

COPELAND BOROUGH COUNCIL

CORPORATE PLAN 2005/07

Foreword

From Councillor Elaine Woodburn, Leader of Copeland Borough Council and Dr John Stanforth, Chief Executive.

This document contains the plan for the second year of a two-year corporate plan, refreshed following a light-touch review.

What is a Corporate Plan?

The Corporate Plan is the place where the Council's agreed and joint priorities which have been developed in agreement/consultation with stakeholders are brought together. It sets out the Council's main priorities for change and improvement, during the period covered by the plan.

Many of the items are Corporate (they apply to the whole Council). Others are Strategic (they are governed by a major plan or strategy, or will lead towards the development and delivery of a strategy). Some are requirements on the Council to make arrangements to respond to a change in the law.

Besides the priorities set out in the Corporate Plan, the Council undertakes a wide range of other activities. These include service delivery and providing a standard of service that customers expect to be reliable and not change during the course of the year. Others are activities like managing finance properly or maintaining buildings. These other activities are not included in the Corporate Plan, but officers and members have to ensure that they are carried out effectively and efficiently.

Profile of Copeland

Copeland is a place of contrasts. It is predominantly rural in character; two thirds of the borough is within the Lake District National Park, so agriculture and tourism play a significant role in the local economy. However, the majority of residents live in the relatively narrow coastal strip, served by the A595 and West Coast rail line. The population of some 69,000 is concentrated in four main centres: Whitehaven, Egremont and Cleator Moor in the north of the borough, and Millom in the south. Despite a rich industrial heritage of mining, shipping and heavy chemical manufacturing, the Borough's fortunes have more recently been dominated by the nuclear industry, based at Sellafield.

Copeland is undergoing a period of sustained change in terms of the industrial base that supports our economy. With the publication of the government's intention for the future of nuclear power, we can see clear threats to the economic stability of the area. As Community Leaders, we have taken a lead role in ensuring that the impact of these changes are managed. Unemployment within Copeland is higher than regional and national averages, with particular issues around long-term unemployment and the decline of traditional heavy manufacturing industries.

We have a population that is declining in number and increasing in average age. This brings challenges in terms of the economy, future service requirements and community cohesiveness.

Although we live in one of the most beautiful parts of the country, we are geographically remote from the transport infrastructure, and as a community we need to harness the opportunities that new communications technology brings. We need to protect the environment, and change some of the things we do, in order for our future generations to continue to enjoy West Cumbria's unique beauty.

What Are the Council's Priorities?

In this refreshed Corporate Plan for 2005/7 the Council continues to prioritise the following issues:

- Creating and sustaining a healthy local economy
- Quality of life and social inclusion
- A Well managed Council striving for excellence

The Council identified priorities during the Comprehensive Performance Assessment in 2005 and Best Value and other inspections of services. The profile of Copeland above provides a set of challenges for the Council's priorities, some of which are unique to this Council. Although the context in which the Council works is changing continually, and the Council has responded by amending individual actions and targets in its Corporate Plan, the main areas of activity that it chooses to focus upon have remained constant.

The Council has set itself targets for improvement across a number of areas for 2006/7. These cover outward-facing services, for example increasing the Council's recycling rate, and increasing work in communities to allow greater access to cultural services.

Working on inward-looking services, including increasing corporate capacity is also in this plan. The Council has targets to reach up to Level 2 in the Equality Standard for Local Government as a result of work done during the life of this plan. Making the first steps in workforce planning will position the Council better to respond to the future demands on local authorities.

Mission Statement & Values

Our Mission Statement - this is what we are here to do:

Working together to deliver excellent services and prosperity for West Cumbria.

Our Values – this is how we will do our work

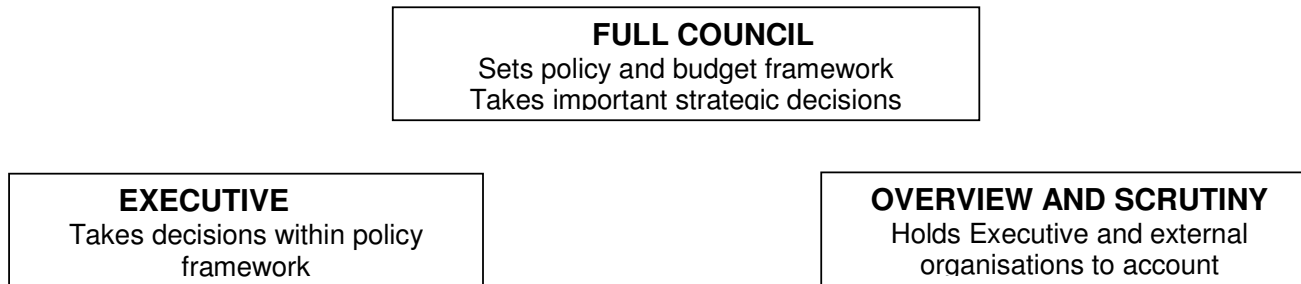
- Putting the community at the centre of everything we do
- Treating everyone fairly and with respect
- Being open and accountable so that people trust us
- Fostering pride in the area and in the council
- Achieving excellence through continuous improvement
- Working in partnership and developing teamwork across the council

Politics & Size

The council comprises 51 Councillors and is controlled by the Labour party. The Borough includes 29 parishes. It has adopted a leader and executive style of local government, which has operated as a decision-making body since May 2001.

The Leader of the Council is Councillor Elaine Woodburn and the Deputy Leader is Councillor Mike Ashbrook.

The main bodies taking decisions in the democratic process are as follows:



There are four Overview and Scrutiny Committees:

Environmental Well-being	Economic Well-being	Social Well-being	Performance and Resources
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The Overview and Scrutiny Committees are responsible for scrutinising the decisions of the Executive. Each of these Committees will periodically form working groups to look at a particular subject in depth and report back to the full Committee. They have the flexibility to request external organisations/representatives to attend a meeting to discuss how what they do impacts on Copeland. The parent Overview and Scrutiny Committee will determine their terms of reference and the time limit in which the review will be expected, and they will enjoy the same co-operation and access to information as the full Committee.

Officers and Councillors support the work of the Overview and Scrutiny Committee through providing written information, reports and attending meetings as required.

What Has Changed Since Last Year's Corporate Plan?

The changes from the first year's plan include:

- Simplified structure (4 to 3 main themes)
- Fewer objectives
- Updated actions and targets
- Clearer and relevant language
- Relevant to Floor Targets

During the first year of the Corporate Plan's existence a number of Government and local issues have impacted on what we will do and how we will do it over the coming months. Local Area Agreements (LAA), Neighbourhood Renewal and Housing Market Renewal, Health Services restructures and the commencement of nuclear decommissioning are among the influences for change on this Corporate Plan. Considering the possible impact of risks, customer satisfaction, economic factors and stakeholder partner consultation has influenced a number of the objectives in each of the 3 main themes.

The Floor Targets are a set of targets set by Government to reduce disadvantage within Copeland. As the Council's Corporate Plan is the mechanism for delivering LSP objectives, we need to ensure that our actions contribute to meeting targets of reducing inequalities within the Borough. A full list of the floor targets are attached in Appendix A.

Strategic Framework

The Council's Corporate Plan sets out what it aims to achieve as an organisation. However local authorities work increasingly in partnerships and so our Corporate Plan includes Cumbria Local Strategic objectives to deliver the partnership improvements. The most significant of these partnerships is the West Cumbria Strategic Partnership (LSP), which delivers and manages the delivery of the Community Strategy for West Cumbria. The links between the Community Strategy and the Corporate Plan are clear and direct to enable the reader to see what the Council's contributions to delivering the Community Strategy will be.

A number of other joint working arrangements require the Council to contribute to the implementation of strategies. For example the Connected Cumbria Partnership which draws together progress in IT in Cumbria, Cumbria Children and Young People's Board

and the Crime and Disorder Reduction Partnership have linked actions which appear in the Copeland Borough Council Corporate Plan 2005/07.

Service Plans

In order to ensure that there is a plan to implement each action in the Corporate Plan, the Council's services develop their own plans which detail implementation for both corporate priorities and service improvements. Services may be responsible for the Council's own targets or for actions that are derived from Partnerships.

Service need to understand what is going to appear in the Corporate Plan, so that the link between the Corporate and service objective can be clear, with a named lead officer and a target date for implementation. Therefore service managers are included in consultation on the development of the Corporate Plan, as are other stakeholders.

Cross Cutting Issues

Local authorities manage many services and activities, but it is unlikely that they will be as successful as they could be if every service and activity is run separately. Working across service and organisation boundaries is now very common.

There are several important cross-cutting themes that apply to all Council services. These are:

- Equality and Diversity
- Community Safety
- Development of skills for employment
- Use of IT in services
- Efficiency and Value for Money
- Sustainability
- Children and Young People

Monitoring Progress

The Council's Executive Committee is responsible for monitoring progress in the Corporate Plan, and it is expected that it will receive a quarterly report on achievement in each objective. Leading into the compilation of the report conversations take place between managers responsible for objectives in the Corporate Plan and service plans and their Heads of Service, the Directors and Portfolio-holders. This enables everyone who plays a part in implementing the Corporate Plan to have an opportunity to report what they can and raise the level of knowledge of the Council's performance across the organisation.

The Future

After the many changes both internal and external that have taken place within Copeland, a more influential Corporate Plan is needed with a longer timescale which will have a strong sense of direction. Therefore the Council will undertake work during 2006 to compile and consult upon a new Corporate Plan, which it is intended will last from 2007 to 2012. This will allow closer links with the Community Strategy, a long-term strategy, and help the Council to plan its resource requirements more meaningfully.

The Objectives of the Corporate Plan are set out in the following sections in the format below:

Objective Ref:	Objective	Floor target which relates to the Community Strategy & full list in Appendix A
Number	Action	
Responsible Member		
Responsible Officer		
Smart Target	Targets	

Creating and Sustaining a Healthy Local Economy

What are we trying to achieve?

- A step-change in economic activity leading to a strong, sustainable, local economy
- Provide strong community leadership involving local people in decision-making regarding the step-change

To achieve this we must (in priority order):

HLE1 Seek to create a business environment that increases Copeland's ability to compete in the future global economy

HLE2 Explore with the Community and with Government, whether there are any circumstances in which Copeland would accept UK's radioactive waste permanently (Any consideration being subject to 100% guarantees on safety standards)

HLE3 Influence and strengthen local, regional and national nuclear related policies to ensure Copeland's needs are reflected

HLE4 Seek to create a physical infrastructure that increases Copeland's ability to compete in the global economy

HLE5 Seek to maximise economic development benefits arising from the nuclear industry

HLE6 Area based regeneration activities

HLE7 Influence responsible bodies to improve the level of skills and qualifications of local people

Under this theme we include the following:

- **Employment & Employability**
- **Transport**
- **Skills**
- **Business Development**
- **Investment**
- **Nuclear Industry Change**

As a result of decommissioning of the nuclear industry, and the impact this will have on our already fragile economy, our main focus will continue to be uplifting the level of economic development investment to the scale necessary to deal with the changes ahead. We are doing this by seeking further commitments and resources from national and regional organisations and working with them to develop plans and delivery capacity. Over the next 6 months a West Cumbria Masterplan will be prepared. This will produce a set of proposals that will be put in front of government Ministers (West Cumbria Strategic Forum) for support. The detailed activities set out in this part of the Councils Corporate Plan should be set in context. In 2004 we produced a revised Economic Strategy and Action Plan – Copeland – Gearing up for Change. This will continue to provide overall policy direction until the new Masterplan is complete.

In our detailed work we will continue to work in partnership and make sure that every pound we spend achieves as much as possible. Whilst working for the benefit of the whole Borough, our area based work focuses on those areas of greatest need where we hope to ensure the door of opportunity is opened for those that feel socially excluded. One particular issue that is emerging is the need to ensure employment accommodation is available in the long term. We have been losing business accommodation rapidly. When jobs decline at Sellafield none of that site will be available for redevelopment for alternative employment uses. This is an issue we need to address.

The second major stream of work relates to national decision processes on Nuclear Waste. Currently there is no UK policy on long term management, however, it is unlikely that some key decisions will be made by Government over the next year. The majority of the UK's nuclear waste is temporarily in Copeland awaiting the Government's decision. Wherever it ends up, it will be active for hundreds of thousands of years. The Council is keen to make sure that whatever decision is taken, the future of Copeland is enhanced and not damaged. The Council will continue to fight for our community's interest in dialogues and processes related to this issue.

Objective Ref:	Seek to create a business environment that increases Copeland's ability to compete in the future global economy	Floor Target 10
HLE1	<i>Key actions to achieve the objective:</i>	
Business Growth	<ul style="list-style-type: none"> ▪ Support local business development ▪ Promote new investment in the nuclear industry, knowledge based industries, public sector services, tourism, culture & service industries and web based/ICT services 	
Head of Regeneration	<ul style="list-style-type: none"> ▪ Develop our towns as key economic drivers ▪ Agree a strategy and action plan with partners to promote Copeland's image ▪ Increase the number of businesses using broadband and web based 	
Targets	<ul style="list-style-type: none"> ▪ PI_E1_01 – Deliver, with partners, the West Cumbria Master plan by September 2006 ▪ PI_E1_02 – Visitor spend (5% increase on previous year for 2006/07) (base figure to add in April) ▪ PI_E1_03 – Increase the no of jobs in our town centres by 5% by April 2008 ▪ PI_E1_04 - Make a proportional contribution to the long term job creation target (5000 between 2002 and 2012) by March 2007 ▪ PI_E1_05 – 5% increase in the number of businesses trading online ▪ PI_E1_06 - 50 new business start ups by March 2007 to be refined 	

Objective:	Explore with the Community and with Government, whether there are any circumstances in which Copeland would accept UK's radioactive waste permanently (Any consideration being subject to 100% guarantees on safety standards)
HLE2	<p><i>Key actions to achieve the objective:</i></p> <ul style="list-style-type: none"> ▪ Seek the views of the community on options ▪ Seek acceptance by government to the principle of measures to offset local detriment from radioactive waste ▪ Seek government acceptance of the principle of local communities having a veto over national radioactive waste repositories or stores being located in their areas ▪ Actively explore whether there is any offset package that would make it the presence of a permanent national radioactive waste facility acceptable to Copeland's people
Economic Infrastructure	
Head of Nuclear Policy & Sustainability	
Targets	<ul style="list-style-type: none"> ▪ PI_E2_01 - Prepare a specific proposal to the NDA and potential contractors on an offset package for the Low Level Waste Repository at Drigg by June 2006 ▪ PI_E2_02 – Secure legal advice on the potential for fighting any imposed central government decision affecting Copeland and the identify the value to government in reaching an early solution by July 2006 ▪ PI_E2_03 – Prepare clear communications plan to secure the views of local politicians, local community bodies and other local organisations on whether there are any circumstances in which a permanent home for a national radioactive waste facility by Aug 2006 ▪ PI_E2_04 – Prepare robust strategy to win national political support for local veto and offset packages by Oct 2006

Objective Ref:	Influence and strengthen local, regional and national nuclear related policies to ensure Copeland's needs are reflected
HLE3	<p data-bbox="413 319 863 347"><i>Key actions to achieve the objective:</i></p> <ul data-bbox="457 386 1906 553" style="list-style-type: none"> <li data-bbox="457 386 1793 414">▪ Achieve a joint national local government policy statement on nuclear legacy issues with NuLEAF <li data-bbox="457 418 1877 483">▪ Seek policies in statutory land use plans that support our communities needs, work with County Council minerals and waste plan to strengthen the communities position in this and other statutory plans <li data-bbox="457 488 1906 553">▪ Engage with central government's development of national nuclear policies through CORMW and DEFRA the current Energy Review and other national processes.
Leader	
Head of Nuclear Policy & Sustainability	
Targets	

Objective Ref:	Seek to create a physical infrastructure that increases Copeland's ability to compete in the global economy	Floor Target 7, 10
HLE4	<i>Key actions to achieve the objective:</i>	
Economic Infrastructure	<ul style="list-style-type: none"> ▪ Seek to increase business floor space and improve the quality of existing provision ▪ Reduce journey times within Copeland and to transport hubs such as airports and mainline train stations etc. ▪ Improve the environment and specifically the public realm 	
Head of Regeneration		
Targets	<ul style="list-style-type: none"> ▪ PI_E4_01 – Ensure the West Cumbria Masterplanning work fully addresses Copeland Access ▪ PI_E4_02 – Increase business floor space by 5,000 square meters by April 2007 ▪ PI_E4_03 – Seek a start on the A595 Parton/Lillyhall Improvement by April 2008 ▪ PI_E4_04 – Secure agreement to highways improvements contained within the Whitehaven Regeneration Programme by April 2007 	

Objective Ref:	Seek to maximise economic development benefits arising from the nuclear industry	Floor Target 9, 10
HLE5	<p><i>Key actions to achieve the objective:</i></p> <ul style="list-style-type: none"> ▪ Exploit opportunities to develop the nuclear sector ▪ Work with NDA and partners to develop local supply chain and help businesses diversify ▪ Agree with NDA, the mechanisms for delivering socio economic responsibilities ▪ Seek to maximise and keep steady the level of employment in the Nuclear industry 	
Economic Infrastructure		
Corporate Director Economic Prosperity and Sustainability		
Targets	<ul style="list-style-type: none"> ▪ PI_E5_01 – Seek to secure the development of new educational/research facilities in Copeland by April 2008 ▪ PI_E5_02 – Ensure there is a clear programme to support local nuclear supply chain through first and second tier suppliers by Feb 2007 ▪ PI_E5_03 – Seek to secure 50 further jobs in follow-on investment (following NDA) by April 2007 ▪ PI_E5_04 - Agree with the NDA mechanism for funding socio economic activities by April 2007 ▪ PI_E5_05 - Monitor emerging NDA priorities and lobby, as necessary, to ensure a level of programme investment at Sellafield that maintains current levels of employment as steadily as possible ▪ PI_E5_06- Lobby the NDA to establish clear workforce plans setting out workforce needs into the future and putting in place retraining measures to ensure the workforce can benefit from decommissioning jobs being created 	

Objective Ref:	Area based regeneration activities	Floor Target 9, 10
HLE6	<i>Key actions to achieve the objective:</i>	
Business Growth	<ul style="list-style-type: none"> ▪ Deliver the Whitehaven Regeneration Programme elements: <ul style="list-style-type: none"> ○ Town Centre Development Framework ○ Pow Beck Valley ○ Coastal Fringe ○ South Whitehaven 	
Head of Regeneration	<ul style="list-style-type: none"> ▪ Deliver Market Town Initiative plans in Egremont and Millom ▪ Support delivery of Cleator Moor development plans ▪ Deliver the Single Regeneration Budget scheme for South Whitehaven ▪ Contribute to the delivery of the Neighbourhood Renewal Programme in South Whitehaven ▪ Bring forward proposals to address Rural Regeneration needs (inc. small rural settlements) ▪ Continue to support Coalfield Communities ▪ Contribute to the deliver of Government employability and worklessness floor targets 	
Targets	<ul style="list-style-type: none"> ▪ PI_E6_01 – Complete the Whitehaven Regeneration Programme Implementation Plan by June 2006 ▪ PI_E6_02 – Complete the Market Town Initiative delivery plans by May 2007 ▪ PI_E6_03 – Develop plans for sustaining activity in South Whitehaven post SRB by April 2007 ▪ PI_E6_04 – Develop with partners relevant actions from the Neighbourhood Renewal Programme in South Whitehaven 	

Objective Ref:	Influence responsible bodies to improve the level of skills and qualifications of local people	Floor Target 7, 9
HLE7	<i>Key actions to achieve the objective:</i>	
Regeneration	<ul style="list-style-type: none"> ▪ Work with the relevant accountable bodies to ensure sufficient resource is made available to deal with the personal development needs of Copeland residents 	
Head of Regeneration		
Targets	<ul style="list-style-type: none"> ▪ PI_E7_01 – Review strategies and action plans of accountable bodies (especially Learning and Skills Council and the West Cumbria Masterplan) and prepare a report on needs and resource gaps by December 2006 ▪ PI_E7_02 – Work with partners to develop a plan to respond to the needs identified ▪ PI_E7_03 – Develop proposals for a campaign for attracting skilled and entrepreneurial individuals in key sectors to Copeland by December 2006 ▪ PI_E7_04 Review with health and other major employers the difficulties of recruitment of skilled personnel and potential for joint approach to resolving the issue 	

Quality of Life

What are we trying to achieve?

A Borough where people feel involved, healthy, safe and secure. Where their quality of life is improving and disadvantage is addressed through active support and intervention.

To achieve this we must (in priority order):

QL1 Promote Healthy Lifestyles

QL2 Use our influence as Community Leaders to enhance healthcare provision in West Cumbria

QL3 Enhance Community Safety and reduce crime

QL4 Minimise waste, maximise recycling and care for the environment

QL5 Seek to maximise educational achievement and lifelong learning

QL6 Support stakeholders to build community life

QL7 Take action to ensure housing in Copeland meets the social, environmental and economic needs of the community

Under this theme we include the following:

- **Health & Social Welfare**
- **Community Safety**
- **Culture**
- **Housing**
- **Education**
- **Built Environment**
- **Natural Environment**

Our approach to achieve this priority will increasingly include working with our partners in government, public, private and voluntary sectors, in particular the West Cumbria Partnership (LSP).

In 2006/07 we will build on the existing work programme and work towards improving the overall Quality of Life for the residents of Copeland. We will further promote our communities health, in a quality environment especially through good quality and affordable Housing and Leisure opportunities. The work to promote healthy lifestyles, good healthcare and safer and stronger communities will be integral to the issue of Quality of Life.

Objective Ref:	Promote healthy lifestyles	Floor Target 1, 2, 3, 4, 6
QL 1	<p><i>Key actions to achieve the objective:</i></p> <ul style="list-style-type: none"> ▪ Deliver the health strategy ▪ Encourage participation in leisure and cultural activities, especially by target groups such as young people, and further develop the cultural infrastructure ▪ Improve access to leisure and cultural facilities and services ▪ Strengthen communities through cultural development ▪ Copeland Council to lead by example with its employees 	
Health & Diversity		
Head of Leisure & Environmental Services		
Targets	<ul style="list-style-type: none"> ▪ PI_QL1_01 - Achieve the targets set within the Health Strategy ▪ PI_QL1_02 - Implement the agreed Cultural Development team structure by June 30th 2006. ▪ PI_QL1_03 - Community Development Strategy in place by 31st March 2007 ▪ PI_QL1_04 - Implement the outcomes of the negotiations for a Leisure Trust. ▪ PI_QL1_05 - Increase the number of young people taking part in out of school time activities at the Sports Centre, Swimming Pool and Bowls Centre by 3% over 2005/06 target (base figure 115,426) ▪ PI_QL1_06 - Have at least one event to promote healthy behaviour within the Council by 31st March 2007 ▪ PI_QL1_07 - Take Pow Beck proposals forward to establish cost certainty, which will encourage a decision on progress to be made. 	

Objective Ref:	Use our influence as Community Leaders to enhance healthcare provision in West Cumbria	Floor Target 1, 2, 3
QL2	<i>Key actions to achieve the objective:</i>	
Health & Diversity	<ul style="list-style-type: none"> ▪ Monitor & Lobby for effective healthcare providers in West Cumbria ▪ Championing public debate on healthcare issues take place as necessary ▪ Seek to facilitate the development of improvements in Healthcare Services 	
Head of Leisure & Environmental Services		
Targets	<ul style="list-style-type: none"> ▪ PI_QL2_01 - Lobby to have at least two aspects of healthcare provision scrutinised by 31st March 2007 ▪ PI_QL2_02 - Work with LSP task groups to reviewing health issues in West Cumbria ▪ PI_QL2_03 – Lobby to establish clear proposals on hospital facilities for West Cumbria ▪ PI_QL2_04 - Identify appropriate sites for hospital facilities 	

Objective Ref:	Enhance community safety and reduce crime	Floor Target 4, 6, 8
QL3	<i>Key actions to achieve the objective:</i>	
Housing & Community Safety	<ul style="list-style-type: none"> ▪ Deliver the safer elements of the Safer and Stronger Communities action Plan and work as a partner to the West Cumbria Crime & Disorder Partnership (CDRP) to deliver the West Cumbria Community Safety Strategy ▪ Work through the CDRP/DAT to tackle substance abuse in Copeland ▪ Use Anti-Social Behaviour Orders (ASBOs) to reduce crime and fear of crime 	
Head of Regeneration	<ul style="list-style-type: none"> ▪ Ensure that the Councils Section 17 Community Safety responsibilities are taken into account in its widest sense (i.e. when considering planning applications and in our various licensing responsibilities) ▪ Use our leisure facilities and activities to provide positive diversionary activities for young people 	
Targets	<ul style="list-style-type: none"> ▪ PI_QL3_01 - 10% Reduction in overall crime within Copeland between April 2005 and April 2007 ▪ PI_QL3_02 - Summer activities programme delivered for 6 weeks ▪ PI_QL3_03 - Increase the number of young people taking part in out of school time activities at the Sports Centre, Swimming Pool and Bowls Centre by 3% over 2005/06 target (base figure 115,426) ▪ PI_QL3_04 - Achieve relevant targets in the Safer and Stronger Communities action plan 	

Objective Ref:	Minimise waste, maximise recycling and care for the environment	Floor Target 8
QL4	<i>Key actions to achieve the objective:</i>	
Environmental & Cultural Services	<ul style="list-style-type: none"> ▪ Deliver the “stronger” elements of the Safer and Stronger Communities action plan including: - Work with our residents to support sustainable waste management practices Undertake a programme of community education to improve the quality of the environment and reduce the incidence of environmental crime 	
Head of Leisure & Environmental Services	<ul style="list-style-type: none"> ▪ Promote opportunities for community involvement in the management of the local environment friends and schools working groups ▪ Undertake a programme of positive enforcement to improve respect for, and have visible impact on, the environment ▪ Work with local authorities in Cumbria to develop a new waste management strategy 	
Targets	<ul style="list-style-type: none"> ▪ PI_QL4_01 - Have a County wide Waste Strategy in place by June 2006 ▪ PI_QL4_02 - Deliver the relevant actions within the Waste Strategy ▪ PI_QL4_03 - Copeland in line with median performance compared to other District Councils for performance for kg household waste generated per capita (BVPI 84 a) ▪ PI_QL4_04 - Copeland in the top 25% of District Councils for performance for % waste composted & % household waste recycled (BVPI 82a & 82b) ▪ PI_QL4_05- 200 businesses to be checked for valid waste transfer licence ▪ PI_QL4_06 - At least 24 third party sites cleaned up as a result of enforcement action ▪ PI_QL4_07 – Work with at least 8 environmental friends/community groups ▪ PI_QL4_08 - Deliver the relevant actions identified within the Cleaner, greener, safer funding proposal ▪ PI_QL4_9 - Adopt a strong prosecution policy in 100% of cases where relevant under the Clean Neighbourhoods & Environment Act 2005 	

Objective Ref:	Seek to maximise educational achievement and lifelong learning	Floor Target 1, 2, 3, 4, 6, 8
QL5	<i>Key actions to achieve the objective:</i>	
Leader	<ul style="list-style-type: none"> ▪ Work with partners to promote the development of educational opportunities within West Cumbria ▪ Support our employees to further develop their skills ▪ Support educational achievement through Arts and Sport development 	
Head of Policy and Performance		
Targets	<ul style="list-style-type: none"> ▪ PI_QL5_01 - Work actively with LSP task groups support improvement of educational standards ▪ PI_QL5_02 - Achieve NWEQ member accreditation ▪ PI_QL5_03 - Continue to scrutinise at least two aspects of educational standards by 31st March 2007 ▪ PI_QL5_04 - Develop a training plan for council employees to enhance their skills, and review future training schemes within the council – targets for Member/Officer participates ▪ PI_QL5_05 - Work with partners to develop a programme for improvement of basic skills 	

Objective Ref:	Support stakeholders to build community life	Floor Target 4, 6, 8
QL6	<i>Key actions to achieve the objective:</i>	
Resources and Local Democracy	<ul style="list-style-type: none"> ▪ Work with Cumbria Association of Local Councils (CALC) to promote the Quality Parishes initiative. 	
Head of Leisure & Environmental Services Corporate Director (Quality of Life)	<ul style="list-style-type: none"> ▪ Support clubs and projects within communities through our arts and sports development activities and through financial grants for cultural facilities and activities ▪ Work with town and parish councils and other community groups to ensure that local environmental issues are tackled 	
Targets	<ul style="list-style-type: none"> ▪ PI_QL6_01 - Work with at least two Copeland parishes help achieve Quality Parish status ▪ PI_QL6_02 - Develop a Parish Charter for Copeland ▪ PI_QL6_03 - Host at least one meeting annually with Parish Councils and CBC elected Members to listen to their issues and improve understanding. ▪ PI_QL6_04 - Invest in community led arts projects to assist them in leveraging in additional funding at a ratio of £9 additional investment for every £1 of Copeland's money ▪ PI_QL6_05 - 6 'In Bloom' community groups and 6 awards in Cumbria in Bloom ▪ PI_QL6_06 - 15 schools participating in the 'Learning through Landscapes' scheme ▪ PI_QL6_07 - Deliver the relevant actions in the Safer and Stronger Communities proposal. ▪ PI_QL6_08 - Support local partnerships in Egremont and Millom through the Market Town Initiative and develop role support in Cleator Moor 	

Objective Ref:	Take action to ensure housing in Copeland meets the social, environmental and economic needs of the community	Floor Target 2, 3, 4, 5, 6, 8
QL7	<i>Key actions to achieve the objective:</i> <ul style="list-style-type: none"> ▪ Ensure that all people in Copeland have a decent home as defined by Government ▪ Review the Homelessness Strategy ▪ Give priority to tackling dereliction and encouraging development on brown-field sites, rather than green-field locations ▪ Prepare a Housing Market Renewal programme beyond the current two-year programme ▪ Review policy on housing grants in respect of vacant property ▪ Contribute to developing a Cumbria wide Housing Strategy 	
Housing & Community Safety		
Head of Regeneration		
Targets	<ul style="list-style-type: none"> ▪ PI_QL7_01 - The percentage of Copeland Homes dwellings that meet the decent homes standard to be in line with the Copeland Homes investment programme. ▪ PI_QL7_02 - Effectively monitor Copeland Homes performance - establish regular liaison meetings ▪ PI_QL7_03 - Less than 2 weeks stay (by homeless residents) in Bed & Breakfast accommodation (BVPI 183a) ▪ PI_QL7_04 - 70% of new homes built on previously developed land (BVPI 106) ▪ PI_QL7_05 - Number of private sector vacant dwellings that are returned into occupation or demolished as a result of action by the council (BVPI 64) ▪ PI_QL7_06 - Deliver the Housing Market Renewal Strategy for the Copeland area of West Cumbria for 2005/07 	

A Well-Managed Council Striving for Excellence

What are we trying to achieve?

A Council that is recognised by its customers, other external organisations and its own people (Councillors and staff) as improving and building on success.

To achieve this we must (in priority order): -

- OQ1 Putting the Customer at the heart of everything that we do & improve key services
- OQ2 Improving the Efficiency and Effectiveness of Council Activities
- OQ3 Proper & appropriate Governance arrangements
- OQ4 Take a leading role working with Partners in the LSP to improve effectiveness

Under this theme we include the following:

- **Improving efficiency & effectiveness of Council activities**
- **Putting the customer at the heart of everything that we do**
- **Proper & appropriate Governance arrangements**
- **Work with Partners in the LSP to improve its effectiveness**

Our approach in trying to achieve these will increasingly include working in partnership, making the best use of resources and being proactive in learning from other organisations' good practice to make improvements.

During 2006/7 the Council will be building on the considerable progress it has made introducing electronically-enabled services to improve customer access during the IEG programme. We will also need to account for its use of resources and find efficiencies in the way that it delivers services. This will be measured by external bodies, and will contribute to the next round of Comprehensive Performance Assessment. A key area for improvement will be the governance and effectiveness of the West Cumbria Strategic Partnership.

Objective Ref:	Putting the Customer at the heart of everything that we do & improve key services
OQ1	<i>Key actions to deliver the objective:</i>
Deputy Leader	<ul style="list-style-type: none"> ▪ Customer First Project - deliver Action Plan and improve customer satisfaction and increase awareness of customer needs across the Council ▪ Equality & Diversity - review Comprehensive Equality Policy and complete Equality Impact Assessments ▪ Improve Communications with our customers (internal & external) - deliver the recommendations from the Communications Best Value Review Action Plan ▪ Provide an effective Housing Benefits service to the standards set out in the DWP Performance standards. ▪ Provide an efficient Planning Service
Head of Customer Services	
Head of Legal and Democratic Services	
Head of Regeneration	
SMART Targets	<ul style="list-style-type: none"> ▪ PI_OQ1_01 – Local Press coverage – balance of positive media ▪ PI_OQ1_02 – Performance against the 3 Customer First Action Plans ▪ PI_OQ1_03 – Achieve Level 2 of the Equality Standard for Local Government by March 2007 (BVPI 2a) ▪ PI_OQ1_04 - Process new claims in 35 days (BVPI 78a) ▪ PI_OQ1_05 - Process change of circumstances in 9 days (BVPI 78b) ▪ PI_OQ1_06 – Planning major application in 13 weeks (BVPI 109a) ▪ PI_OQ1_07 – Planning minor applications in 8 weeks (BVPI 109b)

Objective Ref:	Improving the Efficiency and Effectiveness of Council Activities
OQ2	<p><i>Key actions to deliver the objective:</i></p> <ul style="list-style-type: none"> ▪ Process Improvement Team to deliver the agreed improvement programme for 2006/07, with a review at September 2006 ▪ Deliver the required Gershon Efficiency savings ▪ Continue Workforce Planning (Training & Development, Job Evaluation, Recruitment & Retention measures, Remote Working and Work Life Balance) ▪ Explore the potential for Partnerships & Shared Services ▪ Deliver the Performance Management project, including linkages with financial reporting ▪ Create and start to deliver a 3 year Financial Strategy ▪ Consolidating Effective Government (post-IEG) – develop and implement a strategy to maintain improvements following capital investments ▪ ACE2 – participate in programme of activities
Deputy Leader	
Head of Policy & Performance, Head of Finance and Business Development	
SMART Targets	

Objective Ref:	Proper & appropriate Governance arrangements
OQ3	<p data-bbox="422 318 898 350"><i>Key actions to deliver the objective:</i></p> <ul data-bbox="457 386 1923 760" style="list-style-type: none"> ▪ Deliver the Good Governance action plan ▪ Deliver key audit action plans ▪ Review, reissue and deliver Risk Management Strategy ▪ Health and Safety – improve the Council’s levels of health and safety for employees, Members and visitors to the Council’s premises ▪ Emergency Planning – exercise and develop the Council’s Business Continuity Plan; respond as required under the Civil Contingencies Act; ▪ CPA – ensure that the Council can meet the requirements of the CPA framework, including Use of Resources, Direction of Travel, Service Assessments and Corporate Assessments ▪ Constitution – review and revise aspects of the Council’s Constitution, including Standing Orders, Financial Regulations, and Constitution, to ensure that they are fit for purpose
Leader, Deputy Leader, Health & Diversity and Resources & Local Democracy	
Head of Finance and Business Development, Head of Policy & Performance, Head of Legal and Democratic Services	
SMART Targets	<ul data-bbox="457 930 1728 1206" style="list-style-type: none"> ▪ PI_OQ3_01 – Number of recommendations to Members from the Annual Audit Letter ▪ PI_OQ3_02 - Achievement of Priority 1 audit recommendations within 3 months ▪ PI_OQ3_03 - Strategic and Operational Risk Registers in place and reviewed regularly ▪ PI_OQ3_04 – External inspections recognise improving performance management within the council ▪ PI_OQ3_05 – All managers to have completed the H&S training by July 2006 ▪ PI_OQ3_06 - Favourable opinion on Business Continuity Plan ▪ PI_OQ3_07 - Improved CPA rating March by 2008 ▪ PI_OQ3_08 - Use of Resources at level 2 at least by March 2007 ▪ PI_OQ3_09 – Revised financial regulations in place by March 2007

Objective Ref:	Take a leading role working with Partners in the LSP to improve effectiveness	All Floor Targets
OQ4	<i>Key actions to deliver the objective:</i>	
Leader	<ul style="list-style-type: none"> ▪ Refresh the Community Strategy taking account of the Master plan being developed by West Cumbria Strategic Forum ▪ Work with LSP Partners to improve delivery of floor targets ▪ Implement West Cumbrian Local Strategic Partnership Improvement Plan ▪ Develop mechanisms for deployment of Neighbourhood Renewal funding to reduce inequalities in West Cumbria. ▪ Monitor the development of the themes under the Cumbrian Local Area Agreements, and ensure that plans, strategies and policies are in place to deliver successfully from April 2007. 	
Head of Policy & Performance		
SMART Targets	<ul style="list-style-type: none"> ▪ PI_OQ4_01 – Revised draft Community Strategy is published by 30 September 2006 ▪ PI_OQ4_02 – Achieve floor targets in all key areas by March 2008 ▪ PI_OQ4_03 – Achieve ‘amber/green’ status from the ODPM’s 2006 annual appraisal of the LSP ▪ PI_OQ4_04 – Plans under LAA are in place by 31 March 2007 	

Appendix A

The objectives in this section of the Corporate Plan will contribute towards the following floor targets in the West Cumbria Strategic Partnerships Community Strategy. Links from each of the objectives are identified in the plan.

1. Floor Target - Teenage Conception

Between 1998 and 2010 reduce the inequality in under 18 conception rates between the priority Localities and the average West Cumbria rate by at least 25%.

2. Floor Target - Life Expectancy

Substantially reduce mortality rates by 2010;

- from heart disease and stroke and related diseases by at least 40% in people under 75, with at least a 40% reduction in the inequalities gap between the priority Localities and the West Cumbria population as a whole;
- from cancer by at least 20% in people under 75, with a reduction in the inequalities gap of at least 6% between the priority Localities and the West Cumbria population as a whole.

3. Floor Target - Health Inequalities

Reduce health inequalities by 10% by 2010 as measured by infant mortality and life expectancy at birth.

Tackle the underlying determinants of ill health and health inequalities by;

- reducing adult smoking rates to 21% or less by 2010, with a reduction in priority Localities to 26% or less.

4. Floor Target – Crime

Reduce aggregated crime in West Cumbria by 15%, and by more than 15% in priority localities between 2004 and 2008.

5. Floor Target - Housing

By 2010, bring all housing into decent condition with most of this improvement taking place in priority Localities.

6. Floor Target - Children's Development

Improve children's communication, social and emotional development so that by 2008 50% of children reach a good level of development at the end of the Foundation Stage and reduce inequalities between the level of development achieved by children in priority Localities and the rest of West Cumbria.

Age 11

Raise standards in English and maths so that;

- by 2006, 85% of 11 year olds in West Cumbria achieve level 4 or above, with this level of performance sustained to 2008 and;

Age 14

Raise standards in English, maths, ICT and science in secondary education so that;

- by 2007, 85% of 14 year olds in West Cumbria achieve level 5 or above in English, maths and ICT (80% in science), with this level of performance sustained to 2008, and
- by 2008, in all schools in West Cumbria at least 50% of pupils achieve level 5 or above in each of English, maths and science.

Age 16

By 2008, 60% of those aged 16 in West Cumbria to achieve the equivalent of 5 GCSEs at grades A* to C; and in all schools in West Cumbria at least 25% of pupils to achieve this standard by 2006, rising to 30% by 2008.

Reduce the gap between the percentage of Year 11 pupils in priority localities who progress into full-time post-16 education and the Cumbria average by an additional 1.5% between 2001 and 2006.

Literacy/Numeracy

Reduce the percentage of the adult population with low/very low literacy levels to 24% in 2006; and reduce the percentage of the adult population with low/very low numeracy levels to 24% in 2006 – in priority Localities.

Adult Continuing Learning

Increase the percentage of the population in priority Localities engaged in adult continuing (i.e. not work based) learning to halve the gap with the Cumbria average between 2004 and 2008.

by 2008, the proportion of schools in West Cumbria in which fewer than 65% of pupils achieve level 4 or above is reduced by 40%.

7. Floor Target - Skills

Increase % adults in priority Localities with NVQ level 2 qualifications to 52% in 2006.

8. Floor Target – Environment

Deliver cleaner, safer and greener public spaces and improvement of the quality of the built environment across West Cumbria, with measurable improvement by 2008 and greater improvement in priority Localities than the rest of West Cumbria.

9. Floor Target – Worklessness

From March 2003 to March 2008 increase the employment rates of disadvantage group in priority Localities, taking account of the economic cycle – lone parents, ethnic minorities, people aged 50 and over, those with the lowest qualifications, and people with disabilities and significantly reduce the difference between their employment rates and the overall rate.

10. Floor Target – Economic Performance

Make sustainable improvements in the economic performance of all priority localities by 2008.

11. Floor Target – Transport

Reduce the gap between the number of people killed or seriously injured in road accidents by 40% and the number of children killed or seriously injured by 50%, in priority Localities compared with the Cumbria average by 2010 compared with the average for 1994-98.

12. Floor Target – Enterprise

Help to build an enterprise society in which small firms of all kinds thrive and achieve their potential, with (i) an increase in the number of people considering going into business, (ii) an improvement in the overall productivity of small firms, and (iii) more enterprises, narrowing the gap between priority Localities and West Cumbria as a whole.

Glossary

LAA	Local Area Agreements
LSP	Local Strategic Partnership
IT	Information Technology
NULEAF	Nuclear Legacy Advisory Forum
CORWM	Committee on Radioactive Waste Management
DEFRA	Department for Environmental and Rural Affairs
NDA	Nuclear Decommissioning Authority
ICT	Information and Communications Technologies
SME	Small and Medium Enterprises
SRB	Single Regeneration Budget
CDRP	Crime and Disorder Reduction Partnership
DAT	Drug Action Team
ASBO	Anti Social Behaviour Order
BVPI	Best Value Performance Indicator
NWEO	North West Employers Organisation
CALC	Cumbria Association of Local Councils
IEG	Implementing Electronic Government
ACE	Achieving Cumbrian Excellence
IDEA	Improvement and Development Agency
CPA	Comprehensive Performance Assessment
H and S	Health and Safety
ODPM	Office of the Deputy Prime Minister
DWP	Department of Work and Pensions
GCSE	General Certificate of Secondary Education
NVQ	National Vocational Qualification