

**Cumberland  
Council**

# **Adult Social Care and Housing Vision**

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# Vision

**"People live fulfilled, healthy, independent lives in the place that they call home."**

Our vision for Adult Social Care and Housing is that we provide excellent care and support and create homes where people feel they truly belong. We support people to live fulfilled, healthy, and independent lives by focusing on what matters most to them and their wellbeing. By listening to people, offering real choice, and embracing new ideas, we will create housing and support that meets people's needs and ensures everyone has a place that they are happy to call home.

## How we have developed our vision

### Cumberland Plan

The **Cumberland Plan 2023-2027** sets out what the council wants to focus on over its first four years; it provides a starting point for detailed service planning and strategy development, reflecting the council's intention to engage and work with residents to bring about change following the opportunity of local government reorganisation in Cumbria.

At the heart of the Cumberland Plan is the aim to improve the health and wellbeing of our residents. The council's strategic priorities are:

- Addressing inequalities.
- Delivering excellent public services.
- Local economies that work for local people.
- Environmental resilience and climate emergency.

The work of Adult Social Care and Housing is strongly aligned to the council's strategic priorities. Our vision "People live fulfilled, healthy, independent lives in the place that they call home" will contribute considerably to the improvement of health and wellbeing and delivery of strategic priorities.

### National policy and legislation

Funding and delivery of Adult Social Care has been a national conversation for recent Governments. Challenges with the current system are widely recognised, but a solution has not yet emerged. It is widely recognised that challenges to Adult Social Care, and potential solutions, are closely linked to health and housing agendas. The Housing and Health Memorandum of Understanding 2014 recognises the need to integrate health care, support and housing solutions.

Care Act 2014 sets out duties for councils to meet wellbeing needs, offering clarity, control, choice for individuals. The Care Act places a strong focus on prevention and promoting independence. It includes obligations for co-operation between health and support services and recognises the needs of carers as equal to those they care for.

The ability to live as part of a community, maintaining social connections, and access to good choice of housing options that allow for planning ahead are both recognised in the Adult Social Care Reform White Paper 2022. This recognises the importance of home in relation to care and support for older people and of an integrated approach: 'making every decision about care a decision about housing'.

People at the Heart of Care White Paper, 2021 promotes choice and independence, places emphasis on quality, tailored, accessible care. The White Paper also recognises that there are many individuals with a range of care needs beyond older adults.

Health and Social Care Act, 2022 promotes integrated care; the NHS working with local government.

The Care Quality Commission (CQC) recently introduced a framework for assessment of Adult Social Care services. The framework sets out standards that our services should achieve, reflecting best practice. The assessment framework pushes quality assurance and evidencing good practice higher up the agenda for local authorities.

The new Government has made housing a priority, committing to build £1.5 million homes over the next Parliament. Changes to the planning process, new initiatives and financial support, including a boost to the Affordable Homes Programme, to promote delivery have all been announced since the Autumn Budget 2024. The Renters Rights Bill is expected to become law by summer 2025, along with a general policy direction in recent years to increase tenant rights and hear the voice of tenants.

## Local context

Cumberland Council has recently gone through local government re-organisation, bringing together four local authorities into one new unitary. This has been a challenging period, but also an opportunity to develop new relationships and new approaches. One opportunity has been the location of Adult Social Care and Housing functions within the same Directorate, creating potential for greater strategic alignment and collaboration.

Cumberland experiences many of the challenges that other local authorities also currently report around budget pressures and increasing demand for services. We also have emerging opportunities; discussion around a devolution deal for Cumbria and significant growth projects such as the St Cuthberts Garden Village and Borderland Inclusive Growth Deal offer strong possibilities for the council in shaping the housing offer for Cumberland and strengthening our collaborative approach to issues such as health and care.

The population of Cumberland is stable but older than the national average and the older population is increasing faster than the national average. There are significant disparities in life expectancy and healthy life expectancy, these are strongly linked to levels of deprivation that also show high disparities across the Cumberland area. These factors are all likely to have a significant impact on levels of demand and changing needs for services for Adult Social Care and Housing.

Demand for Adult Social Care is increasing and becoming more complex. This is a challenge for the council's aim of improving health and wellbeing and presents a resource challenge. However, it also pushes us out of business as usual and forces us to innovate and develop new ways of working.

Much of Cumberland's housing stock is older and tends to be larger, family sized properties. 69% of household live in a home that they own and older households are even more likely to own their property. Challenges of maintaining older, less energy efficient properties and limited affordable options to right size or access the housing market impact on households across Cumberland. The private rented sector is tending to shrink in Cumberland and numbers of households approaching our services for support due to homelessness are increasing.

## How we will work - our priorities and values

### Priorities

Our priorities guide everything we do. They run through all our policies and programmes, shaping the way we work across Adult Social Care and Housing. This Vision is supported by five priorities:

- Priority 1: Excellent practice.
- Priority 2: Valuing our skilled workforce.
- Priority 3: Empowered voices, empowered choices.
- Priority 4: Right support, right time, right place.
- Priority 5: Innovating for our communities.



## Priority 1 – Excellence in practice

We are committed to delivering the highest standards of care and support and housing solutions. Working with people who use our services, we focus on what matters most to them, ensuring their safety, wellbeing and independence are always at the centre of what we do.

We are constantly learning and improving by listening to feedback, using evidence and sharing best practices. We strive for excellence in everything we do - from housing that meets people's needs to strengthening our person-centred, trauma-informed approach.

We are evidence led and challenge ourselves when further insight is required to achieve excellence. For example, commissioning housing needs studies to ensure that our approach to strategic housing reflects the needs, challenges and opportunities in Cumberland.

By working together with communities, we ensure that our services are of the highest quality and always focused on achieving the best possible outcomes.

Examples of how we will deliver this priority:

- Listen and learn from people's experiences.
- Focus on safeguarding and wellbeing.
- Practice and Quality Assurance Frameworks.
- Evidence and performance data inform decisions.
- Casefile audits, feedback and learning.
- Social Care Academy.
- Housing strategies that reflect local needs.

## Priority 2 – Valuing our skilled workforce

Our staff are our greatest asset. We value and invest in our staff, recognising their dedication to supporting people during some of the most challenging times in their lives.

We are building a workplace culture where everyone feels respected, included and supported. This includes reducing unnecessary tasks, promoting wellbeing and providing opportunities for personal and professional development. Our approach to equality, diversity and inclusion is developing to ensure that staff enjoy an inclusive workplace and have the cultural awareness to do their jobs well.

We believe in visible leadership and strong communication, ensuring that every member of staff feels respected, valued and knows they are part of a shared vision.

Examples of how we will deliver this priority:

- Staff wellbeing initiatives; "Get You Better" and physiotherapy pilots.
- Reduce administrative tasks with tools like quick notes and automation of Direct Payments.
- Workforce development through training and continuous professional development.
- 'What Matters to You' conversations with staff.
- Improve recruitment and retention of staff.
- Regular communication and engagement through newsletters, Teams briefings with the Director and Assistant Directors, roadshows.
- Visible leadership from the senior leadership team to inspire, guide and support staff.

## Priority 3 – Empowered voices, empowered choices

We believe that people are the experts in their own lives. By listening to their experiences, understanding their aspirations and involving them in decision-making, we empower people to shape the care and support they receive.

Co-production is central to this priority. We will work with people who draw on care and support to design services that meet their needs and reflect their voices. This collaborative approach ensures that everyone is heard and included, creating services that work for everyone in our communities. It is important that the voices that we hear, represent the full diversity of our population; therefore, a commitment to equality, diversity and inclusion is embedded within our co-production approach and our broader work. For example, co-production and empowerment are embedded within work by our housing teams to support people who have experienced domestic abuse:

**“had I known the amount of support me and my kids would receive, I would have made the decision to leave earlier. I couldn’t have got through this on my own and I will be forever grateful”**

Partnerships at all levels are key to hearing and empowering diverse voices. We will engage and collaborate with a range of partners - from other anchor organisations like the NHS and registered housing providers to individual partnerships with unpaid carers.

Examples of how we will deliver this priority:

- Embed co-production, engagement and consultation into all aspects of our work.
- Strengthen partnerships with carers, community groups, and local organisations.
- Address inequalities – promoting equity of access and outcome.
- Use initiatives like Making Every Adult Matter (MEAM) to address inequalities and empower communities.
- Provide supported internships and employment opportunities.



## Priority 4 – Right support, right time, right place

People have different needs at different times of their life. We pride ourselves on ensuring that good options are available to meet needs, for both social care and housing. We want people to have choices that offer fulfilment, promote health and independence; solutions that meet aspirations as well as needs.

From preventative services that promote independence and support people to be pro-active about their wellbeing and housing, to tailored solutions for people with complex needs, we are committed to offering choices that enhance people's quality of life. We recognise that taking positive risks can be part of empowering people to live their lives fully. Services may scale up to support a person, but also scale down to promote independence and to reflect the positive impact of activity such as reablement or a move into a more suitable home.

By working with communities, we can ensure that everyone has access to the right support, when and where they need it.

For people with complex needs who require high levels of support; we will ensure that our services can support them and that they live in a place that makes them feel "at home".

Examples of how we will deliver this priority:

- Expand preventative services and reablement programmes.
- Recognise and meet the needs of carers, ensuring they receive support.
- Develop the community equipment service.
- Strengthen partnerships and commissioning arrangements with partners.
- Create a strong pre-front door offer with signposting and to empower people to support themselves.
- Review delivery of community services.
- Review of residential beds and domiciliary care.
- Extra care housing.
- Housing Assistance Policy and service development to support implementation.
- Homelessness and rough sleeper strategy delivery.
- Housing First approach to homelessness support.
- Developing bespoke housing solutions with NHS England.

## Priority 5 – Innovating for our communities

We are innovative in creating new opportunities, care and support for people and housing solutions. Embracing new technology, new commissioning approaches and new services commissioned, reviewing services and exploring new modes of delivery are key elements to our innovative approach.

The Council's approach to strategic commissioning for Adult Social Care ensures that we work towards:

- A stable and innovative market that delivers services that meets the needs and demands of service users.
- Provision that is equal to the challenges of an aging population and health inequalities in Cumberland.

We are open-minded and curious, we want to learn more; looking at best practice, research and hearing the voice of our people and communities to think outside the box and develop new ways of providing excellent services and responding to challenges.

Social care, health and housing agendas are closely aligned; we seek innovation and collaboration in approaches that support people and develop our Cumberland housing offer. New ways of working with partners and communities are key to a mission-led approach to social care, health and housing.

Examples of how we will deliver this priority:

- Explore commissioning for new types of services.
- Strengthen and develop key partnerships, such as those with housing providers, health services, and community organisations.
- Review and redesign services to better meet people's needs.
- Redesign the technology enabled care landscape for Cumberland.
- Innovative approach to commissioning and supporting local care markets - Market Position Statement and Commissioning Strategy to ensure services that meet current and future needs.
- Remodel the direct payments system to make it more accessible, efficient, and tailored to individual needs.
- Establish a Home Improvement Agency across Cumberland.
- Housing development approaches that support delivery of new homes and increase range of housing to meet needs of communities.
- Regional lead for the Housing, Health and Care Programme on behalf of North East Association of Directors of Adult Social Services (ADASS).

# Cumberland Values

The Cumberland Plan sets out the council's values that are embedded in everything that we do. These values cut across all aspects of Adult Social Care and Housing work, both collectively as services and through individual staff behaviours. We are:

- Compassionate.
- Innovative.
- Empowering.
- Ambitious.
- Collaborative.



**Ambitious**



**Collaborative**



**Compassionate**



**Empowering**



**Innovative**

## Equality, diversity and inclusion

The Cumberland Plan sets out a vision for inclusive service delivery; addressing inequalities is one of the Plan's four priorities.

Cumberland Council takes a pro-active approach to delivering the public sector equality duty and has set an overarching equality objective: "To tackle discrimination and advance equality of opportunity within Cumberland". This objective will be delivered through four themes that are particularly pertinent to Adult Social Care and Housing and will provide the strategic direction for our future activity on equality, diversity and inclusion:

- Addressing health, care and housing inequalities.
- Narrowing the educational attainment gap and increasing access to good jobs.
- Fostering good relations between communities in Cumberland.
- Ensuring services, employment and places are accessible and inclusive.

Adult Social Care and Housing is committed to promoting equality, diversity and inclusion. We are not complacent about the importance of this activity and recognise that we this is an area where we need to develop our approach.

## How we will deliver

We will deliver this Vision through the Adult Social Care and Housing Transformation and Service Improvement Plan and our policy framework. These are set out in Appendix 1.

# Harmonising documents

This Vision for Adult Social Care and Housing presents the vision for Cumberland Council following local government re-organisation. It ends and replaces the following document:

- Cumbria County Council, Adult Social Care Vision and Strategy **Appendix 1 CAB 2110 - Adults Social Care Vision and Strategy.pdf ([moderngov.co.uk](https://moderngov.co.uk))**

## Appendices

Appendix 1: Adult Social Care and Housing Transformation and Service Improvement Plan and policy framework

Appendix 2: Adult Social Care and Housing: alignment to the council's operating model

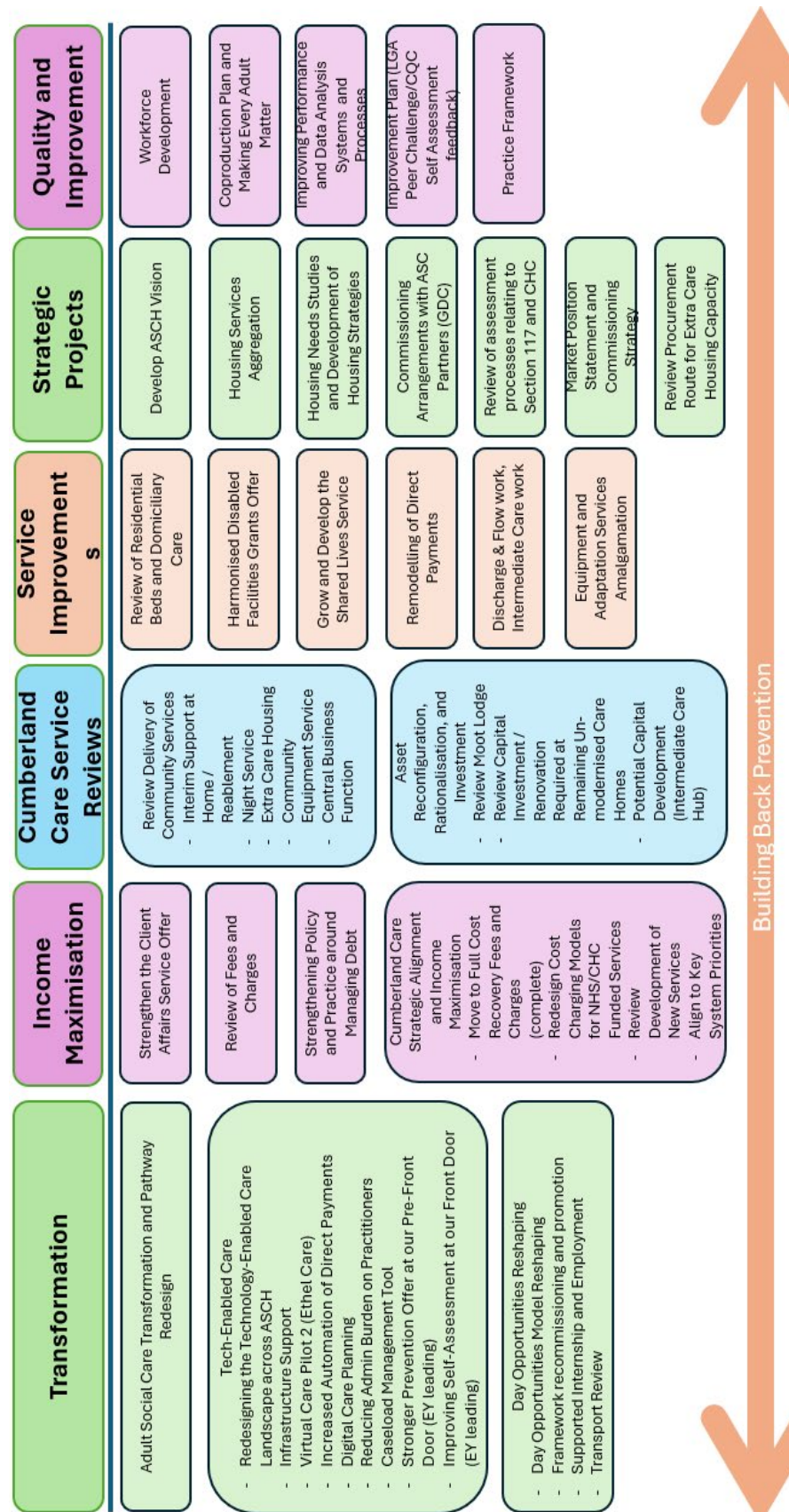
Appendix 3: Decision making and governance routes for Adult Social Care and Housing

Appendix 4: Evidence base – challenges and opportunities for Adult Social Care and Housing

Appendix 5: Developing our priorities – responding to staff feedback

# Appendix 1: Adult Social Care and Housing Transformation and Service Improvement Plan and policy framework

## Adult Social Care and Housing Transformation and Service Improvement Plan



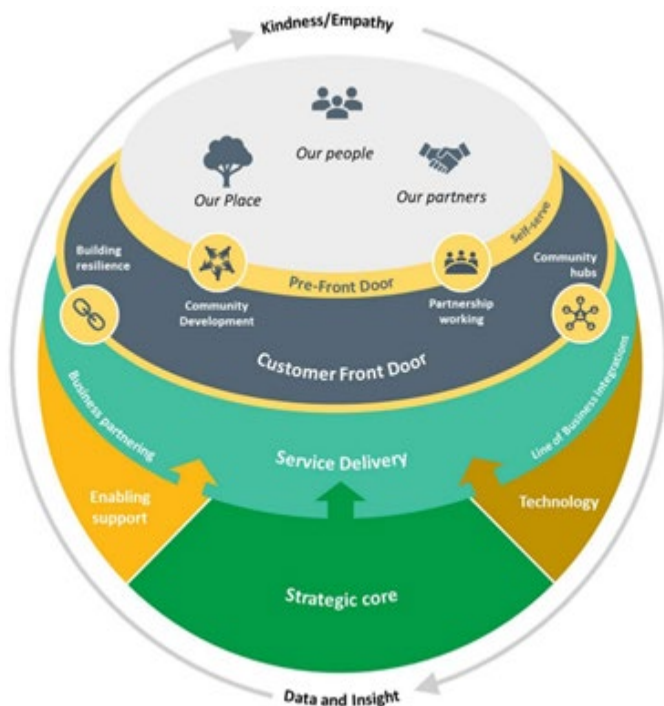
## Adult Social Care and Housing Policy Framework

<b>Adult Social Care</b>	Approach to co-production and equality of access in social care services*
<b>Adult Social Care</b>	Adult Social Care and Housing Practice framework
<b>Adult Social Care</b>	Quality Assurance Framework*
<b>Adult Social Care</b>	Carers Strategy (All Age)*
<b>Adult Social Care</b>	Integrated Care Strategy
<b>Adult Social Care</b>	Cumbria Safeguarding Adults Board Strategic Plan 2022-27
<b>Adult Social Care</b>	Direct Payment Policy
<b>Adult Social Care</b>	Domestic Abuse Strategy
<b>Adult Social Care</b>	Domestic Abuse Safe Accommodation Strategy
<b>Adult Social Care</b>	Charging Policy (Adult Social Care)*
<b>Commissioning/ Adult Social Care</b>	Market Position Statement for Adult Care Services 2025-2029
<b>Commissioning</b>	Commissioning strategy*
<b>Housing</b>	Allocations Policy (Choice Based Lettings)
<b>Housing</b>	Homelessness and Rough Sleeping Strategy
<b>Housing</b>	Housing Assistance Policy (RRO)
<b>Housing</b>	Housing Strategy*
<b>Housing</b>	Supported Housing Strategy*
<b>Housing</b>	Tenancy Strategy
<b>Housing</b>	Affordable Housing Policy and document suite*

\* Items that require development/ harmonisation at December 2024.

# Appendix 2: Adult Social Care and Housing: alignment to the Cumberland operating model

The operating model sets out how Cumberland Council is structured to deliver the Council Plan. Adult Social Care and Housing supports the different layers of the Operating Model:



**Our place; our people; our partners** - Adult Social Care services support people to remain within their communities, promoting independence, a sense of belonging and integration. Services are commissioned from partners that support people needing care and their carers. Housing can support the development of strong communities and improve the physical place offer. Suitable housing can greatly improve lives. Across Adult Social Care and housing, we work with partners, seeking a collaborative approach that is focussed on delivering good outcomes for people.

**Pre front door** - preventative activity and outreach to help serve customers at their point of need and address issues before they require significant service intervention. This links closely to the focus that Adults Social Care and Housing Places on prevention to ensure that people are effectively supported to live as independently as possible.

**Customer front door** - our single point of access (SPA) service acts as the front door to Adult Social Care. The SPA team interact through a range of channels and are equipped to provide first time resolution, effective triage and signposting ensuring each contact counts whether that be with a resident, member of the public or professionals. The team have a wide range of sharable information to support contacts in accessing other services and making connections within the community.

Transformation projects are underway with co-design to improve the Pre-Front Door/ Front Door offer, a vast amount of work is required, process redesign, review of the self-serve offer, systems and technology reviews, implementation of Intelligent Automation, we are committed to working together to have the best service for all to align and have a person centre focus to reduce demand into Adult Social Care.

**Service delivery** - Adult Social Care & Housing deliver a range of key services:

- Social work.
- Occupational therapy.
- Care services.
- Housing advice, Homelessness services and homelessness prevention.
- Disabled facilities grants.

Adult Social Care and Housing ensures that front line staff can focus on delivering service to customers by developing our use of technology, data and insight through our business partner relationships. Service delivery is focussed on supporting people; cared for, carers, those experiencing housing difficulties. Kindness and empathy are important in our service delivery, as is a strong emphasis on providing inclusive and accessible services.

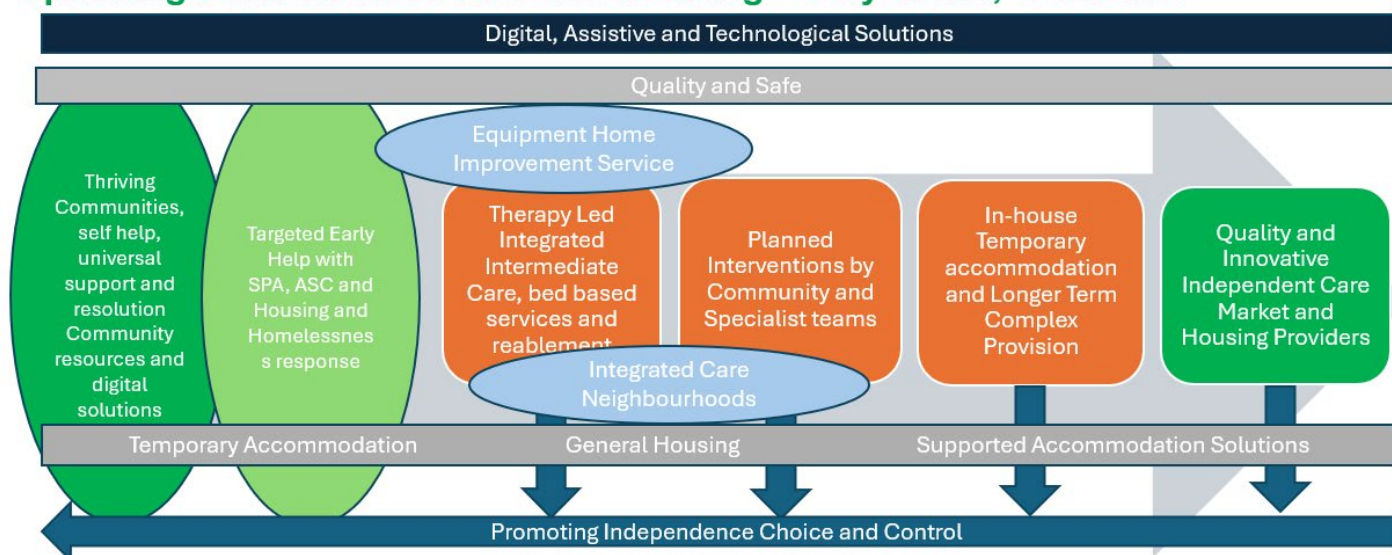
**Enabling support, strategic core, technology** - Adult Social Care and Housing engages well with our business partner services such as the project management office, HR, finance, legal, policy and performance. We take our strategic direction, governance and programme management activities from the council's strategic core. We are engaged in technology based work to develop new systems and solutions for service delivery, key examples being our engagement with customer front door transformation work.

**Data and Insight** - Adult Social Care and Housing uses data to support service delivery. This is an area of our operation that is being developed, with a focus on ensuring that we collect the right data, recorded correctly and that we are able to access and use data effectively. This will help us to develop services and improve performance.

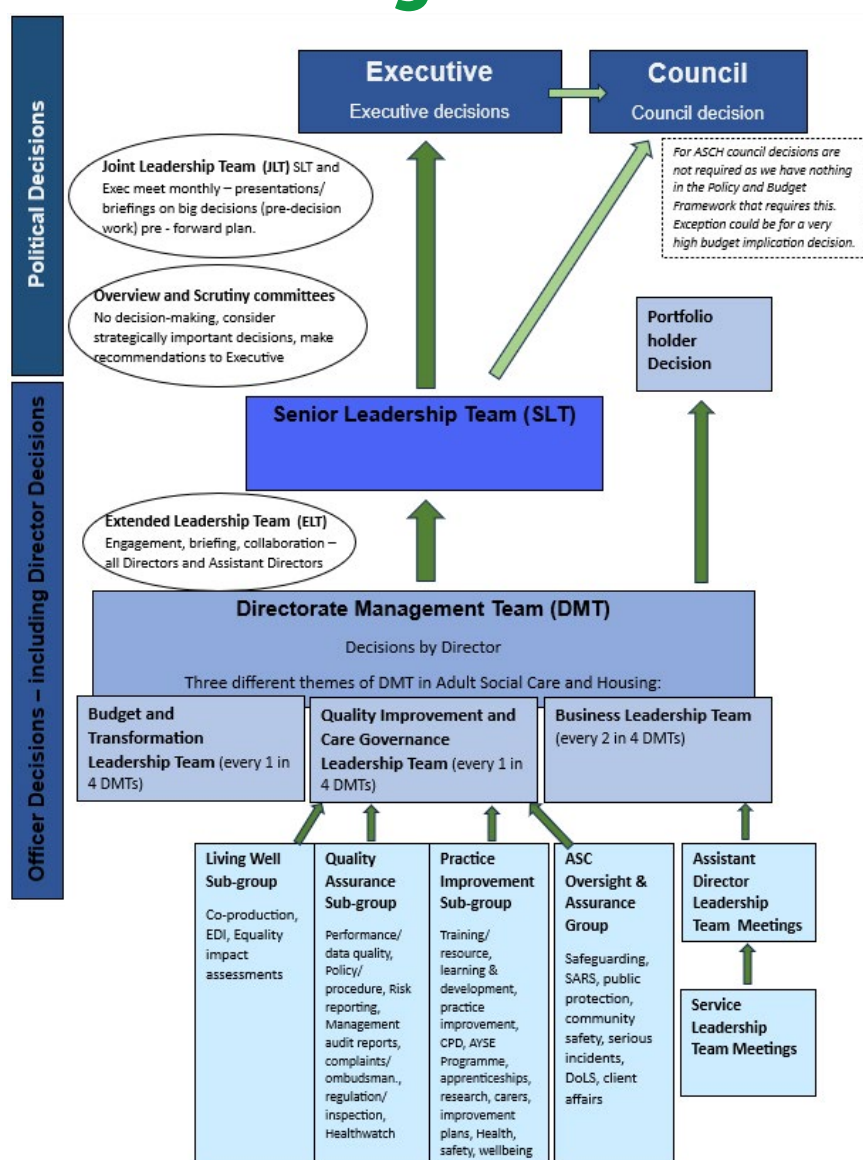
### **Operating Model for Adult Social Care and Housing - Stay Home, Get Home**

We have a draft operating model for Adult Social Care and Housing (below) that reflects key elements of the Cumberland Operating Model. In particular, the model is based on a strong pre-Front Door focusing on prevention and building resilience and aiming to resolve or refer customers quickly and provide excellent core service offer. Co-production and collaboration are key to the development and delivery of services in Adult Social Care and Housing. We look to strengthen links with the NHS, Integrated Care Communities (ICCs), housing partners, and third sector partners. Data and technology underpin the operating model. We look to make data informed decision making and develop the role technology can play in maximising independence and providing creative care solutions.

## Operating Framework for ASC and Housing – Stay Home, Get Home



## Appendix 3: Decision making and governance routes for Adult Social Care and Housing



# Appendix 4: Evidence base: summary of issues for Adult Social Care and Housing

## Our place

Cumberland inspires pride of place, but it also includes contradictions. We are home to stunning rural and coastal landscapes. Our economy contains strong agricultural and tourism sectors, but we are also a manufacturing economy that boasts some of the most famous brands in the world. We are an economy of small businesses, but we also host the largest nuclear site in Europe.

Cumberland is a relatively safe place to live, work or to visit with levels of crime and community safety better than those experienced nationally and/or regionally.

However, levels of acquisitive crime are increasing in Cumberland, along with drug related offences; domestic abuse related incidents and crimes; sexual offences and hate crime offences; conversely, antisocial behaviour crimes are decreasing.

Some household earnings are among the highest in the northwest. But we have pockets of real deprivation and more households living in fuel poverty than the national average (14.4% of total population compared to the national average of 13.1%). There is a tendency for pockets of high deprivation to be focussed in urban areas – especially in parts of Carlisle and ex-industrial towns along the west coast. 14 LSOAs (Lower Super Output Areas) in Cumberland fall within the 10% most deprived nationally; approximately 8.3% of Cumberland's population (22,850 people). Household incomes in Cumberland are significantly below the national average; the estimated median household income in Cumberland is £31,828 compared to £41,531 in England.

Cumberland is a very much a rural area with more than half of its population living in classified rural areas, accounting for 51.7%, this compares to just 17.1% for England. Furthermore, it is much more sparsely populated than England with just 91 people per sq km, compared to 395 people per sq km in England. Our rural areas include large open countryside, including parts of the Lake District National Park, and small towns such as Cockermouth, Longtown, Wigton, Keswick, Maryport and Millom. There are also more urbanised areas within Cumberland, in particular Carlisle, Workington and Whitehaven.

There are higher proportions of households in Cumberland which 'own outright' their homes compared to the national average; 40.8% (51,185 households) in Cumberland, compared to 32.5% nationally.

There are fewer 'social rented' households, 16.8% in Cumberland compared to 17.1% nationally; despite this, there are areas where almost half of residents are living in socially rented households such as Moss Bay and Moorclose wards in Workington (46.8%).

There are fewer privately rented households, 14.1% in Cumberland compared to 20.5% nationally. However, there is variation across Cumberland with some areas where almost half of properties are privately rented such as the Castle ward in Carlisle (45.4%).

## Our people

275,390 people live in Cumberland. Our population has remained stable over the past decade with less than just a 1% growth compared to 2012.

Our population is super-aging and showing significant inequalities. Some of our residents can expect to live some of the longest lives in the country, but some parts of Cumberland are below the national average for life expectancy.

Compared to the national average, Cumberland has an older age profile. There are fewer children (0-18 years) living in Cumberland accounting for 19.7%, this compares to 22.0% nationally. There are also fewer working age people (16-64 years) accounting for 59.9%, this compares to 62.9% nationally. Conversely, there are higher proportions of older people (65+yrs) in Cumberland, accounting for 23.5%, compared to 18.6% nationally.

Numbers of older people 65+yrs are projected to increase (+16.8% by 2028) while numbers of children (0-15yrs) and the working age population (16-64 yrs.) are projected to decrease (-7.2% and -4.8%).

Life expectancy across Cumberland differs significantly depending on where you live. A male born in the most deprived areas of Cumberland can expect to live 11 years less than those born in the least deprived; for females the difference is 10 years.

Cumberland's population isn't as ethnically diverse as the rest of England with low proportions of ethnic minority groups. 95.1% of Cumberland's residents identified their ethnic group as 'White British', compared to 74.4% nationally. Just 4.9% of residents in Cumberland identified as ethnic minority backgrounds, this compares to 25.6% in England and Wales. Despite this, there is variation in the proportion of residents from minority backgrounds across Cumberland's wards from 1.7% in Seaton ward in the west to 17.6% in Castle ward in Carlisle. (Source: 2021 Census).

The 2021 Census reported that the ethnic group reporting the poorest health, the highest proportion of disabled people and the highest rates of people providing unpaid care were people who identified as "White: Gypsy or Irish Traveller".

## Our health and wellbeing

Rates of 'deaths from drug misuse' are double the national average in Cumberland at 11.3 per 100,000 compared to 5.2.

Suicide is a significant cause of death in Cumberland with rates (in people aged 10+ years) almost double the national average at 19.0 per 100,000 compared to 10.7.

As reported in the 2021 Census, there are 52,329 residents in Cumberland who are disabled under the Equality Act (2010), accounting for 19.4%, this is above the national average for England at 16.9%. Across Cumberland, proportions of disabled residents are highest in the former district of Copeland at 20.7% while Carlisle has the lowest 18.4%. There is significant variation across ward areas with Moss Bay and Moorclose ward in Workington with the highest levels at 24.8% compared to 14.6% in Dalston and Burgh wards near Carlisle.

79.1% of residents in Cumberland reported their general health as very good or good, this compares to 82.2% nationally; while 6.1% reported their general health was bad or very bad, compared to 5.2% in England.

Rates of emergency hospital admissions for coronary heart disease, stroke, heart attacks, and chronic obstructive pulmonary disease are all worse than the England average.

There are two NHS Integrated Care Boards responsible for managing and commissioning some NHS and primary care services covering the Cumberland footprint; they are North East and North Cumbria ICB (covering former Allerdale, Carlisle and most of Copeland); and Lancashire & South Cumbria ICB (covering some of former Copeland).

There are 86 residential care homes in Cumberland, nine of which are owned by Cumberland Council. These care homes support a range of service user bands including older people, younger adults, dementia, physical disabilities, mental health, learning disabilities and autism, mental health and sensory impairments.

## Our homes

Median property prices are lower in Cumberland than in Cumbria as a whole and are significantly below the median price for England. In 2023 the median property price was £147,000 for Cumberland, £214,475 for Cumbria and £275,000 for England. Although property prices in Cumberland are below the national average, our Housing Needs Study finds that lower quartile earners will not be able to access home ownership and earners with a median income may also struggle to afford the purchase of an average priced home.

Median private rental prices are also lower than the Cumbria and England Average. Lower quartile private rents, which are most important to low-income households that have not been able access social housing, were £520 per month in 2023.

Most homes in Cumberland are houses (77%), 13.1% of homes are bungalows. 49% of homes have three bedrooms, 30.8% have two bedrooms. 90.2% of owner-occupied households have at least one spare bedroom.

There is a need to build more homes in Cumberland. These homes need to offer a good mix of property types and tenures, in particular more homes are needed for affordable rent.

# Appendix 5: Developing our priorities - responding to staff feedback

## Common themes in the feedback:

Theme	Transformation day (July 2024)	Roadshows (Sept & Oct 2024)
Value/support staff	<ul style="list-style-type: none"> <li>• Staff wellbeing.</li> <li>• Recruitment.</li> <li>• Staff safety.</li> </ul>	<ul style="list-style-type: none"> <li>• Value, develop, retain, incentivise staff.</li> <li>• Staff wellbeing.</li> <li>• Integration.</li> <li>• Workspaces/3rd floor</li> <li>• Manageable work.</li> </ul>
Harmonise housing services and policies	<ul style="list-style-type: none"> <li>• Harmonising Housing - housing services aggregation.</li> <li>• Harmonised DFG offer.</li> <li>• Review of Housing Services - Housing needs studies and development of housing strategies.</li> </ul>	<ul style="list-style-type: none"> <li>• Harmonising housing services, strategies and policies.</li> </ul>
Innovation/use of technology	Digital Transformation - building a tech-positive culture	<ul style="list-style-type: none"> <li>• Technology.</li> <li>• Tech enabled care.</li> <li>• Digital offer.</li> <li>• Innovation.</li> </ul>
Co-production	Coproduction Plan	<ul style="list-style-type: none"> <li>• Co-production.</li> <li>• Involving people.</li> <li>• People lead.</li> <li>• Collaborative working.</li> </ul>
Better services/transformation	<ul style="list-style-type: none"> <li>• Transformation - review of residential beds and domiciliary care.</li> <li>• Cumberland Care review.</li> <li>• Grow and develop the Shared Lives service.</li> </ul>	<ul style="list-style-type: none"> <li>• Transformation.</li> <li>• Better services.</li> <li>• Quality service.</li> <li>• Change/improvement.</li> <li>• Market shaping.</li> <li>• Good service for customer.</li> </ul>
Right support, right place	Safeguarding	<ul style="list-style-type: none"> <li>• Keeping people at home.</li> <li>• Prevention.</li> <li>• Preventative/pre-front door.</li> <li>• Front door offer.</li> <li>• Wellbeing.</li> <li>• Suitable housing/ healthy housing.</li> </ul>

## Transformation and service improvement day (July 2024)

Staff were told about existing activities and asked to contribute their own ideas. The project ideas that staff felt were most important overall were (in order):

1. Safeguarding.
2. Staff Wellbeing.
3. Recruitment.
4. Cumberland Care Review – review interim support at home/reablement service.
5. Charging for appointeeships.
6. Coproduction Plan.
7. Council Plan action – develop ASC plan which focuses on promoting healthy lifestyles.
8. Digital Transformation – building a tech-positive culture.
9. Cumberland Care Review – review night service.
10. Staff Safety.
11. Day Opportunities – promotional package to gain a platform and presence for day opportunities.
12. Transformation – review of residential beds and domiciliary care.
13. Grow and develop the Shared Lives service.
14. Cumberland Care Review – review of Community Equipment Service.
15. Harmonising Housing – housing services aggregation.
16. Council Plan action – Harmonised DFG offer.
17. Cumberland Care review – review Moot Lodge, Inglewood, Lapstone House, Park Lodge.
18. Improving workflows e.g. integration of SPA team.
19. Review of Housing Services – Housing needs studies and development of housing strategies.
20. Fees and Charges Inflation.

## Roadshows: What are our priority areas going forwards?

### Carlisle staff roadshow (Sept 2024) - 77 responses



### Workington roadshow (Oct 2024) - 79 responses

