

5 Year Plan Contributions - IT involvement

NOTE: Due to the way in which the Corporate plan it is prepared it is not easy to identify ICT input - ICT enables virtually every activity undertaken - it operates in the foreground to provide and maintain web site, Customer relations management, other software systems, and in the backgroud to provide and maintain communications through website, e-mail and telephone, and to provide infrastructure, servers, security, storage and the like to support all Council activities.

Aims/Actions	Lead Service	I T involvement
1.1 Leading local change; influencing national and regional change		
1.1.1 Develop a series of 1 year delivery plans. Monitor and review progress and take action as appropriate.	Corp Team	
1.1.2 Continue to monitor and review Government policy and lobby for the interests of Copeland. Produce and submit a catalogue of formal responses to Government white papers and formal consultation exercises	Corp Team	
1.1.3 To work conjointly with the other authorities in Cumbria to improve the system of local government for Cumbria	Leader / Chief Executive, LG White Paper Working Group	
1.1.4 Adopt commitments under local area agreements into all of the Council's performance planning. Agree priorities for local area agreements for Copeland and strive to meet the Government's local area agreement targets.	Corp Team	
1.1.5 Further develop and deliver an improvement action plan; invite the Audit Commission to undertake a re-assessment.	P&P	C
1.1.6 Undertake a review of governance and constitutional issues.	Legal and Democratic Services	
1.1.7 Undertake a review of organisational effectiveness and support improvements in achieving: <ul style="list-style-type: none"> • Value for money • Customer focus • Continuous improvement 	P&P	C
1.1.8 Implement the IDeAs ethical governance framework.	Legal & Democratic	
1.1.9 Provide responses to key national and regional consultation within the stated deadline. Initiate a database of Council responses to nuclear consultation and annually review the effectiveness of the response	Nuclear	B
1.1.10 Take a lead role in advising government and related bodies on local communities and national nuclear policies. Seek to influence policy to the benefit of Copeland residents.	Corporate Director Economic Prosperity and Sustainability	
1.1.11 Take a lead role in the development of regeneration and economic development strategy and delivery in West Cumbria. Ensure that the Council has a clear and strong set of plans, engaging services across the Council in delivering regeneration objectives.	Chief Executive/ Corporate Director Economic Prosperity and Sustainability	
1.2 Providing clear direction		
1.2.1 Create and maintain a medium term Corporate Plan which sets out the vision, priorities and objectives for the Council.	Corp Team	

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1.2.2 Survey staff satisfaction and awareness of the Council's direction; develop and implement improvement plans.	Corp Team	D
1.2.3 Adopt and cascade communication strategies for corporate improvements, including communications tools for staff, members and stakeholders	P&P	B
1.2.4 Develop measures in the Corporate Plan for issues that Copeland can only influence (i.e. in the Local Area Agreement and Sustainable Communities Strategy)	P&P	
1.3 Strong strategic partnerships		
1.3.1 Produce a definitive list of active strategic partnerships and devise the appropriate support and feedback mechanisms for them.	Corp Team	B
1.3.2 Develop an action plan with partners to achieve 'Green Light' accreditation from the Government Office North West for the West Cumbria Strategic Partnership.	Chief Exec	
1.3.3 Adopt a new Sustainable Communities Strategy and a new neighbourhood renewal strategy. Devise and implement local delivery plans.	Chief Exec	
1.3.4 Develop, along side our internal system, a performance management framework for partnership working.	P&P	B
1.3.5 Review and revise partnership working from the recommendations and priorities of the Masterplan.	Corp Team	
1.3.6 Develop new strategies and programmes in response to the requirements of the approved Masterplan.	Corp Team	
1.3.7 Work with the Lake District National Park Partnership to deliver its vision and aims.	Chief Exec	
1.3.8 Work with the Cumbria Strategic Partnership to deliver its strategic programme.	Exec Board	
1.3.9 Neighbourhood Management delivery: governance structures will be put in place giving opportunities for greater participation by the community, working with agencies to identify and address local needs.	Corp Team	
2.1 Creating opportunities for community involvement		
2.1.1 Democracy projects will be developed to raise participation in local issues.	Legal & Democratic	
2.1.2 Implement an area committee structure and a programme for listening to the views and concerns of people; involving people in local decision-making and encouraging local activity.	Chief Exec	B
2.1.3 Review the use of local facilities to ensure that they meet the needs of the community in a sustainable way.	Cust Services/ L&ES	
2.1.4 Run a series of out-reach consultations and workshops on policy issues with local people.	Corp Team	
2.1.5 Provide feedback to the Community on consultation outcomes and actions taken as a result.	Chief Exec	B
2.1.6 Work with Parish Councils to develop their role as champions of local committees.	Chief Exec	D
2.1.7 Promote quality parish status within the Borough.	Legal & Democratic	
2.1.8 Develop a local forum for the town of Whitehaven through consultation.	Chief Exec	B
2.1.9 Make more use of the Community Gateway and the WCSP to make direct links between the communities' views and the Council's services.	Chief Exec	B
2.1.10 Implement the Statement for Community Involvement.	Regen	B
2.2 Regenerating Copeland		
2.2.1 Implementation of the Whitehaven Regeneration Programme.	Regen	
2.2.2 Programme management of regional Development Agency regeneration initiatives such as the Market Town Initiatives (MTIs) in Millom and Egremont and the Coalfield Communities Campaign.	Regen	
2.2.3 Support delivery of regeneration in North East Copeland, linked to WLR investment programme.	Regen	
2.2.4 Evaluation of options to develop a regeneration programme for MTIs post 2008, linked to WLR investment programme.	Regen	
2.2.5 Evaluation of options to develop a new Coalfield Regeneration Programme post 2008 linked to Coalfield Communities Campaign and NWDA Single Programme outcomes	Regen	

Aims/Actions	Lead Service	I T involvement
2.2.6 Review Economic Development / Regeneration Strategy in light of the West Cumbria Masterplan to achieve better engagement with businesses / employers	Regen	
2.2.7 Contribute to the West Cumbria Delivery Team for regeneration projects	Regen	
2.2.8 Develop structure for support of the Cumbria Agreement economic and enterprise block	Regen	
2.2.9 Maximise external funding, in the context of the achievement of corporate objectives, and within the resources of the Council and partners to deliver.	Regen	
2.2.10 Secure resources to implement sustainable regeneration through appropriate strategic procurement.	Corporate Director Economic Prosperity and Sustainability	
2.2.11 Provide top quartile service in Development Control and Building Control.	Regen	C
2.2.12 Enhance the architectural and historic environment in our towns.	Regen	
2.2.13 South Whitehaven Neighbourhood Management Board – working with the community to improve public service delivery.	Regen	
2.2.14 Secure resources to contribute to long term sustainability in recognition of the role the borough plays in hosting radioactive waste for the nation'.	Corporate Director Economic Prosperity and Sustainability	
2.3 Improving skills and education; retaining skills		
2.3.1 Appoint a 'Champion' for learning	Corp Team	
2.3.2 Sports and arts development in schools	L&ES	
2.3.3 Work with partners to encourage business to support their staff to take up learning opportunities	Regen	
2.3.4 Take a lead in setting an example to other employers: <ul style="list-style-type: none"> • Encourage take up of learning opportunities amongst Copeland Borough Council staff • Provide opportunities for staff progression to take up hard to fill vacancies • Continue apprentice schemes • Deve 	Corp Team	B
2.3.5 Work with funding and delivery agencies to ensure that learning services are meeting the needs of the community in Copeland; particularly those in disadvantaged areas and groups, and in community accessible locations.	Regen	D
2.3.6 Work with partners to raise the standard in educational institutions.	Corp Team	
2.3.7 Address with learning funders and providers key target areas such as skills for life	Regen	
2.3.8 Address with learning funders and providers skills needs to contribute to reducing worklessness	Regen	
2.3.9 Establish skills plans for Copeland residents to benefit from new employment opportunities, inside the Borough or in the rest of west Cumbria and Furness.	Regen	
2.4 Equality of opportunity		
2.4.1 Diversity and race equality scheme reviews completed.	Legal and Democratic	
2.4.2 Copeland and Cumbria Equality and Diversity groups will develop an action plan to improve the Attitude Survey results.	Legal and Democratic	
2.4.3 Implement project plan and actions against Equality and Diversity standard, and in line with the Council's Social Inclusion Policy.	All services	
2.4.4 Develop action plans to help local residents access the benefits they are entitled to..	Revenues and Benefits	B
2.4.5 Respond to the statutory guidance in relation to children and young people and the Every Child Matters Green Paper when the guidance is produced.	Leisure and Environmental Services & Regeneration	
2.5 Customer focussed		
2.5.1 Survey customer satisfaction and stakeholder perception at agreed frequency	Customer Services	B
2.5.2 Implement an action plan arising from customer survey results	Corporate	B

Aims/Actions	Lead Service	I T involvement
2.5.3 Broaden access to and delivery of services using appropriate new technology, to give services which are well-designed, consistent and efficient and which meet the needs of individuals; better communication; and clearer public advice.	Business Development, Customer	A
2.5.4 Respond to community/parish plans; and accepting that one size does not fit all, act to distinguish between service delivery in different localities.	Corporate Team	C
2.5.5 Extend the services delivered through a single point of contact for all our customers.	Customer Services	A
2.5.6 Service areas will improve delivery to meet internal and external customer needs.	All services	C
2.5.7 Service delivery to DWP performance standards.	Revenues and Benefits	C
2.5.8 Execute a communications plan which seeks to explain policy, challenge views, and stimulate response in the community and customers.	Corporate Team	C
2.6 Effective performance management and culture		
2.6.1 Create and deliver annual Member development programme, based on competencies	Legal and Democratic Services	C
2.6.2 Create annual officers training and development plan to meet corporate objectives.	Policy & Performance	
2.6.3 Implement Pay and Workforce Strategy to meet business needs.	Policy & Performance	
2.6.4 Complete the Centre for Public Scrutiny's self-evaluation framework and draw up action plan for implementation.	Legal and Democratic Services	
2.6.5 Implement effective performance management system for all staff.	Policy & Performance	
2.6.6 Develop the IT based performance monitoring system to meet all performance management needs and improve data quality.	Policy & Performance	C
2.6.7 Develop and implement action plan to improve the quality of data collection systems and processes	Corporate Team	C
2.7 Strong financial management		
2.7.1 Develop integrated medium term financial planning into corporate and service planning processes.	Finance & Business Development	C
2.7.2 Develop a robust budget model to assess future projections and risk assessments.	Finance & Business Development	
2.7.3 Review and integrate the Asset Management Plan and the Capital Strategy.	Finance & Business Development	
2.7.4 Develop financial management system to become a desktop tool for managers to manage/monitor and predict their budget.	Finance & Business Development	C
2.7.5 Put in place an assurance framework that maps the strategic objectives to risks, controls and assurance.	Finance & Business Development	
2.7.6 Deliver an effective audit and fraud prevention process suitable to the needs of the corporate plan and in line with the CIPFA code of practice.	Finance & Business Development	
3.1 Sufficient and diverse job opportunities		
3.1.1 Ensure sufficient employment sites and buildings available.	Regeneration	D
3.1.2 Support the development of sustainable local businesses.	Regeneration	D
3.1.3 Market Copeland opportunities to potential new employers.	Regeneration	D
3.1.4 Develop opportunities in the nuclear sector.	Regeneration/ Nuclear and Sustainability	
3.1.5 Secure and develop the number of jobs in the health sector.	Regeneration	
3.1.6 Increase tourism, culture and leisure spend through the Borough.	Regeneration/ Cultural Services	C
3.1.7 Increase employment in town centre retail and service activity.	Regeneration	
3.2 Safer Copeland		

Aims/Actions	Lead Service	I T involvement
3.2.1 Mainstream S17 of the Crime and Disorder Act 1998 in all Council activities; through an audit process.	All Services	
3.2.2 Close gaps found in S17 audit.	All Services	
3.2.3 As a key partner in the Crime and Disorder Reduction Partnership (CDRP), support partners and receive assistance of partners in reducing levels of crime and fear of crime; including survey of fear of crime.	Community safety	
3.2.4 Communications strategy for CDRP.	CDRP	
3.2.5 Develop structure to identify resources used/required to reduce crime and fear of crime; and benefits of actions taken.	CDRP	
3.2.6 Work with partners to identify people (particularly young people) on the edge of criminality and provide diversionary activity.	CDRP	
3.2.7 Address with partners the skills needs of offenders, those on the edge of criminality	CDRP	
3.2.8 Ensure that emergency planning procedures are constantly up to date and effective in accordance with the Civil Contingencies Act.	Legal and Democratic Services	C
3.2.9 Work to help the resettlement of offenders in accordance with the National Community Safety Plan.	CDRP	
3.3 Quality Living Environment		
3.3.1 Work will be undertaken to ensure those areas subject to heavier concentrations of litter and detritus are cleaned more frequently.	Waste Management/ Open Spaces	
3.3.2 Parks and open spaces will build upon successes, working with the community, to improve the quality and access to our green spaces	Open Spaces	
3.3.3 Share information and use the powers made available through the Clean Neighbourhoods and Environment Act 2005, Local Government Act, Crime and Disorder Act 1998 and Anti Social Behaviour Act 2005 to take action against those who litter, fly tip and allow	Open Spaces/ Waste Management	
3.3.4 Make CBC waste management practices more sustainable by increasing recycling rates and working with residents to reduce per capita waste production. Continue to work with the Cumbria Waste Partnership.	Waste Management	
3.3.5 Local development framework in place: • Core strategy • Action area plans • Supplementary planning documents	Regeneration	
3.3.6 Maintenance and improvement of street scene. Investment in public realm and accessibility.	Environment, Leisure & Regeneration	
3.4 Sustainability		
3.4.1 Home energy conservation plans and tackling fuel poverty	Nuclear and Sustainability	
3.4.2 Prepare an implement an environmental sustainability programme	Nuclear and Sustainability	
3.4.3 Demonstrate the Councils commitment to the environment by achieving environmental management accreditation	Nuclear and Sustainability	
3.4.4 Develop and implement a green policy for the Council.	Corporate Team	
3.5 Quality housing		
3.5.1 Work in partnership with RSL's to ensure decent homes target is reached by 2010.	Regeneration	
3.5.2 Review the service provided by the Home Improvement Agency.	Regeneration	
3.5.3 Ensure balance of housing stock to meet local needs through: • Contributing to delivery of Housing Market Renewal • Local Development Framework policies • Inputting to Regional Spatial Strategy • Housing Grants policy • Working with housing providers • Ar	Regeneration	

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3.5.4 Providing a good housing advice service of vulnerable people, while looking to reduce the level of homelessness.	Regeneration	
3.5.5 Improve support to people with disabilities and older people to live independently.	Regeneration	
3.6 Leisure and culture		
3.6.1 Develop interest and capacity amongst Copeland residents to take forward arts and sports activities after Copeland led start up projects, including organisations not traditionally involved in sports or arts activities.	Cultural Services	D
3.6.2 Provide plans for new built public leisure facilities within the Pow Beck valley area of Whitehaven.	Cultural Services	
3.6.3 Endeavour to have new built public leisure facilities completed.	Cultural Services	
3.6.4 Capture the interest and inspiration generated by London hosting the 2012 Olympic and Paralympic Games to ensure that Copeland benefits from the UK wide programmes and legacy initiatives as they develop.	Cultural Services	
3.6.5 Remove barriers to participation in sports and arts events at all levels for communities in Copeland.	Cultural Services	
3.6.6 Build on current skills development initiatives and position Copeland as a destination of choice for learning establishments to facilitate workforce development in arts and sports.	Cultural Services	
3.7 Improving Health		
3.7.1 Lobby for accessible primary health care facilities for the people of the borough.	Corporate Team/Membe	
3.7.2 Challenge any proposed reduction in the nature and quality of health care services in the borough through links with the West Cumbria Partnership and County Council Health Scrutiny.	Corporate Team	
3.7.3 Encourage people to participate in active lifestyles	L&ES	
3.7.4 Develop policies and actions to improve the health of Copeland Borough Council's employees.	Corporate Team	D
3.7.5 Support partnership working to reduce health inequalities.	Corporate Team	
3.8 Flexible Transport Infrastructure		
3.8.1 Submissions to RSS panel and Government for infrastructure improvements. Submissions to RSS panel and Government for	Regeneration	
3.8.2 Submissions to Government as part of the West Cumbria Masterplan	Regeneration	
3.8.3 Coordination of regeneration programmes with infrastructure improvements via Local Transport Plan.	Regeneration	
3.8.4 In partnership with Cumbria County Council and others seek to ensure that all households are within 30 minutes of our key service towns by public transport.	Regeneration	
3.8.5 Work through the Road Safety Partnership to take direct actions to tackle no. of Killed and Seriously Injured (KSI) casualties	Regeneration	
3.8.6 Carry out a review and develop an action plan to provide appropriate flexible transport to places of employment	Regeneration	

KEY I T to:

- A lead development
- B provide infrastructure
- C Contribute within project team
- D Provide watching brief