



Council  
Plan  
2019-22

# Delivery Plan

2019/20

# Introduction

In February 2018 full Council agreed a new Council Plan 2018-2022 with the vision of being:

**'A Council that works with residents, businesses, communities and other organisations to deliver the best services possible within the available resources'.**

This Delivery Plan sets out how the Council will continue contributing towards achieving the outcomes for the people of Cumbria set out in the Council Plan 2018-2022. The Council Plan provides the context for fresh approaches and programmes of work for the Council to take forward over 4 years and so this Delivery Plan will be a dynamic document as activities emerge and develop as new opportunities and ways of working are explored, tested and implemented.

We will assess our progress each year and this plan is refreshed to reflect progress and set out our aims for the year ahead. It builds on the successes of year 1 and moves forward with a continued commitment to transforming the way we work and supporting communities to thrive. Progress will be monitored by Cabinet quarterly.

This Delivery Plan is focused on achieving 3 outcomes:

- People in Cumbria are healthy and safe.
- Places in Cumbria are well-connected and thriving.
- The economy in Cumbria is growing and benefits everyone.

The Plan also sets out what we aim to do to ensure that we as an organisation are financially sustainable for the future and can support communities to thrive across Cumbria and deliver the best services with the resources available.

This Delivery Plan identifies which senior officers across the Council are responsible for delivery of each activity. In some cases, reflecting the cross-cutting and collaborative approaches required, this will involve delivery by the full Extended Leadership Team (ELT).

## Outcome 1

# People in cumbria are healthy and safe

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Being healthy and safe is the foundation for wellbeing and pursuing aspirations. We want people to have access to the information and the tools to help keep themselves safe and as healthy as possible for as long as possible. We want our children, young people and vulnerable adults to be protected from harm and be given the support they need to achieve their ambitions. When people do need specialist or emergency help they should receive it.

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## Outcome 1 **People in cumbria are healthy and safe**

Supporting Outcome: **Cumbria's environment and society will support people to be healthy and safe and manage their own physical and mental wellbeing**

Year 2 Actions and Milestones (2019/20)			
Ref	Action	Milestone	Assistant Director(s) Responsible for Delivery
1.1	Continue to work across North and South Cumbria to deliver Integrated Care Communities (ICC) with Phase 3 of ICCs in North Cumbria commencing September 2019, and in South Cumbria improve health and care referral pathways through the development of a co-ordination hub model.	By March 2020	AD - Integration and Partnerships
1.2	Begin implementation of the Cumbria Joint Public Health Strategy with 6 month progress report received by Public Health Alliance.	By October 2019	Director of Public Health
1.3	To support better outcomes for people and support people to achieve the most independent outcome a reshaping of adult social care staff is to be implemented.	By December 2019	AD - Adults
1.4	Further develop memorandum of understanding across all strategic partnerships (Safer Cumbria, HWBB, Adult and Children's Safeguarding and CTB) to work together to deliver priorities for Cumbria. MOU signed off with agreed priorities by Dec 2019.	By December 2019	AD - Integration and Partnerships
1.5	Undertake a minimum of 3 pathfinder projects with local communities and partners with the aim of developing new ways of working that enable individuals and communities to thrive, and help address critical service demand issues.	By March 2020	Director of Public Health/AD - Customer and Community Services
1.6	Work with partners through the Joint Public Health Strategy to develop an evidence base for climate change adaptation and jointly identify key actions which will mitigate the likely impact of existing climate change.	By March 2020	Director of Public Health

## Outcome 1 **People in cumbria are healthy and safe**

Supporting Outcome: **Cumbria's environment and society will support people to be healthy and safe and manage their own physical and mental wellbeing**

Actions Planned for Years 3-4 (2020-2022)		
Ref	Action	Assistant Director(s) Responsible for Delivery
1.7	Designing, implementing and embedding new ways of working for Adult Social Care and Occupational Therapy in a hospital and community setting.	AD - Adults
1.8	Take the learning from the thriving community pathfinders to inform future development and implementation across the council and the county establishing new ways of working that support and enable thriving communities and individuals.	Director of Public Health/AD - Customer and Community Services

## Outcome 1 **People in cumbria are healthy and safe**

Supporting Outcome: **Children, young people and the most vulnerable will be protected from harm**

Year 2 Actions and Milestones (2019/20)			
Ref	Action	Milestone	Assistant Director(s) Responsible for Delivery
1.9	Move to new board arrangements for Children's safeguarding. Board established, draft plan expected following peer review, plan by end of June 2019 - Implement September.	By September 2019	AD - Integration and Partnerships
1.10	Corporate Parenting Board will oversee the implementation and embedding of the Children Looked After (CLA) and Leaving Care Strategy - Action plan to be developed - June 2019, Reporting on action - Sept 2019.	By September 2019	AD - Children and Families
1.11	New Children, Young People and Families Health and Wellbeing service launched	By January 2020	Director of Public Health
1.12	Refreshed CLA recovery plan to continue with impact to be evidenced and financial milestones met by March 2020.	By March 2020	AD - Children and Families
1.13	Equip schools and other settings with the tools they need to build resilience in Children and Young People, and will have trained a minimum of one person per school in Youth Mental Health First Aid throughout the county.	By December 2019	Director of Public Health

Actions Planned for Years 3-4 (2020-2022)		
Ref	Action	Assistant Director(s) Responsible for Delivery
1.14	Evaluate impact of new arrangements for Children, Young People and Families Health and Wellbeing.	Director of Public Health
1.15	Evaluation of effectiveness of new Children's Safeguarding Board arrangements.	AD Integration & Partnerships
1.16	LGA peer review undertaken in Adults.	AD Adults

## Outcome 1 **People in cumbria are healthy and safe**

Supporting Outcome: **Those who need specialist or emergency services will receive them when they need them**

Year 2 Actions and Milestones (2019/20)			
Ref	Action	Milestone	Assistant Director(s) Responsible for Delivery
1.17	Work with health partners to improve the quality of joined up services for young people with Special Educational Needs and Disabilities. Implement improvement plan, implement appropriate contractual frameworks, continue to develop arrangements for complex cases.	By December 2019	AD - Strategic Commissioning/ AD - Education and Skills
1.18	North Cumbria Health & Care System and Morecambe Bay Integrated Care Partnership to deploy Population Health Management solutions to support Integrated Care Communities in utilising risk stratification or segmentation techniques to improve proactive management of patient cohorts.	By March 2020	Director of Public Health
1.19	Continue to develop the Council's in house care services to improve efficiency, maintain and improve quality and respond to changing demands and market requirements. Publish a development plan 2019-22 for the Council's in house services.	By July 2019	AD - Provider Services

Actions Planned for Years 3-4 (2020-2022)		
Ref	Action	Assistant Director(s) Responsible for Delivery
1.20	Ensure we have sufficient/appropriate Fire Protection capacity and skills to meet the outcomes and recommendations from the Independent Review following the Grenfell Tower fire.	Asst Chief Fire Officer
1.21	The council will work towards increasing the proportion of homecare services delivered by Cumbria Care to 40% of the market share.	AD - Strategic Commissioning

## Outcome 1 **People in cumbria are healthy and safe**

Supporting Outcome: **People will be able to access advice and support to help keep themselves safe**

Year 2 Actions and Milestones (2019/20)			
Ref	Action	Milestone	Assistant Director(s) Responsible for Delivery
1.22	Develop and Implement a plan for strengthening the front door to Adult Social Care to improve the management of demand in the system.	By December 2019	AD - Integration and Partnerships
1.23	Work with partners to increase referrals and delivery of prevention activity and explore opportunities for further collaboration around prevention and medical intervention with addition of workstreams to the Fire prevention agenda such as atrial fibrillation and other health conditions in line with the Joint Strategic Needs Assessment.	By March 2020	Asst Chief Fire Officer
1.24	A co-produced, multiagency transition event to take place in July 2019 aimed at parents of children who are likely to transition to Adults Services for information awareness raising and engagement.	By July 2019	AD - Education and Skills

Actions Planned for Years 3-4 (2020-2022)			
Ref	Action		Assistant Director(s) Responsible for Delivery
1.25	Continue to improve the website and provide information, advice and guidance that enables people to make informed decisions about their lives and to access support and services as required.		AD - Customer and Community Services

## Outcome 1 **People in cumbria are healthy and safe**

### How we will measure progress against this outcome 2019/20

- M1.1** A reduction in proportion of children overweight and obese from 26.0% at Reception stage and 35.2% at Year 6.
- M1.2** A reduction in numbers of Children Looked After to below 626 to bring us in line with our statistical neighbours.
- M1.3** An increase in the number of Cumbria County Council foster care households by 15 per year.
- M1.4** A reduction in numbers of children & young people subject to a child protection plan to below 520 (rate of 56/10,000) by end of March 2020.
- M1.5** An increase in Cumbria Care residential occupation rates to 95% of available beds.
- M1.6** Reduction in A&E admissions in line with Integrated Health and Care System Plan targets.
- M1.7** Increase proportion of those receiving reablement being home at 91 days following discharge to at least 91.1%.
- M1.8** Reduction in Delayed Transfers of Care delayed days in line with Better Care Fund targets.
- M1.9** The number of accidental primary dwelling fires to be less than 241 in 2019/20.
- M1.10** The number of Fire Protection audits in commercial premises to be greater than 800 in 2019/20.
- M1.11** 10,000 safe and well visits carried out by 31st March 2020.
- M1.12** Assistive technology utilisation increased to at least 3,650 service users in 2019/20.
- M1.13** Increase over 65 year old persons independence at home by reducing residential admissions to long term residential care ( in house and independent sector) in comparison to admissions in 2018/19.
- M1.14** Work towards increasing Cumbria Care's market share by 8-14% each financial year.

## Outcome 2

# People in cumbria are well-connected and thriving

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Connecting people and places is important to wellbeing and thriving communities. Maintaining and improving our road and rail infrastructure and transport services is important to enable people to access work, learning and business opportunities to fulfil their ambitions. Better digital connections via online and mobile channels across the county are needed now and will be even more vital in the future. Social connections between people in communities and between communities are maybe even more important today. As the demands on existing public services increase and budgets reduce, the ability of communities to design and deliver their own solutions on their own or jointly with organisations to meet their own particular needs will be increasingly vital to creating thriving communities.

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## Outcome 2 **Places in cumbria are well-connected and thriving**

Supporting Outcome: **The physical and digital infrastructure that people need to access services, learning, employment, business and leisure will be in place**

Year 2 Actions and Milestones (2019/20)			
Ref	Action	Milestone	Assistant Director(s) Responsible for Delivery
2.1	Continue to deliver improvements to our digital offer during 2019/20 including delivery of priority projects in at least 4 areas - complaints, registrars, parking services and waste.	By March 2020	AD - Customer and Community Services
2.2	Through the Connecting Cumbria contract provide superfast broadband infrastructure to 11,900 premises in the latest project by the end of 2019. We will explore opportunities to build on this delivery through the opportunities presented by the Borderlands programme.	By December 2019	AD - Economy and Environment
2.3	Develop and submit business cases for key transport infrastructure investment to harness opportunities for economic growth and sustainable housing growth including improvements on the A595 and a Kendal Northern Access Route.	By March 2020	AD - Economy and Environment
2.4	Fully implement a new approach to highways safety inspections, and the change in working practices to the mechanisms in which we deal with, and prioritise the way in which we fix potholes.	By September 2019	AD - Highways and Transport
2.5	Work with key stakeholders including Sustrans / districts / Highways England / National Park and local cycling groups to undertake a review of cycle strategy across Cumbria. As part of this work an exercise will be undertaken to identify locations where improvements to cycle infrastructure to support schools can be delivered.	By March 2020	AD - Economy and Environment

Actions Planned for Years 3-4 (2020-2022)		
Ref	Action	Assistant Director(s) Responsible for Delivery
2.6	Deliver pipeline of priority infrastructure schemes.	AD - Economy and Environment

## Outcome 2 **Places in cumbria are well-connected and thriving**

Supporting Outcome: **Locally responsive services will be in place to meet the different needs of different communities across Cumbria**

Year 2 Actions and Milestones (2018/19)			
Ref	Action	Milestone	Assistant Director(s) Responsible for Delivery
2.7	Develop a strategic overview of area planning projects. Engage with key services on implementation. Develop detailed rolling plans for each area including timelines.	By September 2019	AD - Customer and Community Services
2.8	Explore further opportunities for collaboration with blue light partners for improving our services. Work with partners to explore feasibility of developing new blue light and community hubs across the county.	By December 2019	Asst Chief Fire Officer AD - Customer and Community Services
2.9	A refreshed County Council care and support commissioning strategy including extra care housing - draft strategy to be produced.	By January 2020	AD - Strategic Commissioning
2.10	Progression of Reablement and Rehabilitation integration with: Phase 1a – the roll-out of a common rostering system in North Cumbria - completed by June 2019 Phase 1b – a common referral pathway out of the hospital settings - completion of alignment of processes and policies by March 2020.	By March 2020	AD - Integration and Partnerships
2.11	To produce a Continuous Improvement Plan for Highways with a focus on innovation and improved ways of delivering services to highway users and managing highways assets, with a balance between meeting the needs of highways users, improving quality and reducing costs.	By October 2019	AD - Highways and Transport
2.12	Deliver the Council's Equalities Action Plan.	By March 2020	AD - Customer and Community Services

## Outcome 2 **Places in cumbria are well-connected and thriving**

Supporting Outcome: **Locally responsive services will be in place to meet the different needs of different communities across Cumbria**

Actions Planned for Years 3-4 (2020-2022)		
Ref	Action	Assistant Director(s) Responsible for Delivery
2.13	Develop, pilot and implement alternative models of Cumbria Fire and Rescue Service delivery that are more suitable to the risk, demand and geography of our county.	Asst Chief Fire Officer
2.14	Delivery of refreshed Care and Support Commissioning Strategy to continue to reshape Support at Home Services ensuring a mixed market, including the Extra Care Market and Learning Disability services. Intention to ensure new entrants into the market in future to improve quality and availability.	AD - Strategic Commissioning
2.15	Undertake a review to deliver an improved All Age Disability service.	AD - Education and Skills
2.16	Reablement and rehabilitation integration, Phase 2 - alignment of workforce, delivered late 2020.	AD - Integration and Partnerships

## Outcome 2 **Places in cumbria are well-connected and thriving**

Supporting Outcome: **Communities will be confident and have access to the support they need to design and deliver the services they need**

Year 2 Actions and Milestones (2019/20)			
Ref	Action	Milestone	Assistant Director(s) Responsible for Delivery
2.17	Progress area based work to develop ensuring engagement with the community and voluntary sector and plans including initiation of work to deliver community hubs in Barrow and Whitehaven that will support communities to thrive.	By January 2020	AD - Customer and Community Services
2.18	To fully implement the agreed new ways of working with Parish Councils and others to help develop localism and to broaden and increase levels of volunteering in local highway service delivery.	By September 2019	AD - Highways and Transport

Actions Planned for Years 3-4 (2020-2022)		
Ref	Action	Assistant Director(s) Responsible for Delivery
2.19	Continued development of Integrated Care Communities - integrated working at a local level between Health, Adult Social Care, Children's Social Care and the community and voluntary sector.	AD - Integration and Partnerships

## Outcome 2 **Places in cumbria are well-connected and thriving**

Supporting Outcome: **Children and young people will receive the best education possible**

Year 2 Actions and Milestones (2019/20)			
Ref	Action	Milestone	Assistant Director(s) Responsible for Delivery
2.20	Refresh improvement plan following Local Area SEND inspection. Governance of SEND partnership group to be realigned to Health & Wellbeing Board.	By June 2019	AD - Education and Skills
2.21	Further promotion and engagement of SEND Local Offer via social media, direct contact, schools and settings to increase parents and carers accessing the refreshed local offer online and developing additional metrics eg. Website analytics along with qualitative feedback streams in place with user feedback also incorporating Local Offer questions.	By October 2019	AD - Education and Skills

Actions Planned for Years 3-4 (2020-2022)		
Ref	Action	Assistant Director(s) Responsible for Delivery
2.22	New model for Resource Provision to be implemented in September 2020.	AD - Education and Skills

## Outcome 2 **Places in cumbria are well-connected and thriving**

### How we will measure progress against this outcome in 2019/20

#### **Pupil Outcomes** (to be reported annually - August 2019)

- M2.1** Early Years outcomes improved from 70.1% to be in line with the national level.

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- M2.2** The percentage of pupils in Key Stage 2, achieving the expected standard in Reading Writing and Mathematics combined to show continued upward trend from 64.8% and to be at least in line with the national level.

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- M2.3** The percentage of pupils of pupils attaining GCSE 9-5 in English and Mathematics to increase from 43.3% and be in line with or better than the national level.

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- M2.4** The overall Progress 8 score continues to improve from -0.11 and is at least in line with the national level.

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- M2.5** Outcomes for SEND (school support pupils) at Key Stage 2 achieving the expected standard in Reading Writing and Mathematics to improve from 23.3% to be in line with national level.

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- M2.6** The proportion of 16-17 year olds Not in Employment, Education and Training to be 3.7% or lower for 2019/20.

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- M2.7** The 'September Guarantee' duty (where all young people aged 16 and 17 receive a suitable offer of learning) to 98% or higher for 2019/20.

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- M2.8** The participation in education, training and employment of 16-17 year olds to exceed 93% for 2019/20.

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- M2.9** The proportion of permanent exclusions reduced from 0.10%.

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- M2.10** The percentage of pupils attending an outstanding or good school increased to at least 87%.

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- M2.11** The percentage of outstanding or good schools increased to 92%.

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- M2.12** Maintain CQC 'good' ratings across all County Council provided regulated services whilst aspiring to achieve outstanding.

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- M2.12** Maintenance of level 3 funding from Department of Transport.

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## Outcome 3

# **The economy in cumbria is growing and benefits everyone**

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A growing and productive economy is important for the county to thrive; however, just as important is that everyone in Cumbria has the opportunity to benefit from economic growth. This means that good quality education and learning opportunities are open to all and people have access to the support they need to maximise their potential. It also means that everybody should have the opportunity to secure a good job and businesses across Cumbria can be successful. To achieve these things, the county needs to attract investment to create new and good quality business and employment opportunities, as well as new homes.

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## Outcome 3 **The economy in cumbria is growing and benefits everyone**

Supporting Outcome: **Everybody will have access to learning opportunities throughout their life and career**

Year 2 Actions and Milestones (2019/20)			
Ref	Action	Milestone	Assistant Director(s) Responsible for Delivery
3.1	Deliver a programme of Adult and Community Learning to 5,500 learners, in the Cumbrian Community in 2019/20 and develop the curriculum.	By March 2020	AD - Education and Skills

Actions Planned for Years 3-4 (2020-2022)		
Ref	Action	Assistant Director(s) Responsible for Delivery
3.2	Utilise the new flexibilities in the Council's apprenticeship levy to use 25% of the levy with SMEs and partner organisations to stimulate economic growth and opportunities for young people in Cumbria.	AD - Education and Skills

## Outcome 3 **The economy in cumbria is growing and benefits everyone**

Supporting Outcome: **Everybody will have access to good quality employment opportunities**

Year 2 Actions and Milestones (2019/20)			
Ref	Action	Milestone	Assistant Director(s) Responsible for Delivery
3.3	Continue to encourage providers delivering services to and on behalf of the council to pay the Living Wage Foundation's Living Wage rate of pay to their staff, and adopt the principles of the Great Jobs Agenda.	Ongoing	AD - Strategic Commissioning
3.4	Improved routes into work for people including vulnerable adults, those with SEND and Children Looked After. Deliver full-time study programmes to 15 High Needs learners and 256 enrolments of SEND adults on Employability, Independent Living Skills, Math and English courses.	By March 2020	AD - Education and Skills
3.5	Develop a 'grow your own' approach to address market issues, focussing for 2019/20 on: <ul style="list-style-type: none"> <li>Developing Career Pathways, building on the Social Work Academy and Apprenticeships, including a graduate programme, for a minimum of two service areas by December 2019.</li> </ul>	By December 2019	AD - Education and Skills

Actions Planned for Years 3-4 (2020-2022)		
Ref	Action	Assistant Director(s) Responsible for Delivery
3.6	Develop an Academy approach to support and recruit care staff and develop our own staff to increase recognition of care as a career.	AD - Provider Services

## Outcome 3 **The economy in cumbria is growing and benefits everyone**

Supporting Outcome: **The county will be an attractive place for businesses to invest, and local businesses will thrive**

Year 2 Actions and Milestones (2019/20)			
Ref	Action	Milestone	Assistant Director(s) Responsible for Delivery
3.7	Support the Cumbria LEP to finalise and adopt the Local Industrial Strategy during 2019/20.	By March 2020	AD - Economy and Environment
3.8	Work with the Borderlands partners to progress projects that support the growth of the County.	By March 2020	AD - Economy and Environment
3.9	Maximise developer led investment with Council responses to consultation on local plans emphasising appropriate level of contribution to key services and infrastructure, supporting the growth in affordable housing, and ensuring housing options are available which are fit for all stages of life.	By March 2020	AD - Economy and Environment
3.10	Refresh the property asset management strategy identifying opportunities to utilise our assets to maximise income, promote regeneration and support communities to thrive.	By March 2020	AD - Economy and Environment

Actions Planned for Years 3-4 (2020-2022)		
Ref	Action	Assistant Director(s) Responsible for Delivery
3.11	To take positive action to realise the social, environmental and economic opportunities from waste management and emerging changes in national waste strategy.	AD - Economy and Environment

## Outcome 3 **The economy in cumbria is growing and benefits everyone**

Supporting Outcome: **Everybody will be supported to achieve their aspirations**

Year 2 Actions and Milestones (2019/20)			
Ref	Action	Milestone	Assistant Director(s) Responsible for Delivery
3.12	An all-age Carers Charter to support all carers to achieve their aspirations to be developed and agreed by partners.	By October 2019	AD - Strategic Commissioning
3.13	Deliver the annual contribution to the four-year (2017-21) public sector apprenticeships target of 2.3% of the Council's headcount of staff achieved. 145 for the Council, 106 for the County schools.	Ongoing	AD - Education and Skills

Actions Planned for Years 3-4 (2020-2022)		
Ref	Action	Assistant Director(s) Responsible for Delivery
3.14	Further develop our school transport service to improve service and delivery savings, by considering main stream home to school services, and to provide alternatives to high cost routes.	AD - Highways and Transport

## Outcome 3 **The economy in cumbria is growing and benefits everyone**

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### How we will measure progress against this outcome

- M3.1** An increase in employment rate of 16-64 year olds from 78.2.
- M3.2** A reduction in Alternative Claimant Count rate from 3.2%.
- M3.3** An increase in proportion of people in Cumbria with skill level 2 or above from 75% of 16-64 year olds.
- M3.4** An increase in Apprenticeship starts delivered in Cumbria from 4,535 in 2017/18 (academic year).
- M3.5** An increase in the number of offers of work experience made to Children Looked After within the Council.
- M3.6** An increase in the percentage of Council commissioned spend with Cumbrian SMEs from 26%.

## **New ways of working and achieving financial sustainability**

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We will be a Council that provides leadership, working effectively with communities and partners, to reform and integrate public services so that services are designed around the customer; and organisational and structural barriers are removed where possible. We will be a Council that is enterprising and innovative, finding new ways to generate income to support priority services and exploring new ways of doing things. We will invest wisely on a commercial basis and take advantage of commercial opportunities where appropriate. We will be a Council that offers high quality digital services which meet the needs and expectations of our customers so that most of our customers choose to access our services online.

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# New ways of working and achieving financial sustainability

Year 2 Actions and Milestones (2019/20)			
Ref	Action	Milestone	Assistant Director(s) Responsible for Delivery
4.1	Continue to deliver the council's Customer Strategy. A refreshed Customer Strategy Delivery Plan to be agreed by Cabinet by June 2019.	By March 2020	AD - Customer and Community Services
4.2	Deliver the actions in the 2019/20 Workforce Delivery Plan including maintain or improve on the Better Health at Work Gold Award standard.	By March 2020	AD - Education and Skills AD - Organisational Change
4.3	Produce and implement a system wide Workforce Strategy with North Cumbria and South Cumbria Health and Care systems.	By March 2020	AD - Education and Skills AD - Organisational Change
4.4	Deliver the actions in the 2019/20 ICT Plan Delivery Plan and further progress ICT improvement programmes with key partners, particularly the NHS and Police.	By March 2020	AD - Organisational Change
4.5	Progress Children and Families Development Plan to further embed Signs of Safety to ensure practice and culture development. Amended plan completed by end of June 2019, and to evidence more consistent practice at a 'Good' standard during 2019/20.	By January 2020	AD - Children and Families
4.6	Joint council and NHS commissioning strategy across areas of mutual interest with a draft strategy produced.	By March 2020	AD - Strategic Commissioning
4.7	All services delivered in line with their 2018/19 revenue budget as set by Council in February 2019.	By March 2020	Director- Finance Delivered by ELT
4.8	A total of £22.730 million of new savings delivered in 2019/20.	By March 2020	Director- Finance Delivered by ELT
4.9	Respond to outcome of Fair Funding and Business Rates Retention consultation determining impact on Council resources and future MTFP Planning.	By March 2020	Director- Finance
4.10	Respond to Inspections and External Peer Review findings, developing and implementing action plans where appropriate.	By March 2020	Delivered by ELT

# New ways of working and achieving financial sustainability

Year 2 Actions and Milestones (2019/20)			
Ref	Action	Milestone	Assistant Director(s) Responsible for Delivery
4.11	Deliver the enterprise projects within the Medium Term Financial Plan for 2019/20.	By March 2020	Director - Finance/Executive Director - Economy and Infrastructure
4.12	Develop proposals for investment in renewable energy technology that could provide sustainable revenue streams to the Council and also mitigate in part the carbon emission footprint of the Council's activities. Undertake initial feasibility and options appraisal.	By March 2020	AD - Economy and Environment

Actions Planned for Years 3-4 (2020-2022)		
Ref	Action	Assistant Director(s) Responsible for Delivery
4.13	During 2020/21 commence development and delivery of identified projects for investment in renewable energy technology that the initial feasibility has determined as priorities for environmental mitigation and revenue income.	AD - Economy and Environment
4.14	Continue to deliver the customer strategy including the development and delivery of a plan for an improved digital offer for high volume transactions.	AD - Customer and Community Services
4.15	Work with local partners to support the ambitions of the NHS 10 Year Plan.	AD - Integration and Partnerships
4.16	Consider the benefits of 5G and fibre technology to support council services and the wider community, including Economic Growth.	AD Organisational Change AD Customer and Community AD Economy and Infrastructure
4.17	Working with District Councils, begin preparations for Local Elections in May 2021.	Chief Legal Officer

# New ways of working and achieving financial sustainability

## How we will measure progress against this outcome in 2019/20

- M4.1** Maintain the marginal costs of Externally Provided Workers (EPWs) below the March 2019 levels.
- M4.2** A reduction in Sickness Absence to 10 days per WTE by March 2020.
- M4.3** 80% of corporate complaints dealt with satisfactorily at informal stage.
- M4.4** 90% of FOI and EIR requests dealt with within 20 day statutory timescale.
- M4.5** 75% of Subject Access Requests responded to within 1 calendar month in line with GDPR legislation.

