



Copeland Borough Council

Corporate Plan 2007-2012

Executive Summary

Welcome to our 5 Year Corporate Plan. This plan sets out where we will prioritise our efforts. A 5 year plan allows us to identify clearly where we want to work and enables us to prioritise our resources to ensure that we achieve our objectives.

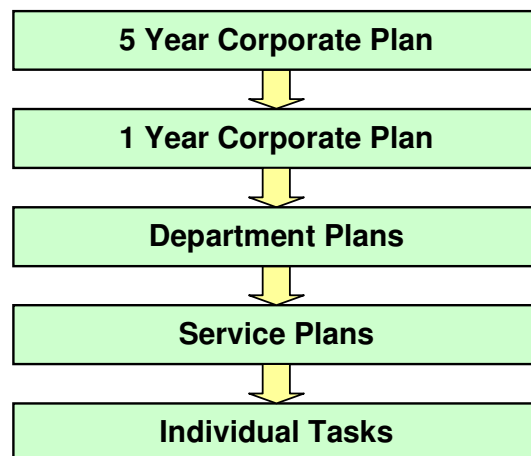
The purpose of this draft document is to allow us to consult with residents, businesses, partners, and staff. The plan is being developed through consultation with these groups to ensure that it reflects their needs and objectives.

This document is structured to describe:

- Our vision
- The key themes coming from that vision statement
- The main areas where we will focus our efforts, with aims and measures to allow us to track our progress

The purpose of this document is to facilitate the consultation process over the next month; after which we will work to develop the high level targets and objectives into more detailed action plans (see Figure 1).

Figure 1 –From 5 Year Plan to Individual Tasks



1. Vision

Our vision for the borough is:

‘Copeland Borough Council - leading the transformation of West Cumbria to a prosperous future.’

We mean?:

Leadership:

Shaping the agenda; providing clear direction; contributing to change; representing the interests of the community; ensuring a positive image of CBC within the community.

Transformation:

Internal - significant, step change; effective improvement; customer focussed; fit for purpose to manage change.

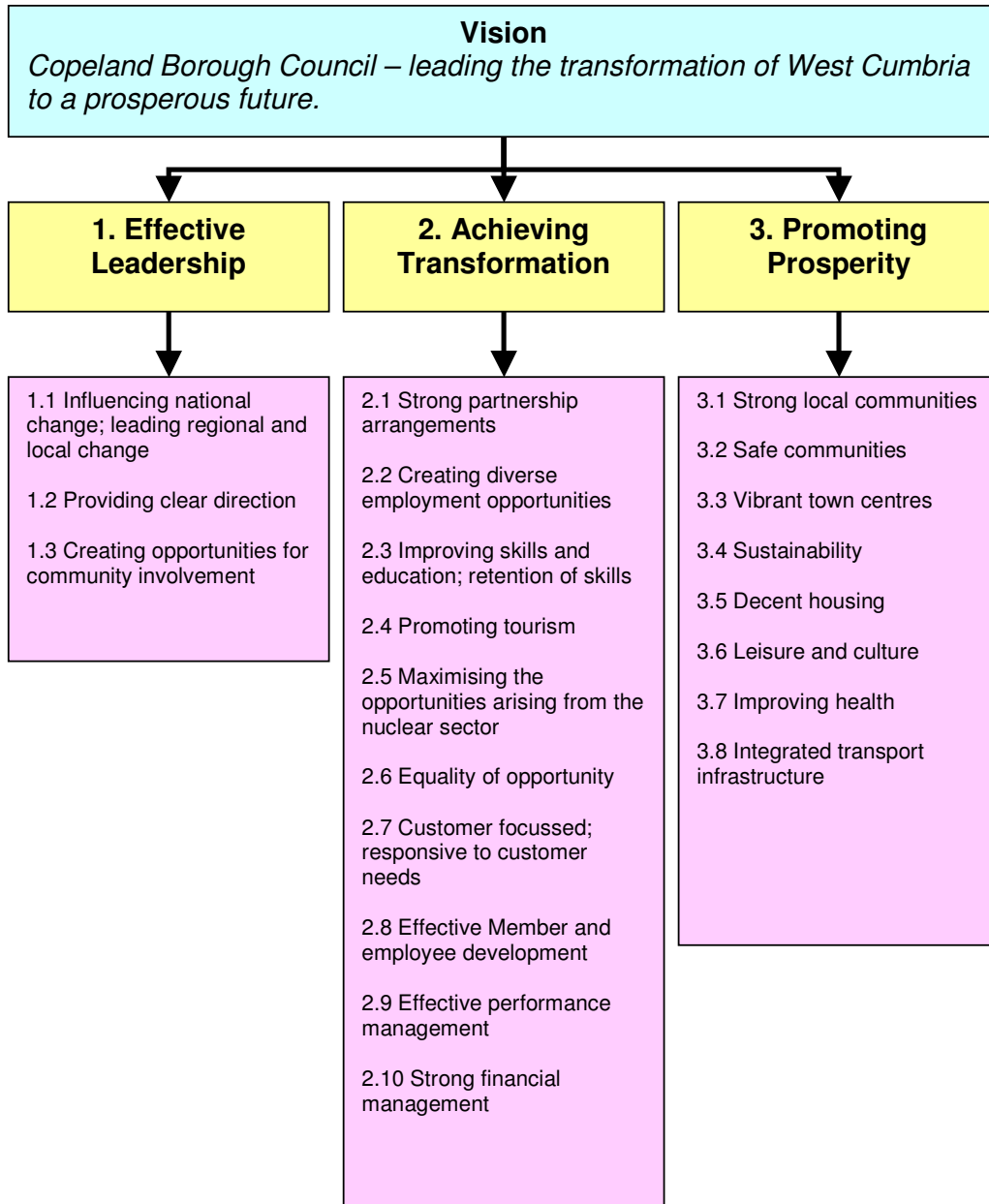
External - significant transformational change; achieving a ‘new’ Copeland.

Prosperous:

Strong and varied economy; good quality of life; opportunity; inward migration and investment; achieving neighbourhood renewal.

We have used these three themes to identify where we will work to improve the way the council operates and to address residents’, businesses, partners’ and visitors key issues and needs. The following pages define the aims we have within each of these themes and the following sections describe how we will measure our progress. Figure 2 illustrates the executive summary.

Figure 2 – Structure of the Executive Summary



2. Themes

From the vision statement we have used the key words to signpost our route for the next 5 years.

Themes
<p>1. Effective Leadership We aim to shape the agenda for change within West Cumbria and drive forward improvements in Copeland through the development and effective use of resources.</p> <p><i>By 2012 we will be recognised by Government as an influential council, making a significant contribution; leading the way regionally and locally.</i></p>
<p>2. Achieving Transformation We aim to achieve a step change in residents' quality of life; and in the way services are provided to them.</p> <p><i>By 2012 we will be a high performing council delivering the services that the Copeland community wants and needs.</i></p> <p><i>By 2012 we will be successfully leading the major changes to ensure economic sustainability.</i></p>
<p>3. Promoting Prosperity We aim to support the development of a strong, diverse local economy which allows residents to live, work, learn and relax in a clean, safe and attractive environment.</p> <p><i>By 2012 we will have a strong and vibrant economy, supported by excellent skills and education provision.</i></p>

3. Aims and Measures

We have taken these themes and, for each, developed a series of aims with associated high level measures.

Effective Leadership

Aims	Measures
<p>1.1 Influencing national change; leading regional and local change</p> <p><i>By 2012 Copeland will be seen as a influential contributor at national and regional level; and will be leading local transformation for the benefit of the community</i></p>	<ul style="list-style-type: none"> • We will continue to secure the commitment and delivery by regional and national organisations to achieve a West Cumbrian economy at least as successful as the North West region. • Gaining national agreement to the Council's nuclear policy. • Successfully influencing change in national, regional and local policy through lobbying and responding to consultation.
<p>1.2 Providing clear direction</p> <p><i>We will provide clear direction through our policies and strategies.</i></p>	<ul style="list-style-type: none"> • Robust, top level strategies and plans in place. • Champions will have been put in place for specific strategies and sectors.
<p>1.3 Creating opportunities for community involvement</p> <p><i>By 2012 we will have created the opportunities for every citizen of Copeland to be heard on issues of importance to them.</i></p>	<ul style="list-style-type: none"> • We will ensure increasing participation of the community in local governance, year on year. • We will manage a planned approach for community involvement which is refreshed each year.

Achieving Transformation

Aims	Measures
<p>2.1 Strong, strategic partnerships</p> <p><i>We will lead Copeland's transformational partnerships and support other, strategic partnerships.</i></p>	<ul style="list-style-type: none"> • We will deliver year on year increased value added by partner/resource input. • We will achieve a 'green light' (top grade) for the LSP.
<p>2.2 Creating diverse employment opportunities</p> <p><i>We will have a diverse economy creating varied job opportunities and an increased population.</i></p>	<ul style="list-style-type: none"> • We will sustain the number and quality of jobs in TTWA. • We will stabilise the demographic balance equal to the North West region. • We will actively work to reduce dependence on the nuclear sector.
<p>2.3 Improving skills and education; and retaining skills</p> <p><i>We will work with partners to ensure that we an adaptable, multi skilled workforce able to meet the needs of the future economy.</i></p>	<ul style="list-style-type: none"> • Achievement in secondary schools. • Increased applications for further and higher education. • Increased life long learning take up. • Adaptability of workforce. • Level of long term unemployment. <p><i>(need input from education partners)</i></p>
<p>2.4 Promoting tourism</p> <p><i>By 2012 Copeland will be a destination of choice.</i></p>	<p>There will be:</p> <ul style="list-style-type: none"> • Increased visitor numbers. • Increased spend per head. • More bed spaces/hotel. • Cultural offerings in our towns.
<p>2.5 Maximising the opportunities arising from the nuclear sector</p> <p><i>By 2012 we will have ensured the opportunities created within the nuclear sector are delivered.</i></p>	<ul style="list-style-type: none"> • R&D employment/expenditure will have increased. • Nuclear spend in the local supply chain will have grown year on year. • There will be successful retention of existing nuclear related businesses.

Aims	Measures
<p>2.6 Equality of opportunity</p> <p><i>We will promote equal opportunity throughout Copeland.</i></p>	<ul style="list-style-type: none"> • CBC will achieve Level 3 Equality and Diversity Standard. • Equality floor targets will be achieved. • Gaps between disadvantaged wards and the average will have narrowed. • There will be improved results from the Cumbria attitude survey. • Advocacy to encourage take up of benefits and an effective service to recipients will have been successfully supported.
<p>2.7 Customer focussed</p> <p><i>By 2012 we will be delivering the high quality services needed by our customers.</i></p>	<ul style="list-style-type: none"> • Customer satisfaction/BV survey results will be in the District Council top quartile.
<p>2.8 Effective member and employee development</p> <p><i>We will invest in our employees and Members to ensure that we deliver the best possible services</i></p>	<ul style="list-style-type: none"> • Business targets will be achieved through the delivery of training. • All employees will have personal development targets linked to corporate objectives.
<p>2.9 Effective performance management</p> <p><i>We will have easily accessible, up to date performance information to ensure we manage our continued improvement effectively.</i></p>	<ul style="list-style-type: none"> • 'Excellent' council by 2012. • Successful development of targets with measurable achievements for all council service areas.
<p>2.10 Strong financial management</p> <p><i>By 2012 we will be recognised as performing 'strongly'.</i></p>	<ul style="list-style-type: none"> • Year on year balanced budgets. • Continuous cost structure re-profiling. • Increased delivery of services

Promoting Prosperity

Aims	Measures
<p>3.1 Safe, strong communities</p> <p><i>By 2012 Copeland will be a safer, stronger place to live.</i></p>	<ul style="list-style-type: none"> • There will be reductions in crime/perception of safety (CDRP measurements). • We will increase the number of Parish Councils achieving Quality Mark. • There will be an increase in number of Green Flags in Copeland.
<p>3.2 Vibrant town centres</p> <p><i>By 2012 every resident will be proud of their environment.</i></p>	<ul style="list-style-type: none"> • Street cleanliness will equal the best. • Visitor and resident satisfaction surveys will show year on year improvement. • There will be ongoing investment in public art. • We will achieve a reduction in abandoned vehicles/graffiti/fly tipping. • Effective town centre management plans will be in place and implemented.
<p>3.3 Sustainability</p> <p><i>By 2012 every resident and business will be working to ensure that the impact of current activities on future generations will be minimised.</i></p>	<ul style="list-style-type: none"> • Recycling rates will be in the top quartile. • We will achieve lower per capita waste generation. • We will be working with residents and businesses to reduce their environmental footprint
<p>3.4 Quality housing</p> <p><i>By 2012 every resident will be living in a quality home</i></p>	<ul style="list-style-type: none"> • The percentage of houses reaching Decent Homes Standard will meet the housing strategy targets for social and private landlords. • We will have a balance of housing stock by type and tenure. • There will be a reduction in homelessness.
<p>3.5 Leisure and culture</p> <p><i>By 2012 there will be provision for varied leisure and cultural activities across the borough which meets the needs of residents and visitors.</i></p>	<ul style="list-style-type: none"> • Upper quartile customer satisfaction levels will be achieved. • Increased jobs in culture/leisure industry.

Aims	Measures
<p>3.6 Improving health</p> <p><i>Every resident will have access to the health care they need.</i></p>	<ul style="list-style-type: none"> • The average life expectancy will match the national average. • Percentage of people reporting their health as 'good' will match the national average. • The number of people claiming incapacity benefit will be reduced.
<p>3.7 Flexible transport infrastructure</p> <p><i>By 2012 there will be a varied transport structure in place which will meet business and residents needs.</i></p>	<ul style="list-style-type: none"> • Completion of Distington bypass • Reduced journey times (i.e. to Newcastle, London, New York) • We will have implemented a transport infrastructure that meets local access needs.