

# WESTMORLAND AND FURNESS COUNCIL

## Cabinet

<b>Report Title</b>	Westmorland and Furness Council Plan Delivery Framework
<b>Date of Meeting</b>	12 September 2023
<b>Report Author</b>	Alison Hatcher, Assistant Chief Executive Tiffany Battersby, Programme Lead
<b>Lead Cabinet Member</b>	Councillor Jonathan Brook, Leader
<b>Why is this a key decision?</b>	<p>1. Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates. For these purposes, savings and expenditure are "significant" if they are equal to or greater than £500,000 and/or <b>YES/NO</b></p> <p>2. Is likely to be significant in terms of its effects on communities living or working in an area comprising one or more wards in the area of the Council – <b>YES/NO</b></p>
<b>Wards Affected</b>	All Westmorland and Furness Wards
<b>Identify exempt information and exemption category</b>	N/A
<b>Reasons for urgency (only where applicable)</b>	N/A
<b>Appendices (if any)</b>	Appendix A - Westmorland and Furness Delivery Framework

### 1. Executive Summary

- 1.1 This report seeks Cabinet recommendation to Full Council for approval of the Westmorland and Furness Council Plan Delivery Framework (Appendix A).
- 1.2 The Westmorland and Furness Council Plan Delivery Framework (the Framework) builds on the Council Plan that was approved by Shadow Authority Councillors in December 2022. The Framework is intended to set the strategic direction for the organisation and help explain how the Council will facilitate improved outcomes for residents, communities and businesses, identifying specific activities and deliverables for year one (2023/24), and setting out how the Council will use its convening powers through collaborative partnership working to facilitate the delivery of these outcomes.

### 2. Recommendations

**For the reasons set out in this report, Cabinet is recommended to:**

- 2.1 Approve the Westmorland and Furness Delivery Framework attached at Appendix A and recommend it to Full Council.

### 3. Information: the Rationale & Evidence for the Recommendations

- 3.1 Following the Government's decision in July 2021 for Local Government Reorganisation, the six District Councils of Cumbria and Cumbria County Council were replaced by two new unitary authorities; Westmorland and Furness Council and Cumberland Council. These came into being on the 1st of April 2023, and Westmorland and Furness Council (the Council) is now responsible for the geography previously covered by Barrow, Eden, and South Lakeland District Councils.
- 3.2 The Westmorland and Furness Council Plan (the Plan) was approved by Shadow Authority Councillors in December 2022 and covers a period of five years (2023-28), setting out the council's vision for Westmorland and Furness to be a great place to live, work and thrive. The Plan also articulates the Council's values and priority areas of focus.
- 3.3 To support the delivery of the Plan, the Council has now developed a more detailed Delivery Framework that builds on the content of the Council Plan. It sets out the strategic direction for the organisation and helps to explain how the Council will facilitate improved outcomes for residents, communities, and businesses, to make Westmorland and Furness a great place to live, work and thrive.
- 3.4 The Delivery Framework identifies 10 strategic themes; Communities, Homes, Learning, Care, Health & Wellbeing, Connections, Environment, Culture, Growth and Service and sets out the related ambition for the themes as Mission Statements.

Strategic Themes	Mission Statement
<b>Communities</b>	Communities are welcoming, inclusive and provide a good quality of life. They are proud of and care for their local areas. They are empowered to make the right choices for them. They are resilient, and their voices are heard through local participation.
<b>Homes</b>	Everyone can live in a place they call home, one which is affordable, clean, safe and warm, where they can build stable, independent, fulfilling lives and have access to schools, work and cultural activities.
<b>Learning</b>	Everyone has access to high quality education, where children, young people and adults are equipped with relevant tools, skills and aspiration to pursue the life they want to live and to access a rich and varied choice of local employment opportunities that contribute to a fulfilled and happy life.
<b>Care</b>	Children, young people and adults are supported to achieve a good life, safeguarded from harm, in the place they call home, with the people and things that matter most to them.

<b>Health &amp; Wellbeing</b>	No matter where you are born or where you live, there is equal opportunity for everyone to live an active, happy, healthy life, and to feel empowered and confident to choose the best ways in which this is achieved for each individual and for every community.
<b>Connections</b>	Transport and infrastructure enables people and businesses to reliably and easily access the places and services that meet their needs, including online, in an environmentally sustainable way.
<b>Environment</b>	Our environment positively impacts on health, well-being and economy and together we build our resilience to climate change and take action to reverse biodiversity loss and to achieve carbon net zero.
<b>Culture</b>	Residents and visitors alike can enjoy a wide variety of cultural pursuits in all corners of Westmorland and Furness, taking advantage of the wonderful and unique natural environment on offer, the vibrant towns and villages and animating our places through an active and growing cultural economy.
<b>Growth</b>	Our economy is growing and providing people with access to a diverse range of good employment opportunities for them to be economically secure. Our businesses are more diverse and thriving, our large businesses continue to grow, and new investment is further increasing the contribution made to national growth and prosperity.
<b>Service</b>	The council understands the area and makes a real difference through listening to need and delivering services that work. It is modern, innovative, and collaborative in how it works and delivers value for communities.

- 3.5 Each strategic theme has a mission statement and a set of success measures, which outline the outcomes that the Council is seeking to achieve. There is also a set of year one key deliverables for each of the themes, which will be delivered in 2023/24. The Framework will be used to inform the development of a new Performance Management Framework for the Council.
- 3.6 Quarterly reporting through an aligned Council Performance Management Framework, which builds on the Council's interim reporting system, will provide visibility of progress. The Framework will also be reviewed and revised annually, with an annual progress report produced at the end of each financial year. An updated Delivery Framework will be published for the forthcoming year with a revised set of actions. Production of the updated Framework will be aligned to production of the Council's budget, to ensure that the Framework and the Medium Term Financial Plan reflect and support each other.
- 3.7 Approval of the Council Plan Delivery Framework would support the delivery of the Westmorland and Furness Council Plan, its vision, values and strategic objectives. It also embeds the three principles of sustainable development that cut across all ten themes reflecting the need to address our challenges related to poverty, low productivity and climate change.

#### **4. Link to Council Plan Priorities: ( People, Climate, Communities, Economy and Culture, Customers, Workforce)**

- 4.1 The Delivery Framework aligns with the Council Plan Priorities, seeking to support the delivery of these by setting the strategic direction for the organisation and helping to explain how the Council will facilitate improved outcomes for residents, communities, and businesses, to make Westmorland and Furness a great place to live, work and thrive.

#### **5. Consultation Outcomes**

- 5.1 The Delivery Framework has not been the subject of formal consultation, however, it has been shared with a range of internal and external stakeholders for informal feedback. The three Locality Boards and Scrutiny have all been consulted on a draft document and their feedback has been taken into account in the development of the document.
- 5.2 A launch event is planned for the 29<sup>th</sup> September 2023, with key partners and stakeholders. This will start the process for engagement with partners and communities in the development of planned activity for each of the ten themes.

#### **6. Alternative Options Considered**

- 6.1 The Delivery Framework builds on the direction and principles agreed in the approved Council Plan, providing more information about how desired outcomes will be achieved.
- 6.2 As an extension of the approved Council Plan, an alternative option was to progress the Framework without formal recommendation to Full Council. However, development of the Framework represents a significant maturing and clarification of strategic direction, and its implementation is an important mechanism of delivery, therefore it was considered appropriate to recommend the Delivery Framework to Full Council.

#### **7. Financial Implications and risk**

- 7.1 The Westmorland & Furness Council Plan Delivery Framework will support the Council's strategic planning linking corporate priorities with the Medium Term Financial Plan. Budget monitoring reported to Cabinet will inform the annual review of the Framework and help the Council to be financially sustainable.

#### **8. Legal and Governance Implications**

9. The Westmorland and Furness Council Plan Delivery Framework (the Framework) builds on the Council Plan that was approved by Shadow Authority Councillors in December 2022. The report recommends that Full Council approve the Framework.

## **10. Human Resources Implications**

- 10.1 The Westmorland and Furness Council Plan Delivery Framework supports delivery of the Council Plan, its vision, values and strategic objectives, providing clarity and purpose for the workforce and how they contribute to achieving the council's priorities.

## **11. Equality and Diversity Implications (including the public sector equality duty, Armed Forces Families, Care Leavers and Health inequalities implications)**

- 11.1 The Delivery Framework has been subject to Equality Impact Assessment (EqIA) Screening and it has been determined that a full EqIA is not required for this document. Full EqIA will be required against the more detailed strategies, plans, policies, programmes and projects that are developed from the Delivery Framework.

## **12. Background Documents**

- 12.1 The Westmorland and Furness Council Plan.  
<https://www.westmorlandandfurness.gov.uk/your-council/council-documents/council-plan>