



LAA 2008 – 11 Delivery Plans

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Children and Young People



Responsible Officer: Karen Bradshaw

LAA Delivery Block: Children and Young People							
LAA Outcome: Further reducing the number of vulnerable young people who are not in education, employment or training						LAA no. 1	
Responsible partners: Shropshire Learning Network, Shropshire County Council, Shropshire Children's Trust							
Outcome indicator(s): 16- 18 year olds who are not in employment, education or training (NEET)					Lead Officer & Organisation:		NIS no. or local indicator ref
(i) 16 – 18 year olds who are Not in Employment, Education or Training (NEET)					SCC CYPSPD Karen Bradshaw		NI 117
(ii) Participation of 17 year-olds in education or training (Potential local indicator)							NI 91
Baseline(s)		2008/09 Targets				2009/10 Targets	2010/11 Targets
		Q1	Q2	Q3	Q4	Q4	Q4
(i)	4.5%	4.2%	4.2%	4.2%	4.2%	3.9%	3.6%

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By whom	Completed ? ✓ or ☒	Comments
<p>STRATEGIC OVERSIGHT</p> <p>To facilitate the reduction in NEETs in line with the agreed profile, the following will actioned -</p> <ul style="list-style-type: none"> • SLN and the five 14-19 Area Forums will overview both the local and county NEETs target and have reports table by Connexions at each meeting. • Agree a protocol for the involvement of Shropshire Council in the provision of work experience and work placements, that target the most vulnerable i.e. LLDD and looked after children 		<p>Karen Bradshaw</p> <p>Karen Bradshaw</p>		

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By whom	Completed ? ✓ or ☒	Comments
<p>PREVENTION</p> <p>To support the reduction in the number of young people who are NEET, the following will be put in place -</p> <ul style="list-style-type: none"> • Each area TAP will have NEET action point that is underpinned by an area NEET Action Plan. • In partnership with the LSC and Shropshire's Children's Services, all young people within the September Guarantee cohort, will have access to a suitable offer of learning by the following January. • Working with a range of partners in the public sector, work placements will be made available for young people within these organisations (work experience, job tasters, apprenticeships and employment opportunities). • Through the ongoing development of the learning offer within the local 14 – 19 framework, the partnership will continue to raise the profile of learning with 17 year olds as detailed in area plans. 	<p>April 2008</p> <p>January 2009</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Yvonne Owens</p> <p>Yvonne Owens</p> <p>Yvonne Owens</p> <p>Yvonne Owens</p>		<p>Further work to be undertaken as part of the move to Unitary status</p>
<p>TARGETTED ACTIVITY</p> <p>To compliment the prevention agenda, the following targeted activities will be delivered through-out the County -</p> <ul style="list-style-type: none"> • In partnership with YOS use the OLAS funding to support 50 young offenders into education, employment and training through a range of bespoke mentoring/support packages. • Through programmes of planned activity and the active 	<p>March 2009</p>	<p>Yvonne Owens</p> <p>Yvonne Owens</p>		

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By whom	Completed ? ✓ or ✗	Comments
<p>promotion of Care to Learn, support 10 teenage mothers back into learning</p> <ul style="list-style-type: none"> • In partnership with Aim Higher promote ongoing learning and access to higher education, to young people and families who historically have not considered this progression route. • Through the Positive Activities agenda provide holiday and evening programmes to raise motivation and self esteem of vulnerable groups of 13 – 19 year olds. • In partnership with the Youth Service and the Looked After Team young people in care will be supported to access leisure and recreational activities that will broaden horizens, develop social skills and raise self esteem. • Provide programmes of Life Skill and Job Clubs, to groups of young people who have barriers to accessing EET in hot spot areas-. 	Ongoing			
	Ongoing	Yvonne Owens		
	March 2009	Martin Stephens		
	March 2009	Martin Stephens		
	Ongoing	Yvonne Owens		

LAA Delivery Block: Children and young people's services							
LAA Outcome: Increasing the Stability of Looked After Children's Placements							LAA 03
Responsible partners: Shropshire County Council, Shropshire Children's Trust							
Outcome indicator(s):						Lead Officer & Organisation:	NIS no. or local indicator ref
(i) NIS 62 – Stability of placements of LAC: number of placements [% LAC with 3+ placements] (smaller is better)						Kathryn Edwards SCC	NIS 62
(ii) NIS 63 – Stability of placements of LAC: length of placement [% LAC for 2.5 years in same placement for 2 years] (bigger is better)						Kathryn Edwards SCC	NIS 63
Baseline(s)		2008/09 Targets				2009/10 Targets	2010/11 Targets
		Q1	Q2	Q3	Q4	Q4	Q4
(i)	NIS 62 14.9%				14%	13%	12%
(ii)	NIS 63 60.7%				64%	67%	70%

P+ REF	Key Success Criteria / Milestones (quarterly or six monthly)	By when	By Whom	Completed? ✓ or ☒	Comments
1.	<p>Increase placement provision to provide a good range of placements, so that matching is improved.</p> <p>Target numbers for end 2008/09 are</p> <p>13 spot external 10 block external 12 internal residential 162 placements (family based care)</p>	<p>Overall strategy 2007 – 2010.</p> <p>Review quarterly</p>	Chris Dennison		
2.	<p>Open 3rd Children's Home</p> <p>Home becomes operational on target and begins to help reduce the numbers of LAC placed in external residential provision.</p> <p>Matching improves so fewer moves after second placement.</p>	December 2008	Chris Dennison		
3.	<p>Progress proposals for a block contract with an independent fostering agency. A market analysis is underway to determine the best method of procuring independent foster care services.</p> <p>Increased availability of fostering external at reduced cost.</p>	To be considered by Commissioning Group in September 2008 with possible commencement date of April 2009	Chris Dennison		

P+ REF	Key Success Criteria / Milestones (quarterly or six monthly)	By when	By Whom	Completed? ✓ or ☒	Comments
4.	<p>Increase number of internal fostering households.</p> <p>Meet the targets for increase of fostering households:</p> <p>(2008-2009) 102 (2009-2010) 110</p>	End March 2009	Chris Dennison		
5.	<p>Develop focussed integrated systems of support for foster carers and for supported board and lodgings carers.</p> <p>Heads of Service (LAC & CPS) to present proposals on improved support systems.</p>	Report by 15 September 2008	Pete Murphy & Chris Dennison		
6.	<p>Develop an Emergency placement scheme.</p> <p>Head of CPS to finalise proposals on identifying/recruiting emergency carers following the formation of a new 'stakeholder group' which will scrutinise proposals.</p> <ul style="list-style-type: none"> ▪ Reduction of pressure on existing carers and improved retention of carers. ▪ Reduction in the number of moves (i.e. 3+ placements per year). 	July 2008	Chris Dennison		

P+ REF	Key Success Criteria / Milestones (quarterly or six monthly)	By when	By Whom	Completed? ✓ or ☒	Comments
7.	<p>Review Foster parent Payment for Skills scheme.</p> <p>Head of CPS to set up new 'stakeholder group' to scrutinise all proposed changes to the scheme.</p> <p>A further action to improve carer satisfaction therefore recruitment and retention rates to improve.</p> <p>A key aim is also to prevent the ending of placements by carers without due notice being given, so that unplanned moves will be reduced.</p>	July 2008	Chris Dennison		
8.	<p>Promote access to a range of leisure/fun activities.</p> <ul style="list-style-type: none"> ▪ Youth Support Division to identify lead officer. ▪ Plan the arrangements needed. <p>Increased numbers taking up creative opportunities.</p>	LAC Strategy Group to monitor progress. Improved Service in place by April 2009	Pete Murphy & Karen Bradshaw		
9.	Reaffirm the role of the designated LAC teacher ensuring that headteacher, governors and staff are clear regarding the role and are working to raise the attainment of all LAC attending the school; - raised attainments and attendance of our LAC.	March 2009	Jeff Potts		

P+ REF	Key Success Criteria / Milestones (quarterly or six monthly)	By when	By Whom	Completed? ✓ or ☒	Comments
10.	<p>Performance Information and Regular monitoring of performance information of all LAC data by Teams to ensure focus on all key areas that affect stability.</p> <p>Implement recommendations of data and performance systems reviews.</p> <p>Accurate data</p> <p>Improved performance against key PIs.</p>	Quarterly monitoring	Kathryn Edwards & Heads of Service		
11.	<p>Analysis of 2007 – 2008 outcomes</p> <p>Review all placement moves recorded A1 and D78 2007-2008.</p> <p>Full understanding of patterns or trends and update action plan if appropriate.</p>	End July 2008	Kathryn Edwards & Pete Murphy		
12.	<p>Obtain the opinions and views of children public care services and ensuring that these are considered by members and officers. (i.e. finalise plans re Children in Care Council)</p> <ul style="list-style-type: none"> ▪ Develop the celebration event exploring consultation opportunity. ▪ Review the NSPCC contract on advocacy/independent visit. ▪ Review feedback from young people gathered through IRO processes <p>Firm up feedback proposals – e.g. event supported by Belmont Art in Feb 2008.</p>	<p>Planning by July</p> <p>Celebration event in Sept 2008.</p> <p>Childen in care council event February 2009</p>	Pete Murphy		

P+ REF	Key Success Criteria / Milestones (quarterly or six monthly)	By when	By Whom	Completed? ✓ or ☒	Comments
13.	<p>Placement Consolidation</p> <p>Where appropriate Placement Consolidation Meetings taking place LAC on their second placement and facing a potential third move within 12 months</p> <p>Prevent any unnecessary moves and increased placement stability.</p>	Review progress in July 2008	Pete Murphy and Chris Dennison		

August 08 version

Responsible Officer: Janet Graham, Uma Viswanthan

LAA Delivery Block: : Children and Young People							
LAA Outcome: To reduce obesity in primary school age children in Reception Year							LAA no. 22
Responsible partners: Shropshire County Council, Shropshire County PCT, Shropshire and Telford NHS Trust							
Outcome indicator(s):					Lead Officer & Organisation:	NIS no. or local indicator ref	
(i) To reduce obesity among primary school age children in Reception					SC PCT CPH : C&YP	NI 55	
(ii) To increase the prevalence of breast-feeding at 6 to 8 weeks from birth (local indicator only)					SC PCT CPH : C&YP	NI 53	
Baseline(s)		2008/09 Targets				2009/10 Targets	2010/11 Targets
		Q1	Q2	Q3	Q4	Q4	Q4
(i)	55 10.1%				9.9%	9.8%	9.7%
(ii)	53 40%				41%	42%	43%

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By who	Comments	Completed/ Outcome
Antenatal Setting:				
1. Ensure availability of Scales (Grade 3/Grade 4) in all antenatal care settings calibrated in accordance with prescribed guidelines and with recorded date of last calibration	April 2009			Pilot stage

¹ Data will only be available for Q3 and Q4 for 2008/2009

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By who	Comments	Completed/ Outcome
<p>a. Midwifery led units b. Children's centres c. GP Practices d. Maternity departments at SATH</p> <p>2. Record BMI in an increasing proportion of antenatal women at the booking appointment / within the 1st trimester.</p> <p>3. Identify an increasing proportion of women with a BMI above 30 at the first appointment /within the first trimester</p>	<p>¹75% by April 2009 80% by April 2010 82% by April 2011</p> <p>¹75% by April 2009 80% by April 2010 82% by April 2011</p>	<p>Cathy Smith</p> <p>Cathy Smith</p>	<p>Can be audited through the ECLIPSE system, conforms with vital signs maternity target</p>	<p>Pilot stage</p>
<p>4 Develop and offer messages to an increasing proportion of antenatal women relating to the following areas</p> <ul style="list-style-type: none"> • Healthy nutrition, including signposting to support for cooking skills • Physical activity • Infant nutrition (breastfeeding and weaning) <p>These messages may be offered individually or in group settings to all antenatal women in the following settings.</p> <ul style="list-style-type: none"> - midwifery led units - children's centres - GP practices - parent groups led by health visitors - Maternity unit at SATH 	<p>April 2009 to develop and pilot messages based on audit of current services</p> <p>75% coverage by April 2010 80% coverage by April 2011</p>		<p>Need to audit what is currently offered and ascertain the gaps</p> <p>Healthy eating, physical activity PDCM</p> <p>Cathy Smith</p>	<p>Not yet completed</p>
<p>Antenatal workshops to offer messages on key lifestyle issues related to obesity prevention:</p> <ul style="list-style-type: none"> • Healthy nutrition, including signposting to support for cooking skills 	<p>April 2009</p>	<p>Maternity Service Level Agreement (SLA)</p>	<p>Need to audit what is currently offered and ascertain the gaps</p> <p>- workshops addressing healthy lifestyles: where, how often, quality of content</p>	<p>Not yet completed</p>

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By who	Comments	Completed/ Outcome
<ul style="list-style-type: none"> • Physical activity • Infant nutrition (breastfeeding and weaning) <p>This will include antenatal workshops conducted in any of the following settings: children's centres/MLU except Shrewsbury/community venues/ parent and toddler group</p>			- number of women attending	
<p>5 Develop a Multi agency training programme to address training needs of frontline staff in key areas related to obesity prevention including healthy nutrition, physical activity, and infant nutrition (breast feeding and weaning).</p> <p>6 Develop a core set of guidelines for frontline staff addressing key areas related to obesity prevention including healthy nutrition, physical activity, and infant nutrition(breast feeding and weaning) specifically addressing concerns of women in the ante and postnatal periods</p>	<p>April 2009</p> <p>April 2009</p>	NSF1	<p>Need to audit what is currently offered and ascertain the gaps</p> <p>Healthy eating PDCM</p>	
<p>7 Develop weight management support services for post natal women in Shropshire which may be based in:</p> <ol style="list-style-type: none"> a. GP surgeries b. Children's Centres <p>8 Offer an increasing proportion of antenatal women with a BMI above 35 a referral to the weight management support services postnatally.</p> <p>9 Evaluate weight management support services for postnatal women in Shropshire by April 2011</p>	<p>April 2009</p> <p>50% by April 2010</p> <p>60% by April 2011</p>	<p>Obesity PDCM</p> <p>Obesity PDCM</p> <p>Obesity PDCM</p>	<p>This will be linked to the weight management support services for adults</p> <p>Can be audited through the ECLIPSE system??</p>	
<p>10 Offer all women with a BMI over 35 targeted support through HV and/or CCSW with targeted brief interventions in the following areas:</p> <ol style="list-style-type: none"> a. Healthy nutrition, including BF and weaning b. Physical activity c. Behavioural support 	<p>75% by April 2009</p> <p>80% by April 2010</p> <p>82% by April 2011</p>	HV SLA		

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By who	Comments	Completed/ Outcome
d. Parenting skills in relation to eating behaviour Signposting to Cooking lessons				
Children under the age of 5				
Infant nutrition including breastfeeding and weaning				
1. Increase the proportion of children who are exclusively breastfed at 6 to 8 weeks	41% by April 2009 42% by April 2010 43% by April 2011	Maternity SLA and HV	Vital signs target	
2. Increase the number of children with a breastfeeding status recorded as a percentage of all infants due for a 6–8 week check	85% by April 2009 90% by April 2010 95% by April 2011	Performance monitoring	Vital signs target	
3 Obtain certificate of commitment towards the UNICEF Baby Friendly Initiative across all maternity care providers in Shropshire	April 2009	2009/10 contract	Funding issues	
4 Increase the number of breast feeding peer support groups available to women in Shropshire.	5 by April 2011			
5 Increase the number of breastfeeding peer support workers available across Shropshire	Train 5 extra peer support workers by 2009, 10 extra by 2010 and 15 extra by 2011			
6 Implement interventions to increase breastfeeding uptake in deprived areas and with vulnerable mothers beginning antenatally	tbc			
7 Work towards normalisation of breastfeeding in public	tbc			

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By who	Comments	Completed/ Outcome
<p>spaces through an annual increase in premises acquiring the Platinum status in SHEA / Shropshire Welcomes Breastfeeding Award</p> <p>8 Audit the proportion of NHS premises which have a Shropshire Welcomes Breastfeeding Award and increase the proportion of these</p>	tbc			
Training				
<p>1. Develop a Multi agency training programme to address training needs of frontline staff in key areas related to obesity prevention including healthy nutrition, physical activity, and infant nutrition (breast feeding and weaning).</p> <p>2. Develop a core set of guidelines for frontline staff addressing key areas related to obesity prevention including healthy nutrition, physical activity, and infant nutrition(breast feeding and weaning) specifically addressing concerns of women in the ante and postnatal periods</p> <p>3. Commission training for all frontline workers to include elements of parenting addressing issues in relation to obesity prevention including</p> <ul style="list-style-type: none"> • raising awareness of health risks associated with excess weight/using food as a reward • empowering parents to adopt healthier lifestyles for themselves and their children 	<p>April 2009</p> <p>April 2009</p>	<p>NSF1</p> <p>NSF1</p>	<p>Need to audit what is currently offered and ascertain the gaps</p> <p>Supporting parenting programmes</p>	
Early Years				
<p>1. Implementation of the Early Years Foundation Stage guidance on nutrition and physical activity</p> <ul style="list-style-type: none"> • Maximising the play facilities available, including: <ul style="list-style-type: none"> • Maximising use of outdoor space 	April 2009	Early Years commissioners and providers, input from		

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By who	Comments	Completed/ Outcome
<ul style="list-style-type: none"> • Creating indoor play environments • Minimise sedentary activities during playtime, and provide regular opportunities for active play and structured physical activity sessions. • Deliver training to early years providers on: <ul style="list-style-type: none"> • Maximising opportunities for activity both in the outdoor and the indoor environments • Facilitating children's experiences of free play • Good Practice in relation to outdoor play • Raise awareness for training for early years providers • Promotion of healthy eating and physical activity for young children • Where appropriate Implement guidance on food procurement and healthy catering from DfES • Encourage children eat regular, healthy meals in a supervised, pleasant, sociable environment, free from distractions such as television. Children should be supervised at mealtimes and, if possible, staff should eat with them. • Involve parents and carers in activities aimed at preventing excess weight gain and improving children's diet and activity levels. (Health Trainers to link in) – standardised opportunities for physical activity involving parents e.g walking pathways/pools 		Healthy Eating PDCM Early Years Consultants Early Years Development Officers Training Providers		
Child friendly spaces for unstructured play				
2. Health professionals in early years settings should use a range of components, not just parental education <ul style="list-style-type: none"> • Interactive cookery and physical activity demonstrations (cookery skills/training with 				

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By who	Comments	Completed/ Outcome
Children's Centre) <ul style="list-style-type: none"> • Videos and discussions on meal planning and shopping. • Opportunities for active play, including family activity events • Map play areas across the county, evaluate access to play areas and barriers to using these. • Make information easily accessible on the location of quality assured outdoor play areas and other opportunities for physical activity, such as leisure centres and swimming pools • Develop HomeZone proposals for key areas with urban deprivation 				
Identification and management of children at risk of being obese by Reception year				
<ol style="list-style-type: none"> 1. Identify all children with a BMI above the 95th centile at the age of 5 through the NCMP 2. Develop pathway and guidelines for the management of children at risk of obesity (ie with a BMI >95th centile and BMI >30 for at least one parent) Can be audited through the Child Health Records and ISA process 3. Audit training needs of all frontline professionals on: <ol style="list-style-type: none"> a. basic advice b. signposting to appropriate local services 4. Offer training for all frontline professionals working with children (caterers, health workers, teachers, primary care staff etc) to improve consistency of messages on: <ol style="list-style-type: none"> c. basic advice d. signposting to appropriate local services 	September 2008	<ol style="list-style-type: none"> 1. School Nurse SLA 2. CPH:CY P NSA 3. CPH:CY P NSA 4. Commissioning training 	Can be audited through the Child Health Records and ISA process	
Supporting parents in the prevention of obesity				
<ol style="list-style-type: none"> 1. All parents should be offered support/ information by frontline workers on <ul style="list-style-type: none"> • raising awareness of health risks associated with 				

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By who	Comments	Completed/ Outcome
<p>excess weight/using food as a reward</p> <ul style="list-style-type: none"> empowering parents to adopt healthier lifestyles for themselves and their children <p>2. All parenting programmes should address the following: raise awareness of health risks associated with excess weight/using food as a reward</p> <ul style="list-style-type: none"> empower parents to adopt healthier lifestyles for themselves and their children 	April 2009			

Responsible Officer: Janet Graham

LAA Delivery Block: Statutory Priorities (Early Years)						
LAA Outcome: Mandatory DCFS indicators						LAA no.
Responsible partners: Shropshire County Council						
Outcome indicator(s):					Lead Officer & Organisation:	NIS no. or local indicator ref
(i) Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest					Elaine Marsh, Children and Young People's Services	NI 092
Baseline(s)		2008/09 Targets			2009/10 Targets	2010/11 Targets
		Q1	Q2	Q3	Q4	Q4
(i)		34.3	34.3	34.3	34.3	33.12

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By who	Comments	Completed/ Outcome
Implementation of the Early Years Foundation Stage Maintaining ongoing CPD and Early Years Support and Advise Programme Implement EYFSP 2008/09 Moderation Plan including providing additional moderation and action planning for schools which scored less than 40% in either CLLD or PSED or both in FSP 2008	Ongoing from Sept 2008 to June 2009	EY Officer and EY Advisers		
Identify, maintain, support and disseminate good practice, correlated and cross-referenced to FSP outcomes that show narrowing of gap for 30% and 70% most disadvantaged children.	April 2009	EY Officer EY RAISE Advisers		
Implement final year of LPSA 2 Project. Draw up an	June 2009	EY Officer		

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By who	Comments	Completed/ Outcome
action plan for support by Children's Centres Area Services and Children Centre Area teachers in new target Children's Centre 70% areas.		Head of Prev. Services		
Increase potential Graduate Leaders for PVI Settings Target developments in PVIs located in 30% most deprived areas. Identify Settings, Implement Graduate Leader Protocol for funding release and provide support for settings and potential graduates.	January 2009 and ongoing	EY Manager and Workforce Dev. Officer EY		
Continue to Roll out CLLD Pilot Programme Develop and implement new National Strategies Programmes: <ul style="list-style-type: none"> • The Early Language Programme (Every Child a Talker) • The Social and Emotional Aspects of Development Programme 	CLLD Ongoing New NS June 2009	EY Officer EY Advisers		
Develop Childcare Sufficiency Action Plan for 2008-2011. That will facilitate sufficient quality childcare provision particularly to meet specific childcare needs of parents on low incomes or children who have disabilities	Draft Action Plan December 2008 and ongoing	EY Manager and CC Direct Services Officer		
Extend free entitlement to 3 and 4 year olds. Deliver 15 hours flexible free provision to the 25% most disadvantaged 3 and 4 year olds	September 2009	EY Child care Manager		
Improve the quality of the learning environment in early year's settings to support the delivery of EYFS by ensuring targeted spend of 2008/09 Early Years capital allocation.	June 2009	EY Childcare Manager		



Responsible Officer: Janet Graham

LAA Delivery Block: Statutory Priorities (Primary)							
LAA Outcome: Mandatory DCFS indicators							LAA no.
Responsible partners: Shropshire County Council							
Outcome indicator(s):					Lead Officer & Organisation:	NIS no. or local indicator ref	
(i) Achievement at Level 4 or above in both English and Maths at Key Stage 2					John Rowley, SCC	NI 073	
(ii) Progression by 2 levels in English between Key Stage 1 and Key Stage 2					John Rowley, SCC	NI 093	
(iii) Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2					John Rowley, SCC	NI 094	
(iv) Looked after children reaching Level 4 in English at Key Stage 2					John Rowley, SCC	NI 099	
(v) Looked after children reaching Level 4 in Maths at Key Stage 2					John Rowley, SCC	NI 100	
Baseline(s) (NB 2006-2007 academic year)	2008/09 Targets				2009/10 Targets	2010/11 Targets	
	Q1	Q2	Q3	Q4	Q4	Q4	
(i) 73.1*	n/a	n/a	n/a	n/a	n/a	81*	Not set until January 2009
(ii) 88.4*	n/a	n/a	n/a	n/a	n/a	91*	Not set until January 2009
(iii) 79.1*	n/a	n/a	n/a	n/a	n/a	89*	Not set until January 2009
(iv) 40#	50#	50#	50#	50#	50#	20#	Not set until January 2009
(v) 60#	50#	50#	50#	50#	50#	40#	Not set until January 2009

* The first statutory targets for these indicators are for the 2008-2009 academic year which relate to the 2009/10 financial year. There are no statutory 25 targets for the 2007-2008 academic year. Tests were completed in June 2008 which will give an indication of progress, but accurate data is unlikely to be available until 2009 given the well publicized difficulties with the tests this year.

The number of Looked After Children eligible for inclusion against this indicator is very small. In addition, special educational needs will vary from year to year. Consequently, there will be considerable variations in targets and outcomes.

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By who	Comments	Completed/ Outcome
<p>Continued implementation of the National Strategies/School Improvement action plans, including appropriate targeted support and professional development.</p> <p>Target support to focus on:</p> <ul style="list-style-type: none"> (i) securing effective leadership and management in a small number of target schools (ii) implementing fully developed approaches to Assessment for Learning (iii) ensuring maximum number of children are making good progress through effective intervention strategies 	Ongoing	Advisory team led by Senior Adviser – National Strategies		
<p>Completed initial school level analysis of 2008 Key Stage 2 test and teacher assessment information, including for LAC. Analysis in relation to targets, available comparative data and performance and benchmark information from previous years. Identification of those schools where progress from Key Stage 1 is not at least in line with the progress made by pupils in similar schools. Initial identification of those schools causing concern.</p>	October 2008	Advisory team led by Senior Adviser – National Strategies		
<p>Completion of review, and where necessary refocusing of targeted support in response to the identification of underperforming and underachieving</p>	October 2008	Advisory team led by Senior		

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By who	Comments	Completed/ Outcome
schools and individuals, including LAC.		Adviser – National Strategies		
Work with all schools to complete a detailed analysis of their 2008 Key Stage 2 performance, to set curricular targets and update action plans to meet identified causes for concern.	December 2008	School Improvement Partners led by Principal Adviser		
Identification of good practice across schools which might be transferable to those schools, which are underperforming.	December 2008	School Improvement Partners led by Principal Adviser		
Ongoing focussed work with targeted schools to support the implementation of their Raising Achievement Plans, including ensuring that individual targets and strategies for achieving them are well matched to all pupils, including LAC	Ongoing	School Improvement Partners led by Principal Adviser		
Ensuring that schools are using, and monitoring the use of any additional targeted funding so that they contribute to effective pupil progress.	Ongoing	Advisory team led by Senior Adviser – National Strategies		
Implementation of a programme of monitoring by School Improvement Partners and LAC team that focuses on all school's Improvement Plans and identifies any causes for concern.	Ongoing	School Improvement Partners led by Principal Adviser		



Responsible Officer: Janet Graham

LAA Delivery Block: Statutory Priorities (Secondary)							
LAA Outcome: Mandatory DCFS indicators							LAA no.
Responsible partners: Shropshire County Council							
Outcome indicator(s):					Lead Officer & Organisation:		NIS no. or local indicator ref
(i) Achievement at level 5 or above in both English and Maths at Key Stage 3					John Rowley, SCC		NI 074
(ii) Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths					John Rowley, SCC		NI 075
(iii) Achievement at Level 5 or above in Science at Key Stage 3					John Rowley, SCC		NI 083
(iv) Progression by 2 levels in English between Key Stage 2 and Key Stage 3					John Rowley, SCC		NI 095
(v) Progression by 2 levels in Maths between Key Stage 2 and Key Stage 3					John Rowley, SCC		NI 096
(vi) Progression by 2 levels in English between Key Stage 3 and Key Stage 4					John Rowley, SCC		NI 097
(vii) Progression by 2 levels in Maths between Key Stage 3 and Key Stage 4					John Rowley, SCC		NI 098
(viii) Looked after children achieving 5 A*-C grades at GCSE or equivalent at Key Stage 4 (including English and Maths)					John Rowley, SCC		NI 101
Baseline(s) (NB 2006-2007 academic year)		2008/09 Targets				2009/10 Targets	2010/11 Targets
		Q1	Q2	Q3	Q4	Q4	Q4
(i)	74.2*	n/a	n/a	n/a	n/a	80*	Not set until January 2009
(ii)	52.9	58	58	58	58	59.8	Not set until January 2009
(iii)	82	84	84	84	84	85	Not set until January 2009
(iv)	28.8*	n/a	n/a	n/a	n/a	39*	Not set until January 2009
(v)	68*	n/a	n/a	n/a	n/a	72*	Not set until January 2009

(vi)	56.4*	n/a	n/a	n/a	n/a	69.2*	Not set until January 2009
(vii)	35.3*	n/a	n/a	n/a	n/a	40.3*	Not set until January 2009
(viii)	4.3#	11.7#	11.7#	11.7#	11.7#	13.8#	Not set until January 2009

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* The first statutory targets for these indicators are for the 2008-2009 academic year which relate to the 2009/10 financial year. There are no statutory targets for the 2007-2008 academic year. Tests and examinations were completed in June 2008 which will give an indication of progress, but accurate data is unlikely to be available until 2009 given the well publicized difficulties with the tests this year.

The number of Looked After Children eligible for inclusion against this indicator is very small. In addition, special educational needs will vary from year to year. Consequently, there will be considerable variations in targets and outcomes.

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By who	Comments	Completed/ Outcome
Continued implementation of the National Strategies/School Improvement action plans, including appropriate targeted support and professional development. Target support to focus on: (iv) implementing fully developed approaches to Assessment for Learning (v) support for English, mathematics, science and ICT to ensure good progress, including through effective intervention strategies	Ongoing	Advisory team led by Senior Adviser – National Strategies		
Completed initial school level analysis of 2008 Key Stage 3 test and teacher assessment information and GCSE results, including for LAC. Analysis in relation to targets, available comparative data and performance and benchmark information from previous years. Identification of those schools where progress from Key Stage 2 or 3, particularly in English and mathematics, is not at least in line with the progress made by pupils in similar schools. Initial identification of those schools causing concern.	October 2008	Advisory team led by Senior Adviser – National Strategies		
Completion of review, and where necessary	October	Advisory		

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By who	Comments	Completed/ Outcome
refocusing of targeted support in response to the identification of underperforming and underachieving schools and individuals, including LAC.	2008	team led by Senior Adviser – National Strategies		
Work with all schools to complete a detailed analysis of their 2008 Key Stage 3 and GCSE performance, to set curricular targets and update action plans to meet identified causes for concern.	December 2008	School Improvement Partners led by Principal Adviser		
Identification of good practice across schools which might be transferable to those schools, which are underperforming.	December 2008	School Improvement Partners led by Principal Adviser		
Ongoing focussed work with targeted schools to support the implementation of their Raising Achievement Plans, including ensuring that individual targets and strategies for achieving them are well matched to all pupils, including LAC	Ongoing	School Improvement Partners led by Principal Adviser		
Ensuring that schools are using, and monitoring the use of any additional targeted funding so that they contribute to effective pupil progress.	Ongoing	Advisory team led by Senior Adviser – National Strategies		
Implementation of a programme of monitoring by School Improvement Partners and LAC team that focuses on all school's Improvement Plans and identifies any causes for concern.	Ongoing	School Improvement Partners led by Principal Adviser		



Responsible Officer: Janet Graham

LAA Delivery Block: Statutory Priorities (Absence)							
LAA Outcome: Mandatory DCFS indicators							LAA no.
Responsible partners: Shropshire County Council							
Outcome indicator(s):					Lead Officer & Organisation:		NIS no. or local indicator ref
(i) Secondary school persistent absence rate					Janice Chaplin, SCC		NI 087
Baseline(s)		2008/09 Targets				2009/10 Targets	2010/11 Targets
		Q1	Q2	Q3	Q4	Q4	Q4
(i)	5.1	n/a	n/a	n/a	n/a	4.9*	Not set until Jan 09

- The first statutory targets for these indicators are for the 2008-2009 academic year which relate to the 2009/10 financial year.

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By who	Comments	Completed/ Outcome
To continue to implement the behaviour and attendance strand of the National Strategy to support all schools in developing positive approaches to behaviour and attendance, including implementing the SEAL programme.	Ongoing	Behaviour and Attendance consultant.		
Targeted support in place to a small number for schools through the Behaviour Improvement Programme funding.	Ongoing	As above		
To reduce the level of persistent absence in the three secondary schools where persistent absence was identified as above 7% in the last reporting period.	May 2008 May 2009	School, supported by EWS.		
To further improve the reliability of persistent absence data and reporting throughout the year.	May 2009	As above.		

Health & Wellbeing



Responsible Officer: Ruth Houghton (interim pending the appointment of a new assistant director)

LAA Delivery Block: Health and Well-being Board (formerly Healthier Communities and Older People)							
LAA Outcome: Reducing the risks of loss of independence and preventing people needing to enter care services						LAA no. 4	
Responsible partners: Shropshire County Council, Shropshire County Primary Care Trust, Shropshire Children's Trust, Voluntary and Community Sector (including Age Concern, Community Council of Shropshire) Shropshire Partners in Care, Energize, Care Workforce Development Partnership (Skills for Care), South Staffordshire and Shropshire Healthcare Foundation Trust.							
Outcome indicator(s):					Lead Officer & Organisation:	NIS no. or local indicator ref	
(i) People supported to live independently through social care (all adult ages). Source: GFS return 2006, and RAP 2007/08.					Jenny Watkins (SCC)	NI 136	
Baseline(s)		2008/09 Targets				2009/10 Targets	2010/11 Targets
		Q1	Q2	Q3	Q4	Q4	Q4
(i)	5910* (2007/08)	5950	6000	6040	6,085	6,375	6,665
Suggested local measures to evidence delivery of this outcome :					Lead Officer & Organisation:	NIS no. or local indicator ref	
L1 Timeliness of social care assessment (new definition that includes adults 18-64 years for 2008/09)					Jenny Watkins(Shropshire County Council)	NI 132	
L2 Timeliness of social care packages (new definition to include adults 18-64years from 2009/10)					Jenny Watkins (Shropshire County Council)	NI 133	
L3 Increase the number of new participants on Walking for Life Schemes					Sarah Arden (Shropshire County Council)	Local	
L4 Increase the number of teachers of weekly classes for chair based exercise					Miranda Ashwell	Local	

					(Shropshire County PCT)		
Baseline(s) 2007/08		2008/09 Targets				2009/10 Targets	2010/11 Targets
		Q1	Q2	Q3	Q4	Q4	Q4
L1	82.5	82.5	82.6	82.7	83.0	83.0	83.0
L2	96	97	97	97	97	97	97
L3	2,400	2,500	2,600	2,900	3,200	-	-
L4	50	-	-	-	60	-	-

Key Success Criteria / Milestones (quarterly or six monthly) What and Why	By when	Responsible	Completed? ✓ or <input checked="" type="checkbox"/> Yes or No	Comments (include expected impact of action)
Development of Prevention Services				
Expert Patients Programme to be further developed by PCT / Immediate Care and Cluster Teams	Sept 2008	Paul Haycox / June Patel		Expert Patients Programme developed through Joint Commissioning and rolled out into operational services through the PCT Communications and Public Involvement Committee.
Continue roll out of Extend classes through preventive services, community council and care development team. This plans to be further developed by Sports and Leisure services to include current targets and action plans through current reporting mechanisms. <ul style="list-style-type: none"> Focus on OP services high dependency care. Focus on Adults with Learning Disability dependency needs Focus on Physical Disability service user needs. 	Sept 2008	Miranda Ashwell / Gaynor Hadley.		Review of effectiveness of training to date to be carried out. Further actions expected
Provision of 2 x Falls Prevention, Exercise and Older People training Courses by Joint Adult	March 2009	Christine Scott/ Caroline		Increased awareness of falls prevention and benefits of exercise for

Key Success Criteria / Milestones (quarterly or six monthly) What and Why	By when	Responsible	Completed? <input type="checkbox"/> or <input checked="" type="checkbox"/> Yes or No	Comments (include expected impact of action)
Community and Health Training		Wahannell		older people. This action also supports LAA No. 8.
Rapid Response services to be profiled with immediate care services with PCT to look at requirements of immediate care needs in line with current cluster model framework.	Sept 2008	Graeme Currie / Jenny Watkins	Partially	Further Action Plan to be done through consultation with PCT. Interdisciplinary team to be developed using the model in the North of the County. DMT papers being presented in July 2008. This will speed up the process for the assessment delivery of care packages to Older people.
Provision of training to support team redesign and change management of Rapid Response by Joint Adult Community and Health Training.	March 2009	Christine Scott		Team adopting new ways of working.
Report to DMT on findings from Skills for Care New Type of Worker Research Project focusing on competencies for START Services	30 July 2008	Jackie Smith and John Snell	Partially	Research findings will inform any role re-design within the START Service. Margaret Dunn, Acting Start Manager is a member of the Project Group. This is reported to the PCT Programme Board.
Redesign services provided through START service re-design to incorporate weekend working, to enhance the uptake of care packages for the whole county as well as Shrewsbury.	Sept 2008	Margaret Dunn	Partially	START is available to all older people in the county to ensure there is an appropriate level of care delivered at the right time.
Continued provision of training within the sector to support prevention and the loss of independence through training posts for Moving and Handling, First Aid, Infection Control and Protection of Vulnerable Adults funded by the Care Workforce Development	Mar 2009	Mike Donkin	Partially	The following planned for Shropshire's social care sector in 08/09: 30 x Moving and Handling courses 390 target numbers for First Aid Training 240 target numbers for Protection of

Key Success Criteria / Milestones (quarterly or six monthly) What and Why	By when	Responsible	Completed? <input type="checkbox"/> or <input checked="" type="checkbox"/> Yes or No	Comments (include expected impact of action)
Partnership and hosted by Shropshire Partners in Care.				Vulnerable Adults Training 600 target numbers for Infection Control Training The impact that this training has is to support sector staff to deliver improved quality service that support the independence agenda.
Continued development of Advice Alliance such as A4U at Louise House to incorporate services to self funders.	Dec 2008	Ruth Houghton		Possibility to revise service level agreement with A4U and advice alliance.
<p>Step up self funders profile within Advocacy Services and ensure benefits advice and uptake considered also access to services through resource centre models e.g. Helena Lane.</p> <ul style="list-style-type: none"> • To consider access routes to independent sector for advice and information. • To consider access routes for people with learning disabilities and carers. <ul style="list-style-type: none"> ✓ <i>Map information, advice and guidance services available to self funders from local and national groups (for example: Age Concern, CAB, A4U, MAYSI, QUBE, SPIC, Care Aware, NHFA)</i> ✓ <i>Define what is advocacy and who provides it (meeting the Action for</i> 	Dec 2008	Mandy Thorn / Carol Lucas		<p>To use models such as Maysi Project on a countywide basis with Age Concern and other advocacy groups.</p> <p>The impact of these plans will be that Self funders will receive advice guidance and support to resource the required service to maintain dignity in care. This meets the CSCI requirements for the improved outcome measures for self funders.</p> <p>In Shropshire, the County Council Purchases a approx 30% of the care market, suggesting that after the NHS has purchased care provision of 10%, then more than half of the market is purchased by Private Individuals.</p>

Key Success Criteria / Milestones (quarterly or six monthly) What and Why	By when	Responsible	Completed? <input type="checkbox"/> or <input checked="" type="checkbox"/> Yes or No	Comments (include expected impact of action)
<p><i>Advocacy Standards is suggested definition</i></p> <ul style="list-style-type: none"> ✓ <i>Define the baseline of existing users of advocacy and IAG services in order to ensure that targets are achievable</i> ✓ <i>Use partner information sources (i.e. websites) to signpost information sources</i> 				(commonly known as Self Funders)
<p>Supporting development of Local groups (Mayfair Centre/Oswestry Qube etc) to continue service level agreements and look for additional opportunities for community engagement.</p> <ul style="list-style-type: none"> • To propose countywide event using the Care Development Team to develop information sharing networks across all sectors of social care. 	Dec 2008	Community Council / Care Development Team		To have further discussions with local community development groups inclusive of all Adult Social Care service user groups.
<p>Support employers, direct payment recipients (who are employers) and people working in the sector to access information and guidance about social care and health training and workforce development opportunities, workforce planning, training providers and funding routes for training.</p>	March 2009	Care Workforce Development Partnership – Partnership Manager - Barbara Fenner	Partially	Widening access and take up of training in the sector, improving quality of workforce planning information about the local sector and improving service delivery. This also supports LAA. No. 6.
<p>Conclusion of Morning Call-clubs pilot in South Shropshire introduction to Customer Service Centre to incorporate Countywide focus.</p>	Sept 2008	Jenny Watkins / Heather Osborne/ Carol		To engage further discussions with Customer Service Centre, SCC and Age Concern

Key Success Criteria / Milestones (quarterly or six monthly) What and Why	By when	Responsible	Completed? <input type="checkbox"/> or <input checked="" type="checkbox"/> Yes or No	Comments (include expected impact of action)
<ul style="list-style-type: none"> • Roll out to countywide for OP services. <ul style="list-style-type: none"> ✓ <i>Identify baseline from current MCC pilot due to end March 09</i> ✓ <i>Identify baseline from Help at Home telephone buddy scheme</i> ✓ <i>MCC pilot exit strategy to be rolled into H@H scheme</i> ✓ <i>Identify targets for expanding Help @ Home buddying scheme</i> • Develop key ring type service for Adults with Learning Disabilities in supported accommodation. The Key ring service is the development of individual service users acting to support each other, by holding each other keys and acting as a point of contact in case of emergency or unexpected situations. 		Lucas / Bobby Mulheir		<p>This service will be developed for people living in the Community Living schemes, and are supported by Social Care staff and Supporting people staff. The purpose is to grow independence and confidence in their skills.</p>
<p>Transformational Government – equipment and benefits advice via Chemists conclusion of pilot scheme and introduction to countywide focus including Telecare Services and Advocacy Services.</p> <ul style="list-style-type: none"> • Paper to DMT on the service manager proposal. • Complete mapping of OT services in the county along with partners in NHS and independent services. • Consultations with OT staffing to 	<p>Dec 2008</p> <p>July 2008</p> <p>October 2008.</p>	AMT		<p>To engage in wider debate with OT services to self assessment profiles and potential service level agreements with providers. Paper prepared to DMT regarding the use of the OT service and staffing group. To propose a number of options on the future of OT services.</p> <p>Links to be made to the Delayed Discharges action plan developed as a result of the recommendations from</p>

Key Success Criteria / Milestones (quarterly or six monthly) What and Why	By when	Responsible	Completed? <input type="checkbox"/> or <input checked="" type="checkbox"/> Yes or No	Comments (include expected impact of action)
commence after proposals have been further developed and agreed. <ul style="list-style-type: none"> Implement the proposals. 	December 2008. April 2009			HOSC.
Transitions from younger people to adult services across all Adult Social Care service user groups. Complete work undertaken by Strategy Group to identify potential services users into Adult Social Care.	Sept 2008	Jenny Watkins / Kath Edwards / Simon Kenton		Strategy Group set up work profile and plan set up. Simon Kenton is now chairing the strategy group to ensure that continuity of care is developed and supported Helping to achieve improved quality of life for younger adults.
Transition from younger adults to older people's service to be recognised as the second transition. <ul style="list-style-type: none"> To develop protocol of adults to older people transition. Sign up with statutory, independent and voluntary sector. 	Dec 2008	Mandy Thorn / David Coull / Debbie Price / Carol Lucas / Jenny Watkins		From using the learning from younger people to adults transition protocol further developed work primarily within adults with learning disabilities.
Delivery of Shropshire Outdoors and Indoors projects as part of regional "Living Well in the West Midlands" portfolio	December 2010	Miranda Ashwell / Joe Penfold		Shropshire Outdoors project will promote physical countryside activities to target beneficiaries including those with mental health learning and physical disabilities.
Delivery of Active4Health service commenced	January 2009	Miranda Ashwell		
Improving responsiveness of services provided as a result of a Community Care Assessment				
Meals on Wheels continue development of frozen delivery service through current service	June 2008	Gen Lewis	Partly	Action Plan already in place for frozen Meals on Wheels delivery service and

Key Success Criteria / Milestones (quarterly or six monthly) What and Why	By when	Responsible	Completed? <input type="checkbox"/> or <input checked="" type="checkbox"/> Yes or No	Comments (include expected impact of action)
provider and volunteers				assessment and care management teams.
Carers/Mutual carers continuation of pilot and further development of carers strategy action plan as a result of carers conference and preparation for carers week.	June 2008	Sandra Griffiths	Achieved.	Strategy Action Plan in place to be refreshed and presented to Community Services Scrutiny Panel June 2008
Increase the numbers of service users and carers accessing Joint Adult Community and Health Training	March 2009	Christine Wright		10% of places on courses accessed by service users and carers by 31 March 2009. This also supports L3 in the LAA Outcome: Improving well-being, social inclusion and choice and enabling independence of vulnerable people, etc.
Develop information packs, training opportunities, protocols and procedures to ensure the implementation of Mental Capacity Act and Deprivation of Liberty Safeguards.	March 2009	Christine Scott/Lorraine Currie	Partly	Aimed at all workers in the social care and health sector. Impact will be that workers will be able to practice within the guidance and legislation.
Widen participation of Care Workforce Development Partnership to include funding training opportunities for unpaid carers.	March 2009	Gill Thelwell		7 unpaid carers in Shropshire registered for Level 2 Certificate for Personal Development and Learning for Unpaid Carers. This also supports L3 in the LAA Outcome: Improving well-being, social inclusion and choice and enabling independence of vulnerable people, etc.

Key Success Criteria / Milestones (quarterly or six monthly) What and Why	By when	Responsible	Completed? ✓ or <input checked="" type="checkbox"/> Yes or No	Comments (include expected impact of action)
Day Care review current day care models and uptake of places in line with Fair Access to Care Services	Sept 2008	Jenny Watkins / Jenny Burgess	Partly	Review uptake in current day service provision across all sectors.
Provision of training on Fair Access to Care to Assessment Teams by Joint Adult Community and Health Training.	March 09	Christine Scott		4 x Training Sessions to be delivered. Also supports LAA No. 5.
Domicillary Care Zone provision now completed continue review process and transfer from spots to zone contracts	Dec 2008	Jenny Watkins(AMT)	Partly	Tender process completed contracts awarded, continue roll out from spots to zones.
Development of joint working via services provided as a result of the Single Assessment Process under the Section 31 Agreement				
<p>Palliative care to continue developments through Shropshire Partners in Care and in house providers with SCC for the Liverpool Care Pathway approach also the reinforcement of the continuing health care fast track service.</p> <ul style="list-style-type: none"> • To work towards the gold standard framework palliative care. ✓ Contact to be made with Dr Keri Thomas and the GSF team • Develop protocols for all adult social care age groups. • To aim to have the gold standard framework conference nationally to be held in Shropshire. • To have pilot services at START for Dom Care provision, Crowmoor for Residential provision, the Uplands and Four Rivers for Nursing Care provision. 	Sept 2008	Mandy Thorn / Jenny Watkins	Partly	<p>Development work with SPIC independent, voluntary and statutory sectors collaborative working. The Joint Commissioning Team have developed a service level agreement for provider of end of life care, to ensure quality of care delivery.</p> <p>This leads to improved quality of direct care delivery and increased choice of the end of life environment (e.g choosing to die in your own home)</p>

Key Success Criteria / Milestones (quarterly or six monthly) What and Why	By when	Responsible	Completed? <input type="checkbox"/> or <input checked="" type="checkbox"/> Yes or No	Comments (include expected impact of action)
<p>SIRS continued roll out of this modernised approach of Mental Health day time opportunities and support models.</p> <ul style="list-style-type: none"> To develop close links with leisure and cultural services and mental health services to facilitate physical and mental health well being. 	Dec 2008	Pete Thistlethwaite / Louise Osborne.	Partly	Continued work with SSSMHFT, to include patient liaison and engagement service. Choice of options for activities of independent living skills, employment skills, leisure opportunities.
Provision of Arts and Mental Health Workshop by Joint Adult Community and Health Training	March 2009	Christine Scott/Josie Brett-Summors		1 x Course for Mental Health Service Users Planned. Also supports LLA no. 8.
Manage transition from Approved Social Worker (ASW) to Approved Mental Health practitioner (AMHP) and develop protocols with SCPCT for AMHP training.	30 Sept 08	Tamsin Waterhouse	Partly	New training developed to meet General Social Care requirements and sufficient numbers of AMHP's in the Community to meet requirements.
Recruit and support 3 Walking for Health co-ordinators to develop the Walking for Life informed 'Walking for Health model' in South Shropshire, Shrewsbury & Atcham, and Oswestry (dependent on Sport England lottery funded project bids)	June 08	Sarah Arden		Will lead to increased capacity to deliver more opportunities for a broader cross section of Shropshire People. More people taking part in Walking for Health schemes and more people confident to exercise.
<p>Develop and promote self-led walking leaflets</p> <ul style="list-style-type: none"> for short, circular walks linked to facilities and areas of multiple deprivation (2008 Target; 6 new leaflets) based around Countryside Sites (2008 Targets: 3 Countryside Sites) 	Dec 2008	Sarah Arden		More people walking and taking exercise.
Work with Active4Health co-ordinator to	Dec 2008	Sarah Arden		

Key Success Criteria / Milestones (quarterly or six monthly) What and Why	By when	Responsible	Completed? <input type="checkbox"/> or <input checked="" type="checkbox"/> Yes or No	Comments (include expected impact of action)
ensure all Walking for Health Schemes are registered as Active4Health providers.				
<p>Early intervention continued development of strategy for early intervention work and potential roll out across all Adult Social Care service user groups. Currently Mental Health only.</p> <p>Prevention service to reach vulnerable people before they need higher dependency service and reach a crisis.</p>	Jan 2009	Pete Thistlethwaite / Adrian Johnson	Partly (in Mental Health only)	Change profile of early intervention through appropriate engagement of transition services.
<p>Intermediate care re-profiling of beds and intermediate care agreement between PCT, SCC and independent sector</p> <p>This is increasing the capacity to deliver continuing health care service by the use of Step Down beds, and helping people move on to appropriate accommodation from NHS settings.</p>	Dec 2008	Amanda Dell / Graeme Currie / SPIC / Jenny Watkins		Review of Intermediate Care Service Level Agreement and Intermediate Care Strategy.
<p>Joint Interface Team/DAART/NEST/long-term services. Review of delayed discharge procedures and roll out of JIT to community hospitals as per recommendation of delayed discharge paper agreed.</p> <ul style="list-style-type: none"> • Roll out of JIT roles to community hospitals. • Management meeting to develop action plan against the delayed discharge task and finish group paper. • Delivery of action plan against task and 	Dec 2008	Ruth Houghton / June Patel / Trish Rowson		Review of staffing structures in line with Delayed discharge paper. Collaborative working between SCC, PCT and Acute Trust

Key Success Criteria / Milestones (quarterly or six monthly) What and Why	By when	Responsible	Completed? ✓ or ☒ Yes or No	Comments (include expected impact of action)
finish group paper to all operational services. <ul style="list-style-type: none"> • Continued development of SPIC bed vacancy website. 				



Responsible Officer: Ruth Houghton (interim pending the appointment of a new assistant director)

LAA Delivery Block: Health and Well-being Board (formerly Healthier Communities and Older People)							
LAA Outcome: Ensuring that vulnerable people have access to appropriate accommodation, tenancy and personal support to enable independence							LAA no. 5
Responsible partners: Shropshire County Council, District and Borough Councils, Supporting People, Shropshire Children's Trust, Registered Social Landlords, Probation Service, Housing Charities and VCS organisations (Age Concern/Taking Part/Relate [Mediation Service]/CAS), Shropshire Partners in Care, Domicillary Care providers, Shropshire County PCT, South Staffordshire and Shropshire Healthcare Foundation Trust, Care Workforce Development Partnership (Skills for Care)							
Outcome indicator(s):					Lead Officer & Organisation:	NIS no. or local indicator ref	
(i) Adults with learning disabilities in settled accommodation. Baseline data will be available in Oct 2008.					Adrian Johnson (Shropshire County Council)	NI 145	
Baseline(s)		2008/09 Targets				2009/10 Targets	2010/11 Targets
		Q1	Q2	Q3	Q4	Q4	Q4
(i)	*	100%	100%	100%	100%	100%	100%

*Baseline data available October 2008 (new indicator and data collection requirements).

Suggested local measures to evidence delivery of this outcome:					Lead Officer & Organisation:	NIS no. or local indicator ref	
L1 Percentage of vulnerable people achieving independent living					Mike Morris (Shropshire County Council)	NI 141	
L2 Number of vulnerable people who are supported to maintain independent living					Neil Evans (Supporting People)	NI 142	
Supporting People Outcome measures are being developed. These could be included as they and the LAA develop.							
					2008/09 Targets	2009/10 Targets	2010/11 Targets

Baseline(s) 2007/08		2008/09 Targets				2009/10 Targets	2010/11 Targets
		Q1	Q2	Q3	Q4	Q4	Q4
L1	79.41%				80.00%	80.50%	81.00%
L2	98.17%				98.15%	98.15%	98.15%

Key Success Criteria / Milestones (quarterly or six monthly)	By when	Responsible?	Completed? ✓ or ☒	Comments
Robust data collection and data management				
Systems developed and in place to collect and manage all relevant data for National Indicators	June 2008	AJ/CB/JE	Partially	Meetings have been held between Carefirst and operational staff – systems agreed
Operational staff briefed and acting on new data collection and management requirements	June 2008	AJ/CB/JE	Done	Reports being delivered to monitor data collection
Ensure that systems are in place to record all instances where information and advice is provided, and/or sign-posting to other services occurs.	June 2008	AJ/CB/JE	Partially	
Ensuring that vulnerable people are receiving the benefits of grant funding and entitlements they are eligible to receive – e.g. Warm Front, Security Grants				
Identify the audiences for awareness raising activity and establish a communication strategy including events and innovative distribution methods.				
Produce and distribute appropriate literature				
Develop systems to enable referrals to take place from across partners e.g. from carers, the Fire Service following home fire checks etc.				
Develop awareness raising information (and training if required) for staff and stakeholders.				
Person Centred Approaches training for Learning Disability Services provided by Joint Adult Community and Health Training	Mar 2009	Christine Scott/Mary Johnson		40 Learners to be targeted from Direct Support Staff and Managers

Key Success Criteria / Milestones (quarterly or six monthly)	By when	Responsible?	Completed? ✓ or ☒	Comments
Continuing Health Care Criteria (New Framework) training for Adult Services to be provided by Joint Adult Community and Health Training	Mar 2009	Christine Scott		18 Learners to be targeted to include Nurses, Social Workers and Occupational Therapists – all involved in assessment process.
Work with RSLs, private landlords and HIAs to ensure that homes are warm and dry, particularly those that are owned and/or occupied by older people.				
Adaptations to properties				
Develop a single approach for the Disabled Facilities Grant for Shropshire.				
Put in place a cross-county approach for funding to RSLs for adaptations.				
Undertake activities to ensure that the process for adaptations to properties is streamlined and efficient at all stages.				
Across all partners, develop a clear programme of communication to people awaiting adaptations to their properties setting out timescales and standards.		Denise Porter		
Growing the “Shared Lives” project				
Increase capacity within the Shared Lives team to undertake placement development work.	Sept '08	AJ	Partially	Identification of budget to increase staffing. Better staffing levels will enable completion of more assessments.
Increase the number of households who have been assessed and accepted to provide a home for ALD service users.	Sept '10	AJ	Ongoing	Increased numbers of Shared Lives placements will reduce numbers placed in residential care and improve performance.
Increase supported housing places for service users				
Work with a national charity to explore the funding to develop two new bungalows.	June '08	AJ	Agreed in principle	In principle letter of agreement received from Development Trust to fund two new

Key Success Criteria / Milestones (quarterly or six monthly)	By when	Responsible?	Completed? ✓ or ☒	Comments
				bungalows in Shropshire.
Funding agreed and designs in place				
Open the new bungalows to receive the first tenants.	Sept '09	AJ	Ongoing	Bungalows will be developed at varying speed. Oswestry project likely to be first on line
Continue to make training provided by Joint Adult Community and Health Training available to people working in the Housing Sector	April 2008	Christine Scott/Josie Brett-Summers.	Partly	4 x Supported Housing Staff Skills Training Sessions delivered by 31 March 2009.
Contingency planning to manage increasing numbers of older carers no longer able to carry out this role and increasing Young People coming through transition				
Establish the likelihood and expected number of older carers who are no longer able to carry out the role over the three years of the LAA	Oct '08	AJ	Partially	
Care Ambassador Project funded by the Care Workforce Development Partnership to provide a service across Shropshire that raises the profile of social care as a career with young people and unemployed people.	Mar 2009	Barbara Fenner/Claire Smout		1 x Theatre Event for young people planned for October 2008 to be followed up with minimum of 2 x Skills Labs at the CoVE Centres. Impact will be to support recruitment and retention of young people into social care and social work.
Identify the number of young people go through transition into adult services in the three years of the LAA.	Sept '08	AJ / CL / DP	Partially	
Develop a contingency plan to take account of the projected increase in ALD service users requiring new care arrangements to be made.	Oct '08	AJ / DP	Partially	Discussions have taken place with potential new providers to help build in-county provision.
Ensure that the key actions from the contingency plan are built into this delivery plan and recorded against the LAA Risk Log as required.				

Key Success Criteria / Milestones (quarterly or six monthly)	By when	Responsible?	Completed? ✓ or ☒	Comments
Provide workshops on mapping transition from Children's Learning Disability Services to Adult Learning Disability Services and identify service development requirements to improve services	August 2008	Christine Scott		Joint Adult Community and Health Training to provide 3 x Workshops and a Working Group established to develop required Protocols. Impact: Smooth transition between services.
Growing capacity within the Domiciliary Care Market				
Undertake planning meetings with Domiciliary Care Providers to set out a recruitment drive.		Denise Porter		
Identify the skills and competencies and then the training needs of existing and new Domiciliary Care Workers to achieve the		Denise Porter		
Undertake recruitment of new Domiciliary Care Workers.		Denise Porter		
Provide first training sessions for Domiciliary Care Workers.		Denise Porter		
Providing support and advice to people who will be funding their own care				
Identify appropriate information and advice on services and equipment to be provided to those people not eligible for funded services.				
Ensure that systems are in place to record all instances where information and advice is provided, and/or sign-posting to other services occurs.	June 2008	AJ/CB/JE	Partially	Systems developed and shared with operational staff. Briefings held with staff and new paper work adopted.
Refresh of the Supporting People needs analysis	Sept 2008	NE		
Develop more focused commissioning - Following the needs analysis work develop sector reviews of each client group to assess commissioning priorities				
Timetable set out for reviewing client groups – mapping provision against findings of needs analysis.	July 08	Chair of SP Core Strategy Group		Ability to prioritise client group reviews in line with priorities identified in the needs analysis. Ability to present this work to key

Key Success Criteria / Milestones (quarterly or six monthly)	By when	Responsible?	Completed? ✓ or ☒	Comments
				stakeholders.
CSG / CB to consider findings and recommendations from needs analysis.	Sept 08 – Nov 08	Chair of SP Core Strategy Group		Identification of gaps in provision. Agreement on a methodology to facilitate effective gap analysis.
Commissioning priorities to be set for each client group / service matrix work to be updated.	Nov 08 onwards	Chair of SP Core Strategy Group		Clearly defined commissioning priorities to fill identified gaps, and facilitate the effective delivery of the commissioning strategy.
Develop more focused commissioning - Developing a new commissioning strategy to reconfigure programme Priorities				
Following needs analysis and sector reviews CSG / CB to determine programme priorities.	Oct 08 onwards	Assistant Director Housing		Delivery of well designed services that will benefit all client groups by fulfilling those needs identified in the needs analysis.
Commissioning strategy draft produced, consulted and linked to Unitary Council Project Plan.	Nov 08	Assistant Director Housing		Delivery of well designed services that will benefit all client groups by fulfilling those needs identified in the needs analysis.
Commissioning strategy adopted.	Jan 09	Assistant Director Housing		Delivery of well designed services that will benefit all client groups by fulfilling those needs identified in the needs analysis.
Improve responsiveness to the needs of diverse users by using the information gained from the updated needs analysis data and consultations to map the needs of diverse communities and socially excluded communities in Shropshire				
Needs analysis scope and methodology to include a diversity brief.	April 08	NE		The ability to undertake a robust needs analysis which will be inclusive of all identified minority groups.
Review other mapping exercises undertaken within Shropshire.	April – May 08	NE		Produce updated mapping data which will allow comparison with historic data already held within the team. The ability to identify trends which will help support service delivery.
Produce mapped diversity data as part of needs analysis.	Sept 08	NE		A better understanding of the requirements of clients within Shropshire. This will ensure that all minority groups

Key Success Criteria / Milestones (quarterly or six monthly)	By when	Responsible?	Completed? ✓ or ☒	Comments
				are included in the needs analysis work which will inform future service delivery.
Roll out Virtual Referral and Outcomes Networks (VRON) across the whole county for Housing-Related Support				
Pilots rolled out to North, Central and South of county.	Jan 08 onwards	Commissioning Manager		Working VRON framework identified and ready to go live.
South VRON pilot commences.	Sept 08	Commissioning Manager		<ul style="list-style-type: none"> • Prevention of homelessness • Sustainability of tenancies • Reduction of rent arrears • Reduction of anti social behaviour • Community Cohesion • Reduction in economic & social exclusion
North VRON commences.	Jan 09	Commissioning Manager		<ul style="list-style-type: none"> • Prevention of homelessness • Sustainability of tenancies • Reduction of rent arrears • Reduction of anti social behaviour • Community Cohesion • Reduction in economic & social exclusion



Responsible Officer: Ruth Houghton (interim pending the appointment of a new assistant director)

LAA Delivery Block: Health and Well-being Board (formerly Healthier Communities and Older People)							
LAA Outcome: Improving wellbeing, social inclusion and choice and enabling independence of vulnerable people including those with Learning Disabilities, Physical Disabilities and Mental Health needs.						LAA no. 6	
Responsible partners: Shropshire County Council, District and Borough Councils, Shropshire Children's Trust, Voluntary and Community Sector (Age Concern, Community Council of Shropshire, Mayfair Centre, Headway, Red Cross,), Penderells Trust, Independent Living Partnership, Shropshire Partners in Care, Advocacy groups taking on the role of critical friends (OSCA, Taking Part, PCAS, A4U, Age Concern), South Staffordshire and Shropshire Healthcare Foundation Trust, Care Workforce Development Partnership (Skills for Care)							
Outcome indicator(s):					Lead Officer & Organisation:	NIS no. or local indicator ref	
(i) Social care clients receiving Self Directed Support (Direct Payments and Individual Budgets) during the year.					Ruth Houghton (Shropshire County Council)/(Pendrells)	NI 130	
(ii) Carers receiving a specific carer's service, or advice and information, following a needs assessment or review.					Ruth Houghton (Shropshire County Council)/ Flick Pennal (Community Council of Shropshire)	NI 135	
Baseline(s) 2007/08		2008/09 Targets				2009/10 Targets	2010/11 Targets
		Q1	Q2	Q3	Q4	Q4	Q4
(i)	137.4 (319 people)	145.8 (340 people)	153.7 (360 people)	161.7 (380 people)	169.1 (400 people)	194.5 (450 people)	214.5 (500 people)
(ii)	13.88%	15.5%	15.5%	15.5%	15.5%	17.5%	20%

Suggested local measures to evidence delivery of this outcome:					Lead Officer & Organisation:	NIS no. or local indicator ref	
L1 Number of people receiving a service from Cultural service in their own home or in a residential or care setting.					George Candler (Shropshire County Council)	Local (CPL 04ii)	
L2(a) Number of GP Surgeries taking part in Books on Prescription and (b) Number of prescriptions for Books on Prescription completed					Jim Roads (Shropshire County Council)	Local	
L3 Number of open access services/events available to support people who have identified themselves as a carer in the caring role					Ruth Houghton (Shropshire County Council)	Local	
L4 Percentage of new library members who have a disability					Jim Roads (Shropshire County Council)	Local	
L5 End of life care – access to appropriate care enabling people to be able to choose to die at home					Simon Kenton (Director of Joint Commissioning SCC/ SCPCT)	NI 129	
Baseline(s) 2007/08		2008/09 Targets				2009/10 Targets	2010/11 Targets
		Q1	Q2	Q3	Q4	Q4	Q4
L1	7,601				5,800	5,900	tbc
L2(a)	18				45 (100%)		
L2(b)							
L3	17,650				18,500		
L4	-				4.0%		
L5							

Key Success Criteria / Milestones (quarterly or six monthly)	By when	Responsible?	Completed? ✓ or ☒	Comments
Establish a transformation group for the implementation of the agenda of Individualised budgets including:				
The identification of a lead officer with regard to Individual Budgets	Completed	Ruth Houghton/ Penderels Trust	✓	The lead officer will co-ordinate the implementation of individual budgets.
Development of policies, procedures and processes	July 08	Jenny Burgess/ Penderels Trust		The policies , procedures and processes will underpin the implantation of individual budgets
Meet emerging government targets and plan the implementation of individual budgets	Oct 08 onwards	Ruth Houghton/ Penderels Trust/Steph Jackson		Service Users in Shropshire will be able to access individual budgets
Provide advice on how individual budgets can be used with Assistive Technology	Aug 08	Jenny Burgess		Service users will be able to access assistive technology using individual budgets to meet their care needs
Implementation of a 12 month pilot group of service users to be in receipt of a personalised budget from existing Direct Payments Service Users and the Direct Payment Peer Support Group	Oct 08	Jenny Burgess/ Penderels Trust		Age Concern to be involved in the implementation of individualised budgets. ILP to be involved to ensure equipment is considered when individualised budges identified.
Raise awareness of Direct Payments through the development of a marketing and publicity programme that will include:				
A range of publicity materials to promote the benefits of Direct Payments.	Oct 08	Maria Jones/ Charlie Crowl/ Jenny Burgess/ Carl Griffiths		ILP to make use of current satellite services to provide information. Service users will have access to information about Direct Payments
Co-ordinated events that promote individualised budgets, direct payments, carers services and preventive services.	Nov 08 & ongoing	Jenny Burgess		Publicity to be through existing mechanisms and channels. Wider groups of people will have access to a range of information.

Key Success Criteria / Milestones (quarterly or six monthly)	By when	Responsible?	Completed? ✓ or ☒	Comments
Drop in surgery type sessions for advice on Direct Payments at The Lantern, DRC, Louise House, The Raven and Helena Lane	July 08 & ongoing	Penderels Trust	✓	Age Concern to raise awareness of direct payments through day centres. Previously unknown, hidden or hard to reach carers will have drop in opportunities
Training on Direct Payments to Assessment Teams and workers in all areas	March 09	Christine Scott		This training will provide awareness for Assessors, Provider Managers, Duty Officers and Housing Scheme Managers.
Streamlined referral processes between agencies for advice and guidance on direct payments	Current & ongoing	Jenny Burgess/ Penderels Trust		Improved access and referral for the service user to a range of services.
An annual conference to promote the benefits of Direct Payments and Individualised budgets	June 2009	Jenny Burgess/ Penderels		Opportunity to consult with Direct Payment recipients and gather feedback that can be used to develop and improve the service. Networking opportunity for Direct Payment recipients.
Promotion of Direct Payments and Individual Budgets				
Production of a promotion/publicity calendar to include the regular mailing dates and events of each of the partners to facilitate the use of shared mailings and information distribution	Oct 08	Maria Jones/ Charlie Crowl/ Jenny Burgess		Improved information and advice for Service Users. Increased opportunities to publicise events and share information with a wider audience. A more effective and efficient use of resources

Key Success Criteria / Milestones (quarterly or six monthly)	By when	Responsible?	Completed? ✓ or ☒	Comments
Develop the Community Directory on SCC web page to provide more information on Direct Payments to include: what they can be used for and how to get them	Oct 08	Maria Jones/ Charlie Crowl/ Jenny Burgess and all partners		Improved use of information technology enabling individuals to have access to information at a time that suits them. Opportunity to have access to the very latest up to date information. A more effective and efficient use of resources as more people will have access to information and advice
Ensure Health Services can accommodate individualised budgets.	March 2009	Simon Kenton		Joint working with Adult Social Care to look at social enterprises to broker direct payments for individuals and health care.
Ensure web sites of all the partners include links to others	June 08	Maria Jones/ Charlie Crowl/ Jenny Burgess and all partners		A more effective and efficient use of resources as more people will have access to information and advice on related services.
The appointment of a service User Direct Payment Champion	Mar 08 Current	Jenny Burgess/ Penderels	Mar 08	Promote the uptake of Direct Payments for new Service Users or Service Users currently in receipt of a care package who wish to change to a Direct Payment.
Increased training for social care and health staff working with mental health service users.	Current	Jenny Burgess/ Penderels/ILP	Current	Promote the uptake of Direct Payments for Mental Health Service Users or Service Users currently in receipt of a care package who wish to change to a Direct Payment
Raising awareness of direct payments with all client groups.	Current	Jenny Burgess/ Penderels/ILP/Carl Griffiths	Current	Promote the uptake of Direct Payments for new Service Users or Service Users currently in receipt of a care package who wish to change to a Direct Payment
Provide Training to social care and health staff on Individualised budgets and roll this out to all Providers of Services and independent and the	Oct 08 onwards	Jenny Burgess/ Penderels/ Ruth Houghton/ ILP	Oct 08 onwards	Promote the uptake of Individualised Budgets for new Service Users or Service Users currently in receipt of a care package who wish to change to an

Key Success Criteria / Milestones (quarterly or six monthly)	By when	Responsible?	Completed? ✓ or ☒	Comments
voluntary sector.				Individual budget
Identify a champion in each social work team for Direct Payments and Individual budgets.	Current	Jenny Burgess/ Penderels	✓	Each Social work team will have their own “expert” to provide advice and guidance on Direct Payments to social care and health professionals.
Review of Single Assessment documentation to ensure that the offering of direct payments is recorded and the reasons for declining also recorded	Current	Sandra Griffiths	Current	This will assist in identifying why direct payments are not taken up.
Increase the opportunities for Direct Payments through simplifying the process				
Undertake a benchmarking exercise with other local authorities that have a high take up of direct payments for carers.	Dec 08	Ruth Houghton/ Penderels/ Sandra Griffiths		Areas of best practice will be identified which can then be adapted to suit Shropshire ensuring that more people are able to access a direct payment if f they so wish.
Direct Payments for Carers	End May 2008	Jenny Burgess/ Sandra Griffiths/ Penderels/Jen Hall	✓	Formulation of a policy and procedure of Direct Payments for Cares will allow more Carers to have control over how their assessed needs are met.
Direct Payments for Equipment and Assistive Technology	Current & to be developed further by end July 08	Jenny Burgess/ Sandra Griffiths/ Penderels/Jen Hall	✓	Formulation of a policy and procedure of Direct Payments for Equipment and Assistive Technology will allow more Service Users to have control over how their assessed needs are met.
Managed accounts for those Service	Current	Jenny Burgess/	✓	Offering a Managed Account facility for

Key Success Criteria / Milestones (quarterly or six monthly)	By when	Responsible?	Completed? ✓ or ☒	Comments
Users that require additional support to manage a Direct Payment		Penderels		Direct Payments will allow more Service Users to have control over how their assessed needs are met
Provision of a fast track route using direct payments for simple services				
Allocation of grant funding to voluntary agencies to facilitate fast tracking to simple services and equipment via direct payments to help people to continue to live independently at home and ensure that appropriate recording mechanisms are in place to audit the take up of this service.	April 09	Ruth Houghton		Providing funding to Partner agencies to facilitate direct payments will help more people to live independently at home. Formulation of a policy and procedure of Direct Payments for Equipment and Assistive Technology will allow more Service Users to have control over how their assessed needs are met.
Providing support to older people to access internet shopping using a weekly direct payment to facilitate delivery charges for groceries etc	Oct 09	Ruth Houghton/ Age Concern		Using the Internet facilities currently available at PFI sites will help to promote these buildings. Older people supported to access the internet for home shopping promotes independence and allows people to remain independent in their own homes for longer.
Focus on increasing direct payments with service users in transition e.g. from Children's Services to PD/ALD services				
Share information on Direct Payments with CWD / ALD Transition Group	April 09	Ruth Houghton/ Adrian Johnson/ Carol Lucas		Sharing information on direct payments with young people and their families in transition will allow more Service Users to have control over how their assessed needs are met.
Provision of support and advice to Family Carers				
The ALD mutual carers project	June 09	Sandra Griffiths/		Mutual Cares are not exclusive to ALD.

Key Success Criteria / Milestones (quarterly or six monthly)	By when	Responsible?	Completed? ✓ or ☒	Comments
developed by the Community Council to be expanded to include all service user groups		Pete Thistlethwaite/ Flick Pennal		Through the extension of this project other mutual carers can be identified and supported to continue in their caring role for as long as they wish to do so.
Continue to identify, at the earliest opportunity, hidden family carers in Shropshire in order to develop and promote the range of carers services offered by the Community Council, MAYSI and other agencies, that are available following a carers assessment:				
Develop a basic carer's assessment to identify simple needs. The assessment to be available with appropriate staff training via: <ul style="list-style-type: none"> • The Customer Service Centre, • Housing Support Officers • Age Concern • Independent Living Partnership 	Aug 2008 Aug 2008 Sept 2008 Sept 2008	Sandra Griffiths/ Flick Pennal Sandra Griffiths Flick Pennal	✓ ✓	The use of initial assessment paperwork which can be used by other identified partners will ensure wider capture of "hard to reach" and "hidden" carers.
Develop a single point of recording and collation of carers' assessments to ensure that a database of family carers is maintained.	December 2008 and ongoing	Sandra Griffiths		By ensuring a single point of recording it will ensure no carers are lost, and assist with developing a database of carers that can be accessed if needed when developing emergency carer support.
Increased carers referrals from GP surgeries through the introduction of a GP referral card for Patients who are also a family carer	Current.	Flick Pennal	✓	GP's are well placed to identify hidden carers or others who have a carers role and to use this referral card to make a referral for an assessment which may lead to services and support which will allow the Carer to continue caring for as long as they wish to do so.
Maintain the level of carers link workers in GP practices	Current	The PCT with support from Sandra Griffiths	Partly	If additional link workers are appointed additional funding will be required. Link workers in GP practices are well

Key Success Criteria / Milestones (quarterly or six monthly)	By when	Responsible?	Completed? ✓ or ☒	Comments
				placed to identify hidden carers or others who have a carers role and are able to make a referral for an assessment which may lead to services and support which will allow the Carer to continue caring for as long as they wish to do so.
Inclusion of Carers on "Care Pathways to include: Links with Falls Clinics DAART COPD		Andy Matthews/ Denise Porter with support from Sandra Griffiths		The identification of family carers early in a patients care pathway provides an opportunity for a referral for a carers assessment which may lead to services and support which will allow the Carer to continue caring for as long as they wish to do so.
Maintain the current number of carers support groups in Shropshire and develop further specialist carers groups if a need is identified		Flick Pennal Sandra Griffiths Pete Thistlethwaite	Partly	All five districts have local carer strategy groups and are increasing meetings to three monthly. A mapping of local carer groups will be undertaken. Existing carer support groups have either a carer support worker from Carers Support Services or a GP Link Worker attached to them.
➤ Continue to make training provided by Joint Adult Community and Health Training free of charge to unpaid carers	April 2008	Christine Scott	Done	Offering series of pilot learning sessions at the Lantern for Service Users and Carers during 08/09
➤ Continue to develop the relationship between Joint Adult Community and Health Training and Shropshire Carers	October 2008	Christine Scott	Partly	Working with Flick Pennel and Sandra Griffiths to identify ways to meet the identified training needs of carers.

Key Success Criteria / Milestones (quarterly or six monthly)	By when	Responsible?	Completed? ✓ or ☒	Comments
➤ Explore ways to make Managing Actual and Potential Aggression (MAPA) training available to Carers..	Dec 2008	Christine Scott/Anna Gillions/Dave Wilkinson		in a format that fits with caring responsibilities.
➤ Provision of Stress Management training for Carers in Mental Health provided by Joint Adult Community and Health Training.	Mar 2009	Christine Scott/Josie Brett-Summors		15 Non-Statutory Carers to be targeted for training.
Promotion of carers services and the right to a carers assessment				
Production of a promotion/publicity calendar to include the regular mailing dates and events of each of the partners to facilitate the use of shared mailings and information distribution	Oct 08	Ruth Houghton/ Maria Jones/ Charlie Crowl/ Simon Kenton		Partners to make use of regular mailings to promote activities and events. Improved information and advice for Service Users. Increased opportunities to publicise events and share information with a wider audience. A more effective and efficient use of resources
Development of an email tree for the sharing of information on events between the Partners	Jan 09	Ruth Houghton/ Maria Jones/ Charlie Crowl		Increased opportunities to publicise events and share information with a wider audience. A more effective and efficient use of resources
Develop the Community Directory on SCC web page to provide more information on Services for Carers to include what is available and they can be accessed.	October 08	Sandra Griffiths/ Maria Jones		Improved use of information technology enabling individuals to have access to information at a time that suits them. Opportunity to have access to the very latest up to date information.

Key Success Criteria / Milestones (quarterly or six monthly)	By when	Responsible?	Completed? ✓ or ☒	Comments
Ensure web sites of all the partners include links to others.	June 08	Sandra Griffiths/ Jenny Burgess/ Maria Jones/ Charlie Crowl		A more effective and efficient use of resources as more people will have access to information and advice including that on related services
Development of Drop In clinics for Carers including self funders to access information and advice following a carers assessment	Pilot May – October 2008	Sandra Griffiths/ Flick Pennal	✓	Pilot currently at Louise House. Drop in facilities also to be developed at Age Concern offices and venues. Provides opportunities for hidden and previously unknown carers to have access to support, advice and information in their local community
<p>Development of a range of outreach services for Carers services including Assessments and Information and Advice</p> <p>Mapping exercise to identify potential bases for cares outreach services and access to carers' assessments.</p> <p>MAYSI expansion of services to west of Church Stretton.</p> <p>Promotion of Carers Assessments and services at Day Centres.</p> <p>Promotion of Carers Assessments at ILP satellites</p>	<p>By June 2008</p> <p>Current</p> <p>July 2008onwards</p> <p>July 2008 onwards</p>	<p>Jenny Burgess/ Sandra Griffiths</p> <p>Nicola McPherson/ Sandra Griffiths</p> <p>Sandra Griffiths/ Nicola McPherson</p> <p>Sandra Griffiths</p> <p>Sandra Griffiths/ Jen Hall</p>	<p>✓</p> <p>✓</p> <p>✓</p>	<p>Provides opportunities for hidden and previously unknown carers to have access to support, advice and information in their local community</p>

Key Success Criteria / Milestones (quarterly or six monthly)	By when	Responsible?	Completed? ✓ or ☒	Comments
Provision of training on Carer's Perspective for ALD by Joint Adult Community and Health Training	Mar 2009	Christine Scott/Mary Johnson		Targeting 40 direct support staff and managers across Shropshire.
Development of a range of services available to Carers in an emergency				
Review available services for carers in an emergency and evaluate against Government guidance	Mar 08	Flick Pennal/ Sandra Griffiths/ Nicola McPherson		The current position of services available to carers in the event of an emergency is being mapped by CS Carers Lead.
Develop an action plan & range of basic services to meet gaps in provision	Sept 08	Sandra Griffiths		Further work will focus on developing a range of services that can be accessed in an emergency by carers.
Publicise available services for carers in event of an emergency	Nov 08	Sandra Griffiths		This will ensure that carers are aware of what services are available in the event of carer emergency and how they can be accessed
Improved access to respite services and carers breaks, following a carers assessment, to ensure that an equitable service is available to meet assessed needs				
Evaluate current provision of respite services to include residential and non residential provision	August 08	Ruth Houghton / Jenny Burgess		Mapping of current respite provision will provide a baseline from which to develop services.
Identify available budget to support residential respite services	July 08	Ruth Houghton		Current budget expenditure on residential respite provision to be identified and evaluated for best value
Identify available budget to support non residential respite services	July 08	Ruth Houghton		Current budget expenditure on non residential respite provision such as day care to be identified and evaluated for best value
Identify through consultation with Carers what the current provision is, numbers of carers seeking short breaks and what the projected growth	Oct 08	Flick Pennal/ Sandra Griffiths		The feedback from the carers' conference 22-04-2008 will assist and form the basis of the survey that will be carried out to ensure carers are supported with their

Key Success Criteria / Milestones (quarterly or six monthly)	By when	Responsible?	Completed? ✓ or ☒	Comments
will be to meet an every growing need				caring responsibilities and enable us to plan a proactive short break services for the future
Develop a range of joint carer/service user breaks, trip and activities. Particularly for mutual carers within ALD and carers of people with dementia	June/08 & ongoing	Flick Pennal		The development of a range of joint care/service user breaks, trips and activities will not only provide respite from the Carer but also the opportunity for the carer and the cared for to enjoy social activities together if they so wish
Develop a policy that will provide equitable residential respite services for Carers and the people they care for	Oct/Nov 08	Ruth Houghton/ Jenny Watkins/ Jenny Burgess		Mapping of current respite provision will provide a baseline from which to develop services. A policy on respite services for Carers and those they care for will ensure an equitable service for all.
Reconfigure Residential respite services to provide equitable service provision	Nov/Dec 08	Ruth Houghton/ Jenny Watkins/ Jenny Burgess		The reconfiguration of existing residential respite provision will ensure an equitable service and one that provides best value.
Responding to Older people in a needs led way				
Continuation of the Help at Home Preventive Service provided by Age Concern	Current and to be provided under contract until 2011 with option for an extension to 2013	Ruth Houghton/Jenny Watkins/Rod Ward	✓	The continuation of this service allows older people to remain living independently in their own homes for longer
Provision of joint training opportunities to equip workers with skills to meet a variety of needs for Older People.	March 2009	Christine Scott/Marian Hassle	Partly	Joint Adult Community and Health Training to provide the following courses:

Key Success Criteria / Milestones (quarterly or six monthly)	By when	Responsible?	Completed? ✓ or ☒	Comments
				Adult Protection Training for 500 Learners A range of training courses on Dementia for 200 Learners Depression in Older People for 50 Learners Sensory Impairment courses for 50 Learners Personal Care Skills for 50 Learners Impact: Staff more appropriately skilled to meet differing needs
Continuation of the Healthy Living Centres established in Shropshire	Current & on-going	Ruth Houghton/Sandra Griffiths	✓	The continuation of these centres allows older and disabled people to remain living independently in their own homes for longer
Provide a range of courses to support Healthy Living and promote independence.	March 2009	Christine Scott	Partly	The following to be provided by 31 March 2009: 6 x Infection Control Sessions 2 x Diabetes update sessions 3 x Healthy Eating 4 x Keeping Well for Carers of Family and Friends 2 x Oral Health Promoting Self Management of Long Term Conditions Also supports LAA No. 8.
Undertake a study to identify options that would enable Service Users in receipt of preventive services to	May 2009	Ruth Houghton/ Richard Shearing/Jenny		Currently the help at home service is withdrawn when a service user is assessed as needing personal care.

Key Success Criteria / Milestones (quarterly or six monthly)	By when	Responsible?	Completed? ✓ or ☒	Comments
continue to have these low level needs met when in receipt of critical or substantial services involving the provision of personal care		Burgess		Completion of this study will assist in identifying potential options which would allow the service provision to remain once a service user is assessed as needing personal care.
Further develop the Living Well service provided by Age Concern to increase the number of IT classes provided to older people with the emphasis on:				
Reducing social isolation in rural areas through use of Shropshire Broad place.	Nov 09	Ruth Houghton		Use of the IT facilities and internet access at PFI sites promotes community use of these buildings.
Investigate the possibility of using unwanted LA computers with older people to promote the sustainability agenda and to provide computer access in the individuals own home.	Nov 09	Ruth Houghton		The use of Shropshire Broadplace ensures internet access for more rural and isolated communities.
Promote intergenerational links through the use of young volunteers to provide IT support and buddying to older people	Sept 09	Ruth Houghton		Young volunteers supporting older or disabled people to access the internet provide volunteering opportunities for young people, promoted intergenerational relationships and can provide an insight into possible career opportunities in social care.
Extend and publicise preventive services				
Continue to develop and promote the range of preventive services offered by the Community Council, Age Concern and Mayfair to include: ➤ Healthy Living Centres ➤ Help at Home scheme ➤ Befriending visitors/early	All of these services are current and	Ruth Houghton and lead officer from each organisation	✓	The continuation of these services allows older and disabled people to remain living independently in their own homes for

Key Success Criteria / Milestones (quarterly or six monthly)	By when	Responsible?	Completed? ✓ or ☒	Comments
<p>morning call clubs</p> <ul style="list-style-type: none"> ➤ Day centres for older people ➤ Pub clubs ➤ Carers groups ➤ Information and signposting ➤ Activities for exercise and well being ➤ Sensory Impairment service provide by the Community Council ➤ Exercise classes (relaxation & mental health sessions) 	ongoing			<p>longer, to maintain a healthy lifestyle and to have access to exercise opportunities that suit their lifestyle and disability.</p> <p>These services promote social inclusion and community integration for vulnerable people</p>
Increasing Participation in Cultural Services				
<p>Improve participation by vulnerable people, their families and carers in cultural services provided through facilities and activities:</p> <p>Venues and facilities:</p> <ul style="list-style-type: none"> • Shropshire Hills Discovery Centre • Museums • The Mere at Ellesmere • Llanymynech Heritage Site • The Bog Centre • Shropshire Archives • Local History Centres • Countryside Heritage Sites and Rights of Way and countryside 	Ongoing	Neil Willcox / Jim Roads / Lesley Picton / Sarah Bromley	✓	<p>Through work at venues and the delivery of a range of activities more people Learning Disabilities, Physical Disabilities and Mental Health needs as well as their family and carers will be supported in taking part in meaningful activities that will benefit their health and independence</p>

Key Success Criteria / Milestones (quarterly or six monthly)	By when	Responsible?	Completed? ✓ or ☒	Comments
<p>access</p> <ul style="list-style-type: none"> • Libraries • Music Hall/Theatre Severn • Old Market Hall Cinema • Gateway Arts and Education Centre <p>Activities:</p> <ul style="list-style-type: none"> • “Outdoors”: <ul style="list-style-type: none"> ○ Disabled access provision ○ Walking for Life (Walking for Health / self guided walks / active volunteering) ○ Shropshire Outdoors (compliments Shropshire Indoors) – see below • “Indoors”: <ul style="list-style-type: none"> ○ Reminiscence activities 	Ongoing	Neil Willcox		
Provision of Arts and Mental Health Workshop for Health and social Care Voluntary Sector by Joint Adult Community and Health Training	March 2009	Christine Scott/Josie Brett-Summors		In the planning stages. This also supports Engagement with the Arts LAA No. 8.
<p>Delivery of Shropshire Outdoors and Indoors projects as part of regional “Living Well in the West Midlands” portfolio</p> <p>There is a detailed year 1 (to December 2008) action plan for Shropshire Outdoors that includes:</p>	December 2010	Miranda Ashwell/ Joe Penfold		Shropshire Outdoors project will promote physical countryside activities to target beneficiaries including those with mental health learning and physical disabilities.

Key Success Criteria / Milestones (quarterly or six monthly)	By when	Responsible?	Completed? ✓ or ☒	Comments
<ul style="list-style-type: none"> • Complete consultation with beneficiaries • Increase usage of countryside for outdoor recreation by developing green exercise opportunities • Increase physical activity levels through the provision of active volunteering opportunities 				
<p>Work towards an integrated “Active for Life” GP referral service signposting people to a range of healthy living opportunities provided by Cultural Services and others – opportunities include the events, activities and projects listed above and two/three specific “prescription” services:</p> <ul style="list-style-type: none"> • Dance on prescription • Books on prescription • Walking on prescription? 				Known as Active4Health project – see LAA 4 where this is referred to.
<p>Develop and Establish a Countywide Signposting Service</p> <ul style="list-style-type: none"> ➤ Meeting of interested partners ➤ Establish Steering Group ➤ Key partners to be identified 	<p>June 2008</p> <p>July 2008</p>	<p>J. Watkins</p> <p>J. Watkins/Gaynor Hadley</p> <p>J Watkins and Lead Officers from key partners</p>	<p>✓</p>	<p>This service will connect as many vulnerable people as possible to services they need to remain independent and living in their own homes. It will also avoid duplication for vulnerable people, professionals and organisations.</p>

Key Success Criteria / Milestones (quarterly or six monthly)	By when	Responsible?	Completed? ✓ or ☒	Comments
➤ Action plan to be drawn up detailing actions by the Steering Group	August 2008	J Watkins		



Responsible Officer: Paul Raymond, George Candler, Simon Kenton

LAA Delivery Block: Health and Well-being Board (formerly Healthier Communities and Older People)		
LAA Outcome: Supporting increased participation and healthy lifestyle choices of Shropshire people		LAA no. 8
Responsible partners: Shropshire County Council, District and Borough Councils, Shropshire Trading Standards, Shropshire DAAT, Shropshire County PCT, South Staffordshire and Shropshire Healthcare Foundation Trust, Voluntary and Community Sector (including Age Concern, Community Council , A4U...), Shropshire Children's Trust, Shropshire Partners in Care, Shropshire Fire and Rescue Service, Highways Agency, Safety Camera Partnership, Youth Offending Services, Energize Shropshire Telford and Wrekin, Care Workforce Development Partnership (Skills for Care)		
Outcome indicator(s):	Lead Officer & Organisation:	NIS no. or local indicator ref
(i) Number of primary fires per 100,000 population*	Paul Raymond (Shropshire Fire and Rescue Service)	NI 49(i)
(ii) Engagement in the Arts**	Sue Goodwin, SCC/Lezley Picton SABC	NI 11
(iii) All age all cause mortality (a) men, and (b) women – Standardised Rate per 100,000 population	Isabel Gillis, SCPCT	NI 120 (Subject to final local agreement)

* NI 49 to be measured as cumulative reductions over the 3 years of the LAA.

** More time would be needed to establish a firmer baseline in line with the definition provided for this new indicator. A request would be that the Corporate Challenge Panel be utilised to provide a more informed baseline of activity in this area.

Baseline(s)		2008/09 Targets				2009/10 Targets	2010/11 Targets
		Q1	Q2	Q3	Q4	Q4	Q4
(i) 1	224.76	56	112	168	211.62	204.01	196.75
(ii)	Baseline to be formed in 2008/09	tbc	tbc	tbc	tbc	tbc	Baseline + 3%**** (cumulative)
(iii) a	659*** (2006)	-	-	-	645	626	608
(iii) b	448*** (2006)	-	-	-	450	437	425

***NI120 is measured as calendar year e.g. 2008 calendar year is reported as 2008/09

****NI 11 – actual targets for 2009/10 and 2010/11 will be set when the baseline is known as part of the Annual refresh

Suggested local measures to evidence delivery of this outcome :	Lead Officer & Organisation:	NIS no. or local indicator ref
L1 Participation in regular volunteering	SCC	NI 6
L2 Adult Participation in Sport	Energize Shropshire Telford and Wrekin	NI 8
L3 Use of Public Libraries	Jim Roads, SCC	NI 9
L4 Visits to museums and galleries	Neil Willcox, SCC	NI 10
L5 Children and Young People's participation in high quality PE and sport	Chris Child (Get Active)	NI 57
L6 Young Persons Participation in positive activities	Martin Stephens (CYPS) and Jim Roads (lead for Health and Well-being Block)	NI110
L7 Mortality rate from all circulatory diseases at ages under 75 years	Isabel Gillis (PCT)	NI 121
L8 Mortality rate from all Cancers at ages under 75 years	Isabel Gillis (PCT)	NI 122
L9 People killed or seriously injured in road traffic accidents	SCC	NI 47
L10 Alcohol-harm related admissions	Simon Kenton PCT	NI 39

Suggested local measures to evidence delivery of this outcome :	Lead Officer & Organisation:	NIS no. or local indicator ref
L11 Number of volunteers involved in developing/delivering Cultural Services (Also in LAA10)	Neil Willcox SCC	Local (CPL 04i)
L12 Increase the number of new participants on Walking for Life Schemes	Sarah Arden SCC	Local
L13 Increase the formal usage of sports and leisure facilities which includes indoor sports centres, outdoor recreation facilities and swimming centres.	Paul Shevlin	Local
L14 To increase % of young people taking part in 2hrs or more of high quality PE or after school sport	Paul Shevlin	Local
L15 To maintain the number of people taking part in outreach programmes	Paul Shevlin	Local
L16 Increase the number of teachers of weekly classes for chair based exercise.	Miranda Ashwell PCT	Local
L17 Increase in commercial and public sector caterers achieving the Shropshire Health Eating Award	Cathy Levy PCT	Local
L18 Increase % of adults taking part in 3 x 30mins of sport or active recreation	Chris Child (Get Active)	Local
L20 Numbers of smoke detectors fitted in domestic properties	Shropshire Fire & Rescue Service	Local
L21 Number of home fire safety visits undertaken.	Shropshire Fire & Rescue Service	Local
L22 Reduction in the numbers of fires attended by FRS in which there was NO working smoke detector.	Shropshire Fire & Rescue Service	Local
L23 Closing the gap measure – comparing the bottom quintile and the average mortality rate of the other 4 quintiles in Shropshire.	Isabel Gillis PCT	Local
L24 Mortality rate – suicides and other causes of premature death	Isabel Gillis PCT	Local (Vital Signs)
L25 Increased uptake of screening for (i) colon cancer, (ii) breast cancer, and (iii) cervical cancer.	Isabel Gillis PCT	Local (Vital Signs)
L26 Percentage of library loans to concessionary library members (people with disabilities)	Jim Roads SCC	Local

Baseline(s)		2008/09 Targets				2009/10 Targets	2010/11 Targets
		Q1	Q2	Q3	Q4	Q4	Q4
L1	tbc				-	tbc	-
L2							
L3	tbc				66%		
L4	tbc						
L5	tbc						
L6							
L7							
L8							
L9							
L10							
L11							
L12	2,234				3,200	tbc	tbc
L13	1,966,564				2,039,674	tbc	tbc
L14	88%				93%	tbc	tbc
L15	44,636				46,777	tbc	tbc
L16	56				60	tbc	tbc
L17	67				170	tbc	tbc
L18					24.1%		
L19							
L20							
L21							
L22							
L23							
L24							
L25							
L26					7.0%		

Key Success Criteria / Milestones (quarterly or six monthly)	By when	Responsible?	Completed? ✓ or ☒	Comments
Fire Reduction				
SFRS staff trained and using 'SCC Performance Plus' to supply performance data.	Sept 08	Mike Ablitt (SFRS) Edd Bailey		This will enable the FRS to more adequately provide data to the partnership to support scrutiny of outcomes relevant to the fire reduction targets.
FRS and executives of appropriate agencies/partners to develop, agree and implement protocols and <i>Memorandum of Understanding's</i> to support the effective exchange of data which will enable the FRS to identify vulnerable people/households and target fire safety measures on those most at risk.	August 2009	Mike Ablitt		This seeks the exchange of information that will enable the FRS to locate and make safe those persons identified as most vulnerable to fire. By focusing on these target groups it is anticipated that the number (and consequences) of fires can be reduced.
Develop and agree a standard Service Level Agreement for supporting agencies and partners who are able to undertake home safety audits and/or fit fire protection equipment on behalf of the FRS.	Start July 08. Completed December 2010	John Das Gupta (SFRS)		Many partners will through their day to day function have access to vulnerable persons and may therefore be able to provide enhanced support to the FRS in reducing the potential of a fire in the homes of such people.
Establish recording systems (database) for; <ul style="list-style-type: none"> ▪ Numbers of smoke detectors fitted, ▪ Home fire safety audits undertaken in homes of vulnerable persons. ▪ Fires attended in which no smoke detector was fitted. 	January 2009	John Das Gupta (SFRS)		A suitable recording system will be needed to provide details specific to Shropshire CC for monitoring of key activities. SFRS already has a suitable database and program but will need to invest time customising this for the needs of the LAA NI.
Identify and procure suitable specialist fire detection and protection systems for very high risk people (e.g.	February 2009	John Das Gupta		Subject to funding. Limited funds are being used by

Key Success Criteria / Milestones (quarterly or six monthly)	By when	Responsible?	Completed? ✓ or ☒	Comments
domestic sprinklers, alarms for the hard of hearing etc). Commence fitting of specialist fire detection and protection equipment installed	March 2009			SFRS. Standard detection systems may be unsuitable for persons with physical disabilities (the hard of hearing for example). Bespoke systems will be required to provide them with the early warning of a fire.
Recruitment and introduction of a Fire Crime officer by SFRS to reduce instances of Arson.	December 2008	Andy Perry		Funding being provided by SFRS for 1 year. This officer will work closely with West Mercia Police to drive down the high numbers of deliberately started fires which occur in Shropshire.
Introduction of Rural Fire Safety Inspection and Audit program by FRS using an advocacy system.	January 2009	Andy Perry		This has been base funded by SFRS @ £25,000 pa for salaries and training. We expect to see a substantial reduction in fires in commercial properties as our advocates focus inspection activity on rural business properties.
Introduction of Rural Schools Fire & Community Safety Education program by FRS using an advocacy system.	January 2009	John Das Gupta		This has been base funded by SFRS @ £25,000 pa for salaries and training. It is anticipated that this initiative will safeguard young people through making them aware of the dangers of fire and, how to prevent them. We also anticipate that this initiative will discourage deliberate fire

Key Success Criteria / Milestones (quarterly or six monthly)	By when	Responsible?	Completed? ✓ or ☒	Comments
				setting by children and young people.
Develop a Common Assessment Process through which any agency identifying persons at risk or in need of support can communicate that to the appropriate body or agency.	Dec 2010	John Das Gupta		We will work with the Community Council of Shropshire to introduce in Shropshire a system introduced by Hereford & Worcester FRS through which referrals from agencies who through their day to day activities identify people who require support and help from other agencies are coordinated centrally and forwarded to those best placed to help.
Participation in the Arts and Cultural Services				
<p>Broaden and increase participation in performances, events, activities, exhibitions and learning opportunities provided by Cultural Services.</p> <ul style="list-style-type: none"> • Arts Venues & Arts Programme Development: <ul style="list-style-type: none"> ○ Severn Project community workshops & large scale outdoor spectacular events 2008 community workshops and outdoor performance in Bridgnorth 2009 community workshops and outdoor performances in Shrewsbury and Bridgnorth ○ Festivals and Events development programme including the 	<p>March 2011</p> <p>2008-2011</p> <p>2008</p> <p>2009</p> <p>Annual Ongoing</p>	<p>Sue Goodwin Lezley Picton</p>		<p>The Severn Project will reach a diverse range of individuals and groups and will provide a variety of ways for them to engage in the arts over a 2 year period.</p> <p>Increase participation in the annual festival programme by targeted</p>

Key Success Criteria / Milestones (quarterly or six monthly)	By when	Responsible?	Completed? ✓ or ☒	Comments
<p>2008 Cartoon Festival, Summer Season</p> <p>2009 Darwin 200, Cartoon Festival, Summer Season</p> <ul style="list-style-type: none"> ○ Revenue funding for Arts Alive to deliver a rural touring arts programme to village halls across Shropshire and to develop an extended programme of activity for the north of the county in 2010 ○ Theatre Severn, OMH programme of performances and workshops to increase participation through enhanced capacity and ability to present a wider range of products. ○ Arts and Health initiative to train dance artists and dance teachers to provide classes for people referred to them from Shropshire County PCT new exercise referral scheme. 	<p>2008</p> <p>2009</p> <p>2008-2011</p>			<p>marketing to reach a wider geographical audience base.</p> <p>Increased level of activities offered to a range of people.</p> <p>International links with partners in the national Darwin 200 celebrations to raise the profile of Shropshire and increased civic pride felt by residents.</p> <p>Increased attendance at touring scheme events and the extended programme. A project targeted at an area currently under resourced.</p> <p>Increased engagement in arts activities and performances.</p> <p>More people achieving health and well being through dance. Further work to be carried out to tighten up actions.</p>
Increased participation will be supported by the delivery of improved customer focus and marketing for	June 2009	George Candler		

Key Success Criteria / Milestones (quarterly or six monthly)	By when	Responsible?	Completed? ✓ or ☒	Comments
Cultural Services, focusing in particular on: <ul style="list-style-type: none"> • low participating groups of people • improving the range of accessible and interactive online services 				
Achieve the new Customer Service Excellence Standard.	2009	George Candler		Customer Service Excellence Standard self assessment being trialled in 2008; full accreditation process in 2009.
Deliver an annual programme of events and activities including: <ul style="list-style-type: none"> • Discover Shropshire programme • Skills programmes at Acton Scott, Llanymynech, Ludlow Museum Resource Centre, Shropshire Archives, etc • Cultural Olympiad / William Penny Brookes activities • Library service events and activities 	Annual Ongoing 2009 onwards Ongoing	Neil Wilcox Nigel Nixon Mary Mc Kenzie Jim Roads		Participation in events and activities will result in demonstrable benefits to people's quality of life
Deliver an Arts Development Programme including: <ul style="list-style-type: none"> ○ Severn Project community workshops & large scale outdoor spectacular events ○ Festivals and Events development programme including the Summer Season Arts Festival ○ Music Hall/Theatre Severn programme of performances and workshops ○ Arts and Health initiative ○ Revenue funding for Arts Alive to deliver a rural touring arts programme to village halls across Shropshire 	Oct. 08-2012 2008 Ongoing Ongoing Ongoing 2008-2011	Sue Goodwin Lezley Picton		There is detailed monthly monitoring and analysis of participation levels.

Key Success Criteria / Milestones (quarterly or six monthly)	By when	Responsible?	Completed? ✓ or ☒	Comments
<ul style="list-style-type: none"> ○ Revenue funding for The Project Group providing arts activities for adults and young people in touch with mental health services ○ Revenue Funding for Pentabus Theatre to provide theatrical performances and community workshops. ○ Revenue Funding for Blue Eyed Soul Dance providing dance workshops and performances 	<p>2008-2011</p> <p>2008-2011</p> <p>2008-2011</p>			
<p>Local authority Arts Services and voluntary sector partners will collect data on customer participation.</p> <p>Methodology developed</p> <p>Benchmarked with other Local Authorities nationally</p>	<p>Oct. 2008</p> <p>ongoing</p>	<p>Sue Goodwin Lezley Picton</p>		<p>Arts Council support with funding and advice from a national perspective.</p>
<p>Cultural Services will contribute to the development and delivery of the Shropshire Youth Offer and Culture Youth Offer.</p> <p>Revisit the Cultural Youth Offer – revisit and see if money becomes available</p>		<p>Martin Stephens (CYPS) and Jim Roads</p>		
<p>Bid for Natural England Changing Spaces funding to enable projects to be developed to encourage greater participation in the Countryside by young people.</p>	<p>September 2008</p>	<p>Neil Willcox</p>		
Reducing premature deaths				

Key Success Criteria / Milestones (quarterly or six monthly)	By when	Responsible?	Completed? ✓ or ☒	Comments
Develop an interagency working group to identify sources of data and its potential for informing commissioning decisions.	September 2008	Simon Kenton		Will have strong links into the evolution of the JSNA.
Carryout health equity audits to assess the impact of progress in closing the gap between the most deprived and the average level of deprivation in Shropshire.	December 2009/ January 2010	Simon Kenton/ Isabel Gillis		Health equity audits can establish whether planned reductions in health inequality have actually been achieved in the targeted groups. Reviewing at the end of Q3 2009/10 will enable actions to be put in place to address any issues arising before the end of the LAA.
<i>Healthy lifestyle choices</i>				
Develop a social marketing strategy to underpin targeted campaigns at specific segments of the population. To address the following areas to prevent CVD, Cancer and other forms of premature death: <ul style="list-style-type: none"> Smoking cessation activities targeting young people and pregnant women. Reducing alcohol related harm Increasing levels of physical activity Encouraging healthy nutrition and salt reduction (Various resources will need to be used to undertake the background analysis and research to inform the social marketing strategy, including the outcomes of the work of the Health Trainers).	Draft – end of September 2008 Project Plan in place December 2008 Implementation January 2009 onwards	Isabel Gillis/ Simon Kenton		Social Marketing will enable those sections of the community that are most at risk and where the greatest impact can be achieved within the LAA timescales to be targeted. Opportunity to draw on partner skills and resources and work with the Voluntary and Community Sector (including the Shropshire LINK) to reach out into communities and develop communication approaches and interventions they identify they will access and respond to.
Multi-agency strategy to reduce accidental injury and death to be developed	September 2008	Isabel Gillis		
Provision of Stroke Awareness Training	Mar 2009	Christine		2 x days training for Front-line staff

Key Success Criteria / Milestones (quarterly or six monthly)	By when	Responsible?	Completed? ✓ or ☒	Comments
		Scott/Marian Hassle		working in Health and Social Care
Recruit and support 3 Walking for Health co-ordinators to develop the Walking for Life informed 'Walking for Health model' in South Shropshire, Shrewsbury & Atcham, and Oswestry (dependent on Sport England lottery funded project bids)	June 08	Sarah Arden		
Increase the number of walk leaders who had led at least one walk in the last year, through recruitment and training of volunteer walk leaders (2008 Target: 238)	Dec 2008	Sarah Arden		
Develop and promote self-led walking leaflets ; 1. short, circular walks linked to facilities and areas of multiple deprivation (£3,000) 2. Self-led walking leaflets based around countryside sites (£3,000), 3. Themes self led walks £6,000	Dec 2008	Sarah Arden		
Work with Active4Health co-ordinator to ensure all Walking for Health Schemes are registered as Active4Health providers.	Dec 2008	Sarah Arden		
Introduce and develop co-ordinated promotion of active volunteering and walking opportunities across Shropshire through joint working with key provider organisations, specifically focusing on increasing the number of and capacity for volunteering activities at SCC Countryside Sites	May 2008	Sarah Arden	Underway	
Implement Shropshire Community Exercise Tutor Development lottery funded project	June 2008	Gaynor Hadley		
Appointment of STW 2012 Co-ordinator	May 2008	Energize STW	Completed	

Key Success Criteria / Milestones (quarterly or six monthly)	By when	Responsible?	Completed? ✓ or ☒	Comments
External organisation contracted to deliver Active4Health service in partnership with PCT	September 2008	Miranda Ashwell		
Active4Health assessors recruited and trained to deliver behaviour change intervention	January 2009	Miranda Ashwell		
Active4Health exercise providers recruited registered and trained to deliver exercise to Active 4Health service users.	On- going process commencing October 2008	Miranda Ashwell		
Delivery of Active4Health service commenced	January 2009	Miranda Ashwell		
Delivery of Shropshire Outdoors and Indoors Projects as part of regional “ Living Well in the West Midlands” portfolio	December 2010	Miranda Ashwell		
Review SHEA resource (criteria/updated against legislation etc) in consultation with Steering Group. • Process developed • Roll-out of new agreed resource	July 07 Ongoing	Cathy Levy	✓ On target	Ongoing ~ 4 separate resources developed as part of umbrella scheme. Resources ready January 08, Feb 08, March 08, April 08
Following review of SHEA resource undertake consultation with a sample of the recipient premises across the county, at specified intervals, to measure the project outcomes.	Ongoing	Cathy Levy	On target	Ongoing review mechanisms in place, to ensure meet needs of target settings.
Develop criteria for project evaluation	Ongoing	Cathy Levy	✓	
Review progress against target at six monthly intervals throughout the life of the project.	6 monthly	Cathy Levy	✓	Reported via interim and end of year reporting mechanism to SHEA Steering Group
<i>Targeted activity for people a with existing disease or at a high risk of developing the disease</i>				
Reinforcing the screening and identification of people who have or are a risk of developing Cardiovascular Disease (CVD) • Develop analysis and interpretation of data and	January 2009	Isabel Gillis		Data from the GP records is often collated but analysed in detail. There is significant potential to identify communities of highest risk

Key Success Criteria / Milestones (quarterly or six monthly)	By when	Responsible?	Completed? ✓ or ☒	Comments
information collected through Practice Based Commissioning Activities.				that to inform commissioning and service design.
Establish systems to utilise intelligence from the analysed data to directly inform the design, planning, commissioning, and delivery of services.	December 2008	Simon Kenton		Links to the JSNA and will have wide reaching benefits in not only how health interventions take place but also opportunities to participate in physical activity and other activities which have a positive impact on well-being.
Review known effective interventions and research with communities of interest the barriers to healthy lifestyles and approaches they recognise would support them to adopt and maintain healthy lifestyles.		Isabel Gillis		
Implement interventions (services, health promotion campaigns etc) commissioned and developed as a result of the data analysis		Isabel Gillis		
Increasing participation in screening for colon cancer, breast cancer and cervical cancer through targeted campaigns on the promotion of screening and awareness of signs, symptoms and prevention.		Amanda Dell		
Develop and recruit to the roles of Health Trainers (Help2Slim, Active4Health, Help2Quit) and recruit.	June 2008	Isabel Gillis	✓	The Health Trainers will be the foot soldiers raising awareness and providing support and advice in the community.
Put in place a programme of activity for the Health Trainers based around the GP Practices, to include informing the research into approaches and interventions that people identify they would access and that would meet their needs.	Sept 2008	Isabel Gillis		
Evaluate the role of the Health Trainers, including utilising health equity audits and locate trainers and sessions with specific sections of the community including activities run by the third sector as well as the statutory services.	Sept 2009	Isabel Gillis		
Identify individuals at greatest risk of suicide and self harm. Known groups with a high risk of mental health		Isabel Gillis/ Carl Griffiths		

Key Success Criteria / Milestones (quarterly or six monthly)	By when	Responsible?	Completed? ✓ or ☒	Comments
problems that can lead of suicide and self harm are young men aged 15-25, especially those who are: <ul style="list-style-type: none"> • Not in Education Employment or training • Leaving or have left care • Living in deprived areas • Substance misusers • Homeless 				
Provision of Suicide Awareness Training by Joint Adult Community and Health Training	Mar 2009	Christine Scott/Josie Brett-Summors		20 people working in Health, Social Care and other Agencies to be targeted for this training.
Evaluate the effectiveness of current interventions, particularly in relation to targeted groups, and revisit the suicide prevention strategy.		Simon Kenton / Carl Griffiths		
Implement and bed-in early intervention in phsychosis for young people, paying particular attention to the 16-18 year olds.	Dec 2008	Uma Viswanathan		
<i>Other key actions</i>				
Education, awareness raising and enforcement of Road Safety including speeding and driving under the influence. (<i>Links to the Sustainable Communities Block</i>)	Ongoing			
Reduction in workless households to reduce poverty, increase income levels, access to welfare rights, and reduce worklessness related to mental health problems. (<i>Link to Worklessness Outcome</i>)	Ongoing			
<i>Older People</i>				
To make robust links into the Winter Planning and Summer Planning work carried out across health and social care to target reducing winter deaths that result from fuel poverty.	October 2008	Simon Kenton		Discussed at monthly urgent care network and integrated into the Delayed Discharge action plan.
Work across partners to address fuel poverty e.g.				

Key Success Criteria / Milestones (quarterly or six monthly)	By when	Responsible?	Completed? ✓ or ☒	Comments
through Warmfront. <i>(also in LAA Outcome 5)</i>				
Falls prevention [avoiding fractured neck of femur] e.g. through falls clinics (Link to LPSA3)		Simon Kenton/ Graeme Currie		
Increase opportunities and levels of physical activity for example through Extend classes		Isabel Gillis		



Responsible Officer: George Candler

LAA Delivery Block: Health & Well Being							
LAA Outcome: Vulnerable People receiving benefits helped back to work							LAA no.
Responsible partners: Shropshire County Council, Shropshire County PCT, Job Centre Plus, VCS, Learning and Skills Council, AWM,							21
Outcome indicator(s):					Lead Officer & Organisation:	NIS no. or local indicator ref	
i. Working age people claiming out of work benefits					Kairen Francis (DWP)	NI 152	
Baseline(s)		2008/09 Targets				2009/10 Targets	2010/11 Targets
		Q1	Q2	Q3	Q4	Q4	Q4
i.	8.8% (no. of people)	(30)	(60)	(110)	8.6% (185)	8.4% (330)	8.3% (338)

Suggested LAA measures to evidence delivery of this outcome :	Lead Officer & Organisation:	NIS no. or local indicator ref	2008/09 Target
16-18year Olds not in employment, education or training (NEET)	Shropshire County Council	NI 117	4.2%
Working age population qualified to at least level 2 or higher	Shropshire County Council/Learning and Skills Council	NI 163	+2%
Offenders under probation supervision in settled accommodation at the end of their order or licence	Michele Hatfield, Probation Service	NI 143	Tbc
Offenders under probation supervision in employment at the end of their order or licence	Michele Hatfield, Probation Service	NI 144	40%

Key Success Criteria / Milestones (quarterly or six monthly)	By When	By Who	Comments	Completed/Outcome?
Engagement - Clients				
All partners to agree the Target Wards and the priority client groups.	July 2008	WAG/VCS	Will focus the planned work of the surgeries	Completed. NESP's highlight males 25-40, minor mental health issues, drug and substance misuse (link to be made between CMHT, GP, and JC+), Lone parents
Support VCS in the delivery of "Surgeries" in those identified target wards aimed at providing specialist support/advice to priority client groups.	Ongoing	VCS/ Providers	Detail of how these surgeries will be delivered in each local area will be contained within the plan of the organisations involved in local delivery. Surgeries may not be the solution in all local areas but still need to support VCS in engaging with relevant customers	
To agree the programme and delivery of promotion of "surgeries".	November 2008	WAG/VCS		
Develop a generic approach for Neighbourhood Employment Skills Plans (NESP's).	September 2008	WAG/VCS	When identified these groups to work in a localised way to agreed themes, and may also report into Local Area Partnerships.	
As a result of the work from NESP's explore links with Community Mental Health Teams (CMHTs), General Practitioners (GP's), Supporting People and JobCentre Plus.	December 2008	JobCentre Plus and Partners		
Commission VCS to enhance existing opportunities for client groups which will include the new surgeries to be developed			e.g. Rockspring proposal	

Key Success Criteria / Milestones (quarterly or six monthly)	By When	By Who	Comments	Completed/Outcome?
Develop a clear referral process from VCS to providers.	October 2008	WAG/ Chris Allen	To include referral to mainstream services where appropriate – identified from client pathways.	
Develop a clear referral process from partner agencies to providers and mainstream provision			We need to ensure that all partner agencies involved with target group are also aware and direct people to the right services and support any of the community initiatives we develop	
Assessment of Client				
Develop best process for enabling job scoping/matching clients to vacancies.	August 2008	LA/JC+/L CS/Provid ers		
Complete Individual Job and Skills Plans for clients following a pathway through the “surgeries” initiative.	November 2008	VCS		
Develop tailored training and support packages linked to gap analysis from trajectory analysis.	January 2009	WAG	To support customers engaging in mainstream services	
Engagement - Employers				
All partners to agree how best to promote the Skills Pledge and Local Employment Partnerships to local businesses to increase opportunities; <ul style="list-style-type: none"> ➤ Develop and understand the capacity of local workers/centres to be promoted; ➤ Explore who and how to target 	March 2009	WAG		

Performance Monitoring				
Identify those members to work within the Performance Monitoring working group.	August 2008	WAG		
Trajectory analysis of partners work/ commissioning agreements that will impact on client groups.	August 2008	JC+/Chris Allen/LSC	This work will support securing funds from Learning to Deliver and also feed into the development of training and support packages.	
All partners to agree the groups Information Sharing protocol	Sept 2008	WAG/VCS	Develop system of information sharing that will highlight client priority client groups from JC+, PCT, Mental Health, Drug Misuse	
Tracking - Develop simple "Client Pathway" for each priority client group.	March 2009	Working Group*		
Group to develop a consistent shared performance monitoring system that demonstrates outcomes against current, and additional, activities being undertaken.	October 2008	Working Group*		
Ensure that the SCC/SCPCT integrated workforce strategy optimises opportunities for local employment.	December 2008	John Snell		Adult integrated workforce strategy launched and reviewed.

* Working Group to be established

Safer & Stronger Communities

Responsible Officer: Jo Turton, Head of Chief Executives Office

LAA Delivery Block: Stronger & Safer							
LAA Outcome: Improved Community Cohesion							LAA no.
Responsible partners: Shropshire County Council, Energize Shropshire, Voluntary Community Sector Assembly, Community Council, Shropshire Equalities Forum							10
Outcome indicator(s):					Lead Officer & Organisation:	NIS no. or local indicator ref	
(i) People who believe people from different backgrounds get on well together in their local area					Kal Parkash, SCC	NI 1	
(ii) Overall/general satisfaction with local area					John Hargreaves, SCC	NI 5	
Baselines		2008/09 Targets				2009/10 Targets	2010/11 Targets
		Q1	Q2	Q3	Q4	Q4	Q4
(i)	80%*				81%	82%	83%
(ii)	85%**				85%	85%	85%

*Data used is the Ipsos MORI 2006/07 being the latest full sample available (weighted result). Note that this information is being used in the absence of any technical guidance being issued by CLG this guidance is expected autumn 2008.

** Data used in the Ipsos MORI 2006/07 being the latest full sample available. Note that this information is being used in the absence of any technical guidance being issued by CLG this guidance is expected autumn 2008. SCC is the third best performing council on "satisfaction with the area".

Suggested local measures to evidence delivery of this outcome :	Lead Officer & Organisation:	NIS no. or local ref:	2008/09 Target
Adults Participation in Sport	Chris Child, CSP/Alan Penton, SCC	NI 8	24.1%
Use of Libraries	Jim Roads, SCC	NI 9	66%
Visits to Museums and Galleries	Neil Willcox, SCC	NI 10	Tbc – January 2009
Migrants English Language Skills and knowledge	Erica Garner, SCC	NI 13	Tbc – Sept 2008
Number of Community Projects supported by Cultural Services	Neil Willcox, SCC	CPL01ii	610
Number of volunteers involved in developing/delivering Cultural Services	Neil Willcox, SCC	CPL05i	2,000
Level of resident satisfaction with Library Services	Jim Roads, SCC	Local	tbc
Level of resident satisfaction with Leisure Services	Steve Brown, BDC	Local	tbc
Percentage of new library service members who are members of ethnic minority groups	Jim Roads, SCC	Existing Local Library Service Indicator L17	3.0%
Increase % of adults volunteering for 1 hour per week to support sport by 2%	Louise Osbourn, Energize STW	Local	8.5%
Number of Hate Crime incidents reported	Performance & Scrutiny Unit, SCC	Local	140 annually

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By Who;	Comments	Completed/ Outcome
<u>Equalities</u>				
LETS delivery of Equalities and Diversity courses to groups providing a greater understanding of related issues.	March 2009	Erica Garner	Aims to improve tolerance and community cohesion.	
LETS delivery of Equality and Diversity and language courses within the workplace providing a greater understanding of related issues	March 2009	Erica Garner	Aims to improve tolerance and community cohesion.	
Welcome To Shropshire pack – for all new arrivals but, primarily aimed at migrant workers	Dec 08	Kal Parkash LSP Equalities Forum	Aim to improve and encourage integration and community cohesion	
Media Plan	Oct 08	Kal Parkash HD of Communication	Aim to improve community cohesion and celebrate diversity.	
<p>Further develop areas of good practice around: Hate Crime incident reporting – Relaunch of Hate Crime Initiative. Other activities to increase confidence in reporting include:</p> <ul style="list-style-type: none"> • The Equalities Forum working with the Economic Forum to encourage business communities to get involved in promoting the Hate Crime protocol. • The protocol will also be promoted at Rock Against Racism and the West Midlands Show. 	<p>November 2008</p> <p>June 2008</p> <p>June 2008</p>	<p>Kal Parkash</p> <p>Equalities Forum</p> <p>Equalities Forum</p>	Aims to improve tolerance and community cohesion.	

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By Who;	Comments	Completed/ Outcome
<ul style="list-style-type: none"> Development and review of MARAC arrangements, including investigation with partners of the feasibility of expanding the MARAC approach to cover other forms of violence e.g. sexual violence and hate crime. 	Ongoing	Grahame James		
<u>Satisfaction/Perception</u>				
Accredited Civil Enforcement in relation to improved Street Scene outcomes; <ul style="list-style-type: none"> Seek accreditation across all Boroughs and Districts Progress work in this area with a view to unitary status in April 2009. 	March 2009 April 2009	Dave Roberts	Note that North Shropshire District Council does not have the resources at this time to “sign-up” for this initiative.	
Develop a proactive campaign to promote good news stories throughout the county with a target of publishing six stories throughout 2008/09.	Ongoing	Grahame James	Aims to improve public satisfaction and perception with the local area.	
<u>Community Engagement</u>				
Supporting People service is commissioning a need analysis study, part of this study will be to understand the issues arising from migrant workers and other emerging communities.	September 2008	Neil Evans/Clive Paddock	Supporting improved tolerance and community engagement/cohesion.	
Improvements to English as a Second Language (ESOL) service delivery;	March 2010		Targets to be agreed by	

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By Who;	Comments	Completed/ Outcome
Increasing Provision to 4 ESOL Teachers Increasing number of ESOL learners Increasing opportunities for those learners	Dec 2008 March 2010 March 2010	Erica Garner	September 2008	
Programme of library service developments to target provision for minority groups, in particular migrant workers and their families: <ul style="list-style-type: none"> • Provision of books and information in ethnic minority languages, for adults and children, including dual language material • Work with families and children, for example through the library homework clubs. 	Ongoing	Jim Roads	Primary venues for this work are Craven Arms, Ludlow, Shrewsbury, Oswestry, Market Drayton and Whitchurch. Local actions and targets in Library Service Team Plan; also potential regional partnership work through Society of Chief Librarians-West Midlands during the period of the LAA.	
Increase participation in performances, events, activities, exhibitions and learning opportunities provided by Cultural Services.	Ongoing	Cultural Services Mgmt Team	Detail of this milestone is held under LAA 8.	
Develop the active engagement and involvement of people through a range of volunteering opportunities within their local communities, including: <ul style="list-style-type: none"> • Countryside Access volunteers (e.g. Parish Paths Partnerships) • Countryside Heritage Site volunteers 	Ongoing	Cultural Services Mgmt Team	Additional community based volunteering opportunities such as the Volunteering for Shropshire's Heritage project, Parish Environmental Access project and Friends of the	

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By Who;	Comments	Completed/ Outcome
<ul style="list-style-type: none"> • Local History Centres volunteers • Community archaeology project volunteers • Museum and archive volunteers • Arts volunteers • Home Library Service volunteers 			<p>Shropshire Hills AONB initiative is dependant on funding.</p> <p>Contributes to local measure indicator "Number of volunteers involved in developing/delivering Cultural Services".</p>	
<p>Support communities to take action for themselves to research, document and improve their environment, including:</p> <ul style="list-style-type: none"> • Parish Partnership Groups • Independent museums • Countryside Heritage Site groups • Library groups • Art Groups 	Ongoing	Cultural Services Mgmt Team	<p>Additional activity will be dependent on external funding.</p> <p>Contributes to local measure indicator "Number of Community Projects supported by Cultural Services"</p>	
<p>Deliver Get Active Action Plan. This plan covers a number of related actions which cut across and support several of the LAA outcomes (9, 10 and 11)</p>	2008/09 Ongoing	CSP	<p>High level reporting to be delivered within LAA reporting timescales against the relevant Community Cohesion related objectives.</p>	



Responsible Officer: George Candler, Assistant Director – Learning Culture and Community Safety

LAA Delivery Block: Stronger & Safer						
LAA Outcome: Improved Economic Impact within Communities						LAA no.
Responsible partners: Shropshire County Council, Probation Service, Learning & Skills Council, Voluntary Community Sector Assembly, Connexions, JobCentre Plus, Chamber of Commerce, Youth Offending Service, Shropshire Tourism (and other tourism partners), Economic Regeneration Partners						11
Outcome indicator(s):					Lead Officer & Organisation:	NIS no. or local indicator ref
(i) Offenders under probation supervision in employment at the end of their order or licence					Michele Hatfield, Probation Service	NI 144
Baseline(s)		2008/09 Targets			2009/10 Targets	2010/11 Targets
		Q1	Q2	Q3	Q4	Q4
(i)	36.6%*				40% - Tbc July 2008	

* Represents a baseline for 2007/08 based on the last quarter of 2007/08. The data for 2008/09 will be provided via the new probation database.

Suggested local measures to evidence delivery of this outcome :	Lead Officer & Organisation:	NIS no. or local indicator ref	2008/09 Target
Working age people claiming out of work benefits in the worst performing neighbourhoods	Sam Hine, SCC	NI 153	26.8%
Percentage of 18-24 year olds in gaining sustained employment	Erica Garner, SCC	CPL 17ii	32%
Percentage of 25+ year olds who have been long term unemployed moving into sustained employment	Erica Garner, SCC	CPL 17iii	32%
Numbers of disabled people who are supported in finding work placements, ongoing support and job seeking per annum	Erica Garner, SCC	Local Ind.	1,000
Number of disabled people gaining sustained employment per year	Erica Garner, SCC	Local Ind.	300
Number of young people engaged in the Entry to Employment programme	Erica Garner, SCC	Local Ind.	Occupancy Av. - 110 Starts – 225
Numbers of young people 16-24 engaged on an apprenticeship programme	Erica Garner, SCC	Local Ind.	Occupancy Av. – 500 Starts – 500
Number of 25+ Apprentices	Erica Garner, SCC	Local Ind.	Occupancy – 80 Starts - 80

Key Success Criteria / Milestones (quarterly or six monthly)	By When	By Who	Comments	Completed/Outcome?
<p>Establishing firm links with Economic and Tourism partners, namely Shropshire Business Board and Shropshire & Telford Destination Management Partnership.</p> <p>Further develop the links made between ED staff, County Training, and the proposed Quality Circle for Business Engagement.</p>	March 2009	Sam Hine/ Erica Garner, SCC	Minutes and feedback to be received from these two groups. This will allow an awareness of current priorities and activity and enable engagement when and where it is appropriate.	
<p>LETS Service</p> <ul style="list-style-type: none"> • Set baseline for YP who are referred and progress onto Entry to Employment and then progress to NVQ 1/Apprenticeship programme/other positive outcomes (NI 117) • Set new target for (NI 117) with CYP and LSC 	<p>May 2008</p> <p>May/June '08</p>	Erica Garner, SCC		Completed - Baseline identified for NI 117 as 17%.
<p>Review and develop a methodology for measuring the economic impact of cultural activity including visits to the countryside, cultural facilities and taking part in events and activities.</p>	March 2009	Neil Willcox, SCC	See also below	
<p>Complete significant improvements to key visitor attractions and cultural venues resulting in increased visitor usage and spend at facilities :</p> <ul style="list-style-type: none"> • Shropshire Hills Discovery Centre • Acton Scott Historic Working Farm • The Mere at Ellesmere • Ludlow Museum & Visitor Information Centre 	<p>May 08</p> <p>March 09</p> <p>March 08</p> <p>July 08</p>	Neil Willcox/ Jim Roads, SCC	<p>Improvements to Much Wenlock Museum are dependant on external funding.</p> <p>Recent improvements to Llanymynech Heritage Site and the Bog Centre are not included here owing to difficulties in measuring economic impact, although detailed information on visitor numbers</p>	

Key Success Criteria / Milestones (quarterly or six monthly)	By When	By Who	Comments	Completed/Outcome?
<ul style="list-style-type: none"> • Much Wenlock Museum • Libraries – Oswestry, Cleobury Mortimer, others to be confirmed 	March 2010		is kept.	
<p>A programme of high quality cultural events and festivals with regional, national and international profile will take place. We will explore how these events contribute to the local economy in villages and communities across the county.</p> <p>This will include:</p> <ul style="list-style-type: none"> • STW 2012 Cultural Olympiad programme. • Severn Project 2008 two spectacular outdoor events linked to the national launch of the Cultural Olympiad UK. Attracting new audiences from the West Midlands. • Darwin Festival 2009 including arts events and public art projects that will attract international audiences to the County. • Severn Project 2009 large scale performance based on Darwin's work on 'Origin of Species' in Shrewsbury and Bridgnorth. • Severn Project 2010-2012 Large scale outdoor dance performances linked to the Cultural Olympiad legacy trust. • Summer Season Arts Festival. 	<p>March 2009</p> <p>2008-2012</p> <p>2008</p> <p>2009</p> <p>2009</p> <p>2010-2012</p> <p>Ongoing</p>	<p>Sue Goodwin, SCC</p>	<p>Each of these initiatives have a track record of delivering and are building their capacity towards two years 2009 and 2011 in which the range and scale of work will be of an international standard.</p> <p>Current monitoring of this work provides information on audience numbers, distance travelled, satisfaction levels and the impact on well being.</p> <p>This methodology will be developed to provide data to establish the impact on the local economy.</p>	
Revenue funding to support 3 arts organisations and the impact they have on the creative industries and		Sue Goodwin,	Arts Alive provide a programme of performances that take place in village	



Responsible Officer: George Candler, Assistant Director – Learning Culture and Community Safety

LAA Delivery Block: Stronger & Safer							
LAA Outcome: Reduced Re-offending						LAA no. 12	
Responsible partners: Shropshire County Council, West Mercia Police, Voluntary Community Sector Assembly, Probation Service, Youth Offending Service, Prison Service, Shropshire Fire and Rescue Service							
Outcome indicator(s):				Lead Officer & Organisation:		NIS no. or local indicator ref	
(i) Reoffending rates of Priority or Prolific Offenders				Grahame James, SCC		NI 30	
(ii) Repeat Incidents of Domestic Violence				Grahame James, SCC		NI 32	
(iii) Serious acquisitive crime rate (burglary, robbery, vehicle crime)				Grahame James, SCC/ Supt. Pete Lightwood West Mercia Police		NI 16	
(iv) Rate of proven re-offending by young offenders				Youth Offending Service/Karen Bradshaw, SCC		NI 19	
Baseline(s)		2008/09 Targets				2009/10 Targets	2010/11 Targets
		Q1	Q2	Q3	Q4	Q4	Q4
(i)	47				19% (39)	Tbc	Tbc
(ii)	12.87%*						
(iii)	2518				8.62 (2493)	8.53 (2468)	8.44 (2421)
(iv)	**	Not applicable until 2009				tbc	tbc

Technical Guidance for these indicators has now been received.

- * Repeat incidents of domestic violence (this is measured through MARAC). Baseline 2007/08 12.8% (133 cases by 17 repeats). This indicator is a Place Holder for 2008/09 and will become a full national indicator in 2009/10.
- ** Baseline information expected by late 2008. Cohort numbers for 2008/09 will also be confirmed at this time. Current decision to hold this indicator until 2009/10.

Suggested local measures to evidence delivery of this outcome :	Lead Officer & Organisation:	NIS no. or local indicator ref	2008/09 Target
Offenders under probation supervision living in settled and suitable accommodation at the end of their order or licence	Probation Service	NI 143	Tbc – July 2008
Offenders under probation supervision in employment at the end of their order or licence	Probation Service	NI 144	40% - Tbc July 2008
Dealing with local concerns about anti-social behaviour and crime issues by the local council and police	Shropshire County Council/West Mercia Police	NI 21	Tbc – Autumn 2008
Understanding of local concerns about anti-social behaviour and crime issues by the local council and police	Shropshire County Council/West Mercia Police	NI 27	Tbc - Autumn 2008
Arson incidents	Shropshire Fire and Rescue Service	NI 33	Tbc – July 2008

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By Who	Comments	Completed/Outcomes
Serious acquisitive crime				
<p>Promote and lead an intelligence-led approach to problem solving in Shropshire both for crime and anti-social behaviour through:</p> <ul style="list-style-type: none"> West Mercia Police Multi-Agency 'Silver Level' Tasking meetings to identify priority actions to tackle acquisitive crime Development of 'bronze level' multi-agency tasking arrangements at District/ area partnership level Development of appropriate information sharing protocols for the implementation of 'bronze level' tasking arrangements 	<p>Monthly</p> <p>From September 2008</p>	<p>Gill Jones, SCC</p> <p>Gill Jones, SCC/ Graham Edwards, West Mercia Police</p>	<p>Implementation of the National Intelligence Model</p> <p>Resources - Analytical support</p>	
<ul style="list-style-type: none"> Production of problem profiles and local action plans to respond to identified problems 	Ongoing	CDRPs/SCC/ West Mercia Police	<p>Implementation of the National Intelligence Model</p> <p>Resources - Analytical support</p>	
<ul style="list-style-type: none"> Quarterly performance review and evaluation reports to COG and Safer Stronger Communities Board 	From September 2008	Gill Jones/Chris Smith	<p>Implementation of the National Intelligence Model</p> <p>Resources - Analytical support</p>	
Repeat incidents of domestic violence				
<p>To drive forward the good practice developed in tackling domestic violence in Shropshire through:</p> <ul style="list-style-type: none"> Recruitment of 3rd Independent Domestic Violence 			NI 32 relies on MARAC arrangements being in place. MARACs can not operate without IDVAs, who	

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By Who	Comments	Completed/Outcomes
Advisor (IDVA)	April 2008	Gill Jones	act as the 'eyes and ears' of the victim in managing their risk. Ongoing funding of the IDVAs is therefore a crucial element in the delivery of our domestic violence services. Resources - £20,000 Home Office + £70,000 SSCF (LPSA6) in 2008-09; £90,000 per annum 2009-2010/11 LPSA6	Completed
<ul style="list-style-type: none"> SDVC Management Group to investigate potential of developing "one-stop shop" involving SDVC and Family Courts 	March 2009	Gill Jones, SCC Sean Currie, Courts		
<ul style="list-style-type: none"> Investigation of feasibility of development and implementation of DV workforce policy for West Mercia Police, SCC and other partner agencies 	March 2009	Gary Higgins, WM Police Gill Jones, SCC		
<ul style="list-style-type: none"> Ongoing development and review of MARAC arrangements, including investigation with partners of the feasibility of expanding the MARAC approach to cover other forms of violence e.g. sexual violence and hate crime 	April 2009	Gill Jones, Kal Parkash, SCC	This action helps deliver on the Home Office Violent Crime Action Plan 08-11 Resources - LPSA6 (ongoing LAA budget required from April 2009, at end of LPSA6) Additional £20,000 required from 2009 onwards for part time ISVA (Independent Sexual Violence Advisor)	

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By Who	Comments	Completed/Outcomes
<ul style="list-style-type: none"> Work with partners to develop a Shropshire Integrated Care Pathway for Domestic Abuse 	Draft by Sept 09	Marion Bedson, SCC	Resources - £5,000 N.B. This is also a priority for Shropshire Children's Trust, and will therefore be a joint piece of work	
<ul style="list-style-type: none"> Implementation of a series of multi-agency DV training and MARAC awareness sessions, tailored to organisational needs 	1 st programme complete by March 2009	Marion Bedson, SCC	Resources - LPSA6 Ongoing budget required from April 2009 at end of LPSA6	
<ul style="list-style-type: none"> Examination with partners of the feasibility of establishing Sexual Assault Referral Centre (SARC) arrangements to be available with respect to all victims of sexual violence in Shropshire 	June 2009	Grahame James, SCC Gary Higgins, WM Police	This action helps deliver on the Home Office Violent Crime Action Plan 08-11 Resources - See above re: funding of ISVA	
<ul style="list-style-type: none"> Women's Aid Shropshire support service in place 	May 2008	Jan Francis, Women's Aid	£40,000 per annum to 31.12.10.	
Rate of proven re-offending by young offenders				
LETS Service - Set targets (in conjunction with YOT) for the referral of young offenders to training and employment programmes (NI 117)	July 2008	Erica Garner, SCC	Lead – County Training	Baseline established of 17%, targets to be confirmed by end June 2008.
Deliver Get Active Action plan. This plan covers a number of related actions which cut across and support several of the LAA outcomes (9, 10 and 11)	2008/09 Ongoing	CSP		
To work with partners to identify the most appropriate support services, pathways and processes for young prolific and other priority offenders as identified under the requirements of the Prevent and Deter strand of the National PPO Strategy	1 st report to PPO Steering Group by October 2008	Youth Crime Prevention Manager (Jude Bennett), Shropshire and Telford YOS	Part of the Shropshire PPO Strategy	
Early Identification and Prevention				
Redefine YSS prevention activities and recontract with YSS	Sept 2008	Viv Mckay		

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By Who	Comments	Completed/Outcomes
ensuring coherence with new YISP arrangements				
Develop a strategy for the utilisation of preventative tools with at risk young people <ul style="list-style-type: none"> • Develop set of indicators • Identify prevention tools/methodologies • Develop pathway plans. 	March 2009			
Ensure relevant organisations receive CAF/TAC training <ul style="list-style-type: none"> • Multi agency sessions arranged 	Ongoing	Laura Johnston		
Diversionary activities targeted at hot spot areas. Raise awareness of places to go, things to do: <ul style="list-style-type: none"> • Identify key hot spot areas • Map activities and identify need • Promote Shropshireyouth.com 			Positive Activities Group will lead on this activity.	
Develop further links with CAF/TAC <ul style="list-style-type: none"> • Organisations trained • CAF/TAC process identifies offending behaviour as a risk. 	Ongoing			
Strategic Development				
Review and keep updated looked after children action plan – presented to prevention of offending group on a quarterly basis.	Ongoing	Kath Edwards	Regular update of outcomes and review of need.	
Whole strategy development – ensuring links between Shropshire Together, Youth Task Force Action Plan and Youth Crime Action Plan. <ul style="list-style-type: none"> • Partnership workshop • Identification of gaps • Action plan developed 	March 2009 Sept 2009 Oct 2008 March 2009			
Agreement by Local Criminal Justice Board to pilot Community Resolution model	Dec 08	YOS/WMP	This initiative cannot be taken forward without West Mercia Police's agreement to adapt their performance measurement around "sanctioned detections".	

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By Who	Comments	Completed/Outcomes
Implementation of Community Resolution model pilot	Mar 09	YOS/WMP	Successful implementation will depend upon partnership work with West Mercia Police.	
Evaluation of Community Resolution model pilot	Mar 10	YOS/WMP	Decrease in first time entrants to the Youth Justice system is anticipated. Further work could include outcome analysis.	
Dealing with and understanding local concerns about Anti-social behaviour and crime				
Continue to develop consistent and co-ordinated approaches to tackling anti-social behaviour across Shropshire through: <ul style="list-style-type: none"> Completion of the Anti-Social Behaviour Toolkit for practitioners 	July 2009	Kelly Oldham/ Gill Jones, SCC	Resources - £30,000 2008/09 (ASB officer)	
<ul style="list-style-type: none"> Production of an ASB guide for members of the public 	December 2008	Gill Jones/ Kelly Oldham, SCC	Resources - £2,000	
<ul style="list-style-type: none"> Leading and promoting best practice approaches to tackling ASB through practitioner training events. 	Nov 2008	Gill Jones/ Kelly Oldham, SCC	Resources - £3,000	
Promote and lead an intelligence-led approach to problem solving in Shropshire both for crime and anti-social behaviour through: <ul style="list-style-type: none"> West Mercia Police Multi-Agency 'Silver Level' Tasking meetings to identify priority actions to tackle anti-social behaviour Development of 'bronze level' multi-agency tasking arrangements at District/ area partnership level Development of appropriate information sharing 	Monthly From September 2008	Gill Jones, SCC Gill Jones, SCC/ Graham Edwards, West Mercia Police	Implementation of the National Intelligence Model Resources - Analytical support	

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By Who	Comments	Completed/Outcomes
protocols for the implementation of 'bronze level' tasking arrangements				
<ul style="list-style-type: none"> Production of problem profiles and local action plans to respond to identified problems 	Ongoing	CDRPs/SCC/ West Mercia Police	Implementation of the National Intelligence Model Resources - Analytical support	
<ul style="list-style-type: none"> Quarterly tactical assessment reports to Shropshire Together identifying Shropshire hotspots and locations; identifiable and linked ASB/incidents; high risk issues; local concerns, etc. 	Quarterly tactical assessment reports to Shropshire Together	Chris Smith, Karl Oliver, Kelly Oldham	Implementation of the National Intelligence Model Resources - £5,000 (not currently identified)	
<ul style="list-style-type: none"> Quarterly performance review and evaluation reports to Shropshire Together Group 	From September 2008	Gill Jones/Chris Smith	Implementation of the National Intelligence Model Resources - Analytical support	
Reoffending rates of Priority and Priority Offenders (PPOs)				
To work with partners to map Shropshire accommodation availability and suitability for PPOs	Report to Supporting People Core Strategy Group – May 2008	Grahame James, SCC		Completed – Report to SCC Cabinet
To work with partners to implement supported accommodation pathways for prolific and other priority offenders	Draft pathways agreed by Sept 2008	Grahame James/Clive Paddock, SCC	Resources - £10,000 (not currently identified)	
To implement and evaluate (with partners) the Tickwood PPO rehabilitation project. Produce Project Report	Project commenced by July 2008 March 2009	Gill Jones, SCC		

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By Who	Comments	Completed/Outcomes
To work with Children and Young People's services to identify appropriate support services and pathways for the children and families of PPOs	Work commenced by December 2008	Gill Jones/ Kelly Oldham, SCC		
Set targets for outcomes for the completion of Skills for Life qualifications and employment (set targets June 2008 with quarterly reporting).	June 2008	Erica Garner, SCC	Lead - County Training	



Responsible Officer: George Candler, Assistant Director – Learning Culture and Community Safety

LAA Delivery Block: Stronger & Safer		
LAA Outcome: Reduced Harmful Effects of Alcohol		LAA no. 13
Responsible partners: Shropshire County Council, Shropshire Trading Standards, Shropshire DAAT, Shropshire County PCT, Shrewsbury and Telford Hospital Trust, South Staffordshire and Shropshire Healthcare Foundation NHS Trust, Voluntary Community Sector, Shropshire Children's Trust, West Mercia Constabulary,		
Outcome indicator(s):	Lead Officer & Organisation:	NIS no. or local indicator ref
(i) Alcohol-harm related hospital admission rates	George Candler (Shropshire DAAT)/ Isabel Gillis (Shropshire County PCT)	NI 39
(ii) Assault with less serious injury rate	Grahame James, SCC/Supt. Pete Lightwood West Mercia Police	NI 20

Baseline(s)		2008/09 Targets				2009/10 Targets	2010/11 Targets
		Q1	Q2	Q3	Q4	Q4	Q4
(i)	1149				1516	1653	1768
(ii)	5.37 (1556)				5.32 (1540)	5.27 (1525)	5.22 (1510)

Suggested local measures to evidence delivery of this outcome :	Lead Officer & Organisation:	NIS no. or local indicator ref	2008/09 Target
Offenders under probation supervision living in settled and suitable accommodation at the end of their order or licence	Probation Service	NI 143	Tbc – July 2008
Offenders under probation supervision in employment at the end of their order or licence	Probation Service	NI 144	40% - tbc July 2008

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By who	Comments	Completed/Outcome
Development of future local targets using Treatment outcome profile data recorded on the National Drug and Alcohol Treatment System.	March 2009	DAAT		
Health				
Implement recommendations from Regional Health Groups	Sept 2008 – Ongoing	Isabell Gillis, PCT		
Deliver Get Active Action plan. This plan covers a number of related actions which cut across and support several of the LAA outcomes (9, 10 and 11)	2008/09 Ongoing	CSP		
Establish formal links with between the DAAT and the Health and Well-being board	Sept 2008	George Candler, SCC	Links to be made to Health.	
Undertake a review of local commissioning of alcohol services to include screening and early identification	March 2009	Laura Kheir, Jt Comm.		

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By who	Comments	Completed/Outcome
Review local delivery of alcohol interventions in line with Models of Care Alcohol Misuse and report finding	Sept 2009	Laura Kheir, Jt Comm.		
Develop an Alcohol Treatment Plan	March 2010	Laura Kheir, Jt Comm.		
Develop care pathways to ensure the early identification of alcohol misuse within both primary and acute care settings	December 2009	Laura Kheir, Jt Comm.		
Produce a directory of local services for practitioners	February 2010	Laura Kheir, Jt Comm.		
Promote sensible drinking				
Develop a communication campaign to promote sensible drinking, safe drinking levels and health risks associated with alcohol misuse.	March 2009	DAAT	Links to local marketing strategy in LAA 8.	
Identify and target focused promotions in the most deprived areas of Shropshire	December 2009	Emma Sandbach, PCT	Communications Plan/Needs Assessment	
Use local public services such as the library service to promote public awareness raising	December 2009	Jim Roads, SCC	Customer First Points	
Arts events and activities providing alternative stimulating and challenging activities for young people linked to the Drug and Alcohol awareness project.	March 2011	Sue Goodwin/ Gavin Hogarth		
Establish workplace policies for alcohol misuse by all	March 2011	DAAT/ Brendon		

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By who	Comments	Completed/Outcome
statutory partners.		Hills		
Publish launch and distribute alcohol resource book for parents	June 2008	Gavin Hogarth		
Safer Nightlife				
Hold a workshop to explore issues within the night time economy	Nov 2008	DAAT		
Develop a co-ordinated approach to reduce violence in pubs and clubs through the Pubwatch Scheme.	Nov 2008 - Ongoing	Grahame James, SCC		
Develop a problem profile to identify the location of violent crime in relation to licensed premises	March 2009	Chris Smith, SCC/ Karl Oliver, WM Police		
Alcohol Related Crime				
Explore with the Police and the Crown Prosecution Service the viability of introducing conditional cautioning to alcohol related crime	March 2009	Grahame James, SCC		

Sustainable Communities

Responsible Officer: Adrian Poller, Director of Shropshire Waste Partnership

LAA Delivery Block: Sustainable Communities							
LAA Outcome: Improved waste management							LAA no. 14
Responsible partners: Shropshire Waste Partnership, Shrewsbury and Atcham Borough Council							
Outcome indicator(s):						Lead Officer & Organisation:	NIS no. or local indicator ref
(i) % of Household waste reused, recycled and composted						Director of Shropshire Waste Partnership	NI 192
(ii) % of Municipal waste landfilled						Director of Shropshire Waste Partnership	NI 193
Baseline(s) 2007/08		2008/09 Targets				2009/10 Targets	2010/11 Targets
		Q1	Q2	Q3	Q4	Q4	Q4
(i)	42%	46%	46%	45%	44%	48%*	50%
(ii)	58%	59%	59%	58%	57%	53%*	50%

* Refresh in autumn 2008 as requested by GOWM.

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By Who;	Comments	Completed/ Outcome
Extending and improving kerbside collection services				
Increase coverage of recycling and green waste kerbside collections in: <ul style="list-style-type: none"> Oswestry - to a further 700 properties Bridgnorth – to a further 7,000 properties. 	July 2008 Oct 2008	SWP, Veolia	Aims to provide over 95% of households in Shropshire with kerbside recycling services.	

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By Who;	Comments	Completed/ Outcome
Introduction of kerbside plastic collections county-wide.	2009/10	SWP, Veolia	Aims to extend number and amount of materials collected at kerbside.	
Expansion of food waste collections to: <ul style="list-style-type: none"> • Oswestry • Bridgnorth • Shrewsbury. 	2010/11 (linked to provision of in-vessel composting facility).	SWP, Veolia	Aims to extend number and amount of materials collected at kerbside.	
Waste education and raising awareness				
Support Shropshire Community Recycling Limited (SCRL) and other voluntary and community sector (VCS) waste prevention, reuse, recycling and composting projects: <ul style="list-style-type: none"> • Wood Lane schools initiative • Cae Post NVQ staff training • South Shropshire Furniture Scheme roadshows • Market Drayton Re-use project • South Shropshire plastic bag free towns • Expansion of Master Composters initiative. 	Projects for 2008/09	SWP, Veolia, SCRL, VCS	Aims to raise awareness and increase amount of waste recycled and composted.	
Work with the PFI contractor to promote waste prevention, reuse, recycling and composting: <ul style="list-style-type: none"> • Develop a joint Communications Strategy to include initiatives such as: 	Sept 2008 July - Sept	SWP, Veolia	Aims to raise awareness and increase amount of waste recycled and composted.	

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By Who;	Comments	Completed/ Outcome
<ul style="list-style-type: none"> - Zero Waste Week - Launch of Love Food Hate Waste Campaign - Revamp of Junk Mail campaign - Joint Projects with BBC Radio Shropshire. • Make application for WRAP funding for waste prevention communication campaigns. 	<p>2008</p> <p>Application made in June 2008. Outcome to be made known in August 08.</p>			
<p>Continue with expanding the WESP programme:</p> <ul style="list-style-type: none"> • 80+ schools to be fully signed up. 	<p>End of Dec 2008.</p>	<p>SWP</p>	<p>Aims to raise awareness and increase amount of waste recycled and composted.</p>	
Integration of waste management services				
<p>Incorporate SABC's waste services into the PFI contract.</p>	<p>Oct 2008</p>	<p>SWP, Veolia, SABC</p>	<p>Aims to manage all Shropshire's waste within the PFI contract to achieve greater efficiencies and enable increased targets to be reached.</p>	
Provision of new facilities				
<p>Completion of new Integrated Waste Management facilities:</p> <ul style="list-style-type: none"> • Oswestry • Bridgnorth 	<p>July 2009 Oct 2010</p>	<p>SWP, Veolia</p>	<p>Aims to provide new recycling facilities for residents of Oswestry and Bridgnorth and further storage for handling</p>	

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By Who;	Comments	Completed/ Outcome
<ul style="list-style-type: none"> Craven Arms expansion 	2009/10		recyclate collected at kerbside and bring sites.	
Mitigation of Critical Risks				
Contractor fails to keep programme for provision of infrastructure.			Close project development monitoring and active contract management at various levels. However, this cannot control delays due to planning issues.	
Drop in price of recyclate in the market place.			The contractor has contract performance obligations and this is written into the contract as the contractor's risk. There are no practical measures that SWP could take in the event of a downturn in the global marketplace.	

Data Quality Assurances

Baseline data is available for both the LAA targets of NI 192 and NI 193. Targets set have taken into account calculations from the waste flow model for the integrated waste management PFI contract where targets are designed to meet and exceed our legal obligations.

Information is supplied by SWP's PFI contractor on a monthly basis and SWP submits data to a national website Waste Data Flow to a prescribed timetable. Data collected is audited both internally and externally.



Responsible Officer: Nick Taylor – Assistant Director (Economy & Strategy)

LAA Delivery Block: Sustainable Communities							
LAA Outcome: Improved growth and sustainability of enterprises and businesses						LAA no. 15	
Responsible partners: County & District Councils, Shropshire Business Board, Shropshire Business Ambassadors, Invest in Shropshire, Shropshire Environmental Technologies Network, Creative Shropshire, Heart of England Fine Foods, Shropshire Enterprise Partnership, Business Link West Midlands, Business Enterprise Support							
Outcome indicator(s):					Lead Officer & Organisation:	NIS no. or local indicator ref	
(i) Median earnings of employees in the area					Sam Hine (Lead Officer)	NI166	
(ii) Percentage of small businesses in the area showing employment growth						NI172	
		2008/09 Targets				2009/10 Targets	2010/11 Targets
		Q1	Q2	Q3	Q4	Q4	Q4
(i)	0.91426 (Average for 1997-2006)	N/A	N/A	N/A	0.93000 (Average for 2009-2011)	0.93000 (Average for 2009-2011)	0.93000 (Average for 2009-2011)
(ii)	N/A	N/A	N/A	N/A	N/A	N/A	N/A

** Delivery Plan Actions shown on Page 5.

Notes i) The median earnings data is published in October each year. Quarterly data is not available; therefore, targets cannot be set.

Notes ii) The data for this indicator is being supplied by Central Government and is not available yet. It is not advisable to set targets until the baseline and any past trend data is released to Local Authorities. Government has not advised when data will be available.

* As the actions associated with raising wage levels and encouraging employment growth in small businesses (LAA 15) are intrinsically linked with the objective of encouraging the growth and sustainability of enterprise and businesses in key future growth, technology and knowledge-intensive sectors (LPSA 7), the action plan for both is shown below:

Suggested local measures to evidence delivery of this outcome :	Lead Officer & Organisation:	NIS no. or local ref:	2008/09 Target
Number of enquiries received from Food & Drink business regarding Shropshire Food Enterprise Centre (SFEC)	Nick Taylor (SCC)	Local PI	30
Number of Food & Drink businesses occupying the SFEC incubator units	"	"	4
Number of enquiries received through Invest in Shropshire	Chris Hill (SCC), District Councils	"	380
Number of visits to the Invest in Shropshire website	"	"	25,000
Number of adverts/editorials taken out in local/national press on Invest in Shropshire work.	"	"	15

* Note: All local measures work links with NI152, NI163 (LAA17), NI164, NI165.

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By Who;	Comments	Completed/ Outcome
Business Ambassadors Network: Delivery of Annual Programme.	Programme of events developed by 04/08 Events to be held in July '08, Autumn '08 and Jan '09	Sam Hine (SCC)		Programme of Events completed. Better engagement with business and raised profile of county as business & investment destination.
20 Business Ambassadors recruited to Network (Economic Regeneration, SCC)	12/08	Sam Hine (SCC)	17 recruited to date	20 Ambassadors recruited

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By Who;	Comments	Completed/ Outcome
Environmental Technologies Network support: Quarterly steering group meetings Quarterly newsletter Monthly networking event Implement actions from skills audit Ongoing maintenance of website Ongoing engagement with regional ET Cluster through AWM & RDPE project development working groups.	Ongoing support for actions primarily through SCC Sector Support Officer input until 03/09	Jane Lycett/ Jacqui Casey (SCC)	12 active Steering Group members. Annual work Programme produced.	Self-sustaining network developed. Increased engagement among businesses.
Ongoing identification of appropriately located future employment land and workspace and promote through LDF process. Development of infrastructure and/or premises where market fails to provide. RRZ Enterprise Centres to be located at: Battlefield, Shrewsbury	Ongoing until 03/09 Open Sept 2008	Nick Taylor (SCC), AWM		Development land brought forward for employment purposes and sustainable economic growth.
Ludlow	Sept 2008	“		“
Bridgnorth	Autumn 2009	“		“
Market Drayton	Autumn 2009	“		“
Oswestry	tbc	“		“
Completion of Shropshire Food Enterprise Centre and delivery of business support to occupying businesses and wider county businesses in food and drink sector 8 x 1,500 sq ft units and 4 x 3,000 sq ft units under construction. One 1,500 sq ft unit potentially to be developed as a fully fitted incubator kitchen. Focused upon attracting the high value added/high technology end of the Food & Drink sector, the business	October 2008	Nick Taylor (SCC)		Supported accommodation brought forward for Food & Drink businesses to encourage employment growth.

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By Who;	Comments	Completed/ Outcome
support will be delivered principally by AWM through BLWM, supported by SCC.				
Implement Invest in Shropshire Marketing Strategy , including targeted marketing of inward investors within key future growth and knowledge intensive companies; and directing existing businesses to sources of business support to encourage them grow and develop. Invest in Shropshire Officer appointed to implement this work and Marketing Strategy produced and agreed by partners.	Ongoing delivery to 03/09	Chris Hill (SCC)		Profile of county raised as a place to invest and grow businesses.
Targeted small grant schemes to encourage business start up in key growth and knowledge intensive sectors, with the aim of raising the number of start ups and employment in those sectors.	Ongoing delivery to 03/09	Jane Lycett/ Jacqui Casey (SCC);Mike Scott NSDC)		Businesses from high growth sectors supported to start up growth & offer employment opportunities.
Mitigation of Critical Risks				
Reliability of data NI166 Annual Survey of Hours and Earnings (ASHE) provides a reliable data source. As estimates are based on survey data, they are subject to statistical margins of error. In many cases, these errors will be sizeable. Although the data are robust for large authorities, for smaller authorities apparent changes in earnings from one year to the next should be treated with caution. For a minority, even apparent changes over two years or more may not reflect real changes. Particular caution should be applied in the case of district				

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By Who;	Comments	Completed/ Outcome
<p>councils choosing to monitor this indicator.</p> <p>Guidance on setting baselines and targets for this indicator has been supplied from DEGG via GOWM. On assessment of the data and the two potential methods of calculating targets for this indicator it is advisable to use Option 2; comparison with the regional average. This method has been chosen to minimise the effect of standard errors in the data, which can be large in a rural area such as Shropshire where the sample size is small</p> <p>NI172</p> <p>This is a new data set and it is not possible to speculate on data reliability until it is published.</p> <p>This indicator includes those businesses registered for VAT and/or PAYE with fewer than 50 employees (around 98% of all VAT registered enterprises). It measures the proportion of those businesses showing year on year employment growth, where employment is measured as the number of employees (full and part-time) plus the number of self-employed people that run the business. Around 2.1 million of the estimated 4.3 million enterprises in the UK were registered for either VAT or PAYE. It is not possible to produce local area estimates for this wider business population</p>				
<p>Lack of significant resources</p> <p>Limited resources have been very carefully targeted at work which will directly support the development and growth of key growth. technology and knowledge-intensive sectors:-</p> <ul style="list-style-type: none"> ▪ The development of high quality start up and grow on units at the Food Enterprise Centre, Enterprise 				

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By Who;	Comments	Completed/ Outcome
<p>Centre Hub & Spokes and Shrewsbury Environmental Technologies Centre</p> <ul style="list-style-type: none"> ▪ Support for key sector networks (e.g. Shropshire Environmental Technologies Network , Creative Shropshire) in developing opportunities to work together and attract additional resources. ▪ Promoting the our business expertise/networks and Shropshire as a place to invest and start up & growth businesses from within the target sectors 				
<p>Ability of partners to have an influence</p> <ul style="list-style-type: none"> ▪ Working with appropriate sub-regional partners to ensure a rural voice is heard in regional policy development work and resource allocation; ▪ Ensuring local partner resources are pooled in delivering the Invest in Shropshire targeted Marketing campaign ▪ Ensuring local and regional partners' resources are pooled in bringing forward appropriate employment land and premises 				
<p>Economic Downturn</p> <p>Limited influence over this. Currently commencing work with partners, e.g. Shropshire Chamber, in raising local procurement opportunities with local businesses, thereby improving local supply chains and reducing transport costs to local businesses in fulfilling contract work. Further initiatives currently being examined with partners.</p>				



Responsible Officer: Nick Taylor

LAA Delivery Block: Sustainable Communities							
LAA Outcome: Availability of Affordable Housing						LAA no. 16	
Responsible partners: Shropshire Councils, Regional Planning Body, and Housing Developers, including RSL's, through Strategic Housing Land Availability Assessment Steering Group and Housing Market Assessment Review Panel.							
Outcome indicator(s):					Lead Officer & Organisation:		NIS no. or local indicator ref
(i) Net additional homes provided					Nick Taylor - SCC		NI 154
(ii) Supply of ready to develop housing sites					Dave Wallace - SABC		NI 159
Baseline							
		Q1	Q2	Q3	Q4	Q4	Q4
(i)	1,285				1,285	1,285	1,285
(ii)	130%				130%	131%	132%
Suggested local measures to evidence delivery of this outcome							
:							
Outcome indicator(s): Number of affordable homes delivered. ²				Lead Officer & Organisation:			NIS no. or local indicator ref
				Nick Taylor – SCC			
				Catharine Hinton – SHHOG			NI 155 (existing LPSA 8ii)
				Dave Wallace – Joint LDF Team			

² Commencement figures as defined in existing LPSA 8ii accepted as proxy for this indicator (NI 155): the number of dwellings (including conversions of existing buildings) meeting the PPS 3 definition of affordable housing that result from planning permissions and are started on site, as measured through Building Regulation Commencement Inspection Notice. (NB – target is measured over 5 years).

Baseline 2007/08		2008/09 targets (cum)				2009/10 target (cum)	2010/11 target (cum)
		Q1	Q2	Q3	Q4	Q4	Q4
(i)	275	311	347	383	420	570	726

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By Who	Comments	Completed/ Outcome
Review monitoring procedures to ensure consistency and accuracy.	September 2008	SHHOG	With Building Control Project Team and SPOG	
Shropshire Housing Land Availability Assessment (SHLAA) Housing Market Review.	July 2008	SHLAA Market Review Panel	Involves developers, agents etc. in identifying sites	Completed July 2008
West Housing Market Assessment report finalised	July 2008	WHMAP	Identifies housing demand and need	Completed July 2008
Draft Housing Strategy approved by IE for consultation	July 2008	Housing Project Team	Sets out corporate strategy for 2009-2011	Completed 9 July 2008
LDF Core Strategy Housing Topic Paper approved by IE for consultation	July 2008	Nick Taylor	Sets out evidence base, policy context and issues	Completed 9 July 2008
Shrewsbury Growth Point Board established	July 2008	Nick Taylor	To prepare refreshed Growth Delivery Plan for Shrewsbury	
Housing Strategy approved	September 2008	Housing Project Team		
Annual review of data in Planning Land Use Monitoring	Sept 2008	SHLAA	Establishes 5 year supply	

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By Who	Comments	Completed/ Outcome
System, including site checks, and Strategic Housing Land Availability Assessment (SHLAA)	Sept 2009 Sept 2010	Steering Group Planning Policy and Info and Research Teams	of housing land	
Annual review and publication of five year land supply statement	Oct 2008 Oct 2009 Oct 2010	SHLAA Steering Group	Establishes land supply in compliance with PPS 3	
Annual Monitoring Report	Dec 2008 Dec 2009 Dec 2010	Nick Taylor	Data formally published in accordance with the requirements of Reg. 48 of the T&CP Regs 2004	
LDF Core Strategy Issues and Options Paper agreed by IE for consultation	December 2008	Nick Taylor	Sets out issues and alternative policy options	
Approval of LDF Core Strategy Preferred Option for consultation	April 2009	Development Services Directorate	Sets out proposed housing policies in LDF Core Strategy	
Interim Shropshire-wide Affordable Housing policy agreed for consultation	June 2009	Development Services Directorate	Will bring together existing policy to provide clear guidance across Shropshire pending Core Strategy adoption	
Approval of Interim Shropshire-wide Affordable Housing	October	Development Services		

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By Who	Comments	Completed/ Outcome
Policy	2009	Directorate		
Submission of LDF Core Strategy Preferred Option to GOWM/CLG/Planning Inspectorate	March 2010	Development Services Directorate	Sets in train process leading to Examination in Public by independent Planning Inspector	
Examination in Public of LDF Core Strategy	Summer 2010	Development Services Directorate/ Planning Inspectorate		
Adoption of LDF Core Strategy	March 2011	Development Services Directorate	Final adoption of Core Strategy policies on housing. Supersede any existing or interim policies.	

NB : No critical Risks identified for LAA 16

Data Quality Assurances:

NI 154

- compliance with requirements and guidance, including on definitions, for regional returns (to Regional Planning Body);
- regard to Government Guidance: 'Local Development Framework Monitoring: A Good Practice Guide' (ODPM 2005 and subsequent updates)

NI159

- carrying out Strategic Housing Land Availability Assessment (SHLAA) in accordance with Government Practice Guidance (CLG 2007) and review of methodology and data through SHLAA Steering Group and Housing Market Assessment Review Panel;
- production of Five Year Land Supply Statement with regard to advice of Planning Inspectorate/Communities and Local Government advice: 'Demonstrating a 5 Year Supply of Deliverable Sites';
- preparation of Annual Monitoring Reports in accordance with Government good practice guidance: 'Local Development Framework Monitoring: A Good Practice Guide' (ODPM 2005 and subsequent updates);



Responsible Officer: Sharon Gray LSC

LAA Delivery Block:							
LAA Outcome: Improved Access to Jobs						LAA no. 17	
Responsible partners: LSC, SCC							
Outcome indicator(s):					Lead Officer & Organisation:	NIS no. or local indicator ref	
i) Working Age population qualified to at least Level 2 or higher					Corin Crane LSC	NI 163	
Baseline		2008/09				2009/10	2010/11
		Q1	Q2	Q3	Q4	Q4	Q4
(i)	70.8 % (2006)				+2%	+3%	+4% (+9% cumulative)

data availability : 2008/09 data available Sept 2009

Suggested local measures to evidence delivery of this outcome :		Lead Officer & Organisation:	NIS no. or local ref:	2008/09 Target
Local Train To Gain Targets		LSC/ S-Cat	local	Add targets and set quarterly targets pls
Number of Skills Pledges Signed in Shropshire		LSC	local	
Number of Companies Signing up to Local Employment Partnerships		JC+	local	

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By Who;	Comments	Completed/ Outcome
Employment and Skills Board fully operational across Marches for collaborative working between public service agencies and employers to ensure the delivery of an integrated employment and skills strategy	November 2008	LSC		
Public Sector Skills Challenge –Challenge to all public sector bodies to Increase No. of people under 25 employed in public service by 24%, Up-skill public service employees to L2 to recruit local people without jobs into entry level and essential occupations.	July 2009	LA/ LSC	First 12 Months – 5 organisations, including Local Authority, PCT and 3 FE Colleges	
Skills Pledges - voluntary, public commitment by the leadership of a company or organisation to support all its employees to develop their skills with relevant and valuable qualifications to at least Level 2 (equivalent to 5 good GCSEs).	July 2009	LSC/ Chamber	Agreements in place with Chamber and Local Authority for referrals in line with Regional Skills Action Plan	
Shropshire Train to Gain Consortium's Growth and Minimum Level of Performance in line with LSC targets	August 2009	LSC	Target for Growth and MLP's set for LA & LSC Key Sectors	
Clear referral process between local Skills for Jobs contract holders and Local Employment Partnerships (LEP) in Shropshire	December 2008	JC+/ LSC		
Mitigating Risks				
Local LSC being wound up as part of Machinery of Government Changes			LA will be updated on developments as soon as they happen and an appropriate lead from local providers will be chosen to replace LSC lead	
Shropshire Employment Reduced*			Delivery plan has Local Employment Partnerships and Skills Pledge and these	

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By Who;	Comments	Completed/ Outcome
			should correlate to better chances of sustained employment	
Reliability of data*			The LSC now uses core FE data produced by the West Midlands Data team and will be consistent with each LA in the W. Mids	

* Raised as critical risk at the LAA Risk Workshop



Responsible Officer: Martin Withington

LAA Delivery Block: Sustainable Communities							
LAA Outcome: Improved safety for people using Shropshire's roads and a reduction in the economic impact of traffic accidents						LAA 18	
Responsible partners: SCC, Neighbouring LA's, Police, SFRS, Ambulance Service, Schools & Colleges, Safer Roads Partnership in West Mercia, HMCS, PCT, Highways Agency							
Outcome indicator(s):					Lead Officer & Organisation:		NIS no. or local indicator ref
					Phil Crossland (Assistant Director, Transport & Highways)		NI047
(i) People killed and seriously injured on road traffic accidents					Martin Withington (Group Manager Transport Planning & Road Safety)		
Baseline(s)		2008/09 Targets				2009/10 Targets	2010/11 Targets
		Q1	Q2	Q3	Q4	Q4	Q4
(i)					9.8%	0.0%	2.6%

Note: The above targets represent the following - The % reduction in the 3 year rolling average number of people killed and seriously injured compare to the previous 3 year rolling average. The 2008/09 target shown in Q4 column is the reduction from the annual 3 year average 2005, 2006 and 2007 of 188 to a predicted 2006, 2007 and 2008 average of 169.

Data Quality

The data used to above target is the same as that used by BVPI99. The processes and procedures for collecting, storing and managing the BVPI data have been subject to quality control audit over recent years and the same processes and procedures will be maintained.

Suggested local measures to evidence delivery of this outcome :	Lead Officer & Organisation:	NIS no. or local ref:	2008/09 Target
Cycle Training – number of children trained	Martin Withington SCC	Road Safety Team Plan RS3	1350
Pedestrian Training – number of children trained	Martin Withington SCC	Road Safety Team Plan RS2	30 schools
Child killed and seriously injured casualties	Martin Withington SCC	NI048	18 (2008)
Slight road traffic collision casualties	Martin Withington SCC	BVPI 99(z)	1069 (2008)
Road traffic collision accidents involving a young driver (18 to 24)	Martin Withington SCC	LTP S3	275 (2008)
Motor cycle all severity road traffic collision casualties	Martin Withington SCC	LTP S2	120 (2008)

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By Who;	Comments	Completed/ Outcome
Deliver programmes of Local Safety and Speed Management schemes. <ul style="list-style-type: none"> • Schemes totalling £266,000 for 2008/09 to be completed or firmly committed. • Schemes totalling £244,000 for 2009/10 to be completed or firmly committed. • Schemes totalling £165,000 for 2010/11 to be 	March 2009 March 2010 March 2011	SCC Traffic & Highway Engineering		

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By Who;	Comments	Completed/ Outcome
completed or firmly committed.				
Deliver 30 new village speed limits per year under new policy	annual	SCC Traffic & Highway Engineering		
Deliver programmes of School Travel / Safer Routes to School schemes. <ul style="list-style-type: none"> Projects totalling £350,000 for 2008/09 to be completed or firmly committed. Projects totalling £337,000 for 2009/10 to be completed or firmly committed. Projects totalling £294,000 for 2010/11 to be completed or firmly committed. 	March 2009 March 2010 March 2011	SCC Transport Planning		
Deliver multi agency road safety publicity campaigns. <ul style="list-style-type: none"> 4 major campaigns, targeting key priorities identified through review of casualty data in 2008/09. 5 major campaigns, targeting key priorities identified through review of casualty data in 2009/10. 6 major campaigns, targeting key priorities identified through review of casualty data in 2010/11. 	April 2009 April 2010 April 2011	Safer Roads Partnership		
Develop delivery model for Speed Awareness Training in the West Mercia Constabulary area.	November 2008	Police		
Procure delivery of Speed Awareness Training and National Driver Improvement Scheme	April 2009	Police		
Review site selection criteria for the installation and	December	Safer Roads		

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By Who;	Comments	Completed/ Outcome
operation of safety cameras.	2008	Partnership		
Develop new policies for: <ul style="list-style-type: none"> • Urban Speed Limits • Rural Speed Limits • Deployment of Vehicle Activated Signs (Note - Subsequent actions will be developed to demonstrate how the above policies will drive the deliver of work programme to improve safety in Shropshire.)	December 2008	SCC Transport Planning		
Establish new Road Safety Engineering Unit in Traffic & Highway Engineering Team to lead on traffic collision data analysis and the development of road safety engineering schemes and projects.	December 2008	SCC Transport & Highway		
Delivery Area 9 Safety Action Plan: <ul style="list-style-type: none"> • Implement schemes totalling £1.28m • Spend £0.70m on studies • Spend £180,000 publicity and other road safety initiatives. (Note – above finances need to be modified to reflect expenditure in Shropshire only and for the remaining years of the LAA.)	March 2009	Highways Agency		
Cycle Safety <ul style="list-style-type: none"> • Develop joint working to increase the number of children receiving cycle training 	Sept 2008	SCC Road Safety Team & SFRS		

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By Who;	Comments	Completed/ Outcome
<ul style="list-style-type: none"> Complete Action Plan for Shrewsbury Cycle Towns Project 	Dec 2008	SCC Transport Planning		
<p>Road Safety Theatre in Education</p> <ul style="list-style-type: none"> Establish annual programme of theatre in education performances at secondary and primary schools in Shropshire. 20 performances in 2008/09 Expand provision through external income in 2009/10 	<p>Dec 2008</p> <p>March 2009</p> <p>Dec 2009</p>	SCC Road Safety Team		
<p>Mitigation of risk – road traffic collisions involving a full coach or minibus.</p> <p>Implement existing measures:</p> <ul style="list-style-type: none"> Deliver Minibus Driver Awareness Scheme (MiDAS) training to In-hose fleet drivers Deliver Certificate of Professional Competence (CPC) training to all in-house drivers Monitor standards of bus operators on subsidised bus service contract through Passenger Transport Service compliance team. <p>Implement new initiatives:</p> <ul style="list-style-type: none"> Implement new driver and vehicle policy Promote new Driver & Vehicle policy to schools operating minibuses Offer Passenger Carrying Vehicle (PCV) training to 	<p>On-going</p> <p>On-going</p>	<p>SCC Passenger Transport Services</p> <p>SCC Passenger Transport Services</p>		

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By Who;	Comments	Completed/ Outcome
<p>teachers who have a category B1 drivers licence</p> <ul style="list-style-type: none"> • Implement Driver Mandate for bus operators on subsidised services. All new drivers on subsidised services to agree to driver licences checks by SCC <p>Develop new initiatives</p> <ul style="list-style-type: none"> • Review maximum vehicles age requirement in subsidised bus service contracts – currently 20 years • Complete review of Grey Fleet operations 	<p>Dec 2009</p> <p>?</p>	<p>SCC PTS</p> <p>SCC E&E</p>		

Responsible Officer: Chris Edwards

LAA Delivery Block: Sustainable Communities							
LAA Outcome: Improved quality of life for the people of Shropshire through improved street and environmental cleanliness (cleaner, safer, greener)							LAA no.
							19
Responsible partners: District and Borough Councils, West Mercia Constabulary, Shropshire County Council							
Outcome indicator(s):						Lead Officer & Organisation:	NIS no. or local indicator ref
(i) Improved street and environmental cleanliness: levels of a) litter and b) detritus						Dave Jones (OBC) Tim Sneddon (NSDC) Derek Caddy (SABC) Steve Brown (BDC) Bill Jones (SSDC) Chris Edwards (SCC)	NI 195
Baselines						2009/10	2010/11
		Q1	Q2	Q3	Q4	Q4	Q4
(i)a	13%	12%	12%	12%	12%	11%	10%
(i)b	29%	27%	27%	27%	27%	24%	21%

Suggested local measures to evidence delivery of this outcome :	Lead Officer & Organisation:	NIS no. or local ref:	2008/09 Target
Survey data required for the calculation of NI 195 (a) litter. Data collected by site surveys three times a year	Chris Edwards (SCC)	NI 195 a	12%
Survey data required for the calculation of NI 195 (b) detritus. Data collected by site surveys three times a year	Chris Edwards (SCC)	NI 195 b	27%

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By Who;	Comments	Completed/ Outcome
<p>1. Improved Service Delivery</p> <p>Environmental Maintenance Service integration project completed. The “one best way” of delivering litter picking and sweeping is adopted by Shropshire Council following service reviews and process mapping. The new way will be implemented over a 12 month period, allowing for resource changes.</p>	From 1 st April 2009	Environmental Maintenance Project Board		
<p>2. Improved Customer Access To Services</p> <p>Implement Customer Access Strategy for Environmental Maintenance Service following service reviews and process mapping. Also include “out of hours” emergency service.</p>	26 th January 2009	Customer Access Group		
<p>3. Improved Performance – Mitigation of Critical Risk & Data Quality</p> <p>A performance management sub-group reporting to the Environmental Maintenance Project Board has been established. Its remit includes :-</p> <ul style="list-style-type: none"> • Confirmation that performance data is robust. (Data Quality) • Confirmation that estimated performance targets are accurate. (Mitigation of a critical risk identified at the LAA Risk Management Workshop) • Assist the Project Board in developing a strategy to ensure top quartile performance across Shropshire. 	1 st April 2009	Environmental Maintenance Project Board		

Key Success Criteria / Milestones (quarterly or six monthly)	By when	By Who;	Comments	Completed/ Outcome
<ul style="list-style-type: none"> • Draft performance protocols for NI 195 and NI 196 including identification of land use types, council wards, indices of multiple deprivation, survey areas and transects, consistent recording and reporting of survey data. • Develop training schedule for survey staff in order to ensure consistency data. • Develop additional local environmental quality performance standards and indicators. • Develop indicators to assess if services are delivering value for money. • Develop the electronic capture and reporting of data in order utilise GIS mapping and web based reporting. 				
<p>4. Education and Awareness</p> <p>Education and Awareness Officer posts have been created in the structure for Shropshire Council. Their remit in the first instance will be to develop an education and awareness strategy which focuses on positively changing peoples behaviour in respect of littering etc.</p>	1 st October 2009	Environmental Maintenance Project Board		
<p>5. Enforcement</p> <p>Develop a new enforcement strategy which compliments the education and awareness strategy in respect of environmental cleanliness.</p>	1 st October 2009	Environmental Maintenance Project Board		



Responsible Officer: Nick Taylor, John Harrison

LAA Delivery Block: SUSTAINABLE COMMUNITIES							
LAA Outcome: CO ₂ Reduction from Local Authority Operations – To measure the progress of local authorities to reduce CO ₂ emissions from the relevant buildings and transport used to deliver its functions							LAA no. 20
Responsible partners: Shropshire County Council, Bridgnorth District Council, North Shropshire District Council, Oswestry Borough Council, Shrewsbury & Atcham Borough Council, South Shropshire District Council							
Outcome indicator(s):					Lead Officer & Organisation:	NIS no. or local indicator ref	
i) CO ₂ reduction from LA operations					J Harrison (SCC) R Strivens (SCC)	185	
Baseline		2008/09				2009/10	2010/11
		Q1	Q2	Q3	Q4	Q4	Q4
(i)	Baseline to be established 2008/-9	N/A at present	N/A at present	N/A at present	N/A at present	Targets to be set in 2009	Targets to be set in 2009
NB: As part of the baseline data collection, a robust data quality system will be put in place and reviewed as progress is made.							
Key Success Criteria / Milestones (quarterly or six monthly)				By when	By Who;	Comments	Completed/ Outcome
Collection of baseline data for the period Jan-Dec 2008 from direct and indirect emissions sources				Dec 2008	Rachel Strivens		
Targets to be set (length of time to be decided)				Jan 2009	Rachel Strivens		
Develop system for recording and converting data for all emissions				Jan 2009	Rachel Strivens		