

DRAFT Adult and Cultural Services Directorate Service Plan - ACTIONS
2010/11 Targets and Milestones

Number	Balanced Scorecard	Key Objective	White Paper Outcome	Council Plan Ref	Key Task	DMT Lead Officer	Team Plan	Q1	Q2	Q3	Q4	2010/11 Target	2011/12 Target	Monitoring Arrangements	Workforce Planning (See Appendix B)	Equality Impact Assessment Y/N (See Appendix F)	NIS and service standards (see Appendix E)	Partners (See Appendix NN)	Risk Reference (See Appendix A)					
1	Customers	Deliver more effective services 'Closer to Home' in partnership with NHS Cumbria to increase the number of social care clients helped to live independently and safely at home	Improve quality of life, Personal dignity and respect	Healthier: People lead healthy and independent lives Safer: People are safe from harm Better: People have confidence that their council delivers effective and efficient services that provide value for money. People find council services easy to use	Continue to develop and support Telecare and Assistive Technology	Head of Service - Older Adults and Performance	Peter Woodhouse	Implement "Just Checking" pilot of stand alone assistive technology to support diversion from residential care.	Achieve draft plan for development of response service in South Cumbria.		Evaluation of effectiveness of "Just Checking" pilot.	303		IMT	Y	Y	NI 136, NI 139	Not on register						
					Increase housing support services and support service users who have moved on in a planned way	Head of Service - Disability	Paul Latimer										HCOP & SP Commissioning Body	N	N	NI 141 / NI 142				
					Provide more places in Extra Care Housing	Head of Service - Older Adults and Performance	Peter Woodhouse		Completion of Tender for on site care team for Holker Street ECH. Completion of Holker Street ECH development in Barrow to provide 28 units of ECH.		Completion of Tender for onsite care team for Low Meadow ECH scheme Carlisle.					28 new places giving 165 in total	40 new places giving 205 in total	DMT	N	Y		Barrow Borough Council and Accent Group/Carlisle City Council and Eden Housing Assoc		
					Reduce OT assessment waiting times and develop the role of trusted assessors	Head of Service - Disability	Nick Waterfield	Develop Trusted Assessor Role within third sector through CIL and PIPPS	Roll out new OT assessment tool on IAS and mobile working		Evaluate impact of improvements on N132					75% of Assessments within 28 days		IMT	Y	N	N132	Age Concern and Disability Associations		
					Improve service provision for people with sensory impairment	Head of Service - Disability	Nick Waterfield	Review SI Strategy in light of UK Vision Strategy	Set up Communicator/Guide scheme for DeafBlind people		Review Dual Sensory Loss Support Groups							SI Strategy Group, IMT	Y	N	NI 135	PCT, DeafVision, Societies for Blind		
					Implement the National Service Framework for Long Term Conditions.	Head of Service - Disability	Nick Waterfield											DMT	Y	N	NI 124			
					Develop integrated Reablement/Rehabilitation and Rapid Response Service	Head of Service - Older Adults and Performance	Peter Woodhouse	Develop new HAF agreement for integrated service	Define and agree service spec for reablement home care service	Develop IT and systems for assessment and integrated rehab/reablement plan	Develop and IT systems for performance data recording and reporting							IMT, JCG and partnership board	Y	Y	NI125	NHS Cumbria		
					Introduce Fair Access to Care for equipment	Head of Service - Disability	Nick Waterfield	Introduce FACS for equipment. Develop staff guidance and training			Evaluate impact of FACS for equipment							IMT			N132, N133	PCT, Hospitals		
					Expand access to equipment through working with a range of retailers and voluntary organisations (Transforming Community Equipment Services programme)	Head of Service - Disability	Nick Waterfield	Introduce TCES retail model starting in Carlisle	Roll out across county	Ramp down ICES stores	Evaluate impact of TCES					70% of equipment issued through		TCES Board	Y	Y	NI 136	PCT, Hospitals		
					Older Adults Day Care Review	Head of Service - Older Adults and Performance	Peter Woodhouse	Set up district working group to develop options	Present recommended options for each locality to IMT/DMT/Cabinet/Council	Potential formal public consultation depending on outcome of council decision	Develop Phase 1 implementation plans							IMT	Y					
Examine the potential of cultural services to assist delivery of this agenda	Head of Service - Culture	Jim Grisenthwaite	Investigate potential of accessing ACS clients through mobile delivery service	Formulate project plan and seek DMT endorsement to pursue throughout the Directorate. Develop monitoring arrangements.		Action plan implemented.							DMT	Y	Y									
2	Customers	Extend the use of person centred approaches and the number of social care clients receiving self-directed support	Increased choice and control	Healthier: People lead healthy and independent lives Better: People can have a say about decisions that affect them	Expand the use of Self Directed Support to all service users	Head of Service - Disability / Head of Service - Older Adults and Performance	Nick Thomas								Y	N	NI 132, ASC SS01							
					Develop the Council's role in market Facilitation	Head of Service - Older Adults and Performance	Peter Woodhouse	Develop provider forums	Consult on draft strategy	Agree final version of strategy	Approve and implement strategy													
					Deliver social care transformation through the social care reforms programme	Head of Service - Customer Support	Nick Thomas	Better for People' work to commence in Directorate		Implement results of 'Better for People' programme								DMT	N	N				
					Increase the number of carers assessments	Head of Service - Older Adults and Performance	Brenda Chambers											IMT	N	N	NI 135, ASC SS04			
					Pilot and evaluate Practice Plus to further improve quality of assessment and support planning	Head of Service - Older Adults and Performance	Brenda Chambers	Draft programme and workbook presented to service managers and QUAG	Candidate selection and training	Evaluation of Practice Plus								QUAG	Y	N	NI 130			
					Expansion of self-help, through a variety of means, to increase access to equipment	Head of Service - Disability	Nick Waterfield	offer self-assessment tool for equipment through libraries and mediated support trough 3rd sector								Mediated assessment in all districts		IMT	N	N		Libraries, 3rd sector		
3	Customers	Improve the health and well being of all citizens through access to relevant information and access to sport, culture and leisure opportunities	Improved health and emotional well-being; Improved quality of life; Economic well-being	Healthier: People lead healthy and independent lives Happier: People reach their full potential to learn and earn	Continue the roll out of the Cumbria County Council Health and Well-being Strategy Action Plan	Head of Service - Older Adults and Performance	Peter Woodhouse	Monitored through CMT and reviewed annually.							CMT	Y	Part of the Strategy	Place survey indicator						
					Continue to implement the National Dementia Strategy in Cumbria, in conjunction with health and other stakeholders	Head of Service - Older Adults and Performance	Peter Woodhouse/Brenda Chambers/Ann Hoban	Set up implementation work streams following approval from HCOP	Develop implementation plans	Identify and agree resources required to take forward implementation							Dementia Strategy Board	Y	Part of the Strategy	NI 136, NI 139				
					Increase the use of the Well Read scheme and deliver the Books on Prescription Action Plan	Head of Service - Culture	Jim Grisenthwaite		Refine Well Read action plan. Plan roll out of drop-in sessions for Books on Prescription project		Well Read scheme expanded to include a further six collections. Minimum of six venues for drop-in sessions established.							LAA HCOP (LI 8)	Y	N	NI 9, LAA LI8			
					Continue to work to develop prevention services as part of "Putting people First" and to complement statutory services	Head of Service - Older Adults and Performance	Cheryl Page	Fully implement Active Living in Cumbria Strategy through Prevention Programme Board.			Single Contract with Third Sector incorporating all prevention services.							IMT and Prevention Programme Board	Y	N	PPF action plan	Prevention Board		
					All learning disability service users will have a Health Action Plan	Head of Service - Disability	Amanda Evans	Monitor the delivery of this action by the PCT through HCOP	Monitor the delivery of this action by the PCT through HCOP	Monitor the delivery of this action by the PCT through HCOP	Monitor the delivery of this action by the PCT through HCOP							HCOP	N	N				
					Continue to improve the Directorate's web presence, ensuring it is accessible to all and reflects new ways of working	Head of Service - Customer Support	Nick Thomas												IMG - technology; DMT - content	N	Y - part of the review			
					Further development of the 'See it, Do it, campaign	Head of Service - Culture	Jim Grisenthwaite						19/04/2010			Annual Active People Survey			HCOP/DMT	N	Y	NI 11 - LAA LI13		

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4	Customers	Improve access to employment, education and training	Improved health and emotional well-being; Economic well-being	Healthier: People lead healthy and independent lives Wealthier: Local people benefit from Cumbria's prosperous economy Happier: People reach their full potential to learn and earn	Develop strong links with Conditions Management Programme (Job Centre Plus) and supported employment schemes	Head of Service - Disability	Nick Waterfield							DMT	N	N	NI 146 / NI 150				
					Work with other agencies to support opportunities for employment, education and training	Head of Service - Disability	Amanda Evans	Gap analysis to identify current provision to support employment		Increase opportunities for employment with CCG and PCT	NI 146 to increase to 8.5%	NI 146 to 8.5%	HCOP	N	N	NI 11 - LAA LI13					
					Implement the Learning Disability Employment Strategy	Head of Service - Disability	Amanda Evans		Make Learning Disability Employment Strategy available	Implement Learning Disability Employment Strategy	Review Learning Disability Employment Strategy	NI 146 to 8.5%	HCOP			NI 146					
					Develop the role of libraries with regard to access to the appropriate information	Head of Service - Culture	Jim Grisenthwaite														
5	Customers	Engage effectively with all our stakeholders	Improved quality of life; Making a positive contribution	Healthier: People lead healthy and independent lives; Better: People can have a say about decisions that can affect them; People have confidence that their council delivers effective and efficient services that provide value for money	Further develop the Community Engagement Action Plan for Culture	Head of Service - Culture	Jim Grisenthwaite		Develop strategy and investigate what measures to introduce to evidence impact.					DMT	Y	Y	NI 11				
					Continue to review and improve current mechanisms for service user, carer and citizen engagement and how we evidence its impact	Head of Service - Older Adults and Performance	Peter Woodhouse	Complete and publish refreshed Working Together strategy	Increase numbers of older people involved in engagement activities through Older Peoples Forums. Ensure consultation on departmental strategies and plans and provide evidence/collect case studies.				Knowledge Management	N	N	NI 127 / NI 128 / Place Survey indicators					
6	Customers	Increase participation in a range of cultural and creative activities to support healthier and stronger communities	Making a positive contribution; Individual lives are enriched, communities are strengthened and places where people live are improved through culture, sport and leisure	Healthier: People lead healthy and independent lives Happier: People reach their full potential to learn and earn	Increase awareness and participation in the arts, libraries and archives for under represented groups	Head of Service - Culture	Jim Grisenthwaite		Evaluate projects undertaken to date.	Scope future projects				DMT	Y	Y	NI 9 LAA LI3 (NI 11) NI 110 (LAA) ACS SS05 ACS SS06				
					Improve access to transport to facilitate greater participation and to deliver efficiencies	Head of Service - Disability	Nick Thomas		Review of Travelling and Transport Practitioner Procedures and Guidance: Learning Disabilities to lead.							IMT			LAA LI 14		
					Sensory Impairment - increase access to sport and leisure opportunities through SI strategy	Head of Service - Disability	Nick Waterfield	Support access to arts and sports programmes through SI Strategy						DMT	N	Y	NI 8, LAA SI 6				
7	Customers	Cumbria Care residential services and domiciliary services are reprovided to ensure improved quality of life for service users, fitness for purpose and appropriate location (Corporate risk), whilst continuing to deliver	Improved quality of life; Making a positive contribution; Individual lives are enriched, communities are strengthened and places where people live are	Healthier: People lead healthy and independent lives Better: People find council services easy to use; People have confidence that their council delivers effective and efficient services that provide value for money	Develop project plans to deliver residential service modernisation	Head of Service - Care Governance and Cumbria Care	Cate Bowman	following decision from cabinet develop and implement plans for formal consultation on Barrow modernisation						corporate risk	N	Y					
					Deliver Cumbria Care business plan	Head of Service - Care Governance and Cumbria Care	Cate Bowman							via Cumbria Care management team and through service plan on a RAG basis	N	N					

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8	Financial and performance	Ensure that financial systems meet the changing needs of the Directorate	Commissioning and use of resources	Better: People find council services easy to use; People have confidence that their council delivers effective and efficient services that provide value for money	Improve flexibility for customers to pay for services	Head of Service - Finance	Peter George	Investigate possibility of payment cards for people on personal budgets	Ability to pay for archive services by Credit Card	Ability to pay Credit Card at more Libraries	Implement voucher scheme for service users											
					Continual review of financial systems & Protocol that meet the needs of Personal budgets	Head of Service - Finance	Peter George		Proposals developed for system integration													
					Establish Health Act Sect 75 agreement between i) NHS Cumbria and ii) CPFT and ASC for Mental Health services.	Head of Service - Disability	David LeMare															
					Implementation of automatic recording of homecare	Head of Service - Finance	Peter George	Details included in Finance and Business Support Team Plans														
					Implement fairer contributions policy	Head of Service - Finance	Peter George	Implement fairer contributions policy		Review of fairer charging policy												
					Ensure directorate is able to effectively respond to central government funding proposals and directions.	Head of Service - Finance	Peter George	Unpredictable but likely. Respond once Knowledge Management send out relevant documents	Unpredictable but likely. Respond once Knowledge Management send out relevant documents	Unpredictable but likely. Respond once Knowledge Management send out relevant documents	Unpredictable but likely. Respond once Knowledge Management send out relevant documents											
9	Financial and performance	Continue focus on Joint Commissioning	Commissioning and use of resources; Improved quality of life	Healthier: People lead healthy and independent lives Better: People have confidence that their council delivers effective and efficient services that provide value for money	Work with partners to make more effective use of available resources for Culture	Head of Service - Culture	Jim Grisenthwaite	Community Engagement Plan developed and agreed	Repeat Lakes Alive and monitor community engagement plan	Development of a film access point in Carlisle	Undertake an evaluating of the Community Engagement Plan			Lakes Alive Governance Board		Y		District Councils/ Regional Development Agency/DCMS /Arts Council England				
					Develop and implement joint commissioning across health and social care	Head of Service - Older Adults and Performance	Peter Woodhouse							IMT	Y	Y		Health				
					Produce Joint Commissioning strategy for Mental Health	Head of Service - Disability	David LeMare															
					Collect activity information to monitor progress against the efficiency plan.	Head of Service - Older Adults and Performance	Fiona Musgrave	Set up monitoring of efficiency plan for DMT; produce regular DTOC reports	Respond to areas of efficiency plan not being met.						DMT	N	N	All NIS				
					Development of a purchasing policy linked to personal budgets	Head of Service - Finance	Peter George															
10	Internal processes	Develop information and business systems to meet the changing needs of the Council, the Directorate and our partners	Commissioning and use of resources	Better: People have confidence that their council delivers effective and efficient services that provide value for money	Produce a revised strategy to enable an integrated and corporate approach for Information and Records Management and implement across the Directorate	Head of Service - Culture	Jim Grisenthwaite	Revise existing strategy and secure CMT approval	Devise action plan and performance criteria	Begin implementation of action plan	Evaluate initial results			CMT	Y	Y		All Directorates				
					Develop ICT systems, tools and infrastructure to ensure information is available and shared across all appropriate stakeholders	Head of Service - Older Adults and Performance	Fiona Musgrave		Using QUAG - Explore Sharepoint for sharing and collaboration on documents	Develop strategy and action plan for internal information sharing and collaboration including technical solution - either as a directorate or contributing to a corporate version	Implement strategy - including guiding principles and practice			QUAG, IMG	Y	N		Agilisys, ICT client team				
						Head of Service - Customer Support	Becky Taylor	Carefirst Decommissioning Plan						IMG/ACSR	Y	Y		Liquid Logic; Agilisys				
					Further development of Adult Care Support Record, (ASCR) and plan to implement phase 3 of Integrated Adults System (IAS)	Head of Service - Customer Support	Becky Taylor	Develop vision for ICT with Children's Services						ACSR	Y	Y	All NIS					
					Invest in Business Improvement initiative "Better for People"	Head of Service - Customer Support	Nick Thomas	Project launch 'check phase'	Redesign phase													
					Roll out "Clutter Free Cumbria"	Head of Service - Culture	Jim Grisenthwaite	BP4W pilot project involvement		Evaluate results from pilot project	Apply findings to future office rationalisation projects			BP4W project board	Y	Y		All Directorates				
					Implement Business Objects	Head of Service - Older Adults and Performance	Fiona Musgrave	Set up project team; Agilisys scoping completed; look for synergies with Children's Services		Implementation of BO complete; utilised in BIZ	Investigation of roll-out of BO to managers			IMT and QUAG	Y	N		Agilisys; Children's				
					Exploit information technology to mobilise the workforce and minimise travel	Head of Service - Customer Support	Nick Thomas	Roll out of 30 pilot laptops	Further rollout of mobile devices	Mobilise externally mobile workforce in Copeland through Better Places for Work												

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								Q1	Q2	Q3	Q4											
11	Internal processes	Ensure the right people have the right information in the right format at the right time	Leadership	Better: People have confidence that their council delivers effective and efficient services that provide value for money	Develop and deliver consistent and robust management information to all who need it and promote its use	Head of Service - Older Adults and Performance	Fiona Musgrave	Review and relaunch ASC-IT	Review QBR process		4 Successful QBR produced			QBR, DMT	N	N	All					
					Further utilise Knowledge Management information sources, to inform evidence-based decision-making	Head of Service - Older Adults and Performance	Fiona Musgrave	Launch of KM strategy and promotion of KM services	Specific promotion of KM services at team meetings	Specific promotion of KM services at team meetings	Review of KM services and usage			Performance Management		Y - To be developed				NHS, academic and public library and information		
					Improve the collection and use of evidence of achieving outcomes to share best-practice	Head of Service - Older Adults and Performance	Fiona Musgrave	KM to develop action plan, together with Workforce Development, in terms of the Outcomes and Evidence Library	Evidence informed practice workshop held	Contribute to regional evidence informed practice event	Evidence informed practice workshop held			Performance Management		Y - To be developed				Life, NW JIP, SCIE		
					Improve the data quality of our own information, and put in place appropriate agreements to ensure the data quality of partners' information	Head of Service - Older Adults and Performance	Fiona Musgrave	SAFs completed for own NIS	Implement mar actions from performance management data quality audit	Pick up action plans from relaunched File Audit												
					Re-define and launch a new performance management framework	Head of Service - Older Adults and Performance	Fiona Musgrave	Publish agreed PMF		Review PMF				QUAG	N	N	All NIS					
					Safeguarding file audit	Head of Service - Older Adults and Performance	Fiona Musgrave	Refine the process in light of completed pilot	Roll out to all teams	Develop action plan	Implement actions - and prepare to repeat audit 2011-2012			QUAG	Y	Y	Safeguarding NMS	Safeguarding Board				
					Develop and implement refined file audits to ensure quality of practice	Head of Service - Older Adults and Performance	Fiona Musgrave	Mainstreaming of file audit process within supervision relaunched	Pilot	Rollout to teams	Review											
					Develop and improve practice and process standards to improve services	Head of Service - Older Adults and Performance	Fiona Musgrave	Develop agreed QUAG workplan	Implement Workplan		Review Workplan and use as evidence for CQC, UoR, and CAA			IMT	N	N						
					Project manage and, where feasible, undertake and support evaluations and reviews of Directorate services and initiatives to contribute to the effectiveness and efficiency agenda	Head of Service - Older Adults and Performance	Fiona Musgrave	Involvement of the Performance Team in the Better for People project	Involvement of the KM team in the evaluation of local LINKs	SDS evaluation and review II				DMT/ IMT		N		Various				
12	Internal processes	Ensure the directorate complies with health and safety requirements, meets quality standards and treats people with dignity and respect	Improved quality of life; personal dignity and respect	Healthier: People lead healthy and independent lives; Safer: People are safe from harm	Manage the implementation arrangements to meet the 10 point Department of Health dignity challenge working with partners	Head of Service - Care Governance and Cumbria Care	Linda Mason	Develop and ratify workplan for County Steering Group; Establish baseline of number of Dignity Champions		Target social care teams with Dignity agenda			50% increase in signed up Dignity Champions		Y	N	Measures to be established	All health trusts; independent and Vol sector providers				
					Learn lessons from operational support activity using new and established methods	Head of Service - Care Governance and Cumbria Care	Linda Mason/ Fiona Musgrave	Raise awareness by methods agreed through Learning Lessons group	Review 1st 6 months of Learning Lessons Group	Investigate possibility for Corporate Learning Lessons Group	Established links with health colleagues regarding Learning Lessons		IMT	N	N	Measures to be established	expanded throughout the year					
					Develop new indicators for Senior Managers to improve accountability of all areas of the Directorate	Head of Service - Older Adults and Performance	Fiona Musgrave	Conduct gap analysis across the directorate to identify those areas that need to be covered and managed more fully; link with Better for people	Agree with senior managers a plan to ensure reporting is possible	gather baseline information	Set targets for 2011-2012		IMT	Y	Y	Measures to be established						
					New National Indicator Agenda linked into directorate plans for reporting	Head of Service - Older Adults and Performance	Fiona Musgrave	New indicator baselines established (Q1 reporting complete)	New NIS setup - systems and processes to ensure ability to report	baselines established to new NIS	New dashboard developed for Q1 2011-2012		DMT/ IMT	Y	N							
					Establish joint arrangements and shared understanding between ASC & health partners for Care Governance and Clinical Governance	Head of Service - Care Governance and Cumbria Care	Linda Mason	Make contact and identify leads in all health partners - clinical governance														All health trusts
					Continue implementation of the Adults Safeguarding partnership's Strategic Framework	Head of Service - Care Governance and Cumbria Care	Linda Mason	Develop and implement the strategic plan for the board	Review governance, structure and membership of CASB board		Workplan reviewed						New performance measures expected 2010-2011	All health trusts, Police, Probation - full list on Safeguarding webpage				
13	Internal processes	Work in a way that ensures that equality and diversity is central to our work	Freedom from discrimination or harassment	Healthier: People lead healthy and independent lives Safer: People are safe from harm Better: People can have a say about decisions that affect them	Achievement of Excellence status in the Equality Framework for Local Government by 2012	Head of Service - Older Adults and Performance	Fiona Musgrave	DEG meeting calendared and workplan approved		Review of SLA monitoring with partners - plans for 2011-2012 agreed												
					Implement all of the actions in the directorate's Equality Impact Assessments	Head of Service - Older Adults and Performance	Fiona Musgrave	roll out the revised timetable for 2010-2011 EIAs		Monitoring of EIA Action Plans - 6 month report to DMT												
					Ensure 100% recording across all equality strands including the implementation of sexuality recording	Head of Service - Older Adults and Performance	Fiona Musgrave	Pilot roll-out lessons learned published and shared across teams		Review of roll-out; difficulties identified and addressed through sharing best practice both internally and externally												

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								Q1	Q2	Q3	Q4										
14	People	Develop, implement, progress and review workforce and leadership strategies as appropriate.	Leadership	Better: The council has the right number of people with the skills, attitudes and behaviours to work in modern and efficient ways. Happier: People reach their full potential to learn and earn	Review mandatory training levels to ensure staff and managers have the right skills to do their jobs and support others in their jobs and ensure sufficient training available to fulfil need.	Head of Service - Care Governance and Cumbria Care	Linda Mason/	Define ACS mandatory training for staff and managers	Ensure sufficient training made available	Develop process to ensure compliance with mandatory training											
					Support managers in the use of the Positive Attendance Policy to reduce sickness absence and support employees to return to work in order to reduce short-term absenteeism.	HR Manager	HR	Report sickness 1/4ly to IMT to ensure ownership; Agree baselines from 2009-2010 outturns	HR reporting to lessons learned group	1/2 yearly report to IMT	reported reduction in sickness absence	to be agreed	to be agreed	IMT and DMT	Y	Y	LP12				
					Develop and implement a directorate wide Workforce Development Strategy	Head of Service - Care Governance and Cumbria Care	Linda Mason	Complete EIA - capture actions	Review strategy development in terms of integration of workforce plans across Health, Social Care and Culture (including Cumbria care and Independent and 3rd Sector) to ensure the appropriate workforce to meet the needs of service users for the next 3 and 5 years						IMT	N	Y	InLaws standards			
15	People	Ensure that the contribution that people make is valued and recognised	Improved health and emotional well-being; Making a positive contribution	Happier: People reach their full potential to learn and earn	Contribute to the Corporate IIP plan to meet IIP standards at the annual review in June 2010	Head of Service - Care Governance and Cumbria Care	Linda Mason	Review in June 2010		Sign off review with DMT				DMT and corporately to CMT	N	N					
					Ensure 100% appraisal completion rate with staff objectives that are specific and measurable.	Head of Service - Care Governance and Cumbria Care	Linda Mason; and all team plans	Publicise appraisal needs; support managers to carry out appraisals		report appraisal levels	Ensure sufficient training available for appraisers and appraisees.	100%	100%	DMT and IMT	N	N	New PI required				
					Make use of Excellence Awards process internally to have at least 1 nomination in every category and make at least 2 applications for national awards that recognise team and/or individual	Head of Service - Care Governance and Cumbria Care	Fiona Musgrave/Linda mason	meet with "experts" in Cumbria Care to learn from how they do excellence submissions	June - staff conference held	Excellence award submitted	increase in number of nominations	to be set based on number of			IMT	N	N				
					Develop a strategy to ensure the diverse needs of staff are met - including staff who are carers, volunteers or those with a disability, through positive action	HR Manager	HR	Investigate links with other agencies in Cumbria to develop an employment strategy for the CSP to link in to wider council strategies on employment													
16	People	Review and report on office and public building needs across the Directorate	Improved quality of life	Better: The council has the right number of people with the skills, attitudes and behaviours to work in modern and efficient ways. Greener: The county's carbon footprint is reducing. People move easily and safely around the county	Continue to develop better places for work	Head of Service - Customer Support	Nick Thomas		Pilot - Copeland launch					BP4W/CMT							
					Work with County estates and health partners to complete an estates survey and develop plans for shared premise which supports integrated working	Head of Service - Customer Support	Lynne Davidson														
					Develop a new Archives Office for Carlisle	Head of Service - Culture	Jim Grisenthwaite	Commission new building. Preparation of collections for move.	Decommission old buildings. Complete transfer of collections to new building. Alternative premises provisioned	Office to open October 2010	Bring building into full operational use and monitor			DMT	Y	Y		Heritage Lottery Fund/English Heritage			
					Secure improvement of accommodation for enhanced capacity to manage records	Head of Service - Culture	Jim Grisenthwaite	See milestones u under Objective 10 for Clutter Free Cumbria project.													
					Ensure links forged between workforce strategy implementation, "better for people" and "better places for work"	Head of Service - Care Governance and Cumbria Care	Linda Mason	ACS lead for "Better places for work" and "better for people" reviews workforce strategy	ACS workforce strategy lead involved in "better" workstreams						DMT and IMT	Y	N - part of strategy development				