

# Improvement Delivery Plan

2007 – 2010

Approved by Council 15<sup>th</sup> February 2007

Building Pride in Cumbria



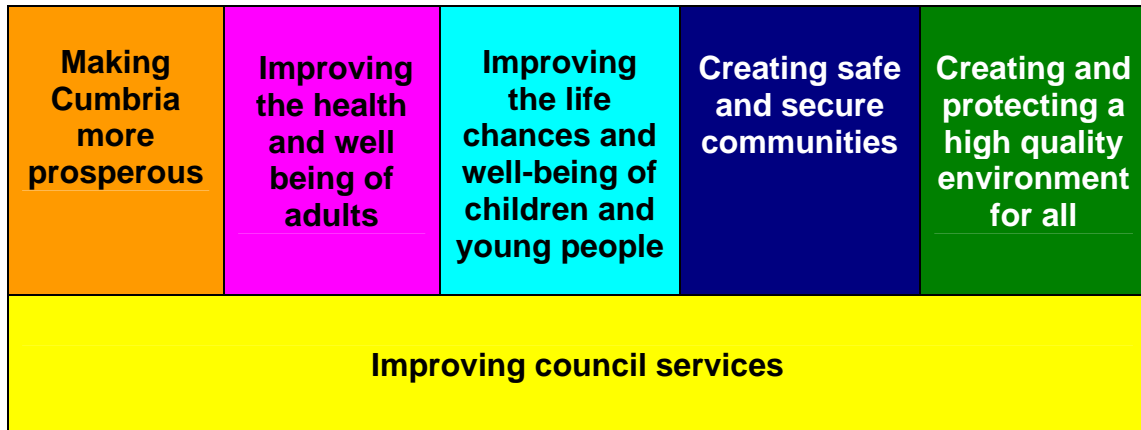
# Contents

1. Introduction	3
2. The Council's Action Plans for 2007	
Making Cumbria more prosperous	4
Improving health and well-being of adults	11
Improving the life chances and well-being of children and young people	17
Creating safe and secure communities	27
Creating and protecting a high quality environment for all	34
Improving Council services	39

# 1. Introduction

This Delivery Plan needs to be read alongside the Council Plan. That document sets out – in one place – what Cumbria County Council wants and needs to do to make a positive difference to the lives of the people and communities it serves. This Delivery Plan tells everyone how this will happen.

The Delivery Plan is set out using the same six theme headings in the Council Plan which are –



In the Council Plan we identified about half a dozen things we want to make happen – our Outcomes – within each theme. These reflect –

- What the public say needs improving
- The national policy agenda from Government and the regions e.g. our new role in 'place shaping' from the Local Government White Paper
- Feedback from our inspectors and auditors on what we need to build on and improve
- Our shared local priorities we will deliver in partnership, as expressed in the new Cumbria Community Strategy and Local Area Agreement
- The commitments and aspirations of the County Council
- Cumbria's changing social and economic context e.g. the ageing population

This Delivery Plan enables everyone to see what we will be doing over the next three years to achieve these. There are some key activities with timescales and three year targets for some key performance indicators. Of course, more detail can be found in a range of other plans as well as the plans that are produced by our individual directorates. More information on these can be found in the Council Plan.

We will roll this Delivery Plan forward each year and report on our progress with targets on a quarterly basis.

# Making Cumbria More Prosperous

Lead Cabinet Members – Tim Heslop & Roger Bingham & Ian Stewart  
 Lead Director: Corporate Director – Economy, Culture and Environment,  
 Ralph Howard

## Outcome Increased employment and economic activity 🧑🏻🧑🏻🧑🏻 😊 CCC

Performance Indicators			Targets		
	PI Ref	Baseline Data and Year	07/08	08/09	09/10
Number of jobs created through inward investment and business expansion.	Local	No baseline available	220	240	260
Increase number of people moving from incapacity benefit into employment through bespoke Countywide support project 🧑🏻	LAA EDE 1.2b	Baseline of 0 (2006/7)	45 Jobs created	77 Jobs created	78 Jobs created
Jobs created through social enterprises and the development of rural services	Local	No baseline (being set 06/07)	28	To be reviewed	To be reviewed








Activities	Target Delivery Date (Year/Quarter)											
	07/08				08/09				09/10			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Support disadvantaged groups to enter the workforce. 🧑🏻	X	X	X		X	X	X	X	X	X	X	X
2. Lead Social Enterprise development with an emphasis on rural services provision	X	X	X	X								
3. Implement Invest in Cumbria aftercare Programme	X	X	X	X	X	X	X	X	X	X	X	X

**Outcome**  
**Increased enterprise activity /optimised investment and business growth**  **CCC G**

Performance Indicators			Targets		
	PI Ref	Baseline Data and Year	07/08	08/09	09/10
Increase the value of sales generated by promotional activities to £3.5m in 2009/10	Local	No baseline set	£3.2m	£3.3m	£3.5m
Public sector investment secured for the reclamation and servicing of employment sites	Local	No baseline set	£5m	£5.5m	£6m
Number of new businesses in the energy sector relocated to Cumbria per year	Local	No baseline set	6	6	6

Activities	Target Delivery Date (Year/Quarter)											
	07/08				08/09				09/10			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Support the craft, giftware and food SME sector through promotional activities	X	X	X	X	X	X	X	X	X	X	X	X
2. Grant scheme to assist new and vulnerable rural businesses/services	X	X	X	X								
3. Secure necessary funding and approvals for reclamation and servicing work	X	X	X	X	X	X	X	X	X	X	X	X
4. Undertake international marketing activity	X	X	X	X	X	X	X	X	X	X	X	X

**Outcome**  
**Improved economic infrastructure**  \* CCC

Performance Indicators			Targets		
	PI Ref	Baseline Data and Year	07/08	08/09	09/10
Draw in private sector investment in new and existing businesses through invest in Cumbria.	Local	No baseline set	£40 million	£45m	£50m
Increase investment in transport improvement schemes above the level of the annual transport capital settlement	Local	No baseline set	£1.01m	£1.03m	£1.05m
Increase the Ha of land reclaimed for development. 	LAA EDE 4.1a	Baseline 0 2005/6	1.5	7	12
Increase the Ha of serviced land available for sale or lease. 	LAA EDE 4.1b	Baseline 0 2005/6	0	5	1010
Increase the Ha of serviced land leased or sold. 	EDE 4.1C	Baseline 0 2005/6	0	0	2
Increase number of Sq m of employment sites constructed. 	LAA EDE 4.2a	Baseline 0 2005/6	0	0	3000
Increase number of Sq m employment sites taken up. 	LAA EDE 4.2b	Baseline 0 2005/6	0	0	1500
Increase the number of cycling trips measured on key urban routes in Carlisle and Kendal and on Hadrian's cycleway and other recreational routes. 	LAA SSC 15.3b	107 2005/6	106	107	108
Increase the number of bus journeys per year.  CCC	SSC 15.3b BV10 2	16.84m 2005/6	18.5 million	19.0 million	19.5 million
Increase the number of active volunteers delivering community transport year on year	Local	No baseline set	2.5%	2.5%	2.5%


Activities	Target Delivery Date (Year/Quarter)											
	07/08				08/09				09/10			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Prepare lobby document for transport in Cumbria. – <ul style="list-style-type: none"> <li>• Publish</li> <li>• Implement</li> </ul>		X										
			X	X	X	X	X	X	X	X	X	X
2. Develop demand responsive transport (Rural Wheels) CCC	X			X	X							
3. Implement Integrated Passenger Transport Service CCC			X									
4. Implement Transforming Passenger Transport agenda for supported services			X		X							
5. Implement Community Rail schemes in Cumbria	X			X								
6. Marketing of sites and premises promotional activity	X	X	X	X	X	X	X	X	X	X	X	X
7. Support delivery of West Coast Masterplan and Carlisle Renaissance	X	X	X	X	X	X	X	X	X	X	X	X
8. Support the movement strategies for the West Coast Masterplan and Carlisle Renaissance	X	X	X	X	X	X	X	X	X	X	X	X
9. Act as an effective accountable body for EU and NWDA funding in Cumbria	X	X	X	X	X	X	X	X	X	X	X	X


**Outcome**  
**Enhanced Cumbrian economy through the contribution of culture and creativity. CCC**

Performance Indicators		Targets			
	PI Ref	Baseline Data and Year	07/08	08/09	09/10
Increase the number of people participating in events & activities supported by the Council's cultural grants budget by 6% between 2007 and 2010. CCC	Local	Robust baseline being developed in 06/07	2.5%	2.5%	1%
C4 Active library borrowers as a percentage of population CCC + G	CPA C4	28.9% 2005/6	29.5%	30%	30.5%
Active library borrowers 0-18 as a percentage of the population 0-18	LAA CYP 2.1b	32% 2006	33%	34%	35%
C6 Residents satisfaction – libraries G	CPA C6	73% BVGUSS (2006)	n/a (triennial)	n/a (triennial)	72%
Percentage take up of available ICT time in libraries	LP05 474	43% (2005/6)	41%	42%	43%
Increase the number of young people from 0-19 experiencing music making (targeting first time music making) by 15% over 3 years	CYP 2.1c	395 2006	Increase year on year 3%  407 (actual numbers)	4%  423 (actual numbers)	8%  457 (actual numbers)

Activities	Target Delivery Date (Year/Quarter)											
	07/08				08/09				09/10			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Library Services review: Static Mobile Implementation			X									
2. Develop a Community Engagement Strategy for Libraries G • Implementation	X											
3. Replace Archive facilities in Carlisle CCC	X	X	X	X	X	X	X	X	X	X	X	X
4. Deliver on the Cumbria Cultural Strategy Three Year Action Plan	X	X	X	X	X	X	X	X	X	X	X	X
5. Establish a web-based, one stop, information & booking system for cultural attractions & activities across the region. ☺			X									
6. Establish Soundwave Youth Music Action Zone as a sustainable social enterprise. Funding secured, social enterprise constituted Type process completed 4 jobs created Sessional musicians' jobs created.				X								X
7. Consult and establish a new cultural and arts education partnership to ensure strategic provision of activity which meets the needs of all children and young people across Cumbria	X											

## Outcome Housing

Performance Indicators			Targets		
	PI Ref	Baseline Data and Year	07/08	08/09	09/10
Improved planning and housing intelligence by increasing the percentage of Annual Monitoring Reports Core Output Indicators completed 	Local	No baseline set	60%	75%	100%
Agree a policy on discounted capital receipts for affordable housing as part of the review of well-being policy by September 2007. ☺ CCC	Local		Complete		

Activities	Target Delivery Date (Year/Quarter)											
	07/08				08/09				09/10			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.. Improved planning and housing intelligence business process with District Councils.  G			X									
2. Publish housing market assessments	X				X				X			

**Key:**

=Local Area Agreement/Cumbria Community Strategy

\*=CPA Corporate Assessment

CCC=Cumbria County Council priorities

G=National Government policy


=Inspection reports




☺=Public opinion

# Improving the health and well-being of adults


Lead Cabinet Member – Oliver Pearson



Lead Director: Corporate Director – Adult Social Care, Jill Stannard

**Outcome**  
**Improved health and reduction in health inequalities**  



Performance Indicators		Baseline Data and Year	Targets		
	PI Ref		07/08	08/09	09/10
Increase the percentage of people with learning disabilities over 18 who have health action plans. 	HCOP 1.5a	10% or 130 of 1275 people (2006/7)	40%	70%	90%
Increase the percentage of adult population taking part in moderate intensity sport and active recreation for 30 minutes 3 or more days per week. 	HCOP 2.3a	20.9% (Sport England Survey 2005/6)	20.9%  21.9% (Stretched)	20.9%  22.9% (Stretched)	20.9%  24.9% (Stretched)
Reduce the number of ambulance calls to non conveyed fallers from 2006/07 baseline. 	HCOP 3.2a	1108 (2005/6) 609 (April – Sept 2006 inclusive)	3%	6%	10%



Activities	Target Delivery Date (Year/Quarter)											
	07/08				08/09				09/10			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Joint strategic planning with new Cumbria PCT For example the Health improvement strategy delivered through the LAA . * 😊	X	X	X	X	X	X	X	X	X	X	X	X
2. Deliver the action plan to address the rise of obesity in Cumbria. 🧐	X	X	X	X	X	X	X	X	X	X	X	X
3. Service Modernisation CCC			X	X	X	X	X	X	X	X	X	X
4. Produce & deliver an Alcohol Strategy for Cumbria which commits all partners to actions which will reduce the harm caused by alcohol.	X	X	X	X	X	X	X	X				
5. Work to increase the number of people from BME groups who receive assessments and services to bring figures in line with the general population	X	X	X	X	X	X	X	X				

**Outcome**  
**Improved quality of life for older people and people with a disability**  CCC G

Performance Indicators	Targets				
	PI ref	Baseline Data and Year	07/08	08/09	09/10
Increase the number of older people unable to access mainstream library services who receive library services at home (Including people residential and nursing home care). 	HCOP 4.2b	799 (Partial estimate for 2005/6)	839	879	919
Increase the number of adults with mental health problems receiving direct payments. CCC	Local Indicator	No baseline set	No interim targets set	50	
Reduce the weeks waiting time for major adaptations from assessments to work beginning from 44 to 29 weeks 	HCOP 3.1b	44 weeks (2005/6)	42 39 (stretched)	42 34 (stretched)	42 29 (stretched)
Increase the number of Supporting People service users who are supported to establish and maintain independent living aged 16 and over - as measured by the DCLG performance indicator	LAA HCOP 3.3a	4136 (2005/6)	4136 4260 (stretched)	4136 4388 (stretched)	4136 4520 (stretched)
Percentage of adults and older people receiving a statement of their needs and how they will be met	PAF D39	71.60% (2005/6)	100%	100%	100%
Adults and older people receiving a review as percentage of those receiving a service	PAF D40	51.09 (2005/6)	83%	90%	90%

Activities	Target Delivery Date (Year/Quarter)											
	07/08				08/09				09/10			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Deliver the Supporting People Action Plan to respond to the Audit Commission Inspection report CCC ☑ <ul style="list-style-type: none"> <li>Establish targets for all performance indicators and review on an annual basis</li> </ul>	X	X	X	X								
2. Improve access to key public services for those who have access problems through improved transport and service mobility CCC 😊👤			X									
3. Prepare for and respond to the CSCI Inspection of Learning Disabilities Services <ul style="list-style-type: none"> <li>Plan for the learning disabilities inspection</li> <li>Produce an action plan to respond to the findings of the inspection</li> <li>Complete the delivery of the action plan following the inspection</li> </ul>	X	X										
4. Deliver the modernisation of the Cumbria Care Service <ul style="list-style-type: none"> <li>Produce a plan to improve the residential care service</li> <li>Specialisation of Home Care service</li> </ul>	X	X	X	X					X	X	X	X
5. Work to change public perceptions of age <ul style="list-style-type: none"> <li>Celebrating Age Conference</li> </ul>	X	X										

**Outcome**  
**Increased well-being through more choice and control**  **CCC**  
**G**


Performance Indicators			Targets		
	PI Ref	Baseline Data and Year	07/08	08/09	09/10
Increase the number of telecare packages (excluding community alarms). 	LAA HCOP 3.1a	55 (2005/6)	200	300	400
Increase the number of older people per 1000 population aged 65 or over helped to live in their own home and communities	PAF C32	78.87 (2005/6)	85	90	90
Increase the number of adults and older people receiving direct payment per 100000 population aged 18 and over. 	HCOP 3.1c PAF C51 BVPI 201	316 ( April – October 2006)	750	875	1000
Increase the number of adults and older people who are eligible for support to live their daily lives, to have that support via a personal budget (Through the “Total Transformation” Pilot)	Local	No baseline set	No interim target set	50% of Service Users	



# Improving the life chances and well-being of children and young people

Lead Cabinet Member – Phillip Chappelhow


Lead Director: Corporate Director – Children’s Services, Moira Swann



**Outcome**  
**Improved outcomes for children and young people through coordination and targeting early intervention services**  
 CCC G 

Performance Indicators			Targets		
	PI Ref	Baseline Data and Year	07/08	08/09	09/10
There is good progress against key targets in the 5 outcome areas for Children and Young People	Local (Traffic light)	Basket of indicators is still being developed	Green	Green	Green
Proportionately less of the Service budget is spent on Tier3 & Tier 4 services and more on Tier 1 & Tier 2	Local (Traffic light)	Basket of indicators is still being developed	Green	Green	Green


Activities	Target Delivery Date (Year/Quarter)											
	07/08				08/09				09/10			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Build the capacity of schools and services to intervene early and prevent children progressing to acute services			X				X				X	
2. Develop and implement the preventative framework. Project Milestones TBC CCC			X		X		X					
3. Carry out service reviews to ensure that targeted services are meeting the needs of children and young people (family support, children looked after, behaviour support, youth provision, SEN and CwD). CCC		X	X			X	X			X	X	


4. Develop the integrated Behaviour Strategy		X			
5. Ensure that procedures are implemented to monitor the impact of the Children and Young People's Partnership	X	X	X	X	X
6. Improve the range of residential respite care services for children and young people with learning difficulties and and/or disabilities		X	X	X	X

**Outcome**  
**Children leading a healthier life CCC G  \***


Performance Indicators		Baseline Data and Year	Targets		
	PI Ref		07/08	08/09	09/10
Increase the percentage of Parent Support Advisor targeted selected schools achieving the healthy schools standard	LAA CYP 1.1c	10% (2006)	40%	70%	100%
Increase the percentage of 5-16 year olds who participate in 2 hours of P.E. / Sport per week.  CCC	LAA CYP 2.1a CPA C16	70% (2005/6)	78%	85%	90%
Increase the percentage of children looked after accessing health assessments and dental checks. 	LAA CYP 1.2d  PAF C19  APA 1037 CS	81.9% (2006)	90%	92%	94%


Activities	Target Delivery Date (Year/Quarter)											
	07/08				08/09				09/10			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Highlight specific initiatives to develop more facilities for young children – including play areas & playgrounds 😊	X	X	X	X	X	X	X	X	X	X	X	X



2. Highlight specific initiatives to develop more activities for teenagers 😊	X X X X	X X X X	X X X X
3. Work with Partners to develop more facilities for young children – including play areas and playgrounds 😊		X	X
4. Work with partners to develop more activities for teenagers 😊	X		
5. Survey the quality and uptake of school meals and report to scrutiny committee	X	X	X
6. Support for children to make more informed choices about contraception, drugs & alcohol 	X X X	X X	X X X
7. Enable more children and young people, particularly the most vulnerable to take part in leisure and recreational provision by working more closely with parents and carers to remove barriers to participation <input checked="" type="checkbox"/> *		X	
8. Reduce health inequalities through the healthy schools programme	X X	X	X X

**Outcome**  
**Children staying safe CCC G **


Performance Indicators			Targets		
	PI Ref	Baseline Data and Year	07/08	08/09	09/10
Number of Looked After Children adopted during the year as a percentage of those looked after for 6 months or more	PAF C23 BV163 APA 2059CS	12.1% (2005/6)	12%	12%	12%
Percentage of Child Protection cases that should have been reviewed that were reviewed	PAF C20 BV 162 APA 2034CS	99.0% (2005/6)	100%	100%	100%
Number of Looked After Children with three or more placements during the year	PAF A1 BV49 APA 2043CS	16.25% (2005/6)	13%	12%	11%
improving the timeliness of social care – <ul style="list-style-type: none"> <li>• Initial assessments</li> <li>• Core assessments</li> </ul>	LAA CYP 4.1a & b PAF C64 APA 2022CS	53% (2006) 60% (2006)	80% 75%	85% 80%	90% 85%

Activities	Target Delivery Date (Year/Quarter)											
	07/08				08/09				09/10			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Work more closely with partners to strengthen safeguarding arrangements	X			X								
2. Develop an integrated approach to assessment procedures within the authority by 2008 CCC					X							
3. Improve access to support for children at risk of social exclusion & in most disadvantaged areas  X				X		X						

**Outcome**  
**All children enjoying life and achieving in education, training and recreation CCC G **


Performance Indicators		Targets			
	PI Ref	Baseline Data and Year	07/08	08/09	09/10
<p>Ensure that learners benefit from improved education provision by raising value added scores CCC</p> <ul style="list-style-type: none"> <li>• Value Added KS1 to KS2</li> <li>• Value Added KS2- KS3</li> <li>• Value Added KS2 to GCSE or equivalent</li> <li>• Value Added KS3 to GCSE or Equivalent</li> </ul>	<p>APA</p> <p>3008OF</p> <p>3012CS</p> <p>3017OF</p> <p>3018OF</p>	<p>Baselines to be set</p>	TBC	TBC	TBC
<p>Reduce the percentage of Children Looked After for at least 12 months who missed 25 days of schooling </p>	<p>LAA CYP 2.2C</p> <p>PAF C24</p> <p>JAR 3074CS</p>	<p>17.5% (2005/6)</p>	9%	8%	To be set
<p>Increase the overall educational achievement of children &amp; young people looked after.  CCC</p> <p>Percentage of young people leaving care with 1 GCSE A*-G or equivalent</p> <p>Percentage of young people leaving care with 5 GCSEs A*-C or equivalent</p>	<p>LAA CYP 2.2a &amp; 2.2b</p> <p>PAF A2 BVPI 50</p> <p>APA 3072 CS</p> <p>3073CS</p>	<p>58% (2005/6)</p> <p>22.8% (2005/6)</p>	<p>64%</p> <p>28%</p>	<p>66%</p> <p>30.6%</p>	<p>To be set / 71%</p> <p>To be set / 22%</p>
<p>Increase the percentage of pupils that achieve 5 GCSE A*-C in each area of Cumbria (includes Barrow and west Cumbria</p>	<p>BVPI 38</p>	<p>57.1% (2005/6)</p>	TBC for each area	TBC for each area	TBC for each area

Activities	Target Delivery Date (Year/Quarter)											
	07/08				08/09				09/10			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Minimise underachievement, especially boys	X	X			X	X			X	X		
2. Improve the quality of strategic engagement with schools and other providers	X			X	X			X	X			X

**Outcome**  
**Children able to make a positive contribution to society and their community CCC G **

Performance Indicators		Baseline Data and Year	Targets		
	PI Ref		07/08	08/09	09/10
Reduce the number of children subject to fixed term exclusions. CCC	LAA CYP 2.4a	94.7%	TBC	TBC	TBC
<ul style="list-style-type: none"> <li>Percentage FTE in primary schools</li> <li>Percentage FTE in secondary schools</li> </ul>		92.5%			
Increase the number of schools judged by OFSTED to be encouraging children and young people to engage in their communities	Local	Baseline to be set		100%	
Reduce the number of year on year entrants to the youth justice system	LAA SSC 1.1f	1189 (2005/6)	1153	1130	1088

Activities	Target Delivery Date (Year/Quarter)											
	07/08				08/09				09/10			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Delivery strategy to support LAA stretch target. Action plan and milestones	X	X	X	X				X				
2. Improve the responsiveness of services to the needs children and young people from BME communities	X	X	X	X			X	X			X	X
3. Extend support for young carers	X	X	X	X		X						X

**Outcome**  
**Improved economic wellbeing of children, young people and their families CCC G **

Performance Indicators		Baseline Data and Year	Targets		
	PI Ref		07/08	08/09	09/10
Children Looked After moving into higher Education		Baseline to be set	TBC	TBC	TBC
Increase the number of OFSTED registered childcare places. CCC		Baseline to be set	-	-	12,500
There is good progress against key targets in the 5 Outcome areas	Local (Traffic light)	Basket of indicators is still being developed	Green	Green	Green

Activities	Target Delivery Date (Year/Quarter)											
	07/08				08/09				09/10			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1.Children looked after achieve optimum life chances			X		X	X			X	X		
2. Improve Access to Local Services	X	X		X	X	X	X		X	X		X
3. Develop integrated youth provision			X		X	X	X		X	X		X

**Outcome**  
**Experiences of children, young people and carers shape the services that are delivered to them G CCC**

Performance Indicators		Baseline Data and Year	Targets		
	PI Ref		07/08	08/09	09/10
Ensure all council Children's services achieve the Hear By Right standards by 2010. CCC	Local	Baseline to be set	TBC	TBC	100%
Increase the percentage of Looked After children & young people participating in their own reviews	LAA CYP 5.1e  PAF C63	54% (2005/6)	90%	95%	100%

Activities	Target Delivery Date (Year/Quarter)											
	07/08				08/09				09/10			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Put in place children trust arrangements. CCC	X	X	X	X	X	X	X	X	X	X	X	X
2. Continue to develop the integrated children services directorate at both a strategic and operational level. CCC	X	X	X	X	X	X	X	X	X	X	X	X
3. Provide strategic leadership to all partners to help improve and strengthen the local planning and delivery of services for children, young people and their families. CCC	X	X	X	X	X	X	X	X	X	X	X	X
4. Continue to deliver the action plan following the inspection of youth services; specifically the recommendation to Implement consistent and rigorous quality assurance process.	X	X	X	X	X	X	X	X	X	X	X	X
5. Increase the participation of vulnerable children and young people, and in particular looked after children, in reviews that plan for their future	X	X	X	X	X	X	X	X	X	X	X	X

6. Increase the involvement of children and young people in the future planning for the development of Children's Services	X X X X	X X	X X
7. Implement JAR action plan and respond to specific recommendations with partners	X X X X	X X X X	X X X X

**Key:**

🗺️=Local Area Agreement/Cumbria Community Strategy

✳️=CPA Corporate Assessment

CCC=Cumbria County Council priorities

G=National Government policy


☑️=Inspection reports






😊=Public opinion


# Creating Safe and Secure Communities

Lead Cabinet Member – Elizabeth Barraclough

Lead Director: Corporate Director – Public Protection, Bernard Dolan

**Outcome**  
**Reduced crime and fear of crime** 

Performance Indicators		Baseline Data and Year	Targets		
	PI Ref		07/08	08/09	09/10
Reduce the percentage of repeat victims of domestic violence. 	LAA SSC 4.1d	37.4% (2005/6)	36.6%	35.8%	35.0% 32% (stretched)
Increase the number of domestic violence incidents reported annually to the police 	LAA SSC 4.1a	3900 (2005/6)	3,998	4,096	4,194 4485 (stretched)
Increase the percentage of domestic violence incidents where an arrest was made relating to the incident 	LAA SSC 4.1b	29.2% (2005/6)	30%	31%	32%
Increase the percentage of convictions for domestic violence related offences 	LAA SSC 4.1c	61.7% (2005/6)	62%	62.5%	63% 65% (stretched)
Reduce levels of overall British Crime Survey comparator recorded crime by 15% between 2004/5 and 2007/8. CCC 	LAA SSC 1.1a	24201 (2003/04)	20,328 offences	To be set when new PSA targets confirmed	To be set when new PSA targets confirmed

Activities	Target Delivery Date (Year/Quarter)											
	07/08				08/09				09/10			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Play a full role in Crime & Disorder Reduction Partnerships. <ul style="list-style-type: none"> <li>Ensure that a Cumbria wide fear of crime strategy is produced  CCC</li> </ul>	XXXX				XXXX				XXXX			
2. Further embed the Council's approach to considering and incorporating crime reduction in all its activities. CCC	XXXX				XXXX				XXXX			
3. Deliver improvement plan in response to CPA inspection.	XXXX				XXXX				XXXX			
4. Provide financial support to co-ordinate domestic violence activity across Cumbria.	XXXX				XXXX				XXXX			





**Outcome**  
**Reduced harm caused by illegal drugs and alcohol misuse**




Performance Indicators			Targets		
	PI Ref	Baseline Data and Year	07/08	08/09	09/10
Reduce the percentage of respondents who perceive high levels of drug use and dealing in their area.	LAA SSC 3.1m	28% (2005/6)	25%	24%	23%



Activities	Target Delivery Date (Year/Quarter)											
	07/08				08/09				09/10			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Play a full role in Cumbria Drug and Alcohol Action Team and monitor this outcome via the Safer and Stronger Communities Thematic Partnership.												

**Outcome**  
**Build respect and reduce anti-social behaviour** 

Performance Indicators		Baseline Data and Year	Targets		
	PI Ref		07/08	08/09	09/10
Reduce the perception of high levels of anti social behaviour. 	LAA SSC 5.1d	19% (BVGUSS 2006)	18%	17%	15%
Increase the percentage of people who feel informed about what is being done to tackle anti – social behaviour in their area. 	LAA SSC 5.1a	21% (BVGUSS 2006)	22%	24%	26%
Decrease the percentage of people who feel that parents do not take responsibility for the behaviour of their children 	LAA SSC 5.1b	52% (BVGUSS 2006)	50%	49%	48%
Decrease the percentage of people who feel that people not treating them with respect and consideration is a fairly/big problem on their local area 	LAA SSC 5.1c	38% (BVGUSS 2006)	35%	33%	30%



Activities	Target Delivery Date (Year/Quarter)											
	07/08				08/09				09/10			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Play a full role in Crime & Disorder Reduction Partnerships.  CCC	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX
2. Deliver Young Firefighter schemes across the county to improve citizenship skills of young people.	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX	XXXX


**Outcome**  
**Increase domestic fire safety and reduce arson **

Performance Indicators			Targets		
	PI Ref	Baseline Data and Year	07/08	08/09	09/10
Reduce the rate of fire related deaths and injuries per 100,000 population. (Actual numbers in brackets).  CCC	LAA SSC 8.1A	170 people (2006/7)	6.6 (33)	5.57 (28)	4.55 (23)
			6.4 (32) (stretched)	4.97 (25) (stretched)	3.96 (20) (stretched)
Reduce the rate of deliberate fires per 10,000 population. (Actual numbers in brackets) 	BVPI 206	47.94 (2005/6)	38.29 (1904)	37.88 (1883)	37.46 (1863)

Activities	Target Delivery Date (Year/Quarter)											
	07/08				08/09				09/10			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Carry out action plans and service development following inspections and assessments	XXXX				XXXX				XXXX			
2. Carry out Home Safety Checks and fit free smoke alarms to homes across the county.	XXXX				XXXX				XXXX			

**Outcome**  
**Improve road safety**  CCC

Performance Indicators		Baseline Data and Year	Targets		
	PI Ref		07/08	08/09	09/10
Reduce the number of killed and seriously injured on Cumbria's roads as a result of traffic collisions.  CCC	LAA SSC 9.1a BV99 a(i)	434 (2005)	379	362	345
Maintain the number of people aged between 16 & 20 killed or seriously injured on Cumbria's roads to an average of no higher than 89 over the 3 year period	LAA SSC 9.1b	89 (5 year average based on calendar years 2001-2005)	89	89	89
Stretch Target to reduce the numbers to an average of 83 by the end of the period 2007-2009 			83	83	83

Activities	Target Delivery Date (Year/Quarter)											
	07/08				08/09				09/10			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Play a full role in Cumbria Road Safety Partnership. 	XXXX				XXXX				XXXX			
2. Deliver Road Awareness Training (RAT) courses to young people across the county.	XXXX				XXXX				XXXX			
3. Deliver Pass Plus courses for newly qualified drivers	XXXX				XXXX				XXXX			

**Outcome**  
**Improve consumer and business confidence in Trading Standards CCC**

Performance Indicators		Baseline Data and Year	Targets		
	PI Ref		07/08	08/09	09/10
Consumer satisfaction levels	CPA E30	91.6% (BVGUSS 2006)	85%	90%	90%
Business satisfaction levels	CPA E31	91.3% (BVGUSS 2006)	90%	92%	93%

Activities	Target Delivery Date (Year/Quarter)											
	07/08				08/09				09/10			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Develop & implement consumer education programme												
▪ Develop programme	X	X										
▪ Implementation			X	X	X	X	X	X				
▪ Review & maintain/develop									X	X	X	X
1. Develop & implement business communications & consultation package												
▪ Research & design communications & consultation programme				X								
▪ Roll-out implementation of programme					X	X	X	X	X	X		

**Key:**

- 🗺️=Local Area Agreement/Cumbria Community Strategy    ☑️=Inspection reports
- \*=CPA Corporate Assessment    😊=Public opinion
- CCC=Cumbria County Council priorities
- G=National Government policy




# Creating and protecting a high quality environment for all

Lead Cabinet Members – Jack Richardson & Ian Stewart

Lead Directors: Corporate Director – Client Services, Clive Pickering,

Corporate Director – Economy, Culture and Environment, Ralph Howard

## Outcome Less household waste going to landfill sites \* CCC

Performance Indicators		Baseline Data and Year	Targets		
	PI Ref		07/08	08/09	09/10
Reduce the percentage of municipal waste landfilled.  CCC *	SSC 11.1a	71% (2006/7 projection)	67%	63%	60%
Increase the percentage of municipal waste recycled and composted  CCC *	LAA SSC 11.1b CPA E6 (BV82 ai & 82bi)	29.2% (2006/7 projection )	31.2%	33.6%	34.6%
			33% (LAA stretched) 36% (CCC Internal)	37% (LAA stretched) 42% (CCC Internal)	40% ( LAA stretched) 48% (CCC Internal)
Decrease the kilograms of household waste collected per head of population.  CCC *	LAA SSC 11.1c BVPI 84a	618 (2006/7 projection)	606	600	594

Activities	Target Delivery Date (Year/Quarter)												
	07/08				08/09				09/10				
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
1. Implement the waste management policy framework			X	X	X	X	X	X	X	X	X	X	
2. Implement public awareness programme to reduce, reuse and recycle	X	X	X	X	X	X	X	X	X	X	X	X	
3. Remove commercial waste from domestic stream. CCC	X	X	X	X	X	X	X	X					
4. Establish commercial strategic waste partnership			X	X	X	X	X	X					
5. Strategic waste partner to take over management of civic amenity sites					X	X	X	X					
6. Develop energy from waste initiatives/infrastructure. CCC									X	X	X	X	
7. Identify 2 sites and start to develop integrated waste management facilities. CCC	X	X	X	X	X	X	X	X	X	X	X	X	
8. Increase the number of inspections of mineral and waste sites to ensure that all sites are visited between 1 & 4 times per year (Council Plan outcome impact less on the environment)		X	X	X	X								

**Outcome**  
**More joined up transport CCC**

Performance Indicators			Targets		
	PI Ref	Baseline Data and Year	07/08	08/09	09/10
Increase the number of Community Travel Plans by 14 each year. CCC	Local	Estimated 11 in 2006/7	14	14	14
Achieve 98% of the winter maintenance treatment times each year. CCC	Local	2006/7 to date 100%	98%	98%	98%

Activities	Target Delivery Date (Year/Quarter)											
	07/08				08/09				09/10			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Develop the Carlisle Northern Development Route. CCC							X	X	X	X	X	X
2. Respond to local weather and road conditions within 2 hours of notification	X	X	X	X	X	X	X	X	X	X	X	X

**Outcome  
A Greener Council. G CCC**

Performance Indicators			Targets		
	PI Ref	Baseline Data and Year	07/08	08/09	09/10
Reduce the amount of waste produced by the council each year. CCC	Local	No baseline set	5%	5%	5%
Recycle 25% of the council's waste that can be recycled by 2008. CCC	Local	No baseline set		25%	
Reduce the amount of energy used in council property by 6% by 2009. CCC	LP05 04	2% (2005/6)		6%	
Ensure that a minimum of 30 Council buildings are implementing programmes to reduce their use of resources	Local	No baseline set	30		
Develop video conferencing to support at least 50 meetings in 2007/8	Local	No baseline set	50		

Activities	Target Delivery Date (Year/Quarter)											
	07/08				08/09				09/10			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Implement the "Action at Work" Programme	X	X	X	X	X	X	X	X	X	X	X	X
2. Agree a Climate Change Strategy for Cumbria through the CSP	X	X	X									

**Outcome**  
**Improved Access to the Countryside. 🌳 CCC**

Performance Indicators		Baseline Data and Year	Targets		
	PI Ref		07/08	08/09	09/10
Increase the total length of public rights of way which are easy to use by members of the public 🌳	LAA EDE 4.3a  CPA C1  BVPI 178	54.0% (2005/6)	59.8%	61.8%	63.8%

Activities	Target Delivery Date (Year/Quarter)											
	07/08				08/09				09/10			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Implementation of PROW enforcement policy	X											
2. Expansion of parish path programme (up to 20 parishes involved)		X										
3. Recruitment of new programme volunteers (countryside access)		X										

**Key:**

- 🌳=Local Area Agreement/Cumbria Community Strategy    ☑=Inspection reports  
 \* =CPA Corporate Assessment    ☺=Public opinion  
 CCC=Cumbria County Council priorities  
 G=National Government policy

# Improving Council Services


Lead Cabinet Members – Tim Stoddard, Joan Stocker, Ian Stewart & Elizabeth Mallinson





Lead Director: Corporate Director – Strategy and Performance,  
Anthony Gardner

**Outcome**  
**A council recognised as demonstrating community leadership \* CCC G**

Performance Indicators			Targets		
	PI ref	Baseline Data and Year	07/08	08/09	09/10
% of outcomes in LAA with improvement from baseline year. (To be developed once LAA content agreed)		Baseline to be developed			

Activities	Target Delivery Date (Year/Quarter)											
	07/08				08/09				09/10			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Deliver the outcomes and targets in 'Sustainable Cumbria' – Cumbria Community Strategy. * G	X	X	X		X	X	X	X	X	X	X	X
2. Lead the delivery of the outcomes of the Cumbrian local area agreement with partners. CCC G *		X	X	X	X	X	X	X	X	X	X	X
3. Refresh the Cumbria LAA in line with the changes proposed in the Local Government White Paper			X	X								
4. Respond to the Local Government White Paper by developing either a Unitary Council or Enhanced working arrangements with district councils			X	X	X	X	X	X				
5. Develop integrated performance management systems for partnership and locality working. * CCC G			X									
6. Produce and implement 6 locality plans with clearly defined outcomes that identify how the council will help improve the quality of life in local communities CCC G			X				X				X	
7. Prepare the Council and Locality for the Comprehensive Area Agreement	X	X	X	X	X	X	X	X				
8. Contribute to place shaping activities for the whole county and particularly: <ul style="list-style-type: none"> <li>• West Cumbria Masterplan</li> <li>• Carlisle Renaissance</li> <li>• Barrow Masterplan</li> </ul>	X	X	X	X	X	X	X	X	X	X	X	X

**Outcome**  
**Local people have a greater choice and influence over local decision-making**  **CCC G**

Performance Indicators		Baseline Data and Year	Targets		
	PI Ref		07/08	08/09	09/10
The percentage of residents who strongly agree or agree that by working together, people in my neighbourhood can influence decision that affect their neighbourhood as measured by the Cumbria Quality of Life Survey ( QoL 2006)	LAA SSC 6.1a	51% (QoL Survey 2006)	51%  53% (stretched)	51%  55% (stretched)	51%  57% (stretched)
Increase the percentage of residents that are satisfied with how the council runs things. CCC	BVPI 3	45% (BVGUSS 2006)	49%	53%	57%
Increase the number of people recorded as or reporting that they have engaged in formal volunteering on an average of at least two hours per week over the past year (Quality of Life 2006 Survey) 	LAA SSC 6.1d	22% (Quality of Life 2006 Survey)	25%	27%	29%
Increase in the value of public services delivered by the Parish and the Third Sector. 	LAA SSC 6.1e	£23,951,538.00 (2004/5)	£24,670.084	£25,410.186	£26,172.491
Increase in the number of communities developing or implementing community or parish plans. 	LAA SSC 6.1f	71 (2006)	75	79	85
Increase in the number of Quality Parishes.  NB CALC are the lead partner for this indicator in the LAA – not CCC	LAA SSC 6.1g	7 (2006)	17	28	40
The percentage of the public who feel that the information in your Cumbria is useful (2006 Annual Citizens Panel Survey)	Local	64% (2006 survey)	68%	72%	75%

Activities	Target Delivery Date (Year/Quarter)											
	07/08				08/09				09/10			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Support 1000 community groups to find funding which increases their ability to provide local services	X	X	X	X	X	X	X	X	X	X	X	X
2. Identify those third sector organisations with the greatest potential to help us meet LAA outcomes and channel financial support accordingly				X				X				X
3. "Community Call for Action" – put in place arrangements which ensures public services respond to identified local need	X	X	X	X	X	X	X	X	X	X	X	X
4. Develop more local working arrangements with partners to deliver the concepts underpinning the Unitary Council bid				X				X				X

**Outcome**  
**Equality for all groups in Cumbria G CCC  X**

Performance Indicators			Targets		
	PI Ref	Baseline Data and Year	07/08	08/09	09/10
Achieve level 5 of the Equality Standard. <input checked="" type="checkbox"/>	BV2a	Level 1 (2005/6)	Level 3	Level 4	Level 5
Increase the percentage of people who feel that their local area is a place where people from different backgrounds get on well together (Quality of Life 2006 Survey)	LAA SSC 6.1c	48% (2006 Quality of Life Survey)	51%	53%	55%

Activities	Target Delivery Date (Year/Quarter)											
	07/08				08/09				09/10			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Support 5 rural communities to retain or develop rural services				X				X				X
2. Require all contractors to meet equality legislation. CCC			X		X	X	X	X	X	X	X	X
3. Commission financial advice for at least 1000 individuals who encounter debt problems	X	X	X	X	X	X	X	X	X	X	X	X
4. Commission the third sector to support hard to reach groups and individuals to influence decisions affecting their local area	X	X	X	X	X	X	X	X	X	X	X	X
5. All Services to monitor service uptake for equality and diversity	X	X	X									
All Heads of Service to receive 6 monthly reports from Cumbria Multi Cultural Service about the needs of migrant workers	X											
All contracts greater the £50000 to be monitored for compliance with equality and diversity					X							
All service units to have carried out an equalities impact assessment									X			
6. Implement an action plan covering	X	X	X	X								
<ul style="list-style-type: none"> <li>• an awareness raising campaign,</li> <li>• management and member development</li> <li>• improvements to the system of investigating complaints and supporting employees</li> </ul>												

**Outcome**  
**A council that focuses its services on customer needs and customer access CCC G**

Performance Indicators			Targets		
	PI Ref	Baseline Data and Year	07/08	08/09	09/10
Queries resolved at first point of contact. (Annual Survey from customer services/contact centre)	Local	Baseline to be developed	70%	72%	74%
Satisfaction with complaints handling (annual satisfaction survey from customer services)	Local	Baseline to be developed	70%	72%	74%
How easy was it to find the right person to deal with (BVGUSS )	Local	69% Very or fairly satisfied (rounded to nearest whole %)	72%	83%	94%
Satisfaction with information provision (BVGUSS)	Local	43% very or fairly well informed (rounded to nearest whole %)	46%	53%	60%

Activities	Target Delivery Date (Year/Quarter)												
	07/08				08/09				09/10				
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
1. Organise 250 local public events including (neighbourhood forums) to give individuals and groups opportunity to influence public services				X				X				X	
2. Deliver phase 1 of the customer contact centre Deliver Phase 2 of the customer contact centre Deliver Phase 3 of the customer contact centre	X												
			X	X	X								
3. Customer service training	X	X	X	X	X	X	X	X	X	X	X	X	
4. Refresh and deliver the revised communications strategy and action plan	X												

**Outcome**  
**Evidence based decision making – better understanding of local needs CCC G \***

Performance Indicators			Targets		
	PI Ref	Baseline Data and Year	07/08	08/09	09/10
% of basket of PIs representing local priorities that are improving or sustained year on year * CCC	Local	Baseline to be developed	77%	79%	81%
Corporate Information and Intelligence queries responded to in 5 working days * CCC	Local	Baseline to be developed	✓	✓	✓

Activities	Target Delivery Date (Year/Quarter)											
	07/08				08/09				09/10			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Improve the shared understanding of community needs and resources based on improved information systems held by CCC and partners . * CCC	X	X	X									
2. Provide evidence to show community grants decisions meet identified local needs				X				X				X
3. Ensure Scrutiny Panels consistently receive and review resource and performance reports	X	X	X	X	X	X	X	X	X	X	X	X

**Outcome**  
**A council delivering efficiency, value for money and continuous improvement**  
**CCC G \***

Performance Indicators			Targets		
	PI Ref	Baseline Data and Year	07/08	08/09	09/10
Achieve annual efficiency savings. G CCC	LP05 701	2.5% (2005/6 estimate)	2.5%	3.0%	3.0%
Achieve efficiency savings forecast in the ICT business cases for transformational change - Targets will follow scheduling of business case efficiencies	Local	No baseline set	£1.0 m	£2.0m	Target to be agreed
Payment of invoices within 30 days	BVPI 8	80.59% (2005/6)	86%	90%	92%
Achieve extra procurement savings. CCC	Local	No baseline set	1.6m	1.0m	Target to be agreed
% of BVPIs (excl fire) in the top quartile		14% (Audited 2005/6)	22%	24%	27%
% of BVPIs (excl fire) above national average	Local	39% (Audited 2005/06)	50%	55%	60%

Activities	Target Delivery Date (Year/Quarter)											
	07/08				08/09				09/10			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4

1. Achieve improved use of resources scores (detailed action plan and progress reported to Finance & Central Services Management Team)	X	X	X	X	X	X	X	X	X	X	X	X
2. For 2007/8 Secure improvement in financial standing and financial reporting elements	X	X	X	X								
<ul style="list-style-type: none"> <li>Income and debt recovery targets set and effective monitoring and evaluation arrangements in place</li> </ul>	X											
<ul style="list-style-type: none"> <li>Delivery of 2006/7 accounts with no material error and improved summary information</li> </ul>	X	X										

Activities	Target Delivery Date (Year/Quarter)											
	07/08				08/09				09/10			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
3. Secure further improvements in inspection judgements including a positive direction of travel	X	X	X	X	X	X	X	X				
4. Ensure the Council approach to project management is consistently applied to major projects	X	X	X	X	X	X	X	X	X	X	X	X
5. Improve internal control assessment through embedding risk management arrangements: <ul style="list-style-type: none"> <li>• Risk refresh for 2007/8</li> <li>• Implementation of risk management via performance plus</li> <li>• Effective monitoring of risk management through quarterly reporting to Corporate Performance Group &amp; Corporate Management team</li> </ul>	X											
	X	X	X	X	X	X	X	X	X	X	X	X
6. Progress medium term actions to secure scores of 3 in the 2008 Use of Resources Judgement for:  Financial Management Ensure the medium term financial strategy more effectively links with other agencies and draws more effective links between revenue and capital  Value for Money Ensure a consistent and robust approach to reviewing high cost, low performing services  Further develop the combining of service and financial performance												
	X	X	X	X	X	X	X	X				
	X	X	X	X	X	X	X	X				

Activities	Target Delivery Date (Year/Quarter)									
	07/08				08/09		09/10			
	Q1	Q2	Q3	Q4			Q1	Q2	Q3	Q4

7. Implement plan to improve governance of accountable body arrangements to manage engagement in complex partnerships	X	X	X	X	X	X	X	X	X	X
8. Install and Implement new Financial management ICT system (e5). CCC										
• Installation	X	X	X							
• Implementation				X	X	X	X	X	X	X
9. Ensure directorate spend comes in at +/- 1% of forecast budget	X	X	X	X	X	X	X	X	X	X
10. Implementation of HR/ICT system funding dependent	X	X	X		X	X	X	X		
11. Respond to the areas highlighted by the Audit Commission Data Quality Review and ensure that performance indicator information is fairly stated to ensure a score of 3 for data quality										
• Implement and embed a Council wide data quality policy	X	X	X	X	X	X	X	X	X	X
• Address the specific issues raised about certain individual performance indicators	X	X								

Activities	Target Delivery Date (Year/Quarter)											
	07/08				08/09				09/10			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
12. Improve procurement of goods and services <ul style="list-style-type: none"> <li>Establish a shared procurement service with district councils</li> <li>Develop and implement a shared electronic marketplace with district councils</li> <li>Design the e-procurement module of the e5 finance system</li> </ul>	X	X	X	X								
13. Complete and action internal property review. CCC	X	X										
14. Implement shared services property rationalisation. CCC			X	X	X	X	X	X	X	X	X	X
15. Implement the approved ICT program and realise agreed benefits and savingsCCC	X	X	X	X	X	X	X	X	X	X	X	X

**Outcome**  
**HR arrangements and an HR function that enable people to achieve CCC**

<b>Performance Indicators</b>		<b>Baseline Data and Year</b>	<b>Targets</b>		
	<b>PI Ref</b>		<b>07/08</b>	<b>08/09</b>	<b>09/10</b>
Percentage of staff who report that they are satisfied with their present job (Staff satisfaction survey 2005)	Local	64% (Staff satisfaction Survey 2005)	68%	No Survey	72%
Increase the percentage of staff who say they feel valued from 41% in 2005. CCC (Staff satisfaction survey 2005)	Local	41% (Staff satisfaction Survey 2005)	50%	No Survey	60%
Increase the percentage of staff saying that they understand Corporate Aims CCC (Staff satisfaction survey 2005)	Local	56% (Staff satisfaction Survey 2005)	70%	No Survey	75%

Activities	Target Delivery Date (Year/Quarter)											
	07/08				08/09				09/10			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Further Strengthen Strategic HR Management Arrangements	X	X	X									
2. Review develop and embed HR policies and appropriate support for their implementation*CCC	X	X	X	X	X	X	X	X	X	X	X	X
3. Job evaluation and single status • complete pay and grading review CCC • Phase 2 Evaluations (schools) • Implement revised payline and terns & conditions CCC	X											
4. Deliver an Organisational Learning and Development Plan for staff and councillors	X	X	X	X	X	X	X	X	X	X	X	X
5. Achieve the North West Charter for Member Development	X	X	X									
6. Review Corporate and Directorate Workforce Development Plans.  Revise/refresh Corporate and Directorate Workforce Development plans	X											
7. Refresh the People Strategy with SMART performance indicators and targets	X	X	X	X								
8. Rollout the Cumbria Manager Development Framework	X	X	X	X	X	X	X	X	X	X	X	X
9. Undertake Staff Survey			X								X	

**Key:**

🗺️=Local Area Agreement/Cumbria Community Strategy

\*=CPA Corporate Assessment

CCC=Cumbria County Council priorities

G=National Government policy

☑️=Inspection reports

☺️=Public opinion

X=Cross cutting

# Text for Back Cover

You can get copies of the Council Plan 2007-10 from our website

[www.cumbria.gov.uk/council/strategies/corporate.asp](http://www.cumbria.gov.uk/council/strategies/corporate.asp)

Alternatively contact the Policy & Performance team by contacting Alison Wilson on 01228 606510 or e-mail [policy@cumbriacc.gov.uk](mailto:policy@cumbriacc.gov.uk). We will provide all documents in alternative formats or languages if you ask us.