



Copeland Borough Council

Corporate Plan 2007-2012

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Foreword

We are delighted to present our 5 year Corporate Plan for 2007 - 2012. It builds on our achievements of the last five years and sets out our ambitions for the future.

It is true partnership working that will deliver for local people. Our 5 year plan identifies aims and actions which will help to guide the way we work with partners from the public, private and voluntary sectors to provide services within Copeland. To ensure alignment between partner organisations, we have consulted with staff, members and partner organisations to be confident that our key themes align with local needs and aspirations.

Local government is constantly subject to change and within this environment the Council strives to provide an excellent quality service to the local community, while maintaining its focus on the significant external challenges to the Borough. There is no doubt that the greatest challenge we face is the need to sustain our economy while transforming our economic base to replace current nuclear related activity, which will decline following the decommissioning of the Sellafield site.

We are not prepared to accept the status quo and therefore our vision is ambitious: but Copeland already has many strengths to build upon, and this corporate plan will allow us to do this while ensuring we deliver the priorities for all the residents of Copeland.

Councillor Elaine Woodburn
Leader

Liam Murphy
Chief Executive

Introduction

The 5 Year Corporate Plan is the document which sets the strategic direction for the Council over the next five years. It describes the Council's key objectives; the actions that will be taken to deliver those objectives; and defines how progress will be measured. It is the starting point for our service planning and provides the focus for all our work, whether delivering services to the front line or working with partners to influence central government strategy.

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 70,600 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, life in Copeland is now dominated by the presence of the nuclear industry. The sector is undergoing a major upheaval which will have a fundamental effect on the community and a key priority is to respond to the challenges and opportunities that this brings. As community leaders, we are taking the lead to ensure that Copeland maximises the benefits from developments in the nuclear sector, while working towards a more diverse economic base. This should ensure that the Borough is more protected from major change in individual employment sectors in the future.

From the mid nineties to 2002 the population remained level and the number of job opportunities fell steeply. Since then there has been an upturn in both jobs and population. However, this is still relatively modest and finding ways of maintaining the upward trend in the face of the nuclear decommissioning programme will be a key objective.

We have a population that is also 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. As a community we need to not only harness the opportunities that new communications technology brings, but seek to improve access to and from the Borough.

Over the last five year period the Council, in partnership, has achieved many notable successes, including good progress in transforming Whitehaven and its Harbourside; and the rapid development of the Westlakes Science Park. Some of our worst eyesores have been brought back into use – Whitehaven Castle, the old Cleator Moor Coop and buildings in

Whitehaven and Egremont Market Places. We have attracted the Nuclear Decommissioning Authority headquarters, the North Shore Customer Service Centre and have supported the creation of 2048 new jobs over the last four years (which means that we are well on our way to meeting our ten year target of 5000 jobs created between 2002 and 2012). We have established new mechanisms for delivering the commitment and resource we need for the future through the West Cumbria Strategic Forum, West Lakes Renaissance (the Urban Regeneration Company) and the Nuclear Decommissioning Authority. We successfully campaigned to get the Parton-Lillyhall bypass in the national roads programme, and work on this has now started.

To deliver this level of achievement in regeneration we have been able to attract a high level of external funding for every pound raised locally, giving exceptional value for money.

We have created new arrangements to ensure that the Decent Homes Standard is achieved through the upgrading of the Borough's housing stock by transferring them to a new body (Copeland Homes); and have established Leisure Copeland to drive the management and development of the area's leisure facilities. Both of these transfers achieve the best possible value for money for our residents, while giving improvements in facilities and services.

We continue to win accolades in a range of areas, especially for the quality of the environmental work we do. These include Yellow Flag Beach Awards for water quality and foreshore environments; Green flags for our Parks and Open Spaces, holding four of Cumbria's six Green Flags and one of Cumbria's two Green Heritage Awards at Egremont Castle; successes in Cumbria in Bloom and Britain in Bloom, where St Nicholas's Gardens are acknowledged as the second best public park in the country. We also continue to win recognition in the Business Excellence Awards.

During 2006/7 an intense piece of work was carried out across Cumbria to develop the Cumbria Agreement (the Local Area Agreement). This comes into effect in April 2007 and Copeland Borough Council recognises its responsibilities to contribute to successful delivery of the agreement. Several of our priority actions will directly contribute to this. This will also support the realisation of the West Cumbria Sustainable Communities Strategy.

Local government will need to act flexibly and responsively to meet future challenges. To be successful three key strands need to be in place – strong local political leadership, strong partnership arrangements and citizenship engagement. These should ensure that strategic decision making is supported by joined up thinking; driving the engagement of both communities and individuals to meet the diverse and often contradictory needs in their area.

This 5 year plan touches upon the themes described – those of leadership, partnership and engagement; as well as addressing many of the target areas in the Cumbria Agreement which will have a high impact on the Borough. It sits within the wider regional structure of plans and strategies; as well as providing direction for the Council's one year delivery plan and individual department and service plans – this structure is shown in Annex 1.

How we will use this plan

The Council's 5 year Corporate Plan provides a framework of objectives to achieve our vision for Copeland. On an annual basis the Council will decide key priorities; and in any given year we will ensure that delivery is properly resourced and is achieved as planned. A twelve month delivery plan will contain the objectives for the year, supported by detailed plans for each of the services.

Context

Vision and Themes

We are committed to working effectively through our service areas and with partner organisations both to improve the way the council operates and to address residents', businesses, partners' and visitors' key issues and needs. Our vision reflects this:

Copeland Borough Council – leading the transformation of West Cumbria to a prosperous future.

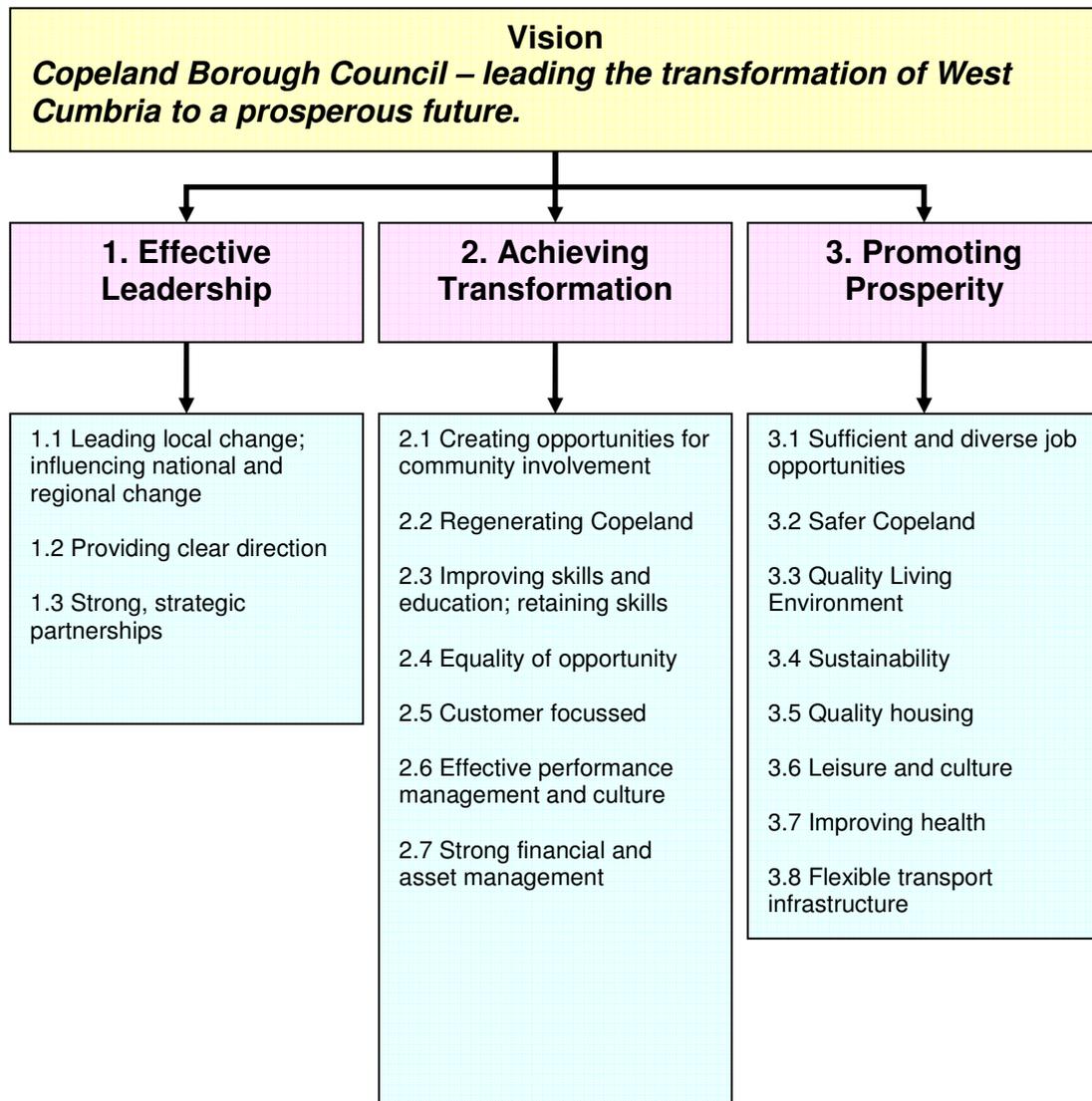
What do we mean by this?

We will show ***leadership*** – shaping the local agenda; working in partnership; providing clear direction through our policies and plans towards the achievement of that agenda; and ensuring that we represent the interests of the local community at all times.

We will continue to work to ***transform*** Copeland to ensure a ***prosperous*** future. This will be evidenced by a strong and varied local economy; good quality of life; equal opportunity and neighbourhood renewal. Many of these outcomes will take longer than the five year timeframe of this plan, but we can set the direction and route over that period.

Aims and Outcomes

From the three themes of leadership, transformation and achieving prosperity we have identified the key aims which will underpin our vision; and the high level actions and outcomes needed to achieve those aims. The diagram below shows the structure of the plan:



1.1 Leading local change; influencing national and regional change				Lead: Chief Executive
Copeland will use its democratic mandate to lead local transformation for the benefit of the community; and will be seen as an influential contributor at national and regional level.				
Key Measures:				
<ul style="list-style-type: none"> We will seek to achieve external recognition of our excellence in service delivery and partnership working. 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. We will successfully influence change in national, regional and local policy through lobbying and responding to consultation. We will achieve external recognition of excellence as a leading authority. 				
Ref:	Service	Action	Outcomes (measurable)	Target Date
1.1.1	Corporate Team	Develop a series of 1 year delivery plans. Monitor and review progress and take action as appropriate.	Effective delivery plans developed, which support the delivery of this 5 year plan. Timely completion of delivery plan actions.	Annual
1.1.2	Corporate Team	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.	Regional and national policy is influenced by Copeland Borough Council.	Ongoing
1.1.3	Chief Executive	To work conjointly with the other authorities in Cumbria to improve the system of local government for Cumbria.	<ul style="list-style-type: none"> Outline case for new local Government working delivered to the Secretary of State Proposals for Better Government Working approved Further work and implementation leading to greater efficiencies in service delivery and greater local accountability 	2007 2007 2008 onwards
1.1.4	Corporate Team	Adopt commitments within the Cumbria Agreement into all of the Council's performance planning. Agree priorities within the Cumbria Agreement for Copeland and strive to meet the Government's local area agreement targets.	The commitments within the Cumbria Agreement will form part of the Council's performance plan.	2007 2009 onwards

1.1.5	Policy and Performance	Further develop and deliver an improvement action plan; invite the Audit Commission to undertake a re-assessment.	Improve the Council's CPA assessment.	2009
1.1.6	Legal and Democratic Services	Undertake a review of governance and constitutional issues.	A fit-for-purpose organisation recognised through external scrutiny.	2012
1.1.7	Policy & Performance	Undertake a review of organisational effectiveness and support improvements in achieving: <ul style="list-style-type: none"> • Value for money • Customer focus • Continuous improvement 	Achieve Gershon targets. Robust procurement policies and procedures. Achieve an Excellent rating in external assessments, including CPA, Direction of Travel, Use of Resources, Statement of Internal Control.	2008 2008 2012
1.1.8	Legal and Democratic Services	Implement the IDeAs ethical governance framework.	Elected Members will have attained new skills working to defined levels and be recognised for their standards.	2008
1.1.9	Sustainability and Nuclear Policy	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	Copeland Borough Council will have a robust and consistent line on nuclear issues which is transparent.	Ongoing
1.1.10	Corporate Director Economic Prosperity and Sustainability	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.	Copeland will continue to be the lead local authority voice on nuclear issues.	Ongoing
1.1.11	Chief Executive/ Corporate Director Economic Prosperity and Sustainability	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.	Clear set of plans and actions demonstrating the Council's key priority of regeneration. Active participation in regeneration related forums.	Ongoing

Related Strategies

West Cumbria Strategic Masterplan

Strategy for Sustainable Communities in West Cumbria – Advantage Through Knowledge and Managing Transition, Quality Public Services

1.2 Providing clear direction				Lead: Chief Executive
We will provide clear direction for our staff, fellow stakeholders and strategic partners through our policies and strategies.				
Key Measures:				
<ul style="list-style-type: none"> We will deliver on our corporate targets and improve them. We will monitor the perception of our staff through staff surveys and will respond effectively to the results. We will ensure that Members and officers deliver a consistent message both internally and externally. We will have measurable achievements in those areas of our corporate plan where Copeland can only influence. 				
Ref:	Service	Action	Outcomes (measurable)	Target Date
1.2.1	Corporate Team	Create and maintain a medium term Corporate Plan which sets out the vision, priorities and objectives for the Council.	The Council vision, priorities, objectives and achievements will be communicated widely.	2008
1.2.2	Corporate Team	Survey staff satisfaction and awareness of the Council's direction; develop and implement improvement plans.	Improvement in staff satisfaction and awareness of Council priorities at each survey.	2008 & 2011
1.2.3	Policy & Performance	Adopt and cascade communication strategies for corporate improvements, including communications tools for staff, members and stakeholders.	Employees and stakeholders recognise corporate messages, measured through periodic surveys.	2007 and after each survey
1.2.4	Policy & Performance	Develop measures in the Corporate Plan for issues that Copeland can only influence (i.e. in the Cumbria Agreement (the local area agreement) and Strategy for Sustainable Communities in West Cumbria).	Improvements achieved in areas that Copeland can only influence will be communicated through an annual report.	Annually from 2008

Related Strategies
Cumbria Agreement
Strategy for Sustainable Communities in West Cumbria – Networks and Leadership

1.3 Strong strategic partnerships				Lead: Chief Executive
We will lead Copeland's transformational partnerships and support other, strategic partnerships.				
Key Measures:				
<ul style="list-style-type: none"> We will improve working with key partners. We will achieve a 'green light' for the West Cumbria Strategic Partnership. We will set up a process for regular review of partnership value and arrangements. We will review all partnership delivery arrangements in West Cumbria in response to adopting the West Cumbria Strategic Masterplan. We will adopt the West Cumbrian Strategic Masterplan as approved by the West Cumbrian Strategic Forum. 				
Ref:	Service	Action	Outcomes (measurable)	Target Date
1.3.1	Corporate Team	Produce a definitive list of active strategic partnerships and devise the appropriate support and feedback mechanisms for them.	Strong protocols in place for effective partnership working. Appropriate political representation is made at the correct level for all partnerships actively supported by the Council.	2007
1.3.2	Chief Executive	Develop an action plan with partners to achieve 'Green Light' accreditation from the Government Office North West for the West Cumbria Strategic Partnership.	Improved effectiveness of the WCSP.	2008
1.3.3	Chief Executive	Adopt a new Sustainable Communities Strategy and a new neighbourhood renewal strategy.	Achieve a 'Green Light' WCSP accreditation in the medium term with partner organisations.	2010
		Devise and implement local delivery plans.	Market Town Initiatives, South Whitehaven Neighbourhood Management programme delivered.	2010
1.3.4	Policy and Performance	Develop, along side our internal system, a performance management framework for partnership working.	Deliver to the targets set within the partnership performance management framework.	2008
1.3.5	Corporate Team	Review and revise partnership working from the recommendations and priorities of the West Cumbria Strategic Masterplan.	The partnership framework meets the delivery needs for the West Cumbria Strategic Masterplan.	2008
1.3.6	Corporate Team	Develop new strategies and programmes in response to the requirements of the approved West Cumbria Strategic Masterplan.	Adoption of the West Cumbria Strategic Masterplan.	2007
1.3.7	Chief Executive	Work with the Lake District National Park Partnership to deliver its vision and aims.	A world class destination and attraction that Copeland can feel justly proud of.	2012
1.3.8	Executive Board	Work with the Cumbria Strategic Partnership to deliver its strategic programme.	A better Cumbria for residents and businesses.	2012

1.3.9	Corporate Team	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.	Rollout a Neighbourhood Management programme based on the South Whitehaven model.	2009
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Related Strategies
DCLG paper 'Service Transformation through Partnership'
West Cumbria Strategic Partnership programme
Strategy for Sustainable Communities in West Cumbria - Networks and Leadership

2.1 Creating opportunities for community involvement				Lead: Chief Executive
We will strengthen the opportunities for every citizen of Copeland to be heard on issues of importance to them.				
Key Measures:				
<ul style="list-style-type: none"> We will manage a planned approach for community involvement which is refreshed each year. We will ensure increasing participation of the community in local governance, year on year. We will work to increase the number of Parish and Town Councils achieving the Quality Parish scheme. We will support the achievement of the Cumbria Agreement targets. 				
Ref:	Service	Action	Outcomes (measurable)	Target Date
2.1.1	Legal and Democratic Services	Democracy projects will be developed to raise participation in local issues.	Maintained or increased turnout at local elections.	2011
2.1.2	Chief Executive	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.	Area committees established, bringing the Council closer to its communities.	2008
2.1.3	Customer Services, L&ES	Review the use of local facilities and services to ensure that they meet the needs of the community in a sustainable way.	Identify how to deliver new services and/or existing services into the community in a new way.	2008
2.1.4	Corporate Team	Run a series of out-reach consultations and workshops on policy issues with local people.	Effective consultation framework in place. Direct consultation with the community on leading policy issues such as the budget, regeneration programmes, and environmental services.	Annual
2.1.5	Chief Executive	Provide feedback to the community on consultation outcomes and actions taken as a result.	Effective consultation framework in place. Increased public satisfaction and awareness of Council services.	Annual
2.1.6	Chief Exec	Work with Town Councils, Parish Councils and Parish Meetings to develop their role as champions of local communities.	Evidence that Town Councils, Parish Councils and Parish Meetings are influencing the Copeland Borough Council agenda.	Ongoing
2.1.7	Legal and Democratic Services	Promote quality parish and town council status within the Borough.	50% of parishes and town councils will achieve quality status.	2012
2.1.8	Chief Exec	Develop a local forum for the town of Whitehaven through consultation.	An appropriate forum with terms of reference, structure, etc in place.	2008

2.1.9	Chief Exec	Make more use of the Community Gateway and the West Cumbria Strategic Partnership to make direct links between the communities' views and the Council's services.	Widened range of networks for in-depth community consultation.	Ongoing
2.1.10	Regeneration	Implement the Statement for Community Involvement.	Enhanced consultation process.	2008

Related Strategies
Strategy for Sustainable Communities in West Cumbria - Networks and Leadership
Cumbria Agreement – Safer Stronger Communities outcomes 6 and 7

2.2 Regenerating Copeland We will have a sustainable economic and social environment.				Lead: Corporate Director Economic Prosperity and Sustainability
Key Measures:				
<ul style="list-style-type: none"> • We will ensure investment in economic and other infrastructure. • We will achieve environmental improvement. • We will support community development. • We will ensure an economically active community. • We will ensure successful urban environments and communities. • We will ensure successful rural communities. • We will sustain the increase in population. • We will have narrowed gaps between disadvantaged wards and the average. 				
Ref:	Service	Action	Outcomes (measurable)	Target Date
2.2.1	Regeneration	Implementation of the Whitehaven Regeneration Programme.	Regeneration of Whitehaven - environmental and infrastructure improvements, increased no of businesses, employment, crime prevention, visitor numbers and spend.	2012 onwards
2.2.2	Regeneration	Programme management of regional Development Agency regeneration initiatives such as the Market Town Initiatives (MTIs) in Millom and Egremont and the Coalfield Communities Campaign.	Delivery of 2007/08 MTI programmes against single programme outcomes approved by NWDA (jobs created, business supported, land reclaimed, investment, etc).	2008
2.2.3	Regeneration	Support delivery of regeneration in North East Copeland, linked to WLR investment programme.	Delivery of regeneration projects.	2012
2.2.4	Regeneration	Review Economic Development / Regeneration Strategy in light of the West Cumbria Strategic Masterplan to achieve better engagement with businesses / employers.	Strategy document and action plan.	2007
2.2.5	Regeneration	Contribute to the West Cumbria Delivery Team for regeneration projects.	Delivery of the West Lakes Renaissance business plan and other regeneration projects across West Cumbria.	2012
2.2.6	Regeneration	Develop structure for support of the Cumbria Agreement economic and enterprise block.	Cumbria Agreement outcomes	Ongoing

2.2.7	Regeneration/ Environment and Leisure	Maximise external funding, in the context of the achievement of corporate objectives, and within the resources of the Council and partners to deliver.	External funding secured.	Ongoing
2.2.8	Corporate Director Economic Prosperity and Sustainability	Secure adequate resources to implement sustainable regeneration by successfully securing funding through the funding bid process.	Sufficient resources available. Sufficient funding for council plans.	2007 2008
2.2.9	Regeneration	Provide top quartile service in Development Control and Building Control.	Effective development, investment and regeneration, with increased availability of the built environment.	2010
2.2.10	Regeneration	Enhance the architectural and historic environment in our towns.	Increase in quality of the environment; vitality of our towns; tourist visits; and regeneration.	
2.2.11	Regeneration	South Whitehaven Neighbourhood Management Board – working with the community to improve public service delivery.	Increased resident satisfaction with the neighbourhood. Achievement of Cumbria Agreement targets.	2010
2.2.12	Corporate Director Economic Prosperity and Sustainability	Secure resources to contribute to long term sustainability in recognition of the role the borough plays in hosting radioactive waste for the nation'.	Business plan prepared - long term sustainability and resources secured.	2011

Related Strategies
Neighbourhood Renewal Strategy
Strategy for Sustainable Communities in West Cumbria – Advantage Through Knowledge and Managing Transition, Coastal Renaissance, Fair for Everyone
Cumbria Agreement – Economic Development and Enterprise outcomes 3 and 4
Cumbria Sub Regional Spatial Strategy

2.3 Improving skills and education; retaining skills				Lead: Corporate Director Economic Prosperity and Sustainability
We will work with partners to ensure that we have an adaptable, multi skilled workforce able to meet the needs of the future economy.				
Key Measures:				
<ul style="list-style-type: none"> • We will increase attainment in secondary schools. • We will increase participation in higher education. • We will increase life long learning take up. • There will be a reduction in the level of long term unemployment. • There will be increased qualification levels of the adult population. • There will be increased numbers of vocational qualifications. 				
Ref:	Service	Action	Outcomes (measurable)	Target Date
2.3.1	Corporate	Appoint an internal 'Champion' for learning.	Greater focus to learning and the Council's role. Better represent community interests. Better liaison and representation with delivery agencies.	2007
2.3.2	Environment and Leisure	Sports and arts development in schools.	Increased participation in sports and arts. Improved attainment.	2008
2.3.3	Regeneration	Work with partners to encourage businesses to support their staff to take up learning opportunities.	Increased take up of learning opportunities.	2009
2.3.4	Corporate	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 • Develop new trainee schemes • Encourage the development of basic skills 	Improved staff retention. More effective use of human resources. Providing leadership to other employers.	2007 2008 Ongoing 2008
2.3.5	Regeneration	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 that they are available in community accessible locations.	Better targeted learning services.	2007
2.3.6	Corporate	Work with partners to raise the standard in educational institutions.	Increased participation and attainment and achievement of Cumbria Agreement targets.	Ongoing

2.3.7	Regeneration	Address with learning funders and providers key target areas such as skills for life.	Improved attainment.	2008
2.3.8	Regeneration	Address with learning funders and providers skills needs to contribute to reducing worklessness.	Reduced long term unemployment.	2008
2.3.9	Regeneration	Establish skills plans for Copeland residents to benefit from new employment opportunities inside the Borough or in the rest of West Cumbria and Furness.	Increased take-up of job opportunities.	2008

Related Strategies
Strategy for Sustainable Communities in West Cumbria – Communities that Work, Quality Public Services
Cumbria Agreement – Economic Development and Enterprise outcome 2 and Children and Young People outcomes 2 and 3

2.4 Equality of opportunity We will promote equal opportunity throughout Copeland.				Lead: Corporate Director Quality of Life
Key Measures:				
<ul style="list-style-type: none"> • We will have systems in place to ensure that the Council meets the national diversity agenda and Cumbria Agreement targets. • There will be improved results from the Cumbria attitude survey. • We will have increased awareness of council tax and housing benefit. • We will meet our obligations under the Children's Act 2004 				
Ref:	Service	Action	Outcomes (measurable)	Target Date
2.4.1	Legal and Democratic	Diversity and race equality scheme reviews completed.	Met required standards.	2009
2.4.2	Legal and Democratic	Copeland and Cumbria Equality and Diversity groups will develop an action plan to improve the Attitude Survey results.	Improved results for Cumbria Attitude Survey.	2008
2.4.3	All services	Implement project plan and actions against Equality and Diversity standard, and in line with the Council's Social Inclusion Policy.	Copeland Borough Council will achieve Level 3 of the Equality and Diversity Standard. Departments will consider equality, diversity and social inclusion issues within all of their activities, both internal and external.	2009
2.4.4	Revenues and Benefits	Develop action plans to help local residents access the benefits they are entitled to.	Maximise benefit and council tax entitlement.	2008
2.4.5	Leisure and Environmental Services & Regeneration	Respond to the statutory guidance in relation to children and young people and the Every Child Matters Green Paper when the guidance is produced.	Council service provision will have been reviewed in respect of children and young people; will have developed a specific children and young people's strategy; and will achieve the Cumbria Agreement targets.	2008

Related Strategies
Strategy for Sustainable Communities in West Cumbria – Communities that Work, Fair for Everyone
Cumbria Agreement – Safer Stronger Communities outcome 6

2.5 Customer focussed				Lead: Corporate Director Quality of Life
We will be an adaptable Council responding to the expectations and needs of the customer in the services they require.				
Key Measures:				
<ul style="list-style-type: none"> We will monitor the perception of stakeholders and customers through annual surveys and will respond effectively to the results. We will be aware of internal and external customer needs and aspirations and how we measure against them. We will respond to external change in a manner which gains customer understanding of the need for change. Public service delivery will be centred on individuals and businesses. We will deliver within a shared services framework. 				
Ref:	Service	Action	Outcomes (measurable)	Target Date
2.5.1	Customer Services	Survey customer satisfaction and stakeholder perception at agreed frequency.	Baselined customer satisfaction and stakeholder perception understood.	Annual
2.5.2	Corporate	Implement an action plan arising from customer survey results.	Customer satisfaction/BV survey results in District Council top quartile.	2009
2.5.3	Business Development, Customer Services	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.	Back office services delivered through shared services, where appropriate. Frontline services are delivered through Copeland Direct. Planned efficiencies achieved. Visitor and resident satisfaction surveys will show year on year improvement.	to 2012
2.5.4	Corporate Team	Respond to community/parish plans; and accepting that one size does not fit all, act to distinguish between service delivery in different localities.	Positive links between community/parish plans and Council service delivery. A narrowing of the gap of service outcomes between the average and the more disadvantages areas.	2008 2010
2.5.5	Customer Services	Extend the services delivered through a single point of contact for all our customers.	Continued improvement in customer service.	2012
2.5.6	All services	Service areas will improve delivery to meet internal and external customer needs.	Improved customer service and BVPIs in top quartile.	to 2012
2.5.7	Revenues and Benefits	Service delivery to DWP performance standards.	Claimants receive the right benefit at the right time.	2008
2.5.8	Corporate Team	Execute a communications plan which seeks to explain policy, challenge views, and stimulate response in the community and customers.	More informed debate on life and issues in Copeland.	2007 and onwards

Related Strategies
Transformational Government
Cumbria Agreement – Safer Stronger Communities outcome 6
Strategy for Sustainable Communities in West Cumbria – Communities that Work, Networks and Leadership, Quality Public Services

2.6 Effective performance management and culture				Lead: Chief Executive
We will use outcome based measures to understand and improve performance across the Council.				
Key Measures:				
<ul style="list-style-type: none"> We will deliver effective member and employee development. There will be an up to date framework/cascade down through the organisation from the Corporate Plan to individual objectives. We will have effective workforce planning in place. We will use accurate performance information. We will have targets with measurable achievements for all council service areas. All employees will have personal objectives linked to corporate objectives. 				
Ref:	Service	Action	Outcomes (measurable)	Target Date
2.6.1	Legal and Democratic Services	Create and deliver annual Member development programme, based on competencies.	Member development programme achieved year on year.	Annual
2.6.2	Policy & Performance	Create annual officers training and development plan to meet corporate objectives.	Training programmes completed and qualifications achieved.	Annual
2.6.3	Policy & Performance	Implement Pay and Workforce Strategy to meet business and staff needs.	Pay and job evaluation complete; development and succession plans in place; reduction in hard-to-fill posts seen. Appropriate health and safety procedures and practices in place. Holistic people development approaches included in Council priorities.	2008
2.6.4	Legal and Democratic Services	Ensure that the way the Council manages its Scrutiny function is at least equal to the national standard developed by the Centre for Public Scrutiny by completing the Centre's self-evaluation framework and developing an action plan arising from the self-evaluation.	Self-evaluation framework completed and an action plan implemented. Measurable proof that the Council's Scrutiny function meets the national standard.	2008 with annual review
2.6.5	Policy & Performance	Implement effective performance management system for all staff.	Staff will have objectives linked to the corporate plan and will be monitored against them.	2008
2.6.6	Policy & Performance	Develop the IT based performance monitoring system to meet all performance management needs.	The system is used across the organisation to visibly monitor progress against corporate, service level and individual plans.	2008
2.6.7	Corporate Team	Develop and implement action plan to improve the quality of data collection systems and processes.	Effective, auditable data collection systems in place. Achieve level 3 data quality standard.	2008

Related Strategies

Strategy for Sustainable Communities in West Cumbria – Quality Public Services

2.7 Strong financial and asset management We will be recognised as performing 'strongly'.				Lead: Chief Executive
Key Measures:				
<ul style="list-style-type: none"> We will have a medium-term financial strategy. We will deliver a soundly based budget and capital programme, designed to deliver the strategic priorities. 				
Ref:	Service	Action	Outcomes (measurable)	Target Date
2.7.1	Finance & Business Development	Develop integrated medium term financial planning into corporate and service planning processes.	Robust medium term financial plan – allocated resources.	2007
2.7.2	Finance & Business Development	Develop a robust budget model to assess future projections and risk assessments.	Balanced budgets based on realistic projections and strategic priorities.	2007
2.7.3	Finance & Business Development	Review and integrate the Asset Management Plan and the Capital Strategy.	Performance measures to evaluate the Council's asset base and its contribution to corporate objectives.	2007
2.7.4	Finance & Business Development	Develop financial management system to become a desktop tool for managers to manage/monitor and predict their budget.	Up to date accurate data – better use of resources and ability to predict and react to changes in spending.	2008
2.7.5	Finance & Business Development	Put in place an assurance framework that maps the strategic objectives to risks, controls and assurance.	An embedded process to support the business and the internal control regime. Risks managed through Covalent system.	2009
2.7.6	Finance & Business Development	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.	Improved audit and fraud prevention process.	2008

Related Strategies
Strategy for Sustainable Communities in West Cumbria – Quality Public Services

3.1 Sufficient and diverse job opportunities				Lead: Corporate Director Economic Prosperity and Sustainability
We will maintain the total number of jobs available. We will secure a significantly higher number of jobs outside the nuclear sector; and those within it will be less dependant on employment within the Sellafield site				
Key Measures:				
<ul style="list-style-type: none"> • We will maintain the total number of jobs in Copeland. • We will increase the total number of jobs outside nuclear sector. • We will increase the proportion of nuclear sector jobs not dependant on current decommissioning activities. • We will ensure the creation of 5000 new jobs between 2002 and 2012 within the Borough. • We will slow the number of young people leaving the Borough through the creation of more opportunities for them. • We will support the achievement of Cumbria Agreement targets 				
Ref:	Service	Action	Outcomes (measurable)	Target Date
3.1.1	Regeneration	Ensure sufficient employment sites and buildings available.	A higher proportion of the borough's jobs are located off the Sellafield site.	2010
3.1.2	Regeneration	Support the development of sustainable local businesses.	Increase the number of jobs in SME's. Increase business registrations in the Borough.	2008
3.1.3	Regeneration	Market Copeland opportunities to potential new employers.	Create 1250 jobs with new employers.	2009
3.1.4	Regeneration /Nuclear and Sustainability	Develop opportunities in the nuclear sector.	Copeland is an international centre of excellence.	2012 onwards
3.1.5	Regeneration	Secure and develop the number of jobs in the health sector.	Increase the numbers of jobs in the health and care sectors by 5%.	2008
3.1.6	Regeneration /Cultural Services	Increase tourism, culture and leisure spend through the Borough.	Increase the number of jobs supported by the tourism, culture and leisure sector by 5% per annum.	2010
3.1.7	Regeneration	Increase employment in town centre retail and service activity.	Increase the numbers of jobs supported by town centre activities.	2010

Related Strategies
Cumbria Agreement – Economic Development and Enterprise outcomes 1 and 4
Masterplan
Nuclear Policy Statement
National Waste Strategy
Strategy for Sustainable Communities in West Cumbria – Advantage Through Knowledge

3.2 Safer Copeland Copeland will be a safer place to live.				Lead: Corporate Director Economic Prosperity and Sustainability
Key Measures:				
<ul style="list-style-type: none"> We will achieve a reduction in the level of crime in the Borough. We will increase the perception of safety levels in the Borough. We will support the achievement of the Cumbria Agreement targets through the safer and stronger communities block. 				
Ref:	Service	Action	Outcomes (measurable)	Target Date
3.2.1	All Services	Mainstream S17 of the Crime and Disorder Act 1998 in all Council activities through an audit process.	Identification areas of good practice and gaps; report recommendations identified.	2007
3.2.2	All Services	Close gaps found in S17 audit.	Improved delivery of services, ensuring that they meet S17 requirements.	2009
3.2.3	All Services	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.	Data sharing; effective support given and received; information on the tools used by the Council (ASBOs, injunctions, fixed penalties, etc.) Results from survey of fear of crime levels.	to 2012
3.2.4	CDRP	Communications strategy for CDRP.	Clear media messages to promote good practice and initiatives; clarify real levels of crime; level of partnership activity and service activity; give reassurance about crime levels, promote how service delivery can contribute towards reducing crime.	2007
3.2.5	CDRP	Develop structure to identify resources used/ required to reduce crime and fear of crime; and benefits of actions taken.	Understanding of cost benefit of work and where resources need to be allocated. Achieve the stretch Cumbria Agreement targets.	2007 2010
3.2.6	CDRP/ Cultural Services	Work with partners to identify people (particularly young people) on the edge of criminality and provide diversionary activity.	Reduction in people entering into criminality	Ongoing
3.2.7	CDRP	Address with partners the skills needs of offenders and those on the edge of criminality.	Widen opportunities for offenders or those likely to offend.	Ongoing
3.2.8	Legal and Democratic Services	Ensure that emergency planning procedures are constantly up to date and effective in accordance with the Civil Contingencies Act.	Business continuity plan for Copeland Borough Council. Copeland Recovery Plan in place to return to normality.	2008
3.2.9	CDRP	Work to help the resettlement of offenders in	Successful resettlement of offenders; reduced re-offending	Ongoing

		accordance with the National Community Safety Plan.	rates.	
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Related Strategies
Community Safety Strategy 2005-08 Cumbria Agreement – Safer Stronger Communities outcomes 1, 2, 3, 4, 5 Strategy for Sustainable Communities in West Cumbria – Communities that Work

3.3 Quality Living Environment Every resident will be proud of their environment.				Lead: Corporate Director Quality of Life
Key Measures:				
<ul style="list-style-type: none"> We will ensure all communities have a high quality environment. We will achieve recycling rates in the top quartile. We will ensure lower per capita waste generation. We will support the achievement of the Cumbria Agreement targets 				
Ref:	Service	Action	Outcomes (measurable)	Target Date
3.3.1	Waste Management/ Open Spaces	Work will be undertaken to ensure those areas subject to heavier concentrations of litter and detritus are cleaned more frequently.	Street cleanliness will equal the best measured by national performance standards. Improved perception of safety.	From 2008 and then annually
3.3.2	Open Spaces	<p>Parks and open spaces will build upon successes, working with the community, to improve the quality and access to our green spaces.</p> <p>Undertake disabled accessibly audits and crime audits of all the principle green spaces.</p>	<p>In partnership with the community, to have developed and improved at least one green space in each major town to the green flag quality award criteria.</p> <p>To work with community and park friends groups to retain at least two awarded green flags each year.</p> <p>Develop and implement action plan arising from the disabled accessibly audits and crime audits.</p> <p>To involve at least 30 schools across the borough in the development of boroughs green spaces.</p>	<p>2010</p> <p>Annual</p> <p>2010</p> <p>2010</p>
3.3.3	Open Spaces/ Waste Management	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 their dogs to foul public places.	<p>Control of fly tipping to no more than 300 incidents p.a.</p> <p>Contain graffiti and abandoned vehicles to 2005 levels.</p> <p>See a reduction in all of the above.</p> <p>Enforcement action taken for all environmental crime & anti social behaviour.</p>	From 2008 onwards
3.3.4	Waste Management	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.	<p>Recycling and waste minimisation BVPI's will measure alongside the best.</p> <p>Cumbria Waste Strategy implemented.</p>	<p>To 2012</p> <p>2010</p>
3.3.5	Regeneration	<p>Local development framework in place:</p> <ul style="list-style-type: none"> Core strategy 	<p>Local planning framework successfully implemented.</p> <p>Spatial elements of Corporate Plan / Community Strategy implemented.</p>	2009

		<ul style="list-style-type: none"> Action area plans Supplementary planning documents 		
3.3.6	Environment, Leisure & Regeneration	Maintenance and improvement of street scene. Investment in public realm and accessibility.	Enhanced visitor experience. Increased visitor numbers and spend. More attractive environment for businesses and customers. Improved perception of safety.	From 2008
Related Strategies				
Cumbria Agreement – Safer Stronger Communities outcomes 10, 11, 12				
Strategy for Sustainable Communities in West Cumbria – Lifestyle Choice, Coastal Renaissance				
Cumbria Sub Regional Spatial Strategy				

3.4 Sustainability Every resident and business will be working to ensure that the impact of current activities on future generations will be minimised.				Lead: Corporate Director Economic Prosperity and Sustainability
Key Measures:				
<ul style="list-style-type: none"> We will work with government and Non Governmental Organisations to conserve and enhance the natural environment. We will work with residents and businesses to reduce their environmental impact. 				
Ref:	Service	Action	Outcomes (measurable)	Target Date
3.4.1	Nuclear and Sustainability	Influence home energy conservation plans and tackling fuel poverty.	Reduction in fuel bills. Increased energy efficiency. Reduce household bills for low income households. Improved educational attainment.	2012
3.4.2	Nuclear and Sustainability	Prepare and implement an environmental sustainability programme.	Environmental sustainability programme outcomes defined and achieved. Support for the environmental aspects of Parish Plans.	2012
3.4.3	Nuclear and Sustainability	Demonstrate the Council's commitment to the environment by achieving environmental management accreditation.	Achieve ISO 14001 accreditation.	2012
3.4.4	Corporate Team	Develop and implement a green policy for the Council.	Recycling rates from Council premises increased, waste minimised, and energy use reduced. Environmental footprint reduced.	2008

Related Strategies
Strategy for Sustainable Communities in West Cumbria – Lifestyle Choice, Coastal Renaissance
Cumbria Agreement – Safer Stronger Communities outcomes 14 and 15; Healthy Communities and Older People outcome 4

3.5 Quality housing By 2010 the Council and its partners will have met the decent homes target.				Lead: Corporate Director Economic Prosperity and Sustainability
Key Measures:				
<ul style="list-style-type: none"> We will ensure that 100% of social rented sector properties will be in a decent condition by 2010. We will ensure that 70% of private sector dwellings occupied by vulnerable people will be classed as decent by 2010. We will have a balance of housing stock by type and tenure. There will be a reduction in homelessness. We will increase the supporting people funded services in Copeland. We will support the achievement of the Cumbria Agreement targets 				
Ref:	Service	Action	Outcomes (measurable)	Target Date
3.5.1	Regeneration	Work in partnership with Registered Social Landlords to ensure decent homes target is reached by 2010.	100% of social rented stock is classed as decent. Floor targets for West Cumbria Strategic Partnership are reached.	2010
3.5.2	Regeneration	Review the service provided by the Home Improvement Agency.	Increased focus on helping vulnerable people to access sources of funding for home improvements.	2007
3.5.3	Regeneration	Ensure balance of housing stock to meet local needs through: <ul style="list-style-type: none"> Contributing to delivery of Housing Market Renewal Local Development Framework policies Inputting to Regional Spatial Strategy Housing Grants policy Working with housing providers Area based strategies and plans 	Housing stock that better meets local needs.	2012
3.5.4	Regeneration	Providing a good housing advice service particularly to vulnerable people, while looking to reduce the level of homelessness.	Reduce hardship due to homelessness; achievement of BVPI targets and Cumbria Agreement targets.	Ongoing
3.5.5	Regeneration	Improve support to people with disabilities and older people to live independently.	Achievement of Cumbrian Agreement targets.	2010

Related Strategies
Cumbria Housing Strategy

Supporting People Strategy
Cumbria Homeless Strategy
Strategy for Sustainable Communities in West Cumbria – Coastal Renaissance
Cumbria Agreement – Safer Stronger Communities outcome 13
Cumbria Sub Regional Spatial Strategy

3.6 Leisure and culture				Lead: Corporate Director Quality of Life
There will be provision for varied leisure and cultural activities across the borough which meets the needs of residents and visitors.				
Key Measures:				
<ul style="list-style-type: none"> We will broaden access to leisure and culture activity. We will more closely align leisure and culture activities to meet social, economic, community safety and environmental objectives. We will support the achievement of the Cumbria Agreement targets 				
Ref:	Service	Action	Outcomes (measurable)	Target Date
3.6.1	Cultural Services	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.	An increase in organisations taking part in arts or sports activities leading to greater community cohesion and healthier lifestyles in support of the CDRP agenda and Cumbria Agreement; contributing to Copeland being a place that people want to live in. To be measured by participation rates and satisfaction levels.	to 2012
3.6.2	Cultural Services	Provide plans for new built public leisure facilities within the Pow Beck valley area of Whitehaven.	Agreed plans for new facilities.	2008
3.6.3	Cultural Services	Endeavour to have new built public leisure facilities completed.	An increase in customer satisfaction ratings and participation rates, improving health of Copeland residents.	2012
3.6.4	Cultural Services	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.	More people engaged in community sport through volunteering and participating inspired by the 2012 games. and surrounding cultural activities. Increased tourism opportunities.	to 2012
3.6.5	Cultural Services	Remove barriers to participation in sports and arts events at all levels for communities in Copeland.	Increased participation leading to greater community cohesion, etc. To be measured by participation rates; satisfaction survey and achievement of Cumbria Agreement targets around young people's health.	to 2012
3.6.6	Cultural Services	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.	Expand 'coach education programme' from the baseline of 22 to 30 courses per year. Work with the successor organisation to Creative Partnerships to ensure that all schools in Copeland have access to high quality arts practice.	2008. 2008

Related Strategies
Arts Council England – Our agenda for arts in the North West 2006 – 8.
Cumbria Sport Partnership – A strategic framework for sport and physical activity in Cumbria 2006 – 2009.
The Framework for Sport in England.
Game Plan – A strategy for delivering Government’s sport and physical activity objectives.
Strategy for Sustainable Communities in West Cumbria – Making Better Connections – Communities that Work
Cumbria Agreement – Children and Young People outcomes 1 and 2

3.7 Improving health Every resident will have access to the healthcare they need				Lead: Corporate Director Quality of Life
Key Measures:				
<ul style="list-style-type: none"> We will ensure that the average life expectancy will match the national average. The percentage of people reporting their health as 'good' will match the national average. We will retain hospital services in Whitehaven and Millom. We will support the achievement of the Cumbria Agreement targets 				
Ref:	Service	Action	Outcomes (measurable)	Target Date
3.7.1	Corporate Team/Members	Lobby for accessible primary health care facilities for the people of the borough.	Every resident will have access to primary care services within 20 minutes drive time of their homes.	Annually from 2007
3.7.2	Corporate Team	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.	Health Services safeguarded or replaced by equivalent or better provision.	2007 onwards
3.7.3	L&ES	Encourage people to participate in active lifestyles	Number of Parks Friends groups Number of health related cultural activities Increase in use of Council supported leisure facilities, especially by target groups (young, elderly, women and disadvantaged).	To 2012
3.7.4	Corporate Team	Develop policies and actions to improve the health of Copeland Borough Council's employees.	Absence and accident reduction. Opportunities to learn about healthy lifestyles. Improved occupational health. Reduced work related stress.	2007 2008 2010
3.7.5	Corporate Team	Support partnership working to reduce health inequalities.	Achievement of Cumbria Agreement targets.	2010

Related Strategies
Cumbria Agreement – Children and Young People outcome 1; Healthy Communities and Older People outcomes 1, 2 and 3

3.8 Flexible Transport Infrastructure				Lead: Corporate Director Economic Prosperity and Sustainability
There will be a varied transport structure in place which will meet business and residents' needs.				
Key Measures:				
<ul style="list-style-type: none"> We will reduce journey times from within Copeland and from Copeland to international links. We will improve access to services within Copeland. We will reduce the number of road related casualties. We will have sustainable rural communities. We will support the achievement of the Cumbria Agreement targets 				
Ref:	Service	Action	Outcomes (measurable)	Target Date
3.8.1	Regeneration	Submissions to Regional Spatial Strategy panel and Government for infrastructure improvements.	Copeland – benefiting improvements included in the Regional Programme.	2012
3.8.2	Regeneration	Submissions to Government as part of the West Cumbria Masterplan.	Copeland – benefiting improvements included in the Regional Programme.	Ongoing
3.8.3	Regeneration	Coordination of regeneration programmes with infrastructure improvements via Local Transport Plan.	Specific improvements scheduled: Pow Beck/Coach Road; Whitehaven interchange; Whitehaven eastern bypass.	2011
3.8.4	Regeneration	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.	Develop target in partnership with Cumbria County Council and others.	2011
3.8.5	Regeneration	Work through the Road Safety Partnership to take direct actions to tackle number of Killed and Seriously Injured (KSI) casualties.	Reduce number of people killed and seriously injured to agreed target with Cumbria County Council. Achievement of Cumbria Agreement targets.	2010
3.8.6	Regeneration	Carry out a review and develop an action plan to assist in the provision of appropriate flexible transport to places of employment.	Increase the number of people in employment in areas disadvantaged due to access difficulties. Achievement of Cumbria Agreement targets.	2008

Related Strategies
West Cumbria Masterplan

Sub-regional Economic Strategy
Strategy for Sustainable Communities in West Cumbria – Making Better Connections
Cumbria Agreement – Safer Stronger Communities outcome 15
Local Transport Plan

Glossary

CBC	Copeland Borough Council The district council covering the area from Distington in the north to Millom in the south; including the towns of Whitehaven, Cleator Moor, Egremont in the north and Millom in the south of Cumbria. www.copelandbc.gov.uk
CDRP	Crime and Disorder Reduction Partnership Partnership between the police, Copeland and Allerdale local authorities, probation service, health authorities, the voluntary sector, and local residents and businesses, to reduce crime and disorder. www.copelandbc.gov.uk
CPA	Comprehensive Performance Assessment An assessment carried out by the Audit Commission to help councils to focus on improvement. www.audit-commission.gov.uk
CTB	Council Tax Benefit Council Tax Benefit is a Government scheme to help people pay their council tax if they are on a low income, or get some state benefits. www.dwp.gov.uk/lifeevent/benefits/council_tax_benefit
DCLG	Department of Communities and Local Government DCLG's work is at the heart of the Government's commitment to social justice - driving social mobility and promoting economic inclusion. www.communities.gov.uk
DEFRA	Department of Environment & Rural Affairs Defra's core purpose is to improve the current and future quality of life. It represents the interests of farmers and the countryside; the environment and the rural economy. www.defra.gov.uk
HB	Housing Benefit Housing Benefit is to help people on low incomes to pay their rent. www.dwp.gov.uk/lifeevent/benefits/housing_benefit
IDeA	Improvement and Development Agency The IDeA is owned by the Local Government Association and belongs to local government. It promotes the development of local governments' management and workforce and advises councils on improving customer service and value for money. www.idea.gov.uk

LAA	<p>Local Area Agreement</p> <p>The LAA sets out the priorities for a local area agreed between central government and a local area (the local authority and Local Strategic Partnership) and other key partners at the local level. In Cumbria the document is titled the Cumbria Agreement.</p> <p>www.cumbriastrategicpartnership.org.uk/cumbria_agreement</p>
LTP	<p>Local Transport Plan</p> <p>Is the strategy, policy and spending plan for transport in the County and is produced by Cumbria County Council.</p> <p>www.cumbria.gov.uk/roads-transport/transportplan</p>
MTI	<p>Market Towns Initiative</p> <p>The Market Town Initiative involves the local community in deciding which aspects of the town could be improved and developing an action plan for its future regeneration. These action plans exist for Millom and Egremont.</p>
NGO	<p>Non Government Organisation</p> <p>A non-governmental organisation is one that is not directly part of the structure of government.</p>
NWDA	<p>North West Development Agency</p> <p>The Northwest Regional Development Agency leads the economic development and regeneration of the Northwest.</p> <p>www.nwda.co.uk</p>
RSL	<p>Registered Social Landlord</p> <p>Registered social landlords provide homes and housing services to people in housing need. There are various types of organisations; many are housing associations or housing cooperatives, some are charitable trusts and others are known as local housing companies.</p>
SCI	<p>Statement for Community Involvement</p> <p>The Statement for Community Involvement sets out the Council's intended approach to involving partners, interested parties and the community in the production of the Local Development Framework and major development control decisions.</p>
SME	<p>Small and Medium Enterprises</p> <p>Are companies whose headcount or turnover falls below a certain limit.</p>
WCSMP	<p>West Cumbria Strategic Masterplan</p> <p>The Masterplan will set an ambitious agenda for the region to enable it to respond to the challenges facing the area.</p> <p>www.westcumbriavision.co.uk</p>

WCSP**West Cumbria Strategic Partnership**

Is a partnership which brings together the voluntary, private and public sectors to develop shared vision, priorities and outcomes and joint working to achieve social, economic and environmental well-being of the area (also referred to as the LSP). The partnership vision, etc is expressed within the Sustainable Communities Strategy for West Cumbria.

www.westcumbrialive.com

WLR**West Lakes Renaissance**

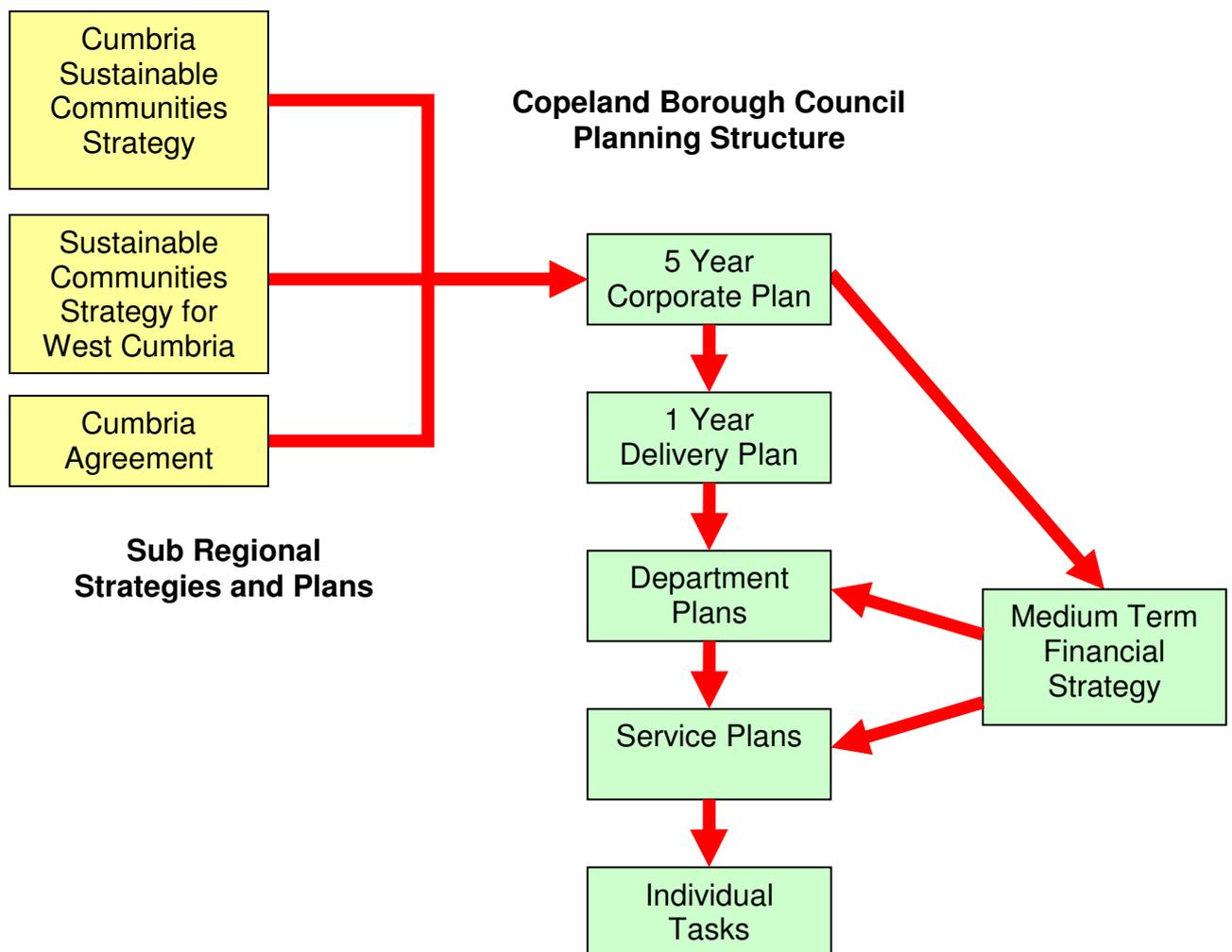
West Lakes Renaissance, the Urban Regeneration Company for Furness and West Cumbria.

www.westlakesrenaissance.co.uk

Annex 1 - The Planning Structure

This 5 year plan will sit within the wider regional and sub regional structure of plans and strategies; as well as providing the direction for the Council's one year delivery plan and individual department and service plans. Further detail of actions to meet the corporate plan objectives can be found in these documents.

The diagram below shows the link between the regional strategies and plans and the Council's internal planning structure.



Cumbria Sustainable

Communities Strategy: The agreed vision and strategy for Cumbria for the next 10 years.

Sustainable Communities

Strategy for West Cumbria: The Strategy contains the shared vision, priorities and outcomes of partners in West Cumbria.

Cumbria Agreement:	The Local Area Agreement defines the shared priorities across partner organisations in Cumbria.
1 Year Delivery Plan:	This document sets out what Copeland Borough Council will do over the next year to support the delivery of the 5 year plan.
Department Plans:	These documents detail what each department will do to support the achievement of the corporate plan and the 1 year delivery plan; and to meet its statutory requirements.
Service Plans:	These documents detail what each service area will do to support the achievement of the corporate plan and the 1 year delivery plan; and to meet its statutory requirements.
Medium Term Financial Strategy:	The strategy aims to provide the means by which the Council intends to achieve its vision and priorities as stated in the Corporate Plan, and results in priority based budgeting. The Strategy covers a rolling three year period so that the Council can plan ahead; it includes expenditure forecasts and projected funding.