#### **6 FIRE SERVICES PERFORMANCE**

To consider a report by the Chief Fire Officer (copy enclosed).

**(Pages 13 - 52)**

#### **7 HIGHWAYS INFORMATION ASSET MANAGEMENT SYSTEM**

To consider a report by the Executive Director – Economy and Infrastructure (copy enclosed).  
**(Pages 53 - 66)**

## **8 DRAFT LOCAL FLOOD RISK MANAGEMENT STRATEGY**

To consider a report by the Executive Director – Economy and Infrastructure (copy enclosed).

**(Pages 67 - 90)**

## **9 BOARD BRIEFING**

To consider a report by the Executive Director – Corporate, Customer and Community Services (copy enclosed).

*This report informs members of new and updated items of significance to the Board (including relevant aspects of the Council's Forward Plan and Key Decisions).*

**(Pages 91 - 108)**

## **10 DATE OF NEXT MEETING**

To note that the next meeting of the Board will be held on 15 September 2022 at 10 am at County Offices, Kendal.

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## SCRUTINY ADVISORY BOARD - COMMUNITIES AND PLACE

Minutes of a Meeting of the Scrutiny Advisory Board - Communities and Place held on Thursday, 10 March 2022 at 10.00 am at County Offices Kendal

### PRESENT:

Mr SB Collins (Chair)

Mr F Cassidy  
Mr D English  
Mr D Gawne  
Mr KR Hamilton

Mr J Lister (Vice-Chair)  
Mr AJ Markley  
Mr W McEwan  
Mr CP Turner

### Also in Attendance:-

Mr J Beard	-	Chief Fire Officer
Mr D Coyle	-	Manager of Flood & Development Management
Mrs L Davis	-	Democratic Services Officer
Mr A Harty	-	Assistant Director - Environment and Enterprise
Ms A Hatcher	-	Assistant Director Growth and Infrastructure
Ms A Jones	-	Executive Director - Economy and Infrastructure
Ms C Notman	-	Strategic Policy and Scrutiny Advisor
Ms J Richardson	-	Business Manager, Fire and Rescue Service
Ms C Tringham	-	Senior Manager - Environment and Regulatory Services

### **PART 1 – ITEMS CONSIDERED IN THE PRESENCE OF THE PUBLIC AND PRESS**

#### **97 APOLOGIES FOR ABSENCE**

An apology for absence was received from Mr D Wilson.

#### **98 MEMBERSHIP**

It was noted that Councillor R Dobson had replaced Councillor C Hogg as a member of the Board.

#### **99 DISCLOSURES OF INTEREST**

There were no declarations of interest made at the meeting.

#### **100 EXCLUSION OF PRESS AND PUBLIC**

There were no items of business that required the exclusion of the press and public.

## **101 MINUTES**

**RESOLVED**, that the minutes of the meeting held on 22 November 2021 be agreed as an accurate record.

## **102 UPDATE ON STRATEGIC ISSUES FACING CUMBRIA FIRE AND RESCUE SERVICE (CFRS)**

Members received a report from the Chief Fire Officer providing an update on strategic issues currently facing the Service.

Members noted that Local Government Reform (LGR) and future governance models were a key area of focus for the Service but also Fire Service Governance. The Chief Fire Officer informed the Board that since early November 2021, the Police and Crime Commissioner (PCC) had been developing the business case that would potentially allow the PCC to assume governance of the Fire Service. As part of the process the PCC had started a public consultation and had a deadline of 31 March 2022 to submit the business case to the Home Office for their consideration and decision by the Secretary of State. Members of the Board had put their views forward on this at an informal session held on 18 March.

The Chief Fire Officer then informed members of the Fire Reform White Paper that will outline reform proposals for consultation. Publication of this is awaited but suggested indications of content were listed in the report.

Members were notified that, following an inspection in 2018/19, the Service would go through its second inspection, and at the same time, HM Chief Inspector of Constabulary would continue to highlight national issues following a State of Nation Report. It was noted that the outcome of the second inspection and the national issues would drive the Service's work programme over the coming years. The Chief Fire Officer reported that the inspection regime had changed from two weeks to eight weeks, was labour intensive and this, with Local Government Reform and high intensity work streams, was a huge burden of work on the Service.

To conclude, the Chief Fire Officer outlined Public Inquiries, changes in legislation and the work undertaken by the Service, in conjunction with partners, on the response to Storm Arwen.

A lengthy discussion took place around Fire Service governance. A member requested a change to one of the initial observations made at the informal session (paragraph 3.7 - bullet point 5) to read "the economic case presented was not conclusive on which model was more efficient" and this was agreed by Members. Members were not unified on the future model of the service; concerns were expressed that a change may lead to fire station closures and a disconnect from being publicly accountable. A member, supporting the amalgamation highlighted the benefits of the Blue Light Hub. In answer to a member's question, the Chief Fire Officer confirmed that the Service's budget would be ring fenced if amalgamated, Fire Service legislation had not changed irrespective of the model and Community Risk Management Plans defined the service and the funding obligation. The Chief



Fire Officer and Business Manager noted members' feedback, which would inform the County Council's response to the business case developed by the PCC.

The Chief Fire Officer outlined expectations from the Government's White Paper and changes in legislation. It was noted that the legislation changes would have a significant impact on the Service both in terms of the cost and employee abstraction to attend newly mandated training. In answer to a member's question on the newly developed and approved rescue boat code, the Chief Fire Officer said that Cumbria, at present, had four rescue boats and the service was looking to improve and implement a more robust and rapid response to this type of intervention.

The discussion led on to resilience and emergency planning, resilience following the storms and emergency planning, in the wake of the current war in Ukraine. The Chair said that Storm Arwen had exposed a number of issues that needed to be proactively addressed and officers had agreed to produce a report on this to a future Board meeting. The Executive Director – Economy and Infrastructure acknowledged the risks and advised that the Digital Connect Team were looking at resolutions for the broadband issues experienced in some areas of the county. It was further agreed that officers write to the relevant agencies/ministers to highlight and proactively try resolve these issues before reoccurrence. The Chief Fire Officer, in his role as Chair of the Local Resilience Forum, advised members that the Forum were aware and were looking for resolutions, balancing the need for service involvement and to support community resilience.

To conclude members thanked the service for the work undertaken, and the Chief Fire Officer for his report.

**RESOLVED**, that the report be noted.

### **103 CUMBRIA COASTAL STRATEGY UPDATE**

Members received a presentation from the Manager of Flood & Development Management on the Cumbria Coastal Strategy. The officer outlined the background to the Strategy, responsible authorities and the Shoreline Management Plan (SMP). Members noted the hierarchy of Strategy and Scheme plans that the Environment Agency and Local Authorities use to plan their work to manage coastal risk. The SMP covered all England's shoreline and the main four policies were outlined in the presentation.

The officer outlined which policy units have coastal defence management needs in the short term for a variety of reasons, named priority units. Members noted the Strategy provided a listing of 406 actions across the policy units covering Cumbria, rated in priority order, with 66 in the high category. Concentration had been given on scheme creation for the 66 priority units and the Lead Flood Authority (the County Council) and the Coastal Protection Authorities (CPAs) had received confirmation that they can look to proceed to investigate capital projects for 16 schemes within the current 6 year Defra funding (2021-27), with another possible 10 schemes with a mixture of funding.

To conclude the officer outlined the coastal programme 2021 – 2027.

A member asked that acronyms not be used in reports for the benefit of members and the public. In answer to a question the officer confirmed that close collaborative working took place with Network Rail on the Cumbrian Coast line and Network Rail formed part of the North West Coastal Group.

The Local Member for Solway Coast and the Local Member for Walney South thanked the team for the work undertaken at Allonby and Walney South respectively.

Discussion centred on dredging at the Port of Workington. The officer confirmed that dredged materials were used for beach replenishment. The Executive Director – Economy and Infrastructure explained the Port's dredging requirements and that the Port Manager worked with the Flood and Development Management Team.

The officer was thanked for his presentation.

**RESOLVED**, that the report be noted.

#### **104 INDEPENDENT PLANNING REPORT - INTERIM REPORT**

Members received an interim report following the paper the Board received in September 2021 on the Independent Planning Review Outcome Report: Energy from Waste Facility, Kingmoor Park, Carlisle and the update paper received in November 2021.

The Senior Manager - Environment and Regulatory Services outlined progress since the last report and the key changes which were listed in the report. The Improvement Plan, appended to the report, outlined a number of other recommendations that had been progressed.

To conclude the officer highlighted the next steps to be taken and confirmed to members that this area of work would continue to be fully considered as part of the Local Government Reorganisation (LGR) programme.

A member requested a copy of the route maps and the officer agreed to provide these. The member highlighted the importance of proofreading, training and style of this and member conduct at site visits. The officer outlined the training in place for members and officers. The Executive Director – Economy and Infrastructure advised members that full induction and training was being organised for Shadow Authority members.

In answer to a member's question, the officer went through the amber proposed improvements in the Service Improvement Plan. Members were assured all improvements were being addressed. Discussion took place around the Waste and Mineral Plan and the review of this. It was noted that the two new authorities would have a statutory responsibility to have their own Waste and Mineral Plan.

**RESOLVED**, that the report be noted.

## **105 CLEAN AND INCLUSIVE GROWTH**

Members received a report and presentation from the Assistant Director, Growth and Infrastructure on the work to promote clean and inclusive growth within the county. Members noted the work included consideration of national and local strategy drivers, partnership working with Cumbria LEP and identified some of the key opportunities present within Cumbria that the County Council was working on.

The Local Member for Risedale thanked the officer for the informative presentation and raised the age of the second-hand buses in Barrow and tree planting/maintenance. It was recognised that a tree planting policy wasn't in place and the cost of maintenance in some areas was falling to the Local Committee. The Executive Director – Economy and Infrastructure recognised this and advised members that the environment lead and highway teams would develop a suitable tree planting policy.

The discussion centred on difficulties experienced by farmers, offshore and on shore wind farms, rural travel, the declining working age population and how people that had moved to the area but worked elsewhere were counted. The officer confirmed that moving to the county but being employed elsewhere was an emerging trend and had both advantages and disadvantages.

**RESOLVED**, that the report be noted.

## **106 BOARD BRIEFING**

A report was received by members on the Board's work programme, together with the Council's Forward Plans of key decisions and the update from the informal Board session held with regard to Cumbria Fire and Rescue Service Governance for the future.

Discussion regarding the work programme specifically focussed on the last meeting of the Board to be held in March 2023 and ending well. In addition, the Chair wanted to ensure the smooth transition of scrutiny to the new authorities. It was suggested that the shadow authority scrutiny members should be involved with the Board to enable this transition. The Strategic Policy and Scrutiny Advisor suggested that following the elections for the shadow authorities this could be revisited.

The Assistant Director – Environment & Enterprise advised a member on a key decision that the award of a construction contract – Torpenhow Junction, A595 Bothel had not yet been awarded.

**RESOLVED**, that

- (1) the update from the informal session be noted;
- (2) the Board's current work programme be noted;
- (3) the Forward Plan of Key Decisions for 1 April 2022 – 31 May 2022 be noted;

**107 DATE OF NEXT MEETING**

It was noted that the next meeting of the Board would be held on 10 June 2022 at 10 am at Cumbria House, Carlisle.

The meeting ended at 12.15 pm

## SCRUTINY ADVISORY BOARD – COMMUNITIES AND PLACE

Meeting date: 27<sup>th</sup> May 2022

From: Chief Fire Officer

### Fire Service Performance

#### 1.0 Purpose of Report

1.1 This report summarises the current approach to Learning Lessons within Cumbria Fire and Rescue Service and Cumbria County Council, detailing integrated processes that are in place to identify lessons and providing several examples of how lessons identified have been reflected on and developed into good practice within Cumbria.

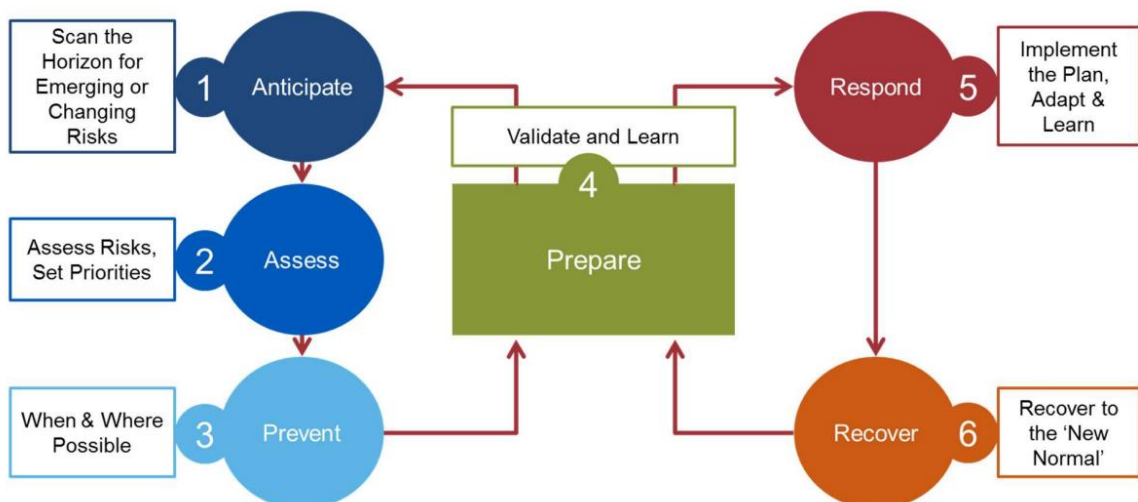
#### 2.0 Issues for Scrutiny

2.1 Scrutiny are invited to comment on the approach to learning lessons presented and provide feedback on any particular areas they would like to consider going forward.

#### 3.0 Background

3.1 Integrated Emergency Management (IEM) is the cornerstone of Emergency Response in the United Kingdom. Learning is at the heart of process as per step 4 in Figure 1 below.

Figure 1 Integrated Emergency Management (IEM) process from the Cabinet Office's Emergency Planning College



- 3.2 IEM is legislated for in the UK by a number of specific regulations such as COMAH (Control of major accident hazards regulations), the more general Civil Contingencies Act and a significant body of guidance such as the doctrine of the Joint Emergency Services Interoperability Principles (JESIP). Cumbria Fire and Rescue and Cumbria County Council discharge a number of non-derogable duties in an emergency arising from the legislation.
- 3.3 At the heart of the preparedness and daily response is the principle of continuous improvement that identifies learning through planning, training, exercising and real incidents.
- 3.4 There is a clear and defined process of reflecting to identify and learn these lessons that is best shown in orange box of the JESIP doctrine Joint Decision model, Figure 2. "Take action and review what happened" works over both short timescales for operational decision making and debriefing over much longer timescales.



Figure 2 Joint Decision Model (JDM)

3.5 Cumbria Fire and Rescues have adopted the JESIP doctrine in all parts of the Service to assist in creating and maintaining a learning culture.

3.6 Debriefing policies for Cumbria Fire and Rescue and the multi-agency Cumbria Resilience Forum are published (see Appendix A) to ensure that all Major Incidents are debriefed.

3.7 The policy provides a menu of options for the most appropriate methods for debriefing incidents.

3.8 This policy has matured and improved by embedding communities in debriefing, ensuring that communities are central to the IEM learning process. The first local example of this kind in the UK was the Cumbrian debrief of the Recovery from Storm Desmond. This debrief was commissioned to be undertaken by an independent academic, who was subsequently asked to co-author the Kerslake Report into the Manchester Arena bombing.

- 3.9 During the Storm Desmond recovery debrief process the Rhegd Centre was used to host the emergency services, local authorities, voluntary groups and communities all working together to identify lessons.
- 3.10 The learning from that event and report has led to a complete re-write of the Cumbria Flood Plan, enhanced local intelligence, better use of technology for remote coordination, spontaneous volunteers, community emergency plans and information sharing.

## 4.0 Processes for identifying and learning lessons

4.1 The process for identifying lessons is built into the organisational structure of the Cumbria Fire and Rescue service to prioritise operational safety. Lessons are systematically drawn out from several key sources. In the Cumbria Fire and Rescue service the Operational Assurance process describes these and aligns with the overall IEM process in Figure 1.

### 4.1.1 Cumbria Fire and Rescue Operational Assurance Process

4.1.2 The sources for identifying lessons are collated into four strands in the Operational Assurance process for Cumbria Fire and Rescue. The four strands augmented with additional sources used by Cumbria County Council. These are:

- **Planning**

This is achieved through the application of the Station Management Framework. This includes the development of multi-agency plans alongside Cumbria County Council.

- **Preparation**

This achieved through delivery of core training and maintenance of skills through exercises, single and multi-agency courses and wider training events which are recorded through PDR Pro for Cumbria Fire and Rescue and the Emergency Communications Directory application for Cumbria County Council and other agencies. Additionally, maintenance of equipment and PPE, operational risk site visits, periodic inspections and testing of operational fire appliances and equipment provide systematic opportunities to identify lessons to be learnt. Some of these lessons are now addressed by online learning via Cumbria Fire and Rescue's Learnpro eLearning portal.

- **Response**

Operational assurance of operational incidents with debriefing at strategic and tactical levels is in place. For long duration incidents this can include reflective interim reviews and timeouts.

- **Review**

A variety of methods from peer review assessments to inspections from regulators are in place to provide verification of operational activities e.g. skills validations, hot and cold debriefs for exercises/incidents, policy adherence and through the application of station operational assurance audits and health and safety audits.

## 4.2 Wider lessons

4.3 To learn lessons that others have identified it has been critical to increase the scope to include lessons elsewhere in the UK and abroad.

4.4 Many nationally significant incidents have inquiries, such as the Grenfell inquiry or the Manchester Arena Inquiry that are closely followed and acted upon by Emergency Planners in both Cumbria County Council and Cumbria Fire and Rescue. Action plans associated with the recommendations from these inquiries are on Sharepoint and tracked at the Cumbria Fire and Rescue Service Programme Board. Incidents may have reports written to extract learning, such as the Weightman report on the Fukushima nuclear disaster, which was communicated and tracked via regulators and lead government departments. The learning from incidents can come through a number of additional mechanisms that both Cumbria Fire and Rescue and Cumbria County Council are plugged into including:

- The Cabinet Office's Joint Organisation Learning (JOL) process.
- Coroner's Regulation 28 Reports to prevent future deaths.
- Changes to legislation, such as Radiation (Emergency Preparedness and Public Information) Regulations [REPPiR] 2019. This is an example where Cumbria was asked to advise on learning and influenced via the Approved Code of Practice via the guidance steering group.
- National Fire Chiefs Council (NFCC) National Operational Learning (NOL)
- National specialist groups such as the Lessons Learnt Working Group (LLWG) and Local Authority Nuclear Working Group (LANWG), under the Nuclear Resilience Coordination Committee (NRCC).

4.5 Lessons can be sent directly to organisations. For example, Coroner's Regulation 28 reports go directly to Service Support team within Cumbria Fire and Rescue, where lessons are evaluated and tracked through to completion. Other lessons are identified and evaluated as part of collaborative working such as the NFCC and LAWNG.

## 4.6 Cumbrian incidents lessons

4.6.1 Emergency planning, training and real incidents that happen in Cumbria are all used to develop learning. The recent training on Cyber Attacks and CBRNe feed into specific and generic Cumbrian Plans via Cumbria Resilience Forum subgroups. The Cumbria Resilience Forum debriefing policy is designed to be adaptable to the different natures, scale and duration of incidents. These lessons are collated and shared through the Cumbria Resilience Forum. They are disseminated and stored on the Resilience Direct system.

4.6.2 Covid has been a different incident. Cumbria Fire and Rescue Service had an independent review of its response and this augmented the multi-agency



approach in where Cumbria took a slightly different approach to the “endpoint” type of debrief that is normally applicable and appropriate. Cumbria has undertaken 2 interim reviews and a third has been commissioned. These Cumbrian reviews will complement the national inquiry learning when it is available but were designed to enable early learning to influence and improve the Cumbrian acute Covid response.

- 4.6.3 Most Major Incidents within Cumbria are not of the scale or duration of Covid and have smaller proportionate multi-agency debriefs. A recent example of this is the Lateral Flow Testing Programme debrief which was part of the Covid response and was held on the 24<sup>th</sup> May 2022. This was hosted on Microsoft Teams and will produce a written report with recommendations which will go to the County Council Corporate Management Team and the Cumbria Resilience Forum Programme Board for scrutiny and agreement.
- 4.6.4 In 2021 the Cumbria Fire and Rescue and Cumbria County Council contributed to the National Resilience strategy review and the review of the Civil Contingencies Act to ensure that lessons identified in Cumbria influence national policy and legislation.

## 5.0 Investing in learning lessons

5.1 Lessons for and from Cumbria County Council and Cumbria Fire and Rescue are collated and prioritised within the Cumbria Resilience Forum (CRF) by the Local Resilience Forum Manager, part of the County Council’s Resilience Unit within Cumbria Fire and Rescue.

5.2 The Local Resilience Forum Manager role was created (appointed 2019) by Cumbria Fire and Rescue to develop systems for progressing and tracking to completion the lessons that have been identified. Only when the implementation is completed are the lessons noted as having been learnt.



**Cumbria Resilience Forum  
Work Programme  
April 2022-April 2023**

5.3 All the sources and lessons are recorded on SharePoint, compiled and prioritised into the CRF Work Programme (Figure 3) which is held on the Resilience Direct system.

*Figure 3 CRF Work programme for 2022-23*

5.4 The development of robust processes and tracking lessons from being identified to learnt, is a significant improvement. Governance is provided by the Cumbria Resilience Executive, where Cumbria Fire and Rescue provide the Chair and Cumbria County Council are active participants.

## 5.5 Impact of Covid

5.5.1 It should be noted that the capacity to learn lessons both within Cumbria County Council and Cumbria Fire and Rescue, along with other partners of

the Cumbria Resilience Forum has been significantly impacted by the response to Covid. Although the identification of lessons has continued throughout the Covid response, the capability to develop actions and track them through to completed “lessons learnt” has necessarily slowed.

## **6.0 Assurance**

6.1 Cumbria Fire and Rescue and Cumbria County Council have a number of independent mechanisms of assurance of learning lessons. These include inspections or testing from:

- Her Majesties Inspectorate of Constabularies and Fire & Rescue Services (HMICFRS).
- The Office for Nuclear Regulation (ONR).
- Health & Safety Executive (COMAH and separately Pipelines)
- Ministry of Defence Nuclear Safety Regulators (DNSR)

6.2 HMICFRS provide independent verification of Cumbria Fire and Rescue Service’s functional department delivering learning through operational fire service assurance.

6.3 Additionally, these independent bodies look at the processes for learning lessons from training, exercising and real incidents. The processes were found to be adequate. HMICFRS and ONR in particular review the governance of learning activity and expect their recommendations to have been acted upon by the next inspection or test.

6.4 Cumbria Fire and Rescue are currently preparing for the next HMICFRS inspection, which will conclude it’s next inspection by the 2<sup>nd</sup> August 2022, delivering a report by the end of the year.

## **7.0 Conclusion**

7.1 Significant process and effort is undertaken to ensure that Cumbria Fire and Rescue and Cumbria County Council identify and learn lessons to protect those who both reside and visit Cumbria.

7.2 Assurance is provided by independent, external inspectors and regulators.

7.3 Continuous improvement remains at the heart of Cumbria Fire and Rescue, Cumbria County Council and the collective Cumbrian emergency preparedness culture.

**John Beard**  
**Chief Fire Officer**  
*27<sup>th</sup> May 2022*

*Please ensure that every part of this section where there is an asterisk\* is completed in accordance with the instructions before sending the report to Legal and Democratic Services, (please delete this sentence, prior to release).*

## **Appendices**

### **Appendix A Debriefing Policy and good practice**

## **Previous Relevant Council or Executive Decisions**

No previous relevant decisions

## **Background Papers**

No additional background papers.

Contact: Jonathan Burgess [Jonathan.burgess@cumbria.gov.uk](mailto:Jonathan.burgess@cumbria.gov.uk) 07974 327725.

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**CUMBRIA  
RESILIENCE**

# **Cumbria Local Resilience Forum Debriefing Policy**

Version 4.0.0

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# 1 Introduction

Cumbria Local Resilience Forum recognises that debriefing people when they have been involved in the response to, or recovery from a Major Incident or Exercise is an essential process that provides an opportunity for organisations to continually learn and strengthen their organisational resilience.

For guidance on best practice for Debriefing please see the Cumbria Local Resilience Forum Debriefing Best Practice Guidance.

# 2 Scope

This policy applies to all agencies within the Cumbria Local Resilience Forum. The Policy will be applied by Cumbria Local Resilience Forum in the follow circumstances:

By Default:

- A Major Incident is declared.
- A Major Incident (Stand By) is declared.
- A Multi Agency Exercise specified in the Proforma this policy would apply.

By Request to, and approval by, Cumbria Local Resilience Forum LRF Manager or Programme Board Chair.

- Any other exercise, incident or pre-incident, which although not declared a Major Incident, has the potential for significant learning for the Cumbria Local Resilience Forum and partnership response.

The incidents falling under the scope of this policy would be generally considered as 'emergencies' as defined within the Civil Contingencies Act (CCA) 2004.

An emergency is defined as:

- An incident or situation which threatens serious damage to human welfare in a place in the UK;
- An incident or situation which threatens serious damage to the environment of a place in the UK; or
- War, or terrorism, which threatens serious damage to the security of the UK.

This Policy only includes the arrangements for multi-agency debriefing, single agency debriefing should be covered by individual agencies Debrief Policies. Any learning from single agency debriefs should be brought to the multi-agency debrief.

Hot Debriefs, undertaken at scene or within a control centre, should also feed relevant Multi Agency learning points into the multi-agency Debrief.

### **3 Requesting a Multi Agency Debrief**

A Multi Agency Debrief can be requested by any agency to the Cumbria LRF Secretariat using [crf.secretariat@cumbria.gov.uk](mailto:crf.secretariat@cumbria.gov.uk).

This request should include:

1. Name, Date and Location of Incident
2. If the Incident
  - a. falls under the Default Scope of this document or
  - b. requires approval and therefore details of what learning can be expected and why the Debrief is requested.

Invitations will be circulated using the Programme Board Contact Group and it is the Programme Board Representatives responsibility to ensure your agency is represented by a suitable responder.

Further Details on the Process can be found in Annex A.

### **4 Principles**

The main purpose of Multi Agency Debriefing is to allow agencies to communicate their experiences of an incident or exercise in a learning environment so that lessons can be identified, recorded, assessed and embedded in a continuous improvement programme.

The processes identified in this policy have been produced to provide all agencies with the opportunity to contribute to the debrief process. Debriefs will be conducted in a manner conducive to promoting organisational learning and encouraging open and honest feedback. The principle of the debrief process is to not look at *who* did what, but *what* was done and *why*.

The processes identified in this policy are produced to specifically address the need to collate information in the most appropriate format and to support organisational learning in the most efficient and effective way.

### **5 Cumbria Local Resilience Forum Debrief Definitions**

#### **Hot Debrief**

Each agency is responsible for holding a Hot Debrief for their own staff or participating in a Multi Agency Hot Debrief.

The primary purpose of the hot debrief will be to identify any urgent or time critical lessons that will need to be addressed ahead of any structured debrief process.

#### **Agency Debrief**

Each agency is responsible for holding an Internal Level 2 (Structured) Debrief for their own staff.

This should be held ahead of any multi-agency debrief and normally within 28 days of the event or exercise taking place and should address the wider organisational issues rather than just individual



or group concerns. It should look for lessons identified and areas for notable practice as well as ideas for future learning.

## **Multi-Agency Debrief**

All relevant responding/Participating agencies will be invited to attend the multi-agency debrief. The facilitator of the Multi Agency Debrief is encouraged to collate the findings using the Joint Emergency Services Interoperability Programme (JESIP) debrief form (Annex C) or other debrief forms which may be more suitable in certain (further examples can be found in the Cumbria Local Resilience Forum Debrief Best Practice Guidance).

The facilitator of the Multi-Agency debrief will be a representative from the agency who was deemed to be the 'lead agency' for the incident. The 'lead agency' will provide administration support for the debrief.

Cumbria Local Resilience Forum members have signed a Memorandum of Understanding to demonstrate the Cumbria Local Resilience Forum's collective support of the JESIP national learning framework.

All debrief outcomes will be reported to the Cumbria Local Resilience Forum partners and, where relevant, will also be shared nationally via the Joint Organisational Learning mechanism that is managed under the JESIP framework.

The multi-agency debrief arrangements will be proportionate to the size and scale of the incident/exercise.

## **6 Joint Organisational Learning**

Lessons identified and notable practice is shared national between agencies using the JESIP Joint Organisational Learning (JOL) framework.

Cumbria Local Resilience Forum is responsible for nominating a single point of contact or 'JOL lead' and it is this nominated person that will publish Cumbria Local Resilience Forum JOL reports onto the national JOL database for Multi Agency Learning. In addition to this Single Agency Learning will be added to JOL by the relevant Agency JOL Lead.

The JOL lead is part of the Cumbria LRF Secretariat Function (LRF Manager or LRF Secretariat).

## **7 Post Debrief Reporting**

### **7.1 Debrief Reports**

Following a Multi-Agency Debrief, a Debrief Report will be produced on behalf of the facilitator of the multi-agency debrief. Completed incident debrief reports should be circulated to the agencies present at the debrief for final comment, before then being presented to the Cumbria Local Resilience Forum Programme by the facilitator /lead agency of the multi-agency debrief.

Before being issued each learning point and recommendation should be allocated a lead Agency or Sub Group or noted if it is to be referred to Programme Board as part of the delivery plan. Each learning point and recommendation will also need assessing if there is a requirement to add to JOL.

The Debrief Reports will be stored on the Cumbria Local Resilience Forum Resilience Direct pages and will be monitored by the Cumbria Local Resilience Forum Secretariat.

<https://collaborate.resilience.gov.uk/RDSservice/home/630/Debrief-Reports>

Please ensure Debriefs fulfil the following naming convention:

Date - Exercise/Incident Name - Type of Document

## **7.2 Learning Points and Recommendations Presented to CRF Programme Board**

Using the Template in Annex B, identify those Recommendations and Learning Points which need to be presented to Cumbria Local Resilience Forum Programme Board (Guidance on the allocation can be sort from the LRF Manager if required). The Cumbria Local Resilience Forum Programme Board will consider these debrief outcomes. Those outcomes which are to be progressed into the Delivery Plan by Cumbria Local Resilience Forum Programme will be agreed, required actions noted and allocated to the relevant agency or Sub Group; if required Task and Finish Groups may be established.

Cumbria Local Resilience Forum Programme will also allocate appropriate resources to ensure that any lessons identified mature into lessons learned. Any decisions will be captured in the minutes of the meeting so an audit trail can be maintained.

Theses Debrief Action Plans will be stored on the Cumbria Local Resilience Forum Resilience Direct pages and will be monitored by the Cumbria Local Resilience Forum Secretariat. For referencing to the Delivery Plan.

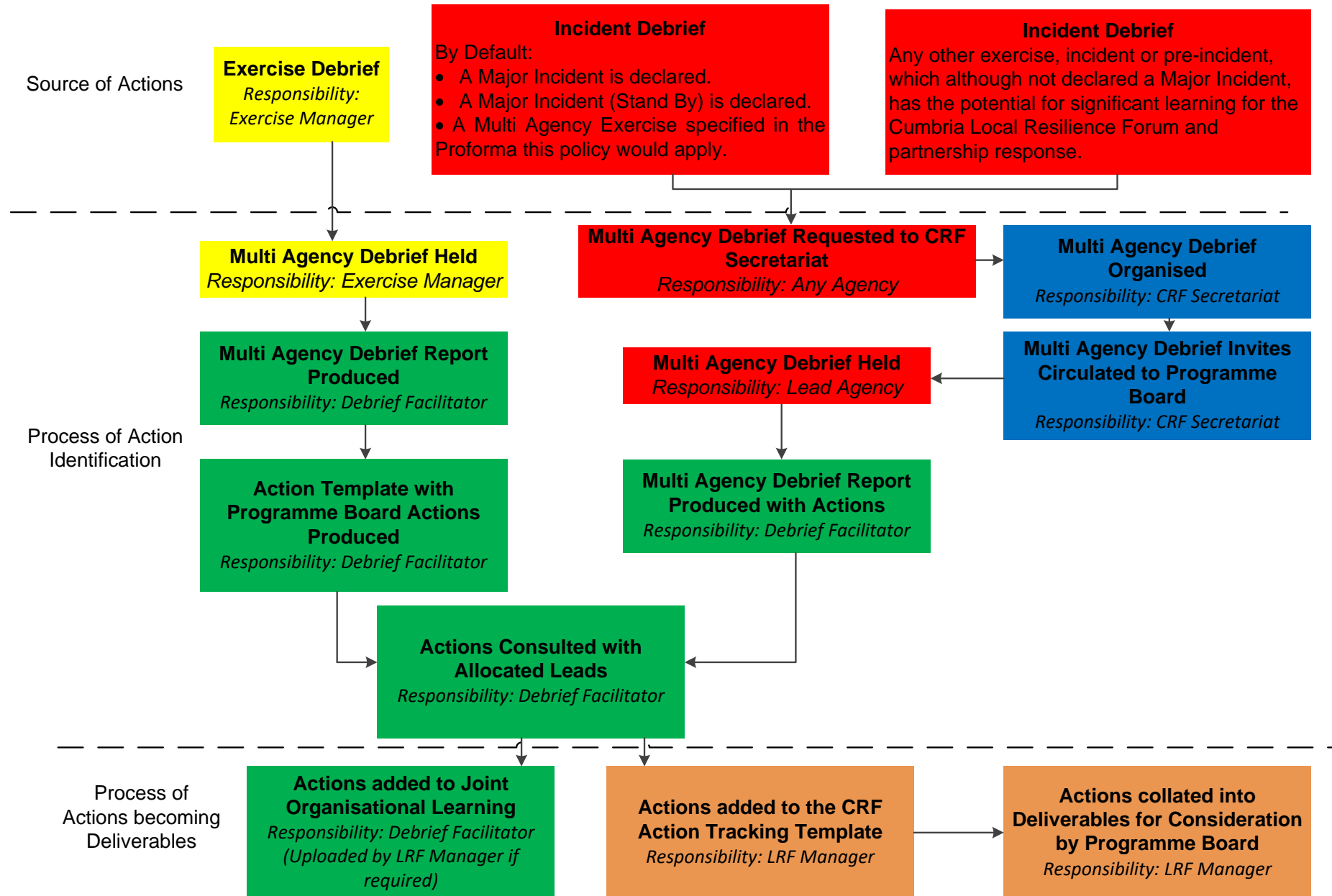
## **7.3 Learning Points and Notable Practice for Joint Organisational Learning**

Debrief authors are responsible for identifying Inputs proposed for JOL and notifying the LRF Manager at [crf.secretariat@cumbria.gov.uk](mailto:crf.secretariat@cumbria.gov.uk). The LRF Manager will provide a summary for the Programme Board Meetings and mark the JOL link on the Debrief Tracking Spreadsheet. Debrief authors are responsible for completing the Input Template within the JOL Process for Cumbria Local Resilience Forum and returning to the LRF Manager at [crf.secretariat@cumbria.gov.uk](mailto:crf.secretariat@cumbria.gov.uk).

## **7.4 Incident Learning for Risk Assessment**

If any points from the incident require inclusion in the Risk Assessment for a specific risk the information (including the Risk Reference) should be sent to [crf.secretariat@cumbria.gov.uk](mailto:crf.secretariat@cumbria.gov.uk) where it will be shared with the Risk Assessment Working Group for consideration.

# Annex A Debrief Process



**Annex B – Debrief Action Plan**

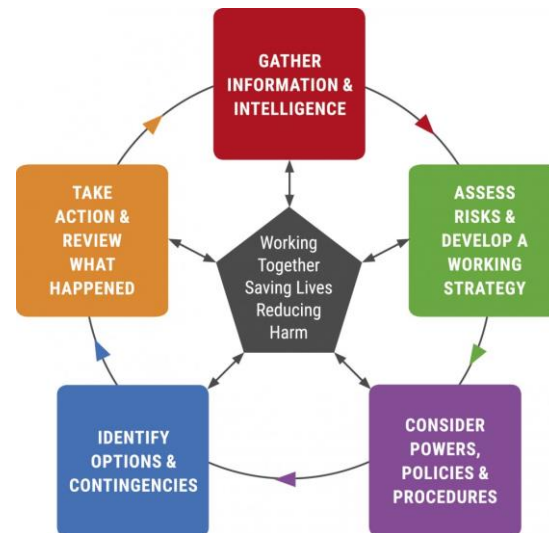
Issue ID	Source	Issue Status	Priority	Title	Sub Actions	Due Date	Working Group Area	Sub Group	Assigned To

# JESIP Multi-Agency Debrief Template

An aide memoire for debrief facilitators



Date of event:	
Location:	
Type of event (live incident, exercise, other)	
Debrief team names:	



### Co-locate

Co-locate with commanders as soon as practicably possible at a single, safe and easily identified location near to the scene.

*Were commanders easily identifiable?  
 What command structures were in place?  
 Did commanders meet face to face?  
 Was a Forward Command Post (FCP) established?  
 Did commanders have timely on-scene briefings?*

### Communicate

Communicate clearly using plain English.

*Was common terminology used?  
 Was an Airwave interoperability talk group used?  
 Was relevant information shared across all services and control rooms throughout the incident?  
 Was METHANE used to pass information to control?  
 Were effective communications established between:  
 Operational & tactical commanders/Commanders and control rooms/Emergency service commanders and other responding organisations/Local emergency service control rooms/Emergency service control rooms and national co-ordinating centres*

**Co-ordinate**

Co-ordinate by agreeing the lead service. Identify priorities, resources and capabilities for an effective response, including the timing of further meetings.

*Did Commanders use the JDM as single decision model?*

*Were Capabilities & Responsibilities identified?*

*Were joint decisions on priorities made and if so, how were the priorities arrived at and agreed?*

*Were actions joined up and therefore efficient and effective?*

*Were ALL on scene resources used appropriately?*

*Was there an understanding of the capability, capacity and limitations of each other's assets?*

*Did someone take the lead co-ordinators role during Multi-Agency meetings?*

**Jointly understand risk**

Jointly understand risk by sharing information about the likelihood and potential impact of threats and hazards to agree potential control measures.

*Were threats and hazards identified, understood and treated different by each emergency service?*

*Were limitations and capabilities of people and equipment identified?*

*Was a joint understanding of risk achieved by sharing information about the likelihood and potential impacts of threats and hazards?*

*e.g. sharing of risk assessments*



**Shared situational awareness**

Shared Situational Awareness established by using METHANE  
and the Joint Decision Model.

*Did Commanders have a common understanding of what has happened, what is happening now and the consequences of events?*

*Did each of the emergency services understand their roles in resolving the emergency?*

*Was M/ETHANE regularly used to provide a Common Operating Picture (COP)*

*Was the Joint Decision Model utilised identifying:*

*Situation: What is happening? What are the impacts and risks? What might happen and what is being done about it?*

*Direction: What end state is desired? What is the aim and objective of the emergency response? What priorities will inform and guide direction?*

*Action: Were actions decided? What needed to be done to achieve a positive end state?*

## Submission to JOL Online

<b>Do any of the issues raised during this de-brief meet the criteria for submitting to JOL Online?</b>	<b>Yes/ No</b> (delete as appropriate)
<b>Who will submit onto JOL Online? (agree with all parties)</b>	
<b>Name</b>	<b>Organisation</b>

**Triggers for submission to JOL Online**

**The Lesson identified:**

- May have an impact on responder agencies interoperability measured against JESIP Principles for joint working;
- May have a national impact;
- May impact on your organisations national standards;
- May impact on effectiveness of your sectors current national operational guidance, approved professional practice or doctrine;
- May impact on effectiveness of current national resilience capabilities;
- Is low impact but high frequency (trend) or;
- You want to share your lessons identified with other emergency responder agencies to promote learning;

This is not a definitive list and if organisations feel that a lesson should be recorded on JOL, they should do so.



**CUMBRIA**  
**RESILIENCE**

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**CUMBRIA**  
**RESILIENCE**

# **Cumbria Local Resilience Forum Debriefing Best Practice Guidance**

## 1 Introduction

Cumbria Local Resilience Forum recognises that debriefing people when they have been involved in the response to, or recovery from a Major Incident or Exercise is an essential process that provides an opportunity for organisations to continually learn and strengthen their organisational resilience. This guide sets out best practice and recognised practices. The guide should be used to assist with planning debriefs for incidents and exercises.

### Key Features of Debriefing:

- Should involve the same players / responders that were involved in the exercise / incident
- Should address the organisational / multiagency issues not personal or psychological issues
- Should look for key strengths and weaknesses as well as ideas for future learning
- Provides an opportunity to thank participants and provide positive feedback

### Debriefing should:

- Be conducted openly and honestly
- Pursue personal, group or organisational understanding and learning
- Be consistent with professional responsibilities
- Respect the rights of individuals
- Value equally all those concerned
- Develops key recommendations which focus on potential for future learning and development

## 2 Types of Debriefing

### Hot Debrief

To be conducted immediately / as soon as is practicable after the end of the exercise incident to capture the 'here and now' issues whilst they are still fresh, before reflection.

### Agency or Multi Agency Debrief

#### **Cold Debrief**

To be conducted within 6 weeks of the incident or exercise. A structured format that captures learning from the whole event. Each organisation will be represented by a nominated individual to feed in the main points / findings from the internal debriefs held within each organisation. Example templates are provided in Annex B and D.

#### **Interim Debrief**

On a protracted incident there may be the need to have a Structured Debrief during opposed to at the end of an incident. This can be run in a similar manner to the cold debrief but paperwork and questions asked by need adapting.

## **Structured Debriefing**

Structured Debriefing is a flexible model for learning through reflection by sharing experiences, gathering information and developing ideas for the future. There a number of models for structured debriefing with examples in Annex A and C.

## **3 Debrief Aim and Objectives**

Suggested Aims and Objectives are set out below. These can be tailored to suit the nature of the incident/exercise, audience or type of debrief.

### **Debrief Aim:**

For participants to communicate their experiences of an exercise/incident so that lessons can be identified.

### **Debrief Objectives:**

For participants to reflect (either on their own behalf and / or the organisation they represent)

- To consider the actions taken; with focus on the basic questions of what went well and what didn't
- To identify personal experiences
- To identify the key lessons to be learnt
- To identify good practice
- To identify issues that require further review or follow up actions

## **4 Considerations for Organisation of a Debrief**

### **Purpose**

- What is the purpose (aim) of the debrief?
- What event is being reviewed?
- What period of time is to be covered?

### **Authority Issues**

- Will anyone in a position of authority be taking part or wish to be present?
- Confirm the level of disclosure or confidentiality of debriefing material

### **Participants**

- Has a Debrief Facilitator been identified?
- Who will take notes and prepare the Debrief Report
- Who is being invited to the debrief?
- Are they all the required participants willing to take part?
- What experience have they of debriefing (are individual briefings required)?
- Consider questions they may ask.

### **Numbers**

- How many people were involved in the event?
- How many people are keen to take part in the debrief?

### **Time**

- What is the minimum and maximum time available for the debrief?
- When does the debrief have to be completed?

### **Location**

- Where is the best location and venue?

#### **Leader**

- Who will lead the debrief?
- What experience does the leader (person facilitating) have of debriefing?

#### **Resources**

- What maps, charts, photos, reports etc should the facilitator and/or participants have access to both before and during the debrief?

## **5 Debrief Facilitators**

The Debrief Facilitator should be a trained<sup>1</sup> individual and ideally not been actively participating in the incident/exercise, however if they have they should remain neutral during, and not participate in, the debrief. Requests for a suitable facilitator should be made through the [LRF Secretariat](#).

## **6 Additional Considerations**

### **Community Involvement**

As well as providing organisational debriefing opportunities for the agencies involved, consider the community's need for debriefing.

For a large or protracted incident this may take the form of public meetings, focus groups or other community meetings to discuss what lessons community members have identified from an event. Feedback from community meetings should be factored into organisational or multi agency debriefs. Such a process may also highlight areas of further work to be done to resolve underlying recovery issues.

For some incidents, such as those that acutely affect a defined community, consider community representative/s being invited to participate in the Multi Agency Debrief. Communities should be consulted on selecting the suitable representatives as spaces are limited. Representatives should be briefed beforehand to ensure they understand the key principles of the debrief (as given in the Introduction of this document). It is also noted that in some circumstances it is not appropriate for community representatives to attend the multi-agency debriefs, therefore this should be clearly explained and alternative arrangements made.

### **Debriefing the Media**

Where there has been a considerable amount of media attention with regards to the response to a particular incident then this may provide useful feedback that might inform future practices. With advances in digital media members of the public will also represent 'citizen journalism' and this will also need to be considered in order to take all opportunities to capture lessons identified or notable practice.

### **Protracted Incident**

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<sup>1</sup> Currently training is not identified within Cumbria Local Resilience Forum but it is anticipated that facilitators should have attended either a Structured Debrief Course, College of Policing Debrief Course or the EPC Debriefing Course.



For protracted incidents that may run for several weeks, months or years it is important to ensure that a continuous evaluation of the incident takes place and any issues that are identified are captured and actioned as necessary. Hot debriefs and interim Multi Agency Debriefs may need to be repeated on a number of occasions at key milestones during a protracted incident. Key milestones may be peaks in recovery activity, after an anniversary or after a certain time scale has elapsed. Implementing this policy as a tool to providing a continual process of learning during a protracted incident should be seen as good practice.

## **7 Templates**

Annex A: Example Structure Debrief Plan

Annex B: Example Exercise Cold Debrief Forum

Annex C: College of Policing Structured Debrief Form

Annex D: College of Policing Questionnaire Template

## Annex A: Example Structure Debrief

Structured Debrief of:		Debrief Facilitator:
Event Description:		
Date:	Time:	Location:
<b>Introduction</b>	<ul style="list-style-type: none"> <li>• Introductions by all present as to who they are, what organisations they represent and, briefly, what role they had in the exercise / incident</li> <li>• Structure of the debrief, the post debrief process and the aim, objectives and scope of the session</li> <li>• Any ground rules (confidentiality and anonymity) (i.e Chatham House Rule)</li> <li>• Overview of facts relevant to the event</li> </ul>	
<b>Debrief aims</b>	1 To reflect on the experiences of staff involved in the (name of) incident / event / exercise on (date) 2 Identify personal experiences 3 Views shared and discussed to establish  A. Personal learning and the future positive use of that learning, and B. Ideas for the future of your organisations involvement in the response and/or recovery	
<b>Review</b>	Visual aids (prompt diagrams) while participants consider their responses to the first two questions. (linking to the pre defined learning categories)	
<b>Ponder, Sharing and Discussion</b>	What for me were the (3) negative / worst / bad / lowest / least successful aspects of the event  <i>Participants should write 3 answers to the first question on the three YELLOW post it notes</i>	
	What for me were the (3) most positive / good / best / most successful parts of the event?  <i>Participants should write 3 answers for the second question on the PINK post it notes</i>	
	Views shared during a facilitator led discussion <ul style="list-style-type: none"> <li>• Once answers are written down ask for brief explanation (20 seconds) of their 3 answers to the first question and then to place the yellow post-its on the relevant places on the prompt diagram</li> <li>• A brief explanation (20 seconds) of the 3 answers to the second question and then to place the pink post-its on the relevant places on the prompt diagram</li> <li>• Are there any additional comments to raise before summarising the main points made as a group? Collate post it note themes</li> </ul>	
	Facilitator summarises main points raised	
<b>Summary</b>	Facilitator summarises main points raised	
<b>Closing</b>	Give each of the participants one purple post-it note and ask them to take 2-3 minutes to consider the final 2 part question:	

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	<p>A. The most significant thing I / my organisation have learnt during this exercise/event has been  B. If I (or my organisation) was involved in the response and / or recovery of another incident I (or my organisation) would</p> <p>Once participants have finished writing their answers, ask for a brief explanation and then place the blue post it note on the prompt diagram</p> <p>Then ask if there are any additional comments to ask before summarising the main points made as a group.</p>
<b>Closure</b>	Facilitator reiterates that actions that will be taken following the completion of the debrief, that notes will be written up and used to establish the key lessons, recommendations and subsequent action plan.
<b>Post Debrief</b>	<ul style="list-style-type: none"> <li>• Notes are typed up under the heading of each of the three questions raised</li> <li>• Comments are then grouped into the key areas raised within the 6 outcome categories</li> <li>• Develop into actions / activities / recommendations / outcomes for review for the post exercise report</li> </ul> <p><b>Attendees should be given another colour post it for the entire exercise whereby all exercise issues should be recorded, i.e. Room, catering etc</b></p>

44 See over for Key Considerations

## **Key considerations when debriefing**

### **Introduction**

- Aims – write up and keep in view (this can be done on a whiteboard, butcher's paper etc)
- Explain overall approach (stages) and the time the debrief should finish
- Explain the presence of observers ie an initiator
- Explain ground rules of organisational debriefing
- Ask group to be as open and honest as they feel they can be
- Remind – all views will be valued – focus is future positive
- Not making group decisions or looking for consensus
- Say what you intend doing with the debrief output

### **Review**

- Go for a clear visual outline – keep it simple
- Introduce and keep in view
- Its purpose is to stimulate thinking and provide hooks for their ideas

### **Ponder**

- Write up your prompt questions if possible
- Check understanding and ask for the ponder to be in silence
- Possible use of 'Post it Notes' (not always necessary)
- Keep control of time, "A few seconds more..."

### **Sharing and Discussion**

- Tell group "we now move on to the Sharing and Discussion Stage"
- Divide your time between the prompt questions used (usually two). Consider the following subjects for prompt questions:
  - Notification/activation
  - Deployment/mobilisation
  - Operational issues
  - Relationship management •
- Ask one person to speak at a time and control any side conversations
- Deal with the negative views first
- All to have an equal opportunity to share their thoughts
- Create picture by mapping 'Post it Notes' or key words
- Ask facilitative questions to bring out/develop points made
- Do not express your own views
- Difficulty in making notes – consider options such as 'Post it Notes', flip chart, a note taker
- Be aware of individuals wanting to speak – bring them in
- Encourage discussion between individuals
- Keep an eye on the time
- Move on to positive views for the second half of the period

- Remember to remain neutral during feedback and provide encouragement when someone comments eg “thanks for that”, head nod

### **Summary**

- Be concise and do not try to evaluate what has been raised
- Refer the group to what is before them if visually displayed
- Remind the group that there will be no further structured opportunity for discussion

### **Ponder**

- Tell group they are now starting the “closing stage” of the debrief
- Write up the final prompt question
- Consider using ‘Post it Notes’ to write answers on
- Check all understand – ask for this to be done without discussion
- Keep control of time

### **Sharing**

- Remind – no further discussion – listen to each other
- Each to read out their known words in turn
- Do not let anyone expand on their views
- Collect ‘Post it Notes’ and display on the prompt diagram

### **Closure**

- Thank all for their participation
- Say what you intend doing with their final views (the Report)

## **Annex B: Example Exercise Cold Debrief Forum**

### **Exercise Debrief Form**

Agency:

Name of Person Representing Agency:

**Agency representatives please return the electronic response by xxxxxx at the latest.**

- 1. Notification** – *operator, agency receipt/ cascade*
- 2. Set up of ECC** – *time of becoming operational, reception process, travel/parking, working environment*
- 3. Supply of information to ECC** – *operator – technical, agencies – technical, strategic - tactical*
- 4. Interpretation of information** – *timely analysis of technical data, countermeasure advice STAC information, requirement of STAC advice at Strategic/Tactical Level*
- 5. Information exchanges and team working** – *information sharing between agencies,*
- 6. Strategic and/or Tactical decision making** – *timely, clear and concise advice (tactical and/or strategic decision making) Commander, strategic co-ordinated decisions, discussion of operational decisions*
- 7. Communication and Public Information** - *Public information and strategies, issue of Public Warning Messages, Press Statements and Media Play*
- 8. Facilities and equipment.** – *Deficiencies which impact on performance (exception reporting), operation of Resilience Direct*
- 9. Participants** – *personnel trained, participants have relevant authority.*
- 10. Any other comments**

**Annex C: College of Policing Structured Debrief Form**



**STRUCTURED DEBRIEF REPORT**

Debrief commissioned by:

Event:

Date of Event:

Date of Debrief:

Debrief Location:

Debrief Team:

Debrief Participants:

Debrief Summary:

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No.	RECOMMENDATIONS	OWNER	COMMENTS
1			
2			
3			

ITEM	IDENTIFIED BY	REC. No.	Comments
------	---------------	----------	----------



ITEM	IDENTIFIED BY	REC. No.	Comments
<b>AREAS FOR IMPROVEMENT</b>			
<b>Roles &amp; Responsibilities</b>			
<b>Criminal Justice System</b>			
<b>Other issues</b>			
<b>Areas of Good Practice</b>			

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## **Annex D: College of Policing Questionnaire Template**



**College of  
Policing**

**Debrief of (*operation / event*)**

**Date:**

**Location:**



# Operation ????? Debrief Questionnaire

(Customer details) in conjunction with the College of Policing are facilitating a structured debrief on Operation ??????. This operation was in response to ??????. The aim of the structured debrief is:

- To provide (Customer details) with a means by which they can review the planning and response to such an event. Following the results, (Customer details) will have the opportunity to consider process and performance improvement for future similar events.

You are asked to complete this questionnaire individually.

It is our intention to collate the results of this questionnaire. The information gathered, where appropriate, will be included in the final structured debrief report for the information of (Customer details). This is your opportunity to have your views on the effectiveness of our response during this event so that they can be included in the final report, and we can benefit from the lessons learned for future events.

## A. Personal Details – for clarification purposes only

Name:	Role/Rank:
Station/Dept/Agency:	Contact number:

## B. Deployment

Using the space below can you provide brief details of your role?

### 1. From your own role perspective, what aspects of operation ?????? did not go well

2. From your own role perspective, what aspects of operation ?????? went well and should be highlighted as good practice for future exercises?

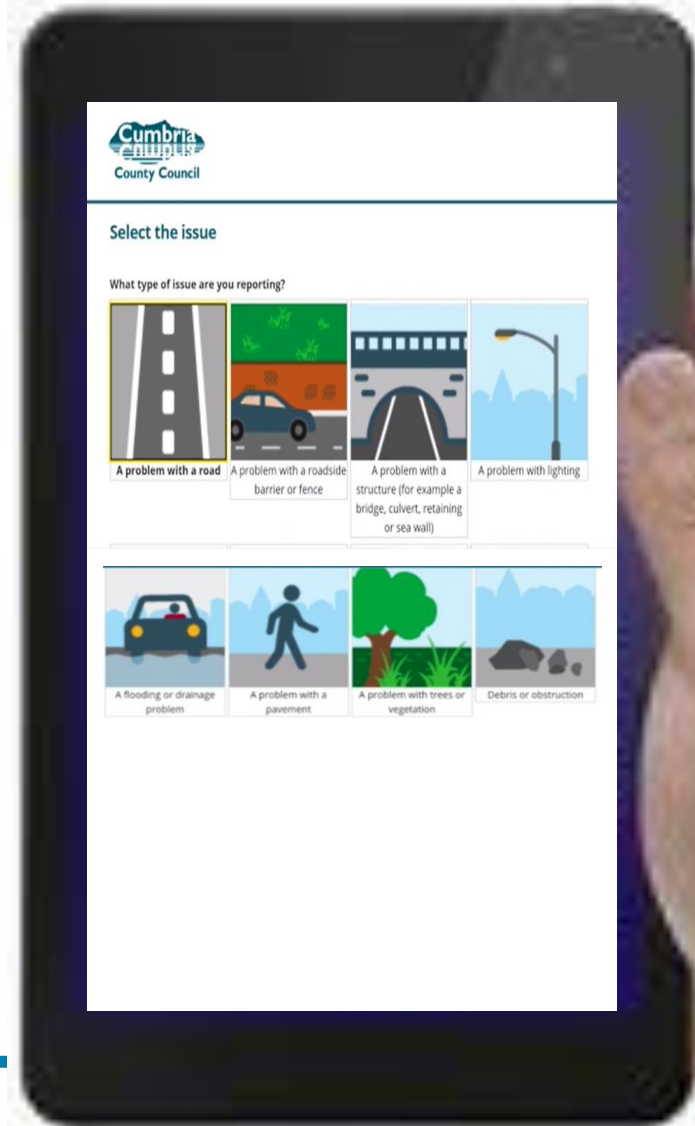
3. What would be your key recommendations for future similar events

**Thank you for taking the time to complete this questionnaire and participate in the debrief process.**

# Communities & Place Scrutiny Advisory Board - Update on the Highways Information Asset Management System

10<sup>th</sup> June 2022

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## > **New Highways Information Asset Management Systems (HIAMS) launch**

- 29 June 2022 the new highways information asset management system (HIAMS) was launched

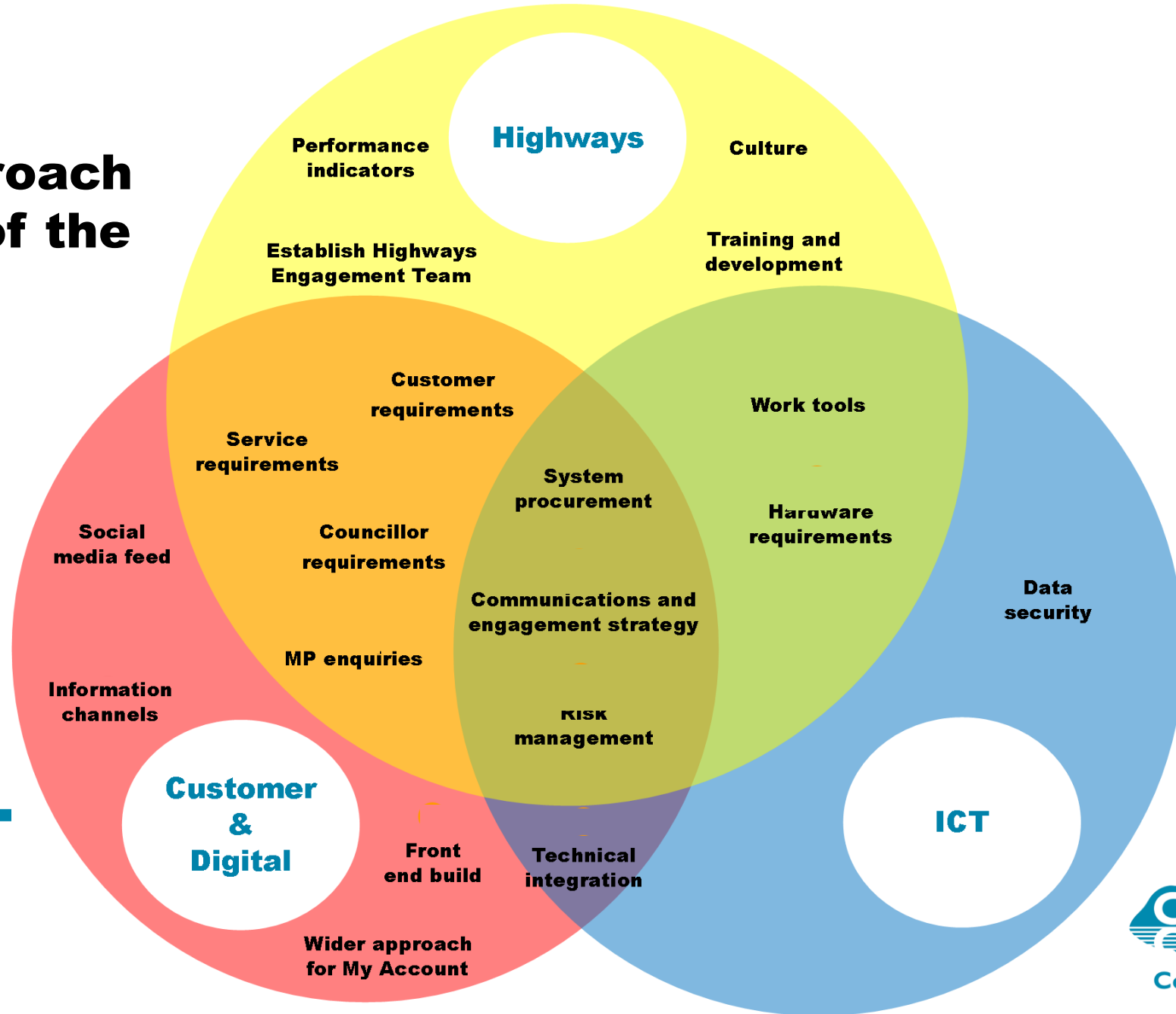
**Liberty Create (internal)**

**HIAMS (external)**

- The aim was to improve the way defects and enquires are triaged by increasing process efficiencies and automation.
- Focused on improving experience for our staff and well as an improvement to customer satisfaction levels for our customers, Members Parish & Town Councillors
- Feedback received is at the core of all developments actioned to the system

55

Project approach to delivery of the project



> **Current key workstreams**

**9 May**

**June**

**July**

**August**



**System training**

**Website development**

**Dashboard development**

**System Development - Module Sign Off**

**Further Developments to MyAccount**

**Re-establish the Culture piece**

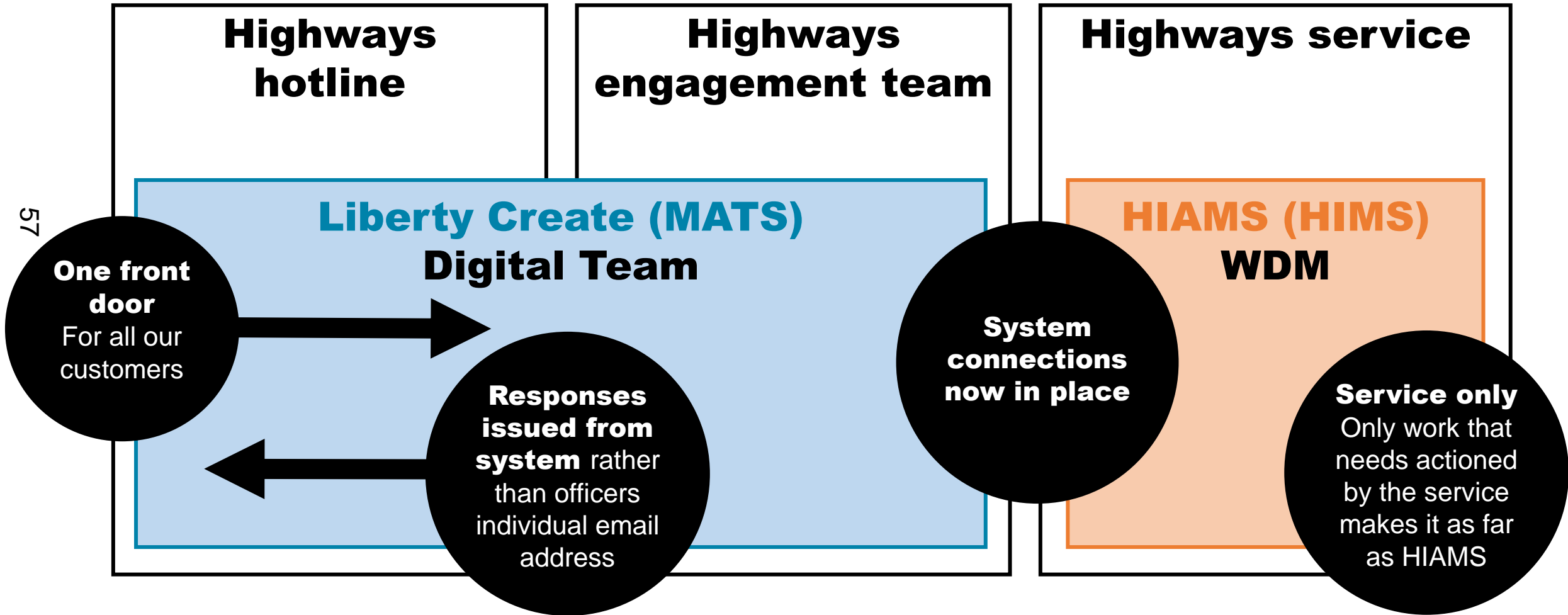
**Regular review of system functionality / further developments required**

**Continued engagement with all stakeholders**

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# > System approach

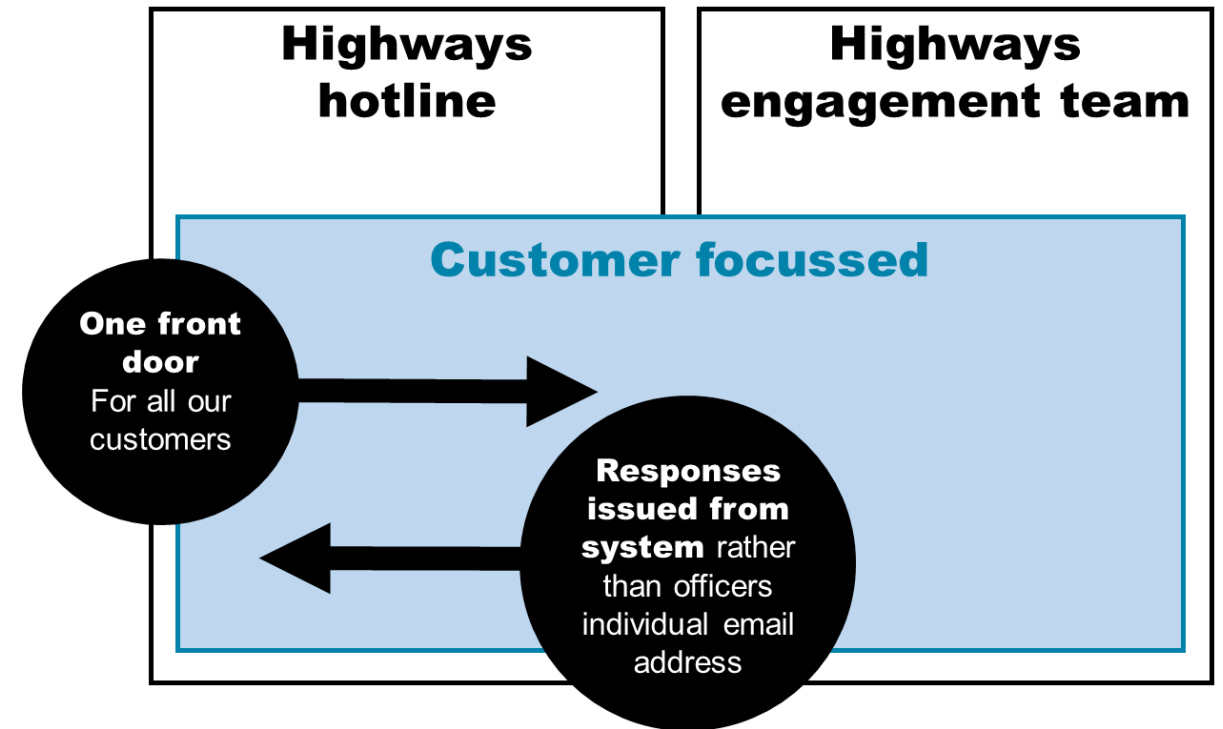


## > **The One Front Door Approach**

The service are strongly encouraging all reports to be made using one front-door: by telephoning the Highways Hotline or the using new online reporting form

The benefits are:

- Increased efficiency of our highways staff as reports are managed in one place.
- An improved customer experience as stakeholders receive meaningful, relevant and timely updates on their reports.
- Reports aim to completed in line with the newly revised Highways service standards.
- Each report will be managed consistently.
- A true reflection of the network is recorded which supports funding applications to Department of Transport (DfT).

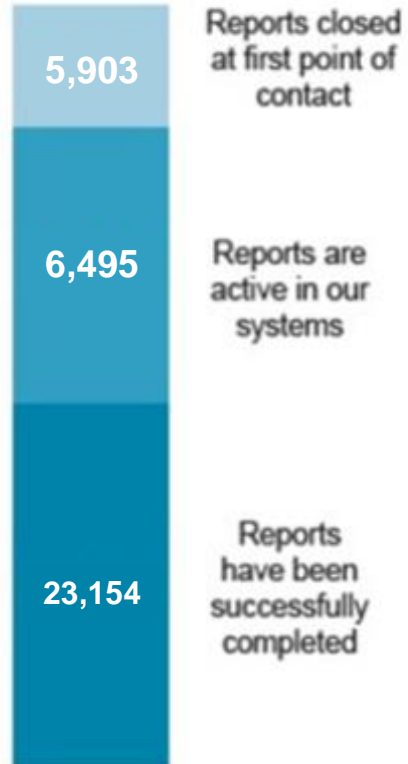


# > Highways reports overview from 29 June 2021 to 11 May 2022

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Total number of reports made and their status

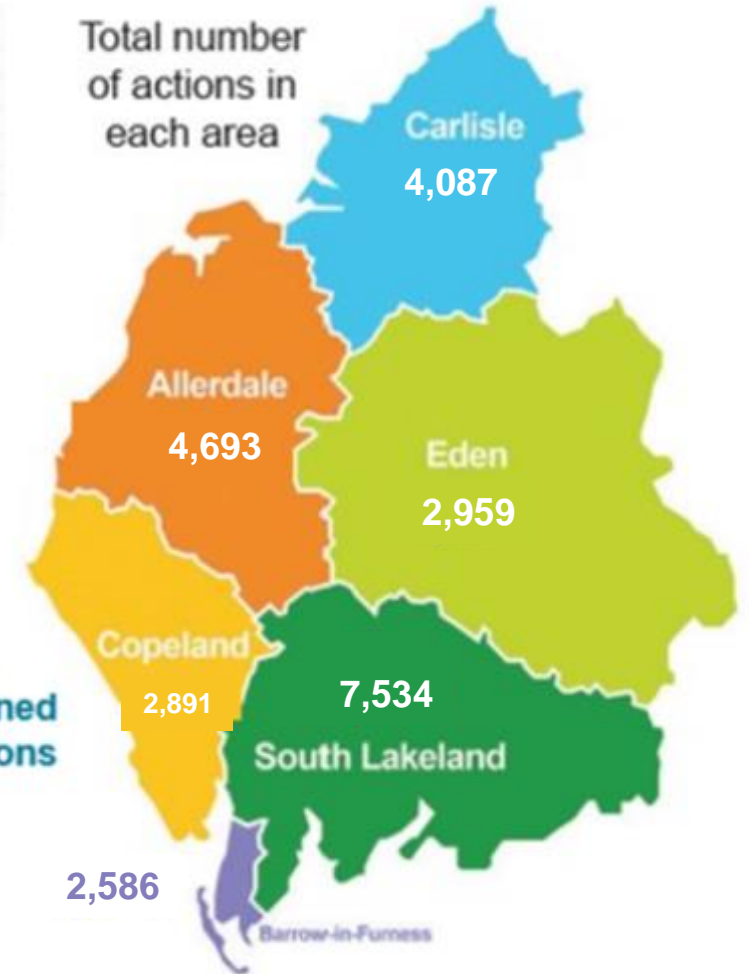


Total number of actions in each area

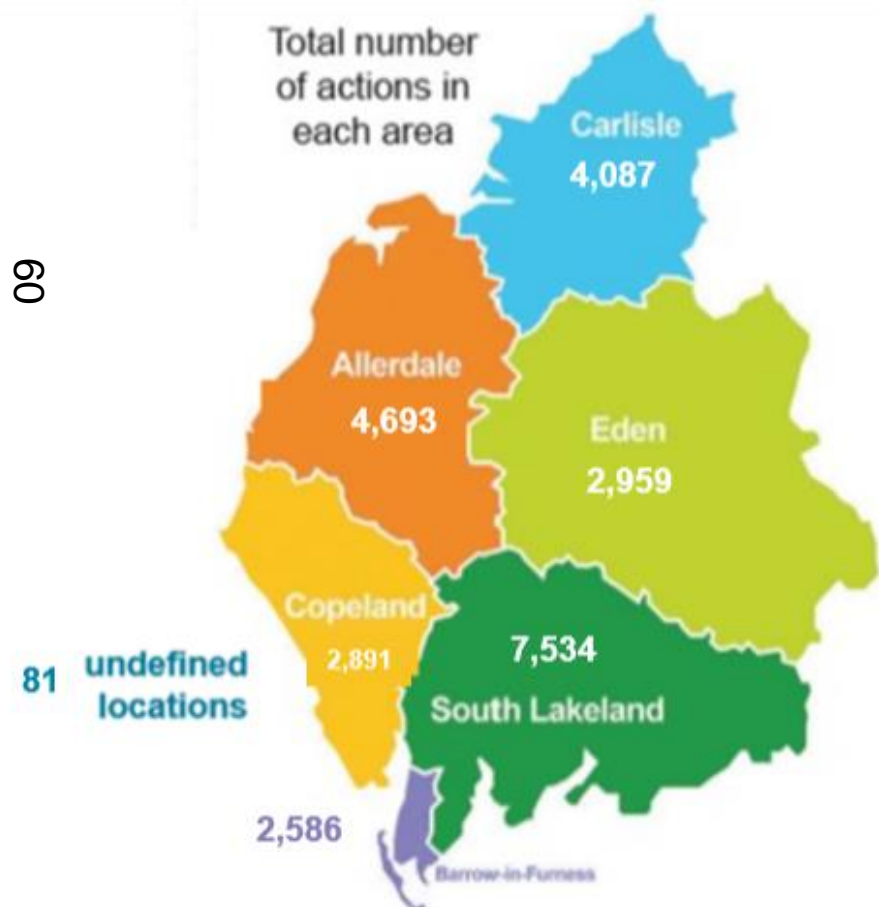
**24,831** total actions created

17,285 defects  
7,546 enquiries

81 undefined locations



## > Breakdown of requests for service from 29 June 2021 to 11 May 2022



### *Top 3 defect reports (actions created)*

- > Carriageway (5,048)
- > Gullies, grips, ditches, drains and culverts (2,911)
- > Road lighting and illuminated signs (2,413)

### *Top 3 enquiry reports (actions created)*

- > Enquires defined as general (5,182)
- > Parking e.g. parking bays, double yellow lines (1,089)
- > Request new or changes to road markings or traffic signs (706)

## > Customer insight: new online reporting form



**4** stars out of **5** based on feedback provided by **12,371** customers

**72%** of customers are satisfied

‘Service is first class and you have not over complicated it.’

‘It’s a great way to be able to report road issues.’

‘You have much improved the reporting process!’

‘Very slick service, easy to report the blocked path and to locate it on a map’

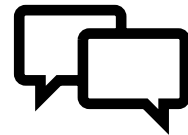
# > Online Highways customer survey March 2021

## Participants said...

Email is the preferred method of communication (85.5%)

59.6% were dissatisfied or very dissatisfied with the updates they received on their query

66.4% would like to receive an update within 5 working days



## We did...

New process launched which aims to provide a 'meaningful, relevant and timely response'. Highways Engagement Team manages customer interactions and provides tailored updates on all reports.

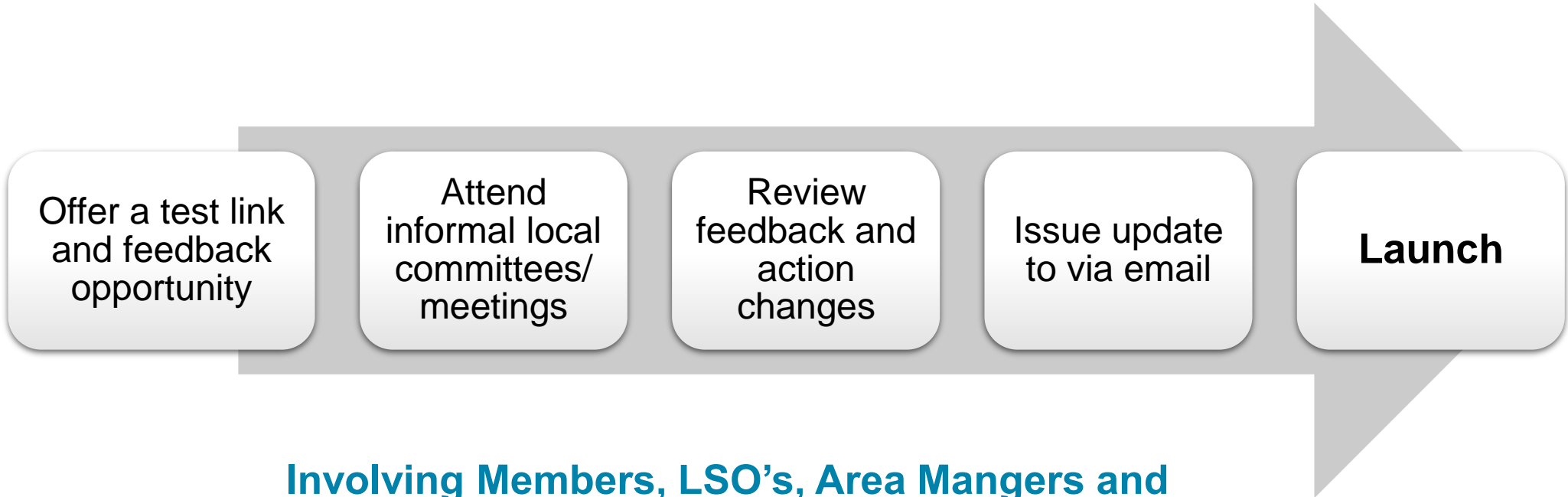
Guarantee and automated acknowledgment email within 24hrs and aim to update within 10 working days

**Continuing to review the customer experience and exploring ways Cumbria Highways can interact with our key stakeholders**

**1,137**  
participated

> **Agile developments, engagement-led approach with highways key stakeholders**

63



**Involving Members, LSO's, Area Mangers and Network Managers integral to success**

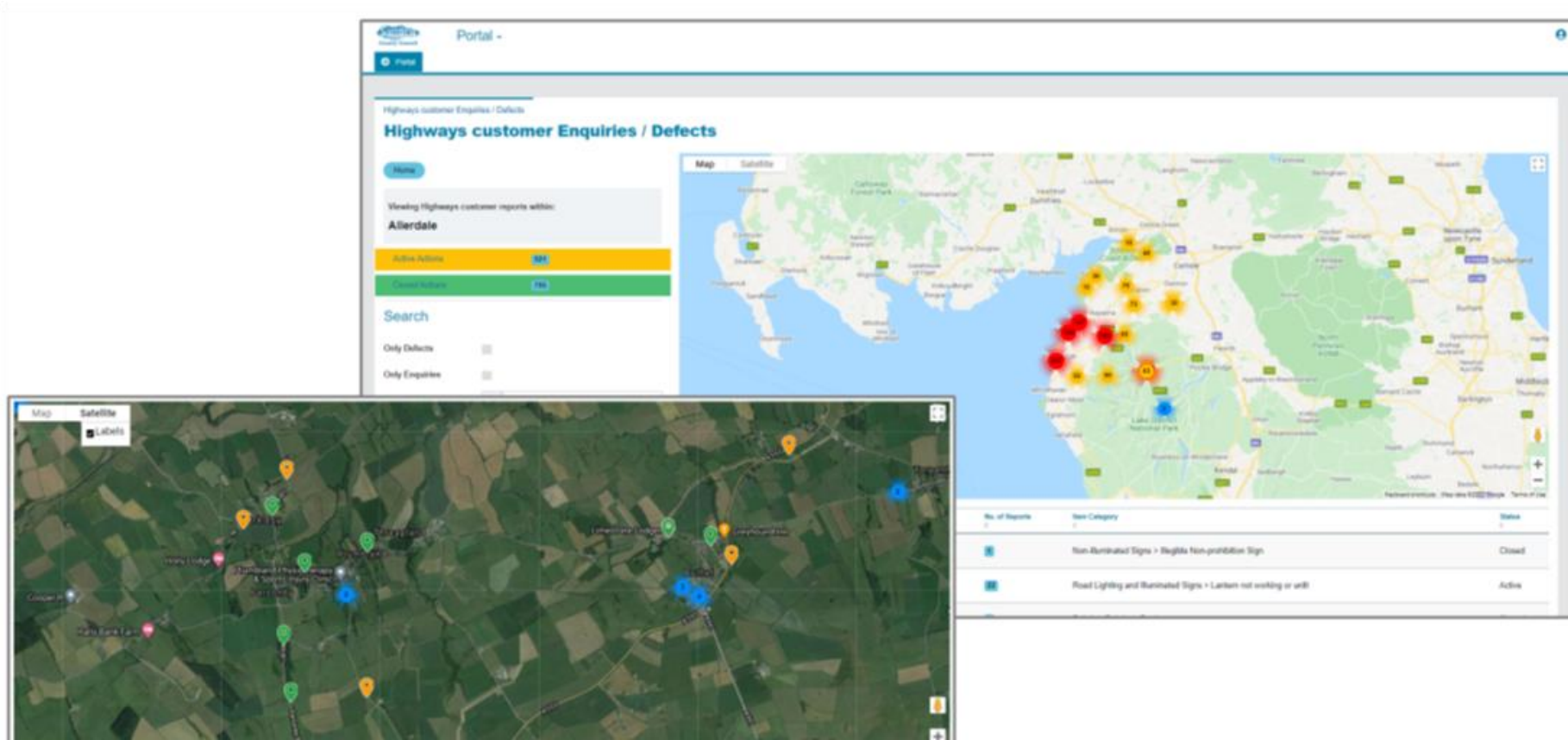


## > 'MyAccount' – an improved reporting experience

45 Members registered for account between 28 February and 6 May and now have access to:

- An improved experience when submitting highways reports as the online reporting form as personal details are pre-populated saving time
- Access to 'My requests' page to manage and keep track of all reports a Member has previously made
- A Members' reports dashboard which details all highways reports within their district

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## > **The listening continues...**

- Feedback survey has recently been sent to all Members and Parish & Town Councillors to feedback on their experience using the new system and how the project team have engaged
- Strongly encourage all to participate in the survey as it will help us to develop an approach moving forward
- Feedback survey has been embedded in the new online customer form to retrieve feedback from customers. This will be reviewed on a weekly basis
- The project team and wider service will continue to review the feedback we receive from key stakeholders with a project closure of December 2022
- Wider launch of My Account
- Work continues on Defect and Works ordering system with an initial launch date of June 2022
- Road Lighting module subject to continued development

# Thank you



**Local Flood Risk  
Management  
Strategy**

2022 to 2027



Cumbria County Council

**New Draft Local Flood  
Risk Management  
Strategy**

# New Strategy Origins and Consultation

- Environment Agency 25 year Plan
- National Flood and Coastal Erosion Risk Management Strategy for England
- Refocus and updated action plan from that of 2015 strategy
  - Extensive flooding in 2015 and for other incidents in previous years and subsequent years.
- Influences of Cumbria Innovation Flood Resilience Project
  - £6.5 M project looking at working with land and communities in different ways, seeking the right way forward across Cumbria to reduce risk of flooding.
- County Council Plan 2018 to 22
- Update Surface Water Management Plan (2021 to 2022)
  - Focus on Potential Vulnerable Areas (PVA's) and sub catchment Areas of Concern (AoC.)
- Communication Plan
  - Member, Officer, Risk Management Authorities and Public Consultation

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# New Strategy Origins

- Environment Agency 25 year plan
  - Green future for by improving the environment over the next 25 years.
    - By adopting this Plan we will achieve the goals below:-
      - 1. Clean air.
      - 2. Clean and plentiful water.
      - 3. Thriving plants and wildlife.
      - 4. A reduced risk of harm from environmental hazards such as flooding and drought.
      - 5. Using resources from nature more sustainably and efficiently.
      - 6. Enhanced beauty, heritage and engagement with the natural environment.
    - Policies
      - Using and managing land sustainably
      - Recovering nature and enhancing the beauty of landscapes
      - Connecting people with the environment to improve health and wellbeing

# National Flood and Coastal Erosion Risk Management Strategy for England

- A nation ready for, and resilient to, flooding and coastal change – today, tomorrow and to the year 2100.
  - Climate resilient places: working with partners to bolster resilience to flooding and coastal change across the nation, both now and in the face of climate change
  - Today's growth and infrastructure resilient in tomorrow's climate: making the right investment and planning decisions to secure sustainable growth and environmental improvements, as well as infrastructure resilient to flooding and coastal change
  - A nation ready to respond and adapt to flooding and coastal change: ensuring local people understand their risk to flooding and coastal change, and know their responsibilities and how to take action

70

# Refocus and updated action plan from that of 2015 strategy

- The aims of the local strategy
- to coordinate the resources available from people and organisations who have interests in flooding to maximise a reduction in local flood risk;
- to promote a wider understanding and awareness of flooding in Cumbria;
- to explain how everyone can play a part in reducing flood risk and “who does what”.

## Flood Incidents in Cumbria (2012 to 2021)

The following is the number of section 19 reports produced for properties some internally and some externally in Cumbria since 2012.

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	Total
Flood Incidents, less than 5 properties	28	41	14	388	8	20	14	26	36	13	588
Flood Incidents, 5 or more properties	18	5	2	47	2	6	2	0	4	1	87
External Flooding	14	12	2	44	2	13	2	23	24	6	142
	60	58	18	479	12	39	18	49	64	20	817



# Cumbria Innovative Flood Resilience project (CiFR)

## Cumbria Innovative Flood Resilience project (CiFR)





### Work Stream 1 Nature Based Solution (NFM at scale)



- Working rule of 10,000m3 per 1km2
- Utilising all the information gathered from the Cumbria NFM programme
- In addition to the flood benefits evaluating structures for phosphate, nitrogen and carbon
- Will be aiming to trial some new designs, looking at specific return period requirements



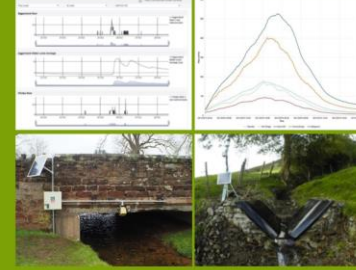
### Work Stream 2 Farming and Community Officers




- New variant of National England Catchment Sensitive Farming officers with a flood and community remit
- Trusted intermediary between us and landowners
- To enable long term working on land for flood risk, farm sustainability, water quality and biodiversity
- Will help unlock funding from Countryside Stewardship/Environment Land Management/England Woodland Creation Offer to add value and additional funding to the project
- To help form closer relationships between the land and the towns



### Work Stream 3 Monitoring, evaluation, modelling and mapping



- Lancaster University monitoring for hydrograph effects, individual features and water quality
- Gold standard of evidence, 5 minute data sets showing rainfall, level and discharge.
- Monitoring for water quality indicators
- Some monitoring devices already installed and first proof of concept model underway



# 6 Work Streams within CiFR

### Work Stream 4 Community Preparedness and Resilience



- Surveying communities to understand their fears and aspirations (baseline underway)
- Helping communities to better understand their flood risk
- Supporting community preparedness; developing networks between community groups, sharing the knowledge of established community emergency planning groups
- Providing communities with access to funding to improve their capacity, training and equipment
- Taking a place based approach to resilience; improving the relationship with RMAs and emergency responders



### Work Stream 4 Blended finance



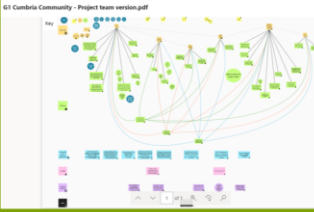

- Developing a set of measures that could be funded via private finance
- Stacking benefits and funding to achieve greater results
- Co-designing interventions to achieve greater range of results or to tackle specific fundable issues
- Demonstrating benefits by having independent academic research



### Work Stream 6 Evaluation and Dissemination

Theory of Change is essentially a comprehensive description

Illustration of how and why a desired change is expected to happen in a particular context. It is focused in particular on mapping out or "filling in" what has been described as the "missing middle" between what a program or change initiative does (its activities or interventions) and how these lead to desired goals being achieved. It does this by first identifying the desired long-term goals and then works back from these to identify all the conditions (outcomes) that must be in place (and how these related to one another causally) for the goals to occur. These are all mapped out in an Outcomes Framework.



# County Council Plan 2018 to 22

## People in Cumbria are healthy and safe

Being healthy and safe is the foundation for wellbeing and pursuing aspirations. We want people to have access to the information and the tools to help keep themselves safe and as healthy as possible for as long as possible.



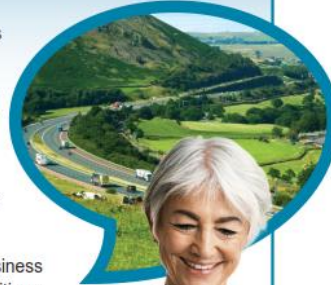
We want our children, young people and vulnerable adults to be protected from harm and be given the support they need to achieve their ambitions.

When people do need specialist or emergency help they should receive it. So, for example, when someone needs extra help at home, or to move to supported housing, or emergency help in case of flooding.



## Places in Cumbria are well-connected and thriving

Connecting people and places is important to wellbeing and thriving communities. In the 21st century, social and digital connections are as important as physical connections. Maintaining and improving our road and rail infrastructure and transport services is important to enable people to access work, learning and business opportunities to fulfil their ambitions. Better digital connections via online and mobile channels across the county are needed now and will be even more vital in the future.



Social connections between people in communities and between communities are maybe even more important today. As the demands on existing public services increase and budgets reduce, the ability of communities to design and deliver their own solutions on their own or jointly with organisations to meet their own particular needs will be increasingly vital to creating thriving communities.



## The economy in Cumbria is growing and benefits everyone

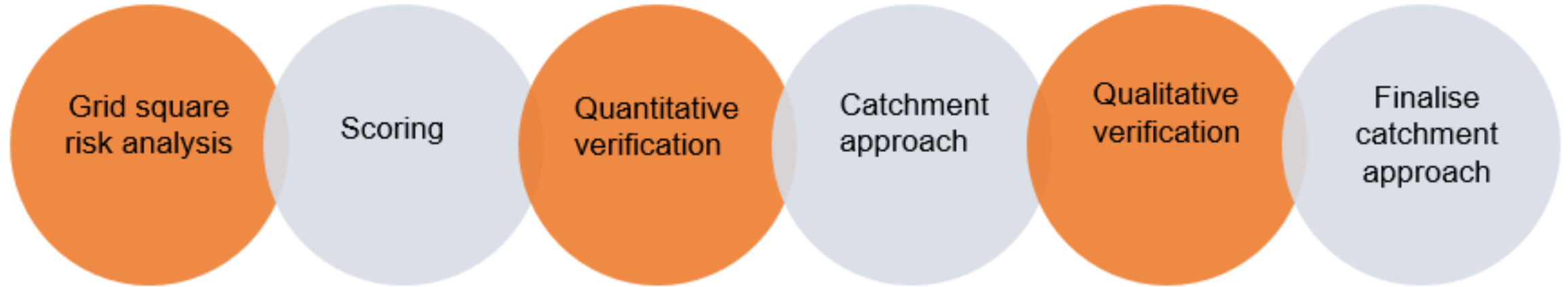
A growing and productive economy is important for the county to thrive; however, just as important is that everyone in Cumbria has the opportunity to benefit from economic growth. This means that good quality education and learning opportunities are open to all and people have access to the support they need to maximise their potential.

It also means that everybody should have the opportunity to secure a good job and businesses across Cumbria can be successful. To achieve these things, the county needs to attract investment to create new and good quality business and employment opportunities, as well as new homes.



# Cumbria SWMP

75

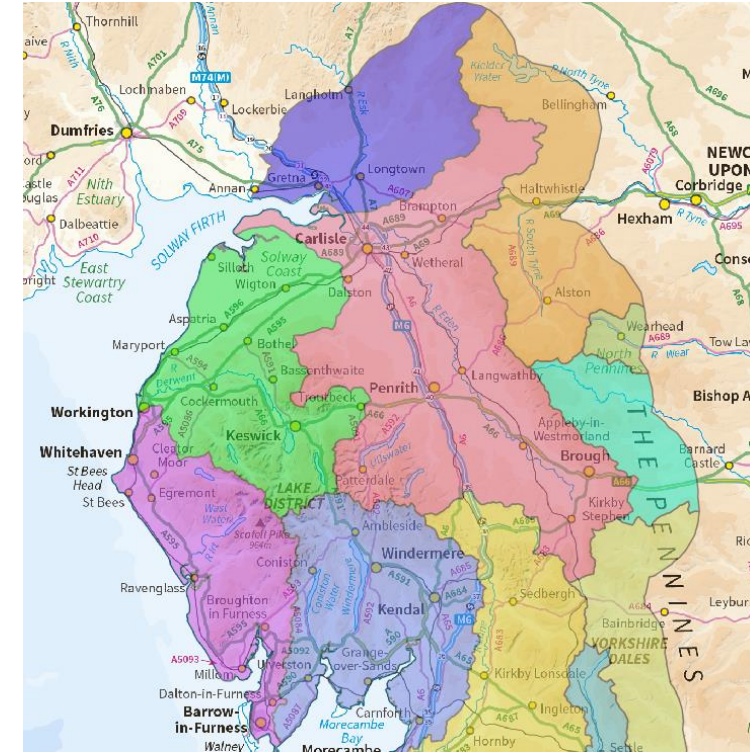




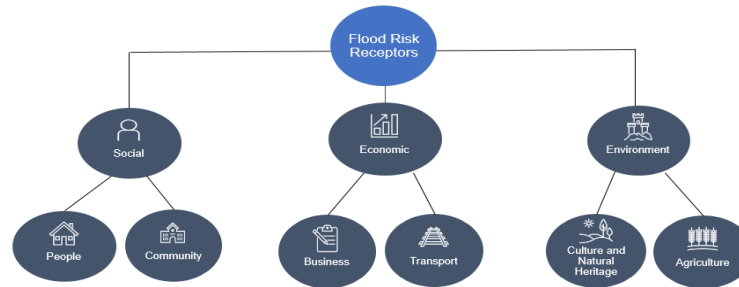
# Cumbria SWMP Cont

A source – pathway - receptor - impact approach will be adopted using the following datasets:

- 1% AEP (1 in 100 years) EA surface water mapping
- 1km<sup>2</sup> grid cells across catchments
- EA National Receptor Database



Flood Risk Receptors and Indicators



76

# Cumbria SWMP

Cont

## Flood Risk Receptor Scoring

Category	Sub-category	Indicator
Social	People	No. of residential properties within 1% AEP flood extent
Social	Community	Important facilities within 1% AEP flood extent that could cause community disruption if affected e.g. school, hospital, with various grades of impact
Economic	Business	No. of non-residential properties within 1% AEP flood extent
Economic	Transport	Flooded transport links including roads, railways, and airports with various grades of impact
77		
Environment	Agriculture	Land use providing value within 1% AEP flood extent
Environment	Cultural and Natural Heritage	Areas designated for natural heritage purposes and/or cultural sites such as UNESCO world heritage sites within 1% AEP flood extent

## Grid Square Risk Categories

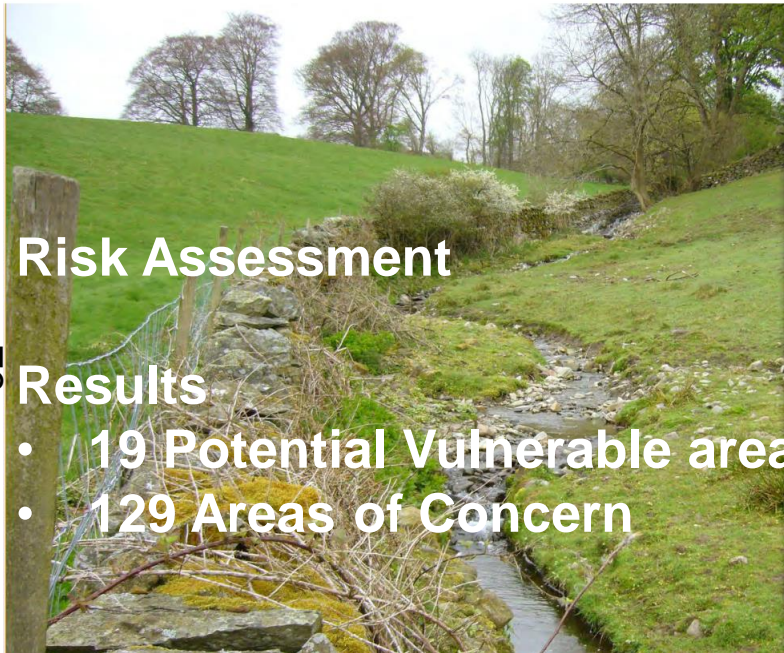
Grid Risk Category	Descriptor of Grid Square Receptor Risk	Grid Square Score
Very High	Four or more categories show a high flood risk, or 1 category shows a very high flood risk	>125
High	Two or more categories show a high flood risk	50-125
Medium	One category shows a high flood risk, or three or more categories show a high flood risk	25-50
Low	Five or more categories at low risk or three or more categories at medium risk	15 - 25
Very Low	Three categories at medium risk or 1 or more at low or very low risk	0 - 15





# Annex B Looks at Risk Assessment and Annex D provides main Strategy Action Plan

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## Risk Assessment

### Results

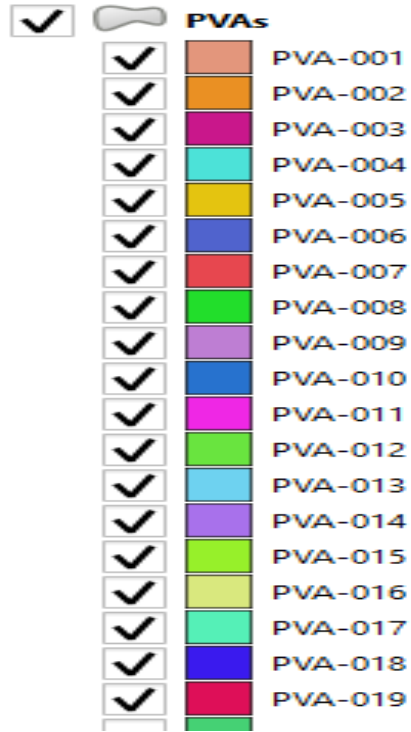
- 19 Potential Vulnerable areas
- 129 Areas of Concern



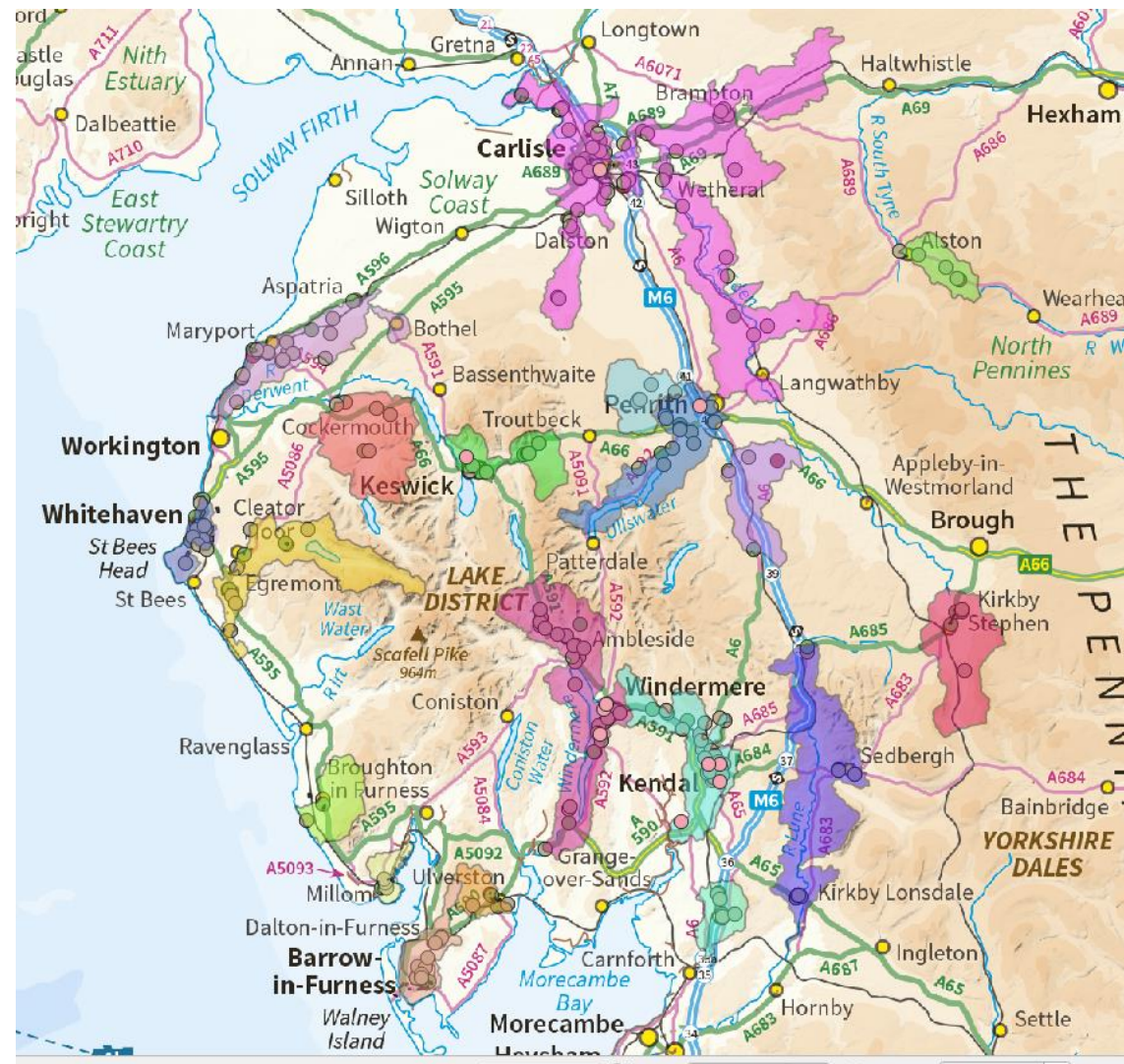
Action plan contains

Planned Actions by the relevant risk management authority by Potential Vulnerable areas and sub catchments Area of Risk

# 19 No Potential Vulnerable Areas



80



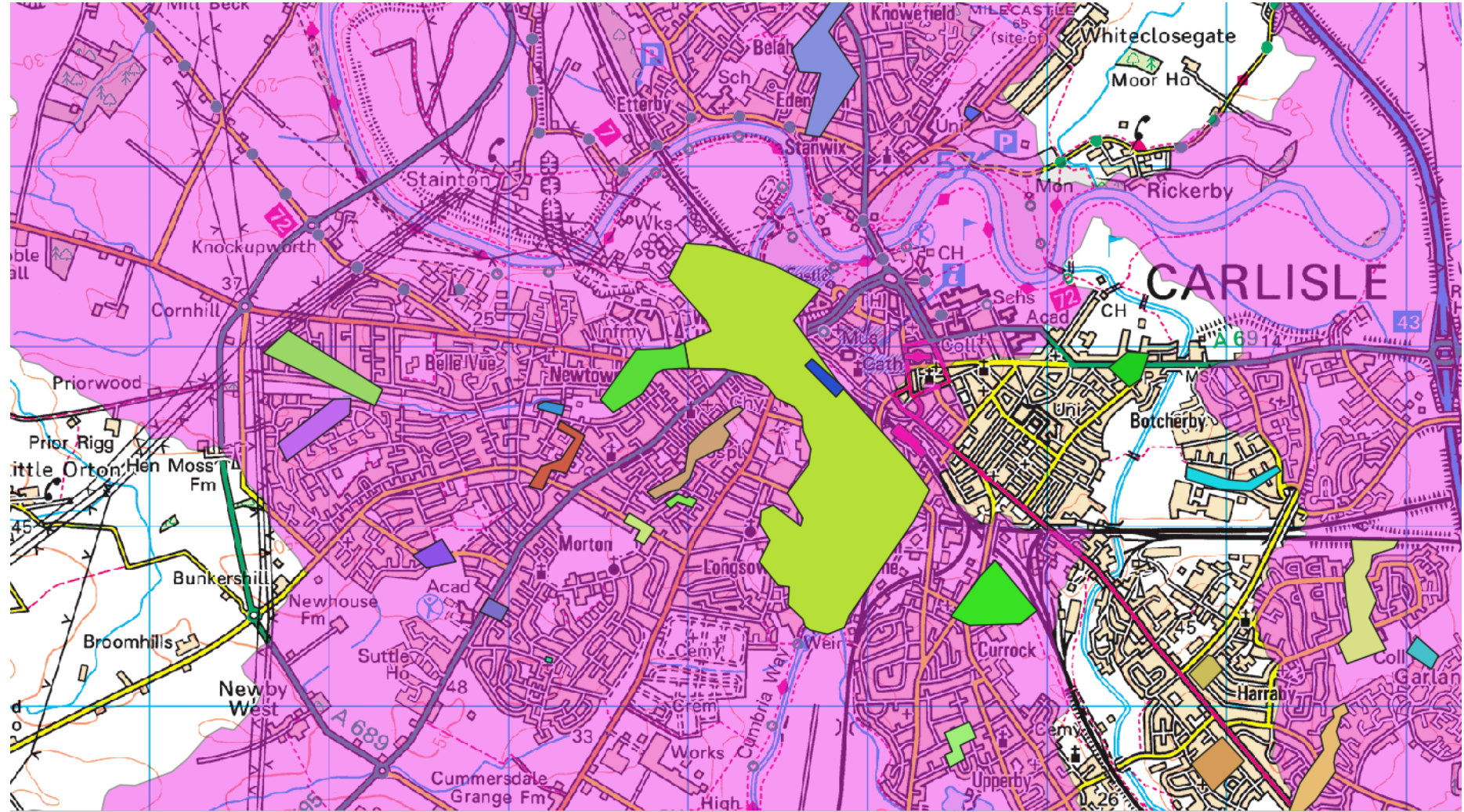


# Potential Vulnerable Area 011

Areas of Concern  
33 No within it


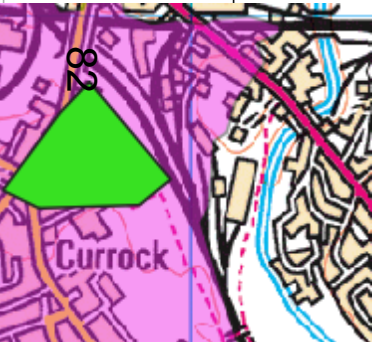
81

- LFRMS\_SWMP
- Areas Of Risk
- AoR101
- AoR102
- AoR103
- AoR104
- AoR105
- AoR106
- AoR107



## Table D.2. Actions/measures that will be undertaken by the LLFA to reduce flood risk locally

The actions below have been taken from the Surface Water Management Plan - Action Plan.

Carlisle (PVA11)							
Action No	Area of Risk	Grid Reference	Issue Final	Actions and Progress Final	Lead Organisation	Timescale	Policies Served
PVA011 - Carlisle	 AoR101 - Carlisle Centre NY401563	Widespread flooding from the Rivers Eden, Petteril, and Caldew, plus flooding from other watercourses, surface water and drainage systems during Storm Desmond in December 2015 affecting 2,100 properties. Initially surface water and overwhelmed drainage systems affected a number of areas prior to defences being overtopped due to extreme nature of rainfall event. Further investigation is needed to understand how surface water can be better managed and how it is influenced by watercourses in the city.	Initial Assessment Study was completed in 2017.  EA flood defence improvements.	LLFA, UU, EA, Carlisle City	tbc	All	
	 AoR128 - Brunton Crescent NY414558	Widespread flooding from the Rivers Eden, Petteril, and Caldew, plus flooding from other watercourses, surface water and drainage systems during Storm Desmond in December 2015 affecting 2,100 properties. Initially surface water and overwhelmed drainage systems affected a number of areas prior to defences being overtopped due to extreme nature of rainfall event. Further investigation is needed to understand how surface water can be better managed and how it is influenced by watercourses in the city.	Initial Assessment Study was completed in 2017.  EA flood defence improvements.	LLFA, UU, EA, Carlisle City	tbc	All	
	AoR102 - Ivory Close NY382556	Parham Beck which flows to the north is shallow in	Scheme is to begin imminently to	FA	CSR2	P1. P2. P4. P5	



# New Strategy for 2022 to 2027

- **Main Document**

- Introduction
- Flooding in Cumbria
- Flood and Risk management Roles
- Objectives of Managing local flood risk
  - Policy Objective 1 (P1). Reduction in flood risk to the people of Cumbria.
  - Policy Objective 2 (P2). Increased knowledge and awareness of the factors affecting flood risk across Cumbria.
  - Policy Objective 3 (P3). Ensure that flood risk management is integrated within the planning process in Cumbria
  - Policy Objective 4 (P4). Facilitate close partnership working between all risk management authorities
  - Policy Objective 5 (P5). Improve Community Resilience through awareness of flood risk.
- Measures supporting the Cumbria Local Flood Risk Management Strategy
- Local Flood Risk Management Strategy Action Plan
- Next steps

# New Strategy for 2022 to 2027

## Public Summary

- **Public Summary**

- Foreword
- Executive Summary
- Introduction
- Flooding in Cumbria
- Flood risk management roles in Cumbria
- Objectives of managing local flood risk
- Measures supporting the Cumbria Local Flood Risk Management Strategy
- Local Flood Risk Management Strategy Action Plan
- Next steps

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# New Strategy for 2022 to 2027

## Appendices and Annexes

- **Appendices**

- 1 References
- 2 Glossary
- 3 Useful Information

- **Annexes**

- Annex A Governance and Partnership Arrangements
- Annex B Risk Assessment
- Annex C LLFA Duties Under the Flood and Water Management Act 2010
- Annex D Action Plan
- Annex E Strategic Environmental Assessment
- Annex F Habitats Regulations Assessment
- Annex G Water Framework Directive Assessment
- Annex H Equality Impact Assessment



# Communication Plan

## Member and Officer Consultation

### Engagement with Members

- 6 No Local Committee meetings
  - 5 Highway Working Groups and 1 Local committee
  - September meetings

### Engagement Internally/Strategic partners

- 6 No Making Space for Water Groups
  - EA, UU, Highways
  - Initial meetings already started regarding detailed action plan (ongoing)
  - Individual sessions planned to confirm Risk Management Authorities agreement to there data
- Senior Management Team (SMT)
  - Highways presentation planned and sharing of documents via teams (July)

# Public Consultation

## Engagement with the Public

- 6 No District Locations across Cumbria
  - 5 No Library Locations and 1 no shared location with EA in Kendal
- Web site to show
  - Full and Summary Documents
  - Mapping
    - Potential Vulnerable Areas
    - Areas of Concern
- Online Questionnaires for feedback



Search for  in

Home > Environment, Planning > Flooding and development management

## Local Flood Risk Management Strategy

Cumbria County Council has an established role in local flooding as Lead Local Flood Authority for Cumbria under the Flood and Water Management Act 2010. The County Council is required to publish a Local Flood Risk Management Strategy to set out how local flood risks will be managed in the county, who will deliver them and how they might be funded.

This Strategy has not been developed solely by the County Council. It has been produced in collaboration with the Environment Agency, District and Borough Councils, United Utilities and other bodies. The County Council must take a lead in Cumbria on local flood risk management and this Strategy identifies how this will be done.

The Local Flood Risk Management Strategy has an Action Plan that identifies a programme of work for reducing local flood risk within Cumbria. Alongside the preparation of the Strategy a number of environmental and equality impact assessments have been carried out.

[Local Flood Risk Management Strategy Public Summary pdf 2,289kb](#)

[Local Flood Risk Management Strategy pdf 1,457kb](#)

[Annex A Governance and Partnership Arrangements pdf 736kb](#)

[Annex B Risk Assessment pdf 1,815kb](#)

[Annex C LLFA Duties Under the Flood and Water Management Act 2010 pdf 801kb](#)

[Annex D Action Plan pdf 675kb](#)

[Annex E Strategic Environmental Assessment Environmental Report pdf 4,949kb](#)

[Annex F Habitats Regulations Assessment Scoping and Screening Report pdf 4,173kb](#)

[Annex G Water Framework Directive Assessment pdf 1,991kb](#)

[Annex H Equality Impact Assessment pdf 141kb](#)

This Strategy was adopted by Cumbria County Council on 26th March 2015 following public consultation in November-December 2014. As a 'living document', the Strategy along with the Action Plan and supporting assessments will be updated regularly. The next Cumbria Local Flood Risk Management Strategy to receive formal approval from Cumbria County Council will be published in 2021 following public consultation.

Navigation menu:  
Main menu  
Environment, Planning  
Flooding and development management  
Consenting  
Cumbria development design guide  
Glossary of flooding terms  
Flood investigations  
Lead local flood authority  
**Local flood risk management strategy**  
National Flood and Coastal Erosion Risk Management Strategy  
Planning contributions for infrastructure  
Pre-planning application advice  
Preliminary flood risk assessment  
Report a flood incident  
Risk management authorities in Cum



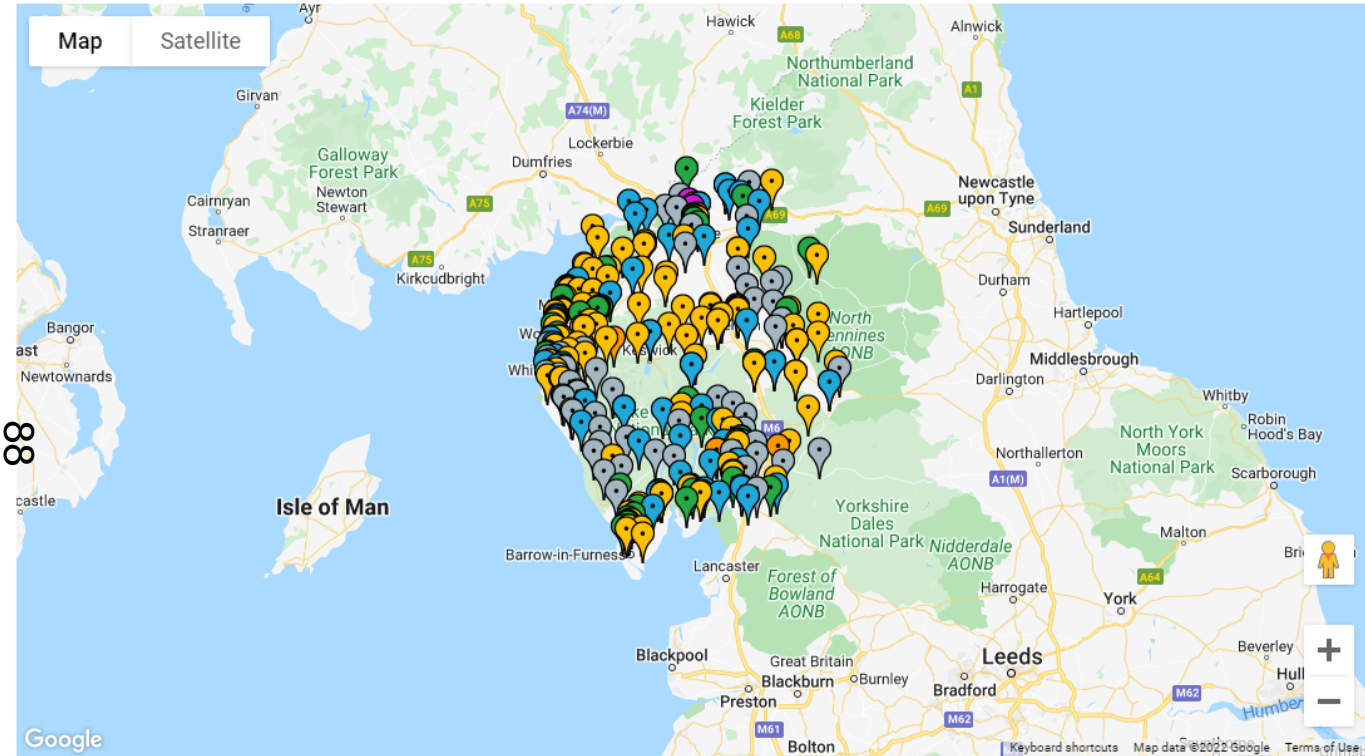
Serving the people of Cumbria



# Public Consultation cont

## Potential Vulnerable Area and Areas of Risk seen via mapping

This interactive map will help you find local support who can offer advice and help - including obtaining essential food and medicine supplies, during the CO



PVA

- PVA-001
- PVA-002
- PVA-003
- PVA-004
- PVA-005
- PVA-006

AOR

- LFRMS\_SWMP
- Areas Of Risk
- AoR101
- AoR102
- AoR103
- AoR104
- AoR105
- AoR106
- AoR107

Residents Association



Serving the people of Cumbria



# Public Consultation cont

1. Do you think we have achieved the objectives in 2015?
  - a. Reduction in flood risk to the people of Cumbria
  - b. Increased knowledge and awareness of the factors affecting flood risk across Cumbria
  - c. Ensure that flood risk management is integrated within the planning process in Cumbria
  - d. Facilitate close partnership working between all risk management authorities
  - e. Improve Community Resilience through awareness of flood risk
2. Do you think there is anything else that we can do to meet the objectives?
3. What are your views on the Local Flood Risk Management Strategy Action Plan?
  - a. Carlisle Area
  - b. Eden
  - c. Allerdale
  - d. Copeland
  - e. South Lakes
  - f. Barrow
4. Are there any areas that have not been included in our Action Plan that should be?
5. Would you like to make any other comments?
6. Are you responding as:
  - An organisation
  - A member of the public
  - If 'other' please specify
  - If responding as an organisation please provide your details below

Online Web  
Questionnaires  
for feedback

# Questions

<b>SCRUTINY ADVISORY BOARD – COMMUNITIES AND PLACE</b>
--

<b>Meeting date: 10 June 2022</b>
-----------------------------------

<b>From: Strategic Policy &amp; Scrutiny Advisor</b>
--

## **Board Briefing**

### **1.0 Purpose of Report**

1.1 This report provides the Communities and Place Scrutiny Advisory Board with

1.1.1 The Board's work programme

1.1.2 Recommendation on Independent Planning Review

1.1.3 The Council's Forward Plan of Key Decisions

### **2.0 Issues for Scrutiny**

2.1 Members are asked to

2.1.1 Consider the Boards work programme as attached at appendix 1

2.1.2 Note progress on the improvement action plan from the Independent Planning Review

2.1.3 Consider the Forward Plan of Key Decisions for 1 June – 31 July 2022

### **3.0 Work Programme**

3.1 The current work programme is attached at Appendix 1

3.2 Board members are asked to consider the work programme and identify any amendments or additions

#### **4.0 Independent Planning review**

- 4.1 On the 2 September 2021 The Executive Director for Corporate, Customer and Community services presented the Independent Planning Review findings to the Communities and Place Scrutiny Board
- 4.2 It was resolved that reporting would come to the Board to ensure progress made against identified improvement activity.
- 4.3 Progress reports have been presented to the Board November 2021 and March 2022.
- 4.4 At the 10 March 2022 Board it was resolved that the Board were assured and satisfied that identified areas for improvement were firstly, included in the action plan and secondly, that progress was being made and embedded.
- 4.5 Now that an action plan has been established and progress reported, this will become business as usual.

#### **5.0 Forward Plan of Key Decisions**

- 5.1 The Forward Plan of key decisions is included at appendix 2 for 1 June – 31 July 2022.
- 5.2 Members are asked to note the items relevant to Communities and Place Scrutiny Advisory Board and identify where further information is to be requested.

**Claire Notman**  
**Strategic Policy and Scrutiny Advisor**  
*10 June 2022*

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*Please ensure that every part of this section where there is an asterisk\* is completed in accordance with the instructions before sending the report to Legal and Democratic Services, (please delete this sentence, prior to release).*

## **Appendices**

Appendix 1: Communities and Place Work Programme

Appendix 2: Forward Plan of Key decision 1 June – 31 July 2022.

## **Previous Relevant Council or Executive Decisions *[including Local Committees]***

No previous relevant decisions

## **Background Papers**

No background papers

Contact: Claire Notman, 07787 284 933 [Claire.notman@cumbria.gov.uk](mailto:Claire.notman@cumbria.gov.uk)

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**COMMUNITIES AND PLACE SCRUTINY ADVISORY BOARD**

<b>Task &amp; Finish activity</b>	None		
<b>Board Meetings</b>	CFRS lessons learned from major incidents	Review of lessons learned regarding how vulnerable communities are supported through major incidents	June 2022
	Highways Information Management system	Implementation of the Highways Information Management System	June 2022
	Draft Local Flood Risk Management Strategy	Review the draft Local Flood Risk Management Strategy	June 2022
	Natural Capital / Nature Recovery	Nature recovery and CCCs role	September 2022
	CFRS	Her Majesty's Inspectorate Update	September 2022
	CFRS	Future Governance of Fire and Rescue Service	November 2022
	Community Power	Impact and benefits of community asset transfers through an asset-based community development approach	November 2022

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# **CUMBRIA COUNTY COUNCIL**

## **FORWARD PLAN OF KEY DECISIONS 1 JUNE 2022 - 31 JULY 2022**

**PUBLISHED ON 29 APRIL**

## CUMBRIA COUNTY COUNCIL

### FORWARD PLAN OF KEY DECISIONS

#### Explanatory Note

The County Council is required to publish a Forward Plan of all key decisions to be taken in the following two months. This Plan begins on 1 June 2022 and replaces the Plan published on 31 March 2022. It will be updated monthly and will be available on the last working day of each month. Previous versions of the Plan can also be found on the Council's website <http://www.cumbria.gov.uk/council-democracy/councillors-democracy-elections/decisions/forwardplan/2011.asp>

The Forward Plan shows details of key decisions to be taken by the Council's Executive (ie the Leader of the Council and the Cabinet), Local Committees and by Officers under their delegated powers. It also shows significant decisions to be taken by the Executive which are not Key Decisions. The membership of the Executive and the Local Committees is set out in Appendix 1 at the end of this document.

A key decision is one which is likely to be:-

- (i) Significant in terms of expenditure or savings if it relates to a matter which exceeds £500,000 in value, **except** those decisions taken by:-
1. the Chief Executive under delegated authority in connection with Treasury Management;
  2. the Executive Director – People (Deputy Chief Executive) under delegated authority in relation to care plans for individual children and young people or adults;
  3. Executive Directors generally under delegated powers in relation to the submission of or acceptance of tenders.

OR

- (ii) Significant in terms of its effect on communities living or working in an area comprising two or more electoral divisions if it would change, or proposes changes to, the way in which services are used or provided. Significant in this context means important or far reaching. Examples would include proposals for changing the character of a school, closing down or opening Council services, and major changes in transport arrangements affecting an area. This is not an exhaustive list, and in considering whether a decision is a 'key decision' for the purposes of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the Council seeks to apply the principle that the public in the area affected should not be taken by surprise by the proposed decision.

The Plan shows:-

when these decisions will be made

who will make the decision

to whom representations can be made and how

what arrangements are proposed to consult the public and stakeholders about the decisions

what documents relating to those decisions will be available and when

For completeness, the Plan includes important decisions which will be taken by the full Council which are not strictly key decisions.

Once they are available copies of documents referred to in the Plan may be obtained on the Internet, or by e-mail [democratic.services@cumbria.gov.uk](mailto:democratic.services@cumbria.gov.uk). A report to the decision maker will be available one week before the Meeting. If any documents are available before that period then that will be specified. However, in a small number of cases it may not be possible to make available certain documents as they contain confidential information.

The Plan is available free of charge on request from Daniel Hamilton ([daniel.hamilton@cumbria.gov.uk](mailto:daniel.hamilton@cumbria.gov.uk)). It will also be available for inspection at Cumbria House, Carlisle and County Offices, Kendal from 9.00 am to 5.00 pm Mondays to Thursdays and 9.00 am to 4.30 pm on Fridays and on the County Council's website <http://councilportal.cumbria.gov.uk/mgListPlans.aspx?bcr=1&RPId=117> , as well as at all the libraries in the County.

MR STEWART YOUNG  
Leader of the Council

**FORWARD PLAN  
1 JUNE 2022 - 31 JULY 2022  
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<b>Subject</b>	<b>Type of Decision</b>	<b>Who will take Decision</b>	<b>Consultation</b>	<b>Representations to</b>	<b>Relevant Cabinet Portfolio/Local Committee Chair</b>	<b>Relevant Scrutiny Board</b>	<b>Public (Part 1) or Private (Part 2)</b>
<p><b>1. Review of Appointments to Cabinet Working Groups, Other Bodies and on Outside Bodies</b> This report asks Cabinet to consider its appointments to cabinet working groups, other bodies and on outside bodies.</p>	<p>Non Key Decision</p>	<p>Cabinet on 9 Jun 2022</p>		<p>Dawn Roberts, Executive Director - Corporate, Customer and Community Services Cumbria House, 117 Botchergate, Carlisle CA1 1RD</p>	<p>Leader of the Council</p>	<p>Scrutiny Management Board</p>	<p>Public</p>

Subject	Type of Decision	Who will take Decision	Consultation	Representations to	Relevant Cabinet Portfolio/Local Committee Chair	Relevant Scrutiny Board	Public (Part 1) or Private (Part 2)
<p><b>2. 2021/22 Revenue and Capital Budget Monitoring Report Provisional Year End Results</b>            To consider and note the 2021/22 Revenue and Capital outturn and general fund balance, Treasury Management position, transfers to reserves and slippage/accelerated spend on the Capital Programme.</p>	Key Decision	Cabinet on 9 Jun 2022		Pam Duke, Director of Finance (Section 151 Officer) Cumbria House, 117 Botchergate, Carlisle CA1 1RD	Deputy Leader and Cabinet Member for Finance	Scrutiny Management Board	Public
<p><b>3. Corporate Performance Monitoring Report – Quarter 4 2021/22</b>            That Cabinet note overall performance across the 3 Council Plan outcomes, with progress against the Council Plan delivery plan for the quarter ended 31st March 2022.</p>	Non Key Decision	Cabinet on 9 Jun 2022		Pam Duke, Director of Finance (Section 151 Officer) Cumbria House, 117 Botchergate, Carlisle CA1 1RD	Leader of the Council	Scrutiny Management Board	Public

Subject	Type of Decision	Who will take Decision	Consultation	Representations to	Relevant Cabinet Portfolio/Local Committee Chair	Relevant Scrutiny Board	Public (Part 1) or Private (Part 2)
<p><b>4. Consultation on Draft Local Flood Risk Management Strategy (2022 – 2027)</b>            To agree to public consultation to be undertaken on the draft Local Flood Risk Management Strategy.</p> <p>Under the Flood and Water Management Act 2010, the Lead Local Flood Authority is required to publish a Local Flood Risk Management Strategy to set out how local flood risks will be managed.</p>	Key Decision	Cabinet on 9 Jun 2022		Angela Jones, Executive Director - Economy and Infrastructure Cumbria House, 117 Botchergate, Carlisle CA1 1RD	Cabinet Member for Highways and Transport	Scrutiny Advisory Board - Communities and Place	Public

Subject	Type of Decision	Who will take Decision	Consultation	Representations to	Relevant Cabinet Portfolio/Local Committee Chair	Relevant Scrutiny Board	Public (Part 1) or Private (Part 2)
<p><b>5. A595 Grizebeck Improvement Scheme - Land Acquisition, Compulsory Purchase Order and Side Roads Order</b> Approval for the acquisition of land (including new rights over land) and the making if confirmed, implementation of a Compulsory Purchase Order (CPO) and a Side Roads Order (SRO) in order to construct the A595 Grizebeck Improvement Scheme.</p>	Key Decision	Cabinet on 21 Jul 2022		Angela Jones, Executive Director - Economy and Infrastructure Cumbria House, 117 Botchergate, Carlisle CA1 1RD	Cabinet Member for Highways and Transport	Scrutiny Advisory Board - Communities and Place	Public
<p><b>6. Cumbria Youth Justice Plan 2022-2023</b> To approve the annual Youth Justice Plan for Cumbria</p>	Non Key Decision	Cabinet on 21 Jul 2022	Consultation with partners at the Youth Offending Service Management Board	John Readman, Executive Director (People) and Deputy Chief Executive Cumbria House, 117 Botchergate, Carlisle CA1 1RD	Cabinet Member for Children's Services	Scrutiny Advisory Board - Children and Young People	Public

Subject	Type of Decision	Who will take Decision	Consultation	Representations to	Relevant Cabinet Portfolio/Local Committee Chair	Relevant Scrutiny Board	Public (Part 1) or Private (Part 2)
<p><b>7. Award of Contract - Marina Village Land Remediation</b>  Permission to award a contract to remediate the land at the 'Marina Village' site in Barrow in Furness.</p>	Key Decision	Executive Director - Economy and Infrastructure Not before 1 Jun 2022	Consultation to inform the planning process undertaken by Barrow Borough Council.	Angela Jones, Executive Director - Economy and Infrastructure Cumbria House, 117 Botchergate, Carlisle CA1 1RD	Cabinet Member for Economic Development and Property	Scrutiny Advisory Board - Communities and Place	Public
<p><b>8. Award of a Framework for Countryside Access Maintenance within the District Areas of Barrow, Eden and South Lakeland and the Future Westmorland and Furness Unitary Authority Area</b>  To award a 3-year framework for the maintenance of rights of way in Cumbria within the Barrow, Eden and South Lakeland districts (The future Westmorland and Furness unitary authority area)</p>	Key Decision	Executive Director - Economy and Infrastructure Not before 1 Jun 2022		Angela Jones, Executive Director - Economy and Infrastructure Cumbria House, 117 Botchergate, Carlisle CA1 1RD	Cabinet Member for Highways and Transport	Scrutiny Advisory Board - Communities and Place	Public



Subject	Type of Decision	Who will take Decision	Consultation	Representations to	Relevant Cabinet Portfolio/Local Committee Chair	Relevant Scrutiny Board	Public (Part 1) or Private (Part 2)
<p><b>9. Award of Framework for Countryside Access Maintenance within the District Areas of Allerdale, Carlisle and Copland and the Future Cumberland Unitary Authority Area</b> To award a 3-year framework for the maintenance of rights of way in Cumbria within the Allerdale, Carlisle and Copeland districts (The Future Cumberland unitary authority area)</p>	Key Decision	Executive Director - Economy and Infrastructure Not before 1 Jun 2022		Angela Jones, Executive Director - Economy and Infrastructure Cumbria House, 117 Botchergate, Carlisle CA1 1RD	Cabinet Member for Highways and Transport	Scrutiny Advisory Board - Communities and Place	Public
<p><b>10. The Provision of Care and Support Services in Extra Care Housing at Lister House and Sycamore House</b> To award a contract for the Care and Support Service at Lister House and Sycamore House via the Framework Agreement for the Provision of Care and Support in Extra Care Housing</p>	Key Decision	Executive Director - People (Deputy Chief Executive) Not before 1 Jun 2022		John Readman, Executive Director (People) and Deputy Chief Executive Cumbria House, 117 Botchergate, Carlisle CA1 1RD	Cabinet Member for Health and Care Services	Scrutiny Advisory Board - Adults	Public

Subject	Type of Decision	Who will take Decision	Consultation	Representations to	Relevant Cabinet Portfolio/Local Committee Chair	Relevant Scrutiny Board	Public (Part 1) or Private (Part 2)
<p><b>11. Award of Block Contract for the provision of nursing care in Grange</b> To award a block contract for the provision of nursing care in Grange.</p>	Key Decision	Executive Director - People (Deputy Chief Executive) Not before 1 Jun 2022		John Readman, Executive Director (People) and Deputy Chief Executive Cumbria House, 117 Botchergate, Carlisle CA1 1RD	Cabinet Member for Health and Care Services	Scrutiny Advisory Board - Adults	Public
<p><b>12. Award of Block Contract for the provision of nursing care in Kendal</b> To award a block contract for the provision of nursing care in Kendal</p>	Key Decision	Executive Director - People (Deputy Chief Executive) Not before 1 Jun 2022		John Readman, Executive Director (People) and Deputy Chief Executive Cumbria House, 117 Botchergate, Carlisle CA1 1RD	Cabinet Member for Health and Care Services	Scrutiny Advisory Board - Adults	Public

Subject	Type of Decision	Who will take Decision	Consultation	Representations to	Relevant Cabinet Portfolio/Local Committee Chair	Relevant Scrutiny Board	Public (Part 1) or Private (Part 2)
<p><b>13. Award of a Contract – Electricity Supply</b>  A Contract Award decision will be required to allow the Council to utilise the Yorkshire Purchasing Organisations new Framework for Electricity Supply which will be effective from 1st April 2023 on a 4 year (with 2 x 2 year optional extensions available).</p> <p>The contract value in 2021/2022 was approx. £4,813,774 per annum – this is made up of Council corporate property spend of £989,810 per annum, and all other customers (non-corporate – schools, charities etc.) spend of £3,823,964 per annum.</p>	Key Decision	Executive Director - Corporate, Customer and Community Services Not before 6 Jun 2022		Dawn Roberts, Executive Director - Corporate, Customer and Community Services Cumbria House, 117 Botchergate, Carlisle CA1 1RD	Deputy Leader and Cabinet Member for Finance	Scrutiny Management Board	Public

Subject	Type of Decision	Who will take Decision	Consultation	Representations to	Relevant Cabinet Portfolio/Local Committee Chair	Relevant Scrutiny Board	Public (Part 1) or Private (Part 2)
<p><b>14. A595 Grizebeck Improvement Scheme – award of contract for stage one of a two stage design and build contract</b>  Award of contract for stage one of a two stage design and build contract for the A595 Grizebeck Improvement Scheme to facilitate the design and construction of this key item of major infrastructure. Estimated value of the design stage is between £1.000 to £1.500m through the Capital Works Framework.</p>	Key Decision	Executive Director - Economy and Infrastructure Not before 15 Jun 2022		Angela Jones, Executive Director - Economy and Infrastructure Cumbria House, 117 Botchergate, Carlisle CA1 1RD	Cabinet Member for Highways and Transport	Scrutiny Advisory Board - Communities and Place	Public