



Council
Plan
2018-22

Delivery Plan

June 2018

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 contribute towards achieving the outcomes for the people of Cumbria set out in the Council's new Council Plan 2018-2022. The new Council Plan provides the context for fresh approaches and programmes of work for the Council to take forward over the next 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 over the next 4 years and refresh this plan each year to reflect progress and set out our aims for the year ahead. Progress will be monitored by Cabinet quarterly. We will also publish an annual report each year to ensure we are keeping everybody in Cumbria up to date.

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 continue to support communities 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**

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

Year 1 Actions and Milestones (2018/19)			
Ref	Action	Milestone	Assistant Director(s) Responsible for Delivery
1.1	Activities to tackle the causes of poverty across the Council undertaken; and - through partnership working - community-based solutions put in place.	From June 2018	Led by AD - Customer and Community Services Delivered by ELT
1.2	Integration of health and care services within Integrated Care Communities in Cumbria planned.	By July 2018	AD - Integration and Partnerships AD - Adults
1.3	Cumbria's Local Transformation Plan priorities for improving emotional wellbeing and mental health support services for children and young people refreshed and implementation plans in place.	By December 2018	AD - Children and Young People AD - Adults
1.4	Training and guidance to improve the consistency of high quality Personal Education Plans for Children Looked After provided to practitioners	By March 2019	AD - Education and Skills
1.5	An all-age carers charter to support all carers to achieve their aspirations developed.	By March 2019	AD - Strategic Commissioning
1.6	A new joint Public Health Strategy with the 6 District Councils produced.	By March 2019	Director of Public Health
1.7	The role of the Fire and Rescue Service in supporting a broad prevention and public health approach enhanced and expanded, including: <ul style="list-style-type: none"> • a programme of 10.000 a year safe and well visits carried out • a Multi Service Officer role piloted 	By March 2019	Asst. Chief Fire Officer Director of Public Health
1.8	New, integrated early help and public health services for young people aged 0-19 commissioned and the new model put in place.	By April 2019	Director of Public Health AD - Children and Families AD - Strategic Commissioning

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 1 Actions and Milestones (2018/19)			
Ref	Action	Milestone	Assistant Director(s) Responsible for Delivery
1.9	The initial integration of health and care services within Integrated Care Communities in Cumbria implemented.	By April 2019	AD - Integration and Partnerships AD - Adults
1.10	A new approach to delivery of community focused public health and prevention services established.	By October 2019	Director of Public Health AD - Customer and Community Services

Actions Planned for Years 2-4 (2019-2022)		
Ref	Action	Assistant Director(s) Responsible for Delivery
1.11	Implement the new Public Health Strategy through area working.	Led by Director of Public Health Delivered by ELT
1.12	Support our NHS partners to build a population health approach to their service planning, commissioning and delivery.	Director of Public Health
1.13	Progress the planning of integration between health and care within Integrated Care Communities in North and South Cumbria.	AD - Adults AD - Integration and Partnerships
1.14	Implement the Whole-System Approach and THRIVE model to meet the emotional and mental health needs of children, young people, their families and carers.	AD - Children and Young People AD - Adults AD - Education and Skills

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

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

Year 1 Actions and Milestones (2018/19)			
Ref	Action	Milestone	Assistant Director(s) Responsible for Delivery
1.15	The Children Looked After Strategy updated and the Children Looked After Recovery Plan implemented.	By December 2018	AD - Children and Young People
1.16	A statement of intent setting out the Council's approach to Community Safety and partnerships, including Safer Cumbria and the Children's Trust Board, developed.	By December 2018	Executive Director - People
1.17	The 2018/19 Children's Improvement Plan delivered.	By March 2019	AD - Children and Young People AD - Education and Skills AD - Integration and Partnerships
1.18	A joint Council and NHS commissioning strategy for services for people with a learning disability and/or autism, developed.	By March 2019	AD - Strategic Commissioning AD - Integration and Partnerships
1.19	Corporate Parenting activity expanded across the whole Council and contracted services to support our Looked After Children and Care Leavers.	By March 2019	Led by AD - Children and Young People Delivered by ELT
1.20	A strengths-based practice model, including Signs of Safety, implemented and embedded across the People Directorate.	By March 2019	AD - Children and Young People AD - Education and Skills AD - Integration and Partnerships

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

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

Actions Planned for Years 2-4 (2019-2022)		
Ref	Action	Assistant Director(s) Responsible for Delivery
1.21	Explore with partners how we can extend opportunities for Care leavers through the expansion of the Care Leavers Offer.	AD - Children and Young People
1.22	Enhance and expand our integrated targeted offer of support to families in local communities – developing family hubs and outreach support into homes.	AD - Children and Young People Director of Public Health AD - Education and Skills AD - Customer and Community Services
1.23	Develop an all age service for children and young people that adopts a person centred approach to planning to improve the experience of young people preparing for adulthood.	AD - Education and Skills AD - Integration and Partnerships AD - Adults AD - Strategic Commissioning
1.24	Ensure all parts of the Council contribute to the delivery of the Council's all-age carers charter to support all carers to achieve their aspirations.	AD - Strategic Commissioning

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 1 Actions and Milestones (2018/19)			
Ref	Action	Milestone	Assistant Director(s) Responsible for Delivery
1.25	In-house delivery of high quality support at home, enabling us to achieve our ambition of a mixed market economy of domiciliary care in Cumbria, delivered.	From June 2018	AD - Strategic Commissioning AD - Provider Services
1.26	Frontline services for adults redesigned.	By March 2019	AD - Adult Services AD - Customer and Community Services AD - Integration and Partnerships
1.27	Construction of a new residential care home for adults in Carlisle completed.	By March 2019	AD - Economy and Environment AD - Provider Services
1.28	Construction of a new residential care home for adults in Whitehaven completed.	By March 2019	AD - Economy and Environment AD - Provider Services
1.29	Rapid response teams who work together to respond quickly to a person's rapid or significant change in health condition introduced across Integrated Care Communities in Cumbria.	By March 2019	AD - Integration and Partnerships AD - Adults
1.30	A new 4-year Integrated Risk Management Plan agreed to ensure the best possible prevention, protection and response arrangements are in place.	By March 2019	Chief Fire Officer
1.31	The 'falls pathway' implemented in every Integrated Care Community in South Cumbria.	By March 2019	AD - Integration and Partnerships
1.32	Consider appropriate approach to re-launch the Cumbria Care brand.	By March 2019	AD - Provider Services

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 1 Actions and Milestones (2018/19)			
Ref	Action	Milestone	Assistant Director(s) Responsible for Delivery
1.33	The implementation of the Council's actions required to deliver the improvements set out in the Health and Wellbeing Board's response to the Care Quality Commission's Local System Review of Cumbria completed.	By July 2019	AD - Integration and Partnerships Delivered ELT

Actions Planned for Years 2-4 (2019-2022)		
Ref	Action	Assistant Director(s) Responsible for Delivery
1.34	Explore alternative models of delivering Children and Young people services.	AD - Children and Young people AD - Integration and Partnerships AD - Strategic Commissioning
1.35	Join-up reablement and rehabilitation services so that people experience a better service to help them recover and maintain independence for longer.	AD - Adults
1.36	Continue to progress the modernisation of Cumbria Care services to ensure it has a strong position in the desired mixed economy in Cumbria.	AD - Provider Services
1.37	To continue to develop and improve the quality, range and availability of care services in the external market.	AD - Provider Services AD - Strategic Commissioning
1.38	To continue to deliver our ambitious extra care housing strategy.	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 1 Actions and Milestones (2018/19)			
Ref	Action	Milestone	Assistant Director(s) Responsible for Delivery
1.39	Resources aligned with Blue Light partners to deliver the Council's commitment in the Blue Light Collaboration Agreement.	From June 2018	Assistant Chief Fire Officer
1.40	A new Council website launched with a refreshed Information, Advice and Guidance offer.	By September 2018	Led by AD - Customer and Community Services Delivered by ELT
1.41	Effective triage arrangements established through the Council's Service Centre to resolve customer queries in as few contacts as possible.	By March 2019	AD - Customer and Community Services
1.42	Alternative models of delivery of children and family services identified.	By March 2019	AD - Children and Young People

Actions Planned for Years 2-4 (2019-2022)		
Ref	Action	Assistant Director(s) Responsible for Delivery
1.43	Further develop the Council's Information, Advice and Guidance offer.	Led by AD - Customer and Community Services Delivered by ELT

How we will measure progress against this outcome

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|--------------|---|
| M1.1 | A reduction in proportion of children overweight and obese from 28.2% at Reception stage and 35.5% at Year 6. |
| M1.2 | A reduction in numbers of Children Looked After from 666 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 520 (rate of 56/10,000) by end of March 2019. |
| M1.5 | An increase in Cumbria Care residential occupation rates to 95%. |
| M1.6 | Reduction in A&E admissions in line with Sustainability and Transformation Plan targets. |
| M1.7 | Increase proportion of those receiving reablement being at home at 91 days following discharge to 91.1%. |
| M1.8 | Reduction in delayed transfers of care from 49,578 delayed days in line with Better Care Fund targets. |
| M1.9 | The number of accidental primary dwelling fires to be less than 246 in 2018/19. |
| M1.10 | The number of RTCs fire service required to attend to be less than 258 in 2018/19. |
| M1.11 | 10,000 safe and well visits carried out by 31st March 2019. |
| M1.12 | Assistive technology utilisation increased from 2666 service users in 2017/18. |

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 1 Actions and Milestones (2018/19)			
Ref	Action	Milestone	Assistant Director(s) Responsible for Delivery
2.1	Superfast broadband infrastructure provided to over 9,000 premises, through the Connecting Cumbria contract.	By December 2018	AD - Highways and Transport
2.2	New service standards for highways repairs adopted.	By December 2018	AD - Highways and Transport
2.3	£62m of highway capital works to maintain our roads and bridges and continue the repair work required as a result of the winter 2015 floods delivered.	By December 2018	AD - Highways and Transport
2.4	A prioritised maintenance programme of £8m to help keep our schools maintained to a safe, wind and watertight standard delivered.	By March 2019	AD - Highways and Transport Director - Finance
2.5	Work undertaken to build on action lists to reduce flooding across Cumbria, working with partners through the Cumbria Strategic Flood Partnership.	Ongoing	AD - Economy and Environment

Actions Planned for Years 2-4 (2019-2022)		
Ref	Action	Assistant Director(s) Responsible for Delivery
2.6	Through the Connecting Cumbria contract provide superfast broadband infrastructure to 11,900 premises by the end of 2019.	AD - Highways and Transport
2.7	Lobby for investment in infrastructure through securing prioritisation of Identified projects in the strategic plans of Highways England, Network Rail and Transport for the North by December 2019.	AD - Economy and Environment
2.8	Engage in the development of new rail franchises like the West Coast Partnership while also ensuring the provision of new and improved services and facilities.	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 1 Actions and Milestones (2018/19)			
Ref	Action	Milestone	Assistant Director(s) Responsible for Delivery
2.9	Ways to expand the role of libraries in communities and a programme of activity to take forward the findings identified.	From July 2018	AD - Customer and Community Services
2.10	A Digital Inclusion Programme developed with partners, including Citizens Online, as part of our journey to make digital so good it becomes our customers channel of choice.	By September 2018	AD - Customer and Community Services
2.11	Year 1 of the Council's Equalities Action Plan delivered.	From September 2018	Led by AD - Customer and Community Services Delivered by ELT
2.12	A comprehensive review of the Council's area planning and locality working approach, including the mapping of the Council's universal and specialist offers, completed.	By March 2019	Led by AD - Customer and Community Services Delivered by ELT
2.13	Work started to develop community based customer service hubs, for example, Barrow and Whitehaven Libraries.	By March 2019	AD - Economy and Environment AD - Customer and Community Services
2.14	Rail based initiatives which involve local communities and improve services in Cumbria identified through work with Community Rail Partnerships.	Ongoing	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**

Actions Planned for Years 2-4 (2019-2022)		
Ref	Action	Assistant Director(s) Responsible for Delivery
2.15	Implement the Council's refreshed approach to area planning and locality working.	Led by AD - Customer and Community Services Delivered by ELT
2.16	Deliver a programme of community-based customer service hubs.	AD - Customer and Community Services AD - Education and Skills
2.17	Implement the Digital Inclusion Programme to establish and support a network of digital champions and reduce digital exclusion.	AD - Customer and Community Services
2.18	Deliver the Council's Equalities Action Plan.	Led by AD - Customer and Community Services Delivered by ELT
2.19	Develop options to increase diversion of waste from landfill.	AD - Economy & Environment

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 1 Actions and Milestones (2018/19)			
Ref	Action	Milestone	Assistant Director(s) Responsible for Delivery
2.20	The information on local services which is easily accessible to communities improved and increased.	By March 2019	Led by AD - Customer and Community Services Delivered by ELT
2.21	New arrangements surrounding the undertaking of maintenance activities on the highway implemented.	By March 2019	AD - Highways and Transport AD - Customer and Community Services
2.22	A new approach to support communities to access funding and maximise the benefits for each community in place.	By March 2019	AD - Customer and Community Services

Actions Planned for Years 2-4 (2019-2022)		
Ref	Action	Assistant Director(s) Responsible for Delivery
2.23	Work with parish councils and other groups to broaden and increase levels of volunteering in local service delivery.	AD - Customer and Community Services AD - Highways and Transport Delivered by ELT

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

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

Year 1 Actions and Milestones (2018/19)			
Ref	Action	Milestone	Assistant Director(s) Responsible for Delivery
2.24	The review and implementation of the Cumbria Alliance of System Leadership (CASL) Plan to deliver school improvement and pupils outcomes carried out.	Start in June 2018	AD - Education and Skills
2.25	In consultation with the Schools Forum, policies and activities updated and reviewed to manage concerns around the financial sustainability of the schools and schools related (e.g. high needs) budgets in response to national challenges.	Start in June 2018	AD - Education and Skills Director of Finance
2.26	A review to identify improvements to the Pupil Referral Unit service completed.	By December 2018	AD - Education and Skills
2.27	Construction of two new schools at Campus Whitehaven completed as part of delivery of the Council's inclusion strategy involving the co-location of secondary and special schools.	By January 2019	AD - Education and Skills AD - Economy and Environment
2.28	Ways to increase Special School capacity in Cumbria identified and Resourced Provision reviewed.	By March 2019	AD - Education and Skills
2.29	A review to extend the Alternative Provision offer for vulnerable children and young people in the South and North of the county completed.	By March 2019	AD - Education and Skills
2.30	The Early Years Strategy to secure an improvement in educational outcomes in the Early Years and to diminish variations implemented, monitored and reviewed.	By March 2019	AD - Education and Skills

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

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

Actions Planned for Years 2-4 (2019-2022)		
Ref	Action	Assistant Director(s) Responsible for Delivery
2.31	Complete the new build of the Special Educational Needs school Sandside Lodge in Ulverston co-located on Ulverston Victoria High School site.	AD - Education and Skills AD - Economy and Environment
2.32	Begin work on further development of school co-location in respect of Sandgate and Queen Katherine School.	AD - Education and Skills AD - Economy and Environment
2.33	Improve behaviour and Special Educational Need management in mainstream educational provision and guarantee high quality Alternative Provision through Learning Improvement Service work with schools.	AD - Education and Skills
2.34	Work with health partners to improve the quality of joined up services for young people with Special Educational Needs.	AD - Education and Skills AD - Integration and Partnerships AD - Strategic Commissioning
2.35	Clearly identify roles for Pupil Referral Unit and Alternative Provision settings, and improve early identification of pupils requiring support with an appropriate admissions process.	AD - Education and Skills
2.36	Implement identified improvements to the Pupil Referral Unit service.	AD - Education and Skills
2.37	Work with Further Education colleges to expand the 14-16 curriculum in liaison with schools and Alternative Provision partners.	AD - Education and Skills

How we will measure progress against this outcome

Pupil Outcomes (to be reported annually - August 2019)

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|-------------|---|
| M2.1 | Early Years outcomes improved from 68.5% to be in line with the national level. |
| 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 61.3% and to be at least in line with the national level. |
| M2.3 | The percentage of pupils of pupils attaining GCSE 9-5 in English and Mathematics to increase from 42.2% and be in line with or better than the national level. |
| M2.4 | The overall progress 8 score continues to improve from -0.13 and is at least in line with the national level. |
| M2.5 | Outcomes for SEND (school support pupils) at Key Stage 2 achieving the expected standard in Reading, Writing and Mathematics to improve from 17.9% to be in line with national level. |
| M2.6 | The proportion of 16-17 year olds Not in Employment, Education and Training to be 3.75% or lower for 2018/19. |
| M2.7 | The 'September Guarantee' duty (where all young people aged 16 and 17 receive a suitable offer of learning) increased to 98% for 2018/19. |
| M2.8 | The Participation in education, training and employment of 16-17 year olds to reach 93% for 2018/19. |
| M2.9 | The proportion of permanent exclusions reduced from 0.10%. |

School Improvement (to be measured and reported quarterly)

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|--------------|--|
| M2.10 | The percentage of pupils attending an outstanding or good school increased to at least 87%. |
| M2.11 | The percentage of outstanding or good schools increased to 92%. |
| M2.12 | Maintenance of Band 3 Incentive Fund rating for highways asset management from the Department for Transport. |

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

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

Year 1 Actions and Milestones (2018/19)			
Ref	Action	Milestone	Assistant Director(s) Responsible for Delivery
3.1	New opportunities for the introduction of professional development programmes, similar to the Council's social work academy, to support 'hard to fill' recruitment and succession planning challenges identified and implemented.	From June 2018	AD - Organisational Change AD - Education and Skills
3.2	A programme of activity to reduce digital exclusion - focusing on providing ways for those who are currently excluded due to their income, skills or lack of access to digital technology - put in place.	From July 2018	AD - Education and Skills AD - Customer and Community Services
3.3	Learning shared from local pilots aimed at preventing young people becoming NEET (Not in Education, Employment or Training) and implemented.	By December 2018	AD - Education and Skills AD - Customer and Community Services
3.4	A more strategic role for the Council in supporting the LEP-led approach to improving skill levels across the county identified and plans in place for implementation.	By December 2018	Led by AD - Education and Skills Delivered by ELT
3.5	Traineeships opportunities within the Council increased by 25, and ways to increase traineeships available across other employers in Cumbria identified with partners.	By March 2019	AD - Education and Skills
3.6	5000 people from priority groups trained through our Community Learning Service to acquire new skills and/or new qualifications.	By July 2019	AD - Education and Skills

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

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

Actions Planned for Years 2-4 (2019-2022)		
Ref	Action	Assistant Director(s) Responsible for Delivery
3.7	Deliver the Council's Workforce Plan to become a more entrepreneurial, digitally enabled and commercially minded organisation.	Led by AD - Organisational Change Delivered by ELT
3.8	Deliver the identified strategic role for the Council as part of the LEP-led approach to improving skill levels across the county.	Led by AD - Education and Skills Delivered by ELT

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

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

Year 1 Actions and Milestones (2018/19)			
Ref	Action	Milestone	Assistant Director(s) Responsible for Delivery
3.9	Annual contribution to the four-year (2017-21) public sector apprenticeships target of 2.3% of the Council's headcount of staff achieved.	By March 2019	AD - Education and Skills AD - Organisational Change
3.10	An integrated workforce strategy for the county's health and care services developed.	By March 2019	AD - Education and Skills AD - Adults AD - Organisational Change AD - Strategic Commissioning
3.11	All providers delivering services to, and on behalf of, the Council encouraged to pay the Living Wage Foundation's Living Wage rate of pay to their staff.	Ongoing	AD - Strategic Commissioning
3.12	An increase in the numbers of social enterprises formed and their survival rates achieved through work with Cumbria Social Enterprise Partnership - focusing on creating pathways to local employment.	Ongoing	AD - Economy and Environment AD - Education and Skills

Actions Planned for Years 2-4 (2019-2022)		
Ref	Action	Assistant Director(s) Responsible for Delivery
3.13	Jointly deliver, with partners, an integrated workforce strategy for the county's health and care services.	AD - Education and Skills AD - Integration and Partnerships AD - Strategic Commissioning
3.14	Develop and publish a clear escalator of training opportunities/qualifications for the unemployed through the Council's leadership of the LEP's programme aimed at reducing unemployment and under-employment.	AD - Education and Skills

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 1 Actions and Milestones (2018/19)			
Ref	Action	Milestone	Assistant Director(s) Responsible for Delivery
3.15	Ways to establish local libraries as entrepreneurial libraries identified.	From July 2018	AD - Economy and Environment AD - Customer and Community Services
3.16	To support the county's tourism industry by delivery of infrastructure and events: <ul style="list-style-type: none"> • support to the delivery of the Tour of Britain 2018 in Cumbria provided • over £1 million of improvements to the Rights of Way network delivered 	By Sept 2018 By April 2019	AD - Economy and Environment
3.17	Local Industrial Strategy for Cumbria produced, working in partnership through the LEP.	By December 2018	AD - Economy and Environment
3.18	Year 1 of an investment programme to promote Cumbria as a cultural and creative destination and help support the visitor and tourism economy developed and delivered.	By February 2019	AD - Economy and Environment
3.19	Developer contributions secured to deliver the local transport, digital and social infrastructure required by new housing developments - including school places, safe routes to schools, and sustainable transport links.	Ongoing	AD - Economy and Environment

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**

Actions Planned for Years 2-4 (2019-2022)		
Ref	Action	Assistant Director(s) Responsible for Delivery
3.20	Secure additional investment, through the negotiation with Government of a Borderlands Growth Deal, to improve connectivity and infrastructure across Cumbria.	AD - Economy and Environment
3.21	Building on the Council's current role, identify and deliver additional ways in which the Council can, with partners, contribute to supporting local businesses to access the support and funding they need to start and grow.	AD - Economy and Environment AD - Customer and Community Services

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

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

Year 1 Actions and Milestones (2018/19)			
Ref	Action	Milestone	Assistant Director(s) Responsible for Delivery
3.22	Proper take-up of the Schools Clothing Grant by families with children eligible for Free Schools Meals promoted through communication with schools and support agencies.	Ongoing	AD - Education and Skills
3.23	New ways in which the Council can work with public and private sector partners to maximise support for communities through partners' socio-economic responsibilities identified and implemented.	From July 2018	AD - Customer and Community Services AD - Economy and Environment
3.24	The Council's Care Leavers Offer, to assist carer leavers in or in preparing for adulthood and independent living, published.	By December 2018	Led by AD - Children and Young People Delivered by ELT
3.25	Opportunities for work experience and apprenticeships increased, and systems to ensure that all Children Looked After receive Information, Advice and Guidance about these opportunities put in place.	By March 2019	AD - Children and Young People AD - Education and Skills
3.26	New ways in which the Council can work collaboratively to support communities to achieve their aspirations, based on a better understanding of what community want to achieve, identified and plans for implementation put in place.	By March 2019	Led by AD - Customer and Community Services Delivered by ELT

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

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

Actions Planned for Years 2-4 (2019-2022)		
Ref	Action	Assistant Director(s) Responsible for Delivery
3.27	Explore further with partners how we can extend opportunities for Care Leavers through the expansion of the Care Leavers Offer.	AD - Children and Young People
3.28	Contribute to the delivery of Cumbria's Local Industrial Strategy.	AD - Economy and Environment

How we will measure progress against this outcome

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|-------------|--|
| M3.1 | An increase in employment rate of 16-64 year olds from 78.1%. |
| M3.2 | A reduction in claimant count rate from 1.9%. |
| 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 the number 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%. |
| M3.7 | An increase in the percentage of adult social care providers paying the Living Wage Foundation's Living Wage from 22% in March 2018. |

New ways of working and achieving financial sustainability

Everybody will be supported to achieve their aspirations

Year 1 Actions and Milestones (2018/19)			
Ref	Action	Milestone	Assistant Director(s) Responsible for Delivery
4.1	The Council's new General Data Protection Regulations responsibilities fulfilled.	By June 2018	AD - Organisational Change
4.2	A new 'My Account' platform for our customers using services online launched.	By September 2018	AD - Customer and Community Services AD - Organisational Change
4.3	A programme of customer training, to support the delivery of the Council's Customer Service Strategy, implemented.	From end of June 2018	AD - Customer and Community Services
4.4	New recruitment approaches to address market issues and 'grow your own' initiatives identified and implemented.	From July 2018	Led by AD - Organisational Change Delivered by ELT
4.5	A refreshed Council website launched.	By September 2018	AD - Customer and Community Services AD - Organisational Change
4.6	Approach and programme of commercial activities to support the objective to become a financially sustainable organisation developed.	By December 2018	Delivered by ELT
4.7	All services delivered in line with their 2018/19 revenue budget as set by Council in February 2018 (updated as required).	Ongoing until March 2019	Delivered by ELT
4.8	A programme of capital investment totalling £135.135 million in 2018/19 as agreed by Council in February 2018 delivered (updated as required).	Ongoing until March 2019	AD- Highways and Transport AD - Economy and Environment
4.9	A review of the Council's customer service standards completed.	By March 2019	AD - Customer and Community Services
4.10	Improvements to customer services for a programme of prioritised services, beginning with highways services, designed and delivered.	By March 2019	AD - Customer and Community Services Delivered by ELT

New ways of working and achieving financial sustainability

Everybody will be supported to achieve their aspirations

Year 1 Actions and Milestones (2018/19)			
Ref	Action	Milestone	Assistant Director(s) Responsible for Delivery
4.11	A total of £38.829 million of new savings delivered in 2018/19.	By March 2019	Delivered by ELT
4.12	Year 1 of the well-being strand of the Council's new Workforce Plan delivered.	By March 2019	Led by AD - Organisational Change Delivered by ELT

Actions Planned for Years 2-4 (2019-2022)		
Ref	Action	Assistant Director(s) Responsible for Delivery
4.13	Deliver the Council's Customer Service Strategy to improve the customer experience.	AD - Customer and Community Services
4.14	Deliver a programme of commercial projects to generate income.	AD - Organisational Change
4.15	Adopt best practice to secure better value from the Council's procurement activities and influence a mixed economy.	AD - Strategic Commissioning

How we will measure progress against this

- M4.1** A reduction in the marginal cost of Externally Provided Workforce of 15% from March 2018 levels.
- M4.2** A reduction in Sickness Absence to 10 days per WTE by March 2019.
- 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** All Subject Access Requests responded to within 1 calendar month in line with GDPR legislation.

