

This is 'a refresh' of the Corporate Plan at the mid point of its lifespan. Pages 4 and 5 set out the purpose of the Corporate Plan and the external and internal influences which impact on the plan. The Committee is invited to make comments on the Plan as part of the consultation process.

COPELAND BOROUGH COUNCIL

CORPORATE PLAN 2005/07

06 Jan 06

Foreword

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

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.

Because of these factors the Council has decided that its main priorities are:

- Creating and Sustaining a Healthy Local Economy
- Quality of Life
- A Well-Managed Council Striving for Excellence

Politics & Size

The council comprises 51 Councillors and is controlled by the Labour party. The Borough includes 29 parish councils. It has adopted a leader and cabinet 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:

FULL COUNCIL

Sets policy and budget framework
Takes important strategic decisions

EXECUTIVE

Takes decisions within policy framework

OVERVIEW AND SCRUTINY

Holds Executive to account
Scrutinises Decisions/Reviews policy

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. 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.

Introduction

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 are brought together. It sets out the Council's main priorities for change and improvement in the future, 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.

What Are the Council's Priorities?

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

- Managing the impact of the nuclear industry on the local community
- Creating and sustaining a healthy local economy
- Improving quality of life and social inclusion
- Developing the Council's services to customers to increase accessibility and efficiency
- Ensuring that services for which the Council is responsible are well-managed and provide value for money

The Council identified these priorities during the Comprehensive Performance Assessment in 2005 and Best Value and other inspections of services. 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 the same.

The Council has set itself targets for improvement across a number of areas for 2006/7, which may relate to outward-facing customer services, for example increasing the Council's recycling rate or extending the work in communities to increase availability of cultural services.

Increasing inward-looking corporate capacity is also included 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.

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.

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 objectives to deliver the partnership improvements for which the Council is responsible.

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 should be clear and direct, so that the reader can 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.

Services 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

It is now recognised that the Corporate Plan could be a more influential strategic document if it had a longer timescale, to give a stronger 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, for example through a medium-term financial strategy and a pay and workforce strategy.

Mission Statement & Values

Our Mission Statement

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

Our Values

- 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

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
No	Action	
Responsible Member		
Responsible Officer		
Smart Target	Targets	

Creating and Sustaining a Healthy Local Economy

Under this priority we include the following themes:

- **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 Governments 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.

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):

- HLE4 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)
- HLE 1 Influence and strengthen local, regional and national nuclear related policies to ensure Copeland's needs are reflected
- HLE5 Seek to create a physical infrastructure that increases Copeland's ability to compete in the global economy
- HLE3 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

Objective Ref:	Influence and strengthen local, regional and national nuclear related policies to ensure Copeland's needs are reflected
HLE1	<p><i>Key actions to achieve the objective:</i></p> <ul style="list-style-type: none"> ▪ Achieve a joint national local government policy statement on nuclear legacy issues with NuLEAF ▪ 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 ▪ Engage with central government's development of national nuclear policies through CORUM and DEFRA the current Energy Review and other national processes.
Leader	
Head of Nuclear Policy & Sustainability	
Targets	<ul style="list-style-type: none"> ▪ PI_E1_01 – Provide a clear Council planning framework which supports our nuclear policies by end of July 2006 ▪ PI_E1_02 – Ensure RSS and County Waste and Minerals plan supports our position ▪ PI_E1_03 – Prepare a lobbying strategy aimed at central government, national influencing and decision-making bodies by May 2006 ▪ PI_E1_04 – Work with NuLEAF to achieve a joint local government policy statement on nuclear legacy issues by July 2006

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	<i>Key actions to achieve the objective:</i>
Economic Infrastructure	<ul style="list-style-type: none"> ▪ Seek acceptance by government to the principle of measures to offset local detriment from radioactive waste ▪ Actively identify the nature of an offset package that may make it acceptable for Copeland to host the presence of radioactive waste permanently ▪ Seek the views of the community on options
Head of Nuclear Policy & Sustainability	
Targets	<ul style="list-style-type: none"> ▪ PI_E2_01 Prepare community prospectus, incorporating offset measures, for potential Drigg tenderers by May 2006 ▪ PI_E2_02 Prepare a specific proposal to the NDA on the Low Level Waste Repository at Drigg by June 2006 ▪ PI_E2_03 – Agree principles to offset nuclear detriment by June 2006 ▪ PI_E2_04 – Prepare a proposal to government on the terms and conditions required to consider the storage and/or disposal of radioactive waste in Copeland by September 2006 ▪ PI_E2_05 – Secure legal advice on the potential for fighting any imposed central government decision affecting Copeland by July 2006 ▪ PI_E2_06 – Secure research on the potential negative financial impact to the government and nuclear industry of not resolving the radioactive waste issue quickly by June 2006 ▪ PI_E2_07 – Prepare clear communications plan to secure the views of local politicians, local community bodies and other local organisations by Jan 2007 ▪ PI_E2_08 – Prepare robust strategy to win national political support by September 2006

Objective Ref:	Seek to maximise economic development benefits arising from the nuclear industry	Floor Target 9, 10
HLE3	<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_E3_01 – Seek to secure a commitment for a Nuclear academy by March 2007 ▪ PI_E3_02 - Support the development of new build power generators by and the reopening of Thorpe by September 2006 ▪ PI_E3_03 – Ensure there is a clear programme to support local industries by December 2006 ▪ PI_E3_04 – Seek to secure 50 jobs in follow-on investment (following NDA) by April 2007 ▪ PI_E3_05 - Support the development of knowledge based industries related to and diversified from the nuclear industry by April 2007 ▪ PL_E3_06 - Agree with the NDA mechanism for funding socio economic activities by April 2007 ▪ PI_E3_07 - 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 ▪ PL_E3_08 - 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 ▪ PL_03_09 – Secure commitment from the NDA to including specifications re socio economic responsibilities (and community engagement in the latter) in contracts of first and second tiers ▪ PL_03_10 – Any additional targets arising from the West Cumbria Masterplan process to be added when available in Summer 2006 	

Objective Ref:	Seek to create a business environment that increases Copeland's ability to compete in the future global economy	Floor Target 10
HLE4	<i>Key actions to achieve the objective:</i>	
Business Growth		
Head of Regeneration	<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 ▪ Develop our towns as key economic drivers ▪ Develop the Tourism industry ▪ Agree a strategy and action plan with partners to promote Copeland's image ▪ Deliver relevant West Cumbria Strategic Forum Masterplan actions ▪ Ensure that supporting infrastructure such as housing, education and leisure are developed to support the business environment 	
Targets	<ul style="list-style-type: none"> ▪ PI_E4_01 – Feed into the Cumbria Vision review of business support and investigate the development of a business support agency network for Copeland – by June 2006 ▪ PI_E4_02 – Carry out feasibility exercise on developing a Copeland business partnership by July 2006 ▪ PI_E4_03 – Review with partners the marketing, branding and promotion of West Cumbria – part of master-planning exercise by September 2006. ▪ PI_E4_04 - Support the re-establishment of the Western Lake District Tourism Partnership, delivered under contract by the Cumbria Tourist Board – July 2006 ▪ PI_E4_05 – Visitor spend (5% increase on previous year for 2006/07) (base figure to add in April) ▪ PI_E4_06 – Seek with partners to secure agreement to a university campus by March 2007 ▪ PI_E4_07 – Ensure that programmes such as Housing Market Renewal and other initiatives in the broad quality of life area address the needs of business – April 2007 ▪ PI_E4_08 - Secure commitment to the development of a hotel in Whitehaven ▪ PI_E4_09 – Any additional targets arising from the West Cumbria Masterplan process to be added when available in summer 2006 	

Objective Ref:	Seek to create a physical infrastructure that increases Copeland's ability to compete in the global economy	Floor Target 7, 10
HLE5	<i>Key actions to achieve the objective:</i>	
Economic Infrastructure Head of Regeneration	<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. ▪ Encourage ICT use and development in local business ▪ Improve the environment and specifically the public realm 	
Targets	<ul style="list-style-type: none"> ▪ PI_E5_01 – Achieve outputs from Connecting Copeland Business Support Project by December 2006: <ul style="list-style-type: none"> ○ Total SMEs assisted 120 ○ SMEs 80 ○ Increased sales £900,000 ▪ PI_E5_02 –% increase in the take up of broadband over 2005/06 (figure to add in April) ▪ PI_E5_03 – Ensure the West Cumbria Masterplanning work fully addresses Copeland Access ▪ PI_E5_04 – Increase business floor space by 10,000 square meters by April 2007. In particular review the potential of bringing back into significant use: <ul style="list-style-type: none"> ○ Kangol Buildings Cleator ○ One industrial estate ○ Any buildings at Marchon ▪ PI_E5_05 - Inclusion of key schemes as priorities in the Local Transport Plan ▪ PI_E5_06 – Continue to support the A595 Parton/Lillyhall Improvement ▪ PI_E5_07 – Secure agreement to highways improvements contained within the Whitehaven Regeneration Programme by April 2007 ▪ PI_E5_08 – Any additional targets arising from the West Cumbria Masterplan to be added when available in Summer 2006 	

Objective Ref:	Area based regeneration activities	Floor Target 9, 10
HLE6	<p><i>Key actions to achieve the objective:</i></p> <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 ▪ 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) ▪ Contribute to the deliver of Government employability and worklessness floor targets 	
Business Growth		
Head of Regeneration		
Targets	<ul style="list-style-type: none"> ▪ PI_E6_01 – Deliver the Whitehaven Regeneration Programme Implementation Plan by June 2006 ▪ PI_E6_02 – Secure funding for key sites required for the delivery of the Whitehaven Regeneration Programme and acquire by April 2007 ▪ PI_E6_03 – Progress the Whitehaven Regeneration Programme proposals through the statutory planning process ▪ PI_E6_04 – Complete the Market Town Initiative delivery plans by May 2007 ▪ PI_E6_05 – Participate in the development of regeneration initiatives for Cleator Moor and support the delivery of action plans by April 2006 ▪ PI_E6_06 – Develop plans for sustaining activity in South Whitehaven post SRB by April 2007 ▪ PI_E6_07 – Deliver relevant actions from the Neighbourhood Renewal Programme in South Whitehaven ▪ PI_E6_08 – Work with partners to review policies and activity in rural areas of the Borough with a view to bringing forward proposals by September 2006 ▪ PI_E6_09 – Any additional targets arising from the West Cumbria Masterplan process to be added when available in summer 2006 	

Objective Ref:	Influence responsible bodies to improve the level of skills and qualifications of local people	Floor Target 7, 9
HLE7	<p><i>Key actions to achieve the objective:</i></p> <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 	
Regeneration		
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 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 – Any additional targets arising from the West Cumbrian Masterplan process to be added when available in summer 2006 	

Quality of Life

Under this we include the following themes:

- **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.

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 prevent Crime
- QL5 Seek to maximise educational achievement and lifelong learning
- QL7 Support stakeholders to build community life

QL 4 Take action to ensure housing in Copeland meets the social, environmental and economic needs of the community

QL6 Minimise waste, maximise recycling and care for the environment

Objective Ref:	Promote healthy lifestyles:	Floor Target 1, 2, 3, 4, 6
QL 1	<i>Key actions to achieve the objective:</i>	
Health & Diversity		
Head of Leisure & Environmental Services	<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	
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_QL_05 - A 3% increase in attendances by the Council's target groups at Sports facilities managed by the Trust▪ PI_QL_06 - Have at least one event to promote healthy behaviour within the Council by 31st March 2007▪ PI_QL_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 - Establish clear proposals on hospital facilities for West Cumbria ▪ PI_QL2_04 - Identify appropriate sites for hospital facilities 	

Objective Ref:	Enhance community safety and prevent crime	Floor Target 4, 6, 8
QL3	<p><i>Key actions to achieve the objective:</i></p> <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 ▪ 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 	
Housing & Community Safety		
Head of Regeneration		
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 –Phil can we have a number as well as a % ▪ PI_QL4_04 - Achieve relevant targets in the Safer and Stronger Communities action plan 	

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
QL4	<p><i>Key actions to achieve the objective:</i></p> <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_QL4_01 - The percentage of Copeland Homes dwellings that meet the decent homes standard to be in line with the Copeland Homes investment programme. ▪ PI_QL4_02 - Effectivly monitor Copeland Homes performance - establish regular liaison meetings ▪ PI_QL4_03 - Less than 2 weeks stay (by homeless residents) in Bed & Breakfast accommodation ▪ PI_QL4_04 - 70% of new homes built on previously developed land (BVPI 106) ▪ PI_QL4_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_QL4_06 - Deliver the Housing Market Renewal Strategy for the Copeland area of West Cumbria for 2005/07 	

Objective Ref:	Seek to maximise educational achievement and lifelong learning	Floor Target 1, 2, 3, 4, 6, 8
QL5	<p><i>Key actions to achieve the objective:</i></p> <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 	
Leader		
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 NWEO 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:	Minimise waste, maximise recycling and care for the environment	Floor Target 8
QL6	<p><i>Key actions to achieve the objective:</i></p> <ul style="list-style-type: none"> ▪ Deliver the “stronger” elements of the Safer and Stronger Communities action plan including: - <ul style="list-style-type: none"> 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 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 	
Environmental & Cultural Services		
Head of Leisure & Environmental Services		
Targets	<ul style="list-style-type: none"> ▪ PI_QL6_01 - Have a County wide Waste Strategy in place by June 2006 ▪ PI_QL6_02 - Deliver the relevant actions within the Waste Strategy ▪ PI_QL6_03 - Copeland in the top 25% of District Councils for performance for kg household waste generated per capita ▪ PI_QL6_04 - Copeland in the top 25% of District Councils for performance for % waste composted ▪ PI_QL6_05 - Copeland in top 25% of District Councils for performance for % household waste recycled ▪ PI_QL6_06 - 200 businesses to be checked for valid waste transfer licence ▪ PI_QL6_07 - At least 24 third party sites cleaned up as a result of enforcement action ▪ PI_QL6_08 - At least 8 environmental friends/community groups ▪ PI_QL6_09 - Deliver the relevant actions identified within the Cleaner, greener, safer funding proposal ▪ PI_QL6_10 - Adopt a strong prosecution policy in 100% of cases where relevant under the Clean Neighbourhoods & Environment Act 2005 	

Objective Ref:	Support stakeholders to build community life	Floor Target 4, 6, 8
QL7	<p><i>Key actions to achieve the objective:</i></p> <ul style="list-style-type: none"> ▪ Work with Cumbria Association of Local Councils (CALC) to promote the Quality Parishes initiative. ▪ 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 	
Resources and Local Democracy		
Head of Leisure & Environmental Services Corporate Director (Quality of Life)		
Targets	<ul style="list-style-type: none"> ▪ PI_QL7_01 - Work with at least two Copeland parishes help achieve Quality Parish status ▪ PI_QL7_02 - Develop a Parish Charter for Copeland ▪ PI_QL7_03 - Host at least one meeting with Parish Councils to listen to their issues. ▪ PI_QL7_04 - Invest in community led arts projects to assist them in levering in additional funding at a ratio of £15 additional investment for every £1 of Copeland's money ▪ PI_QL7_05 - 6 'In Bloom' community groups and 6 awards in Cumbria in Bloom ▪ PI_QL7_06 - 15 schools participating in the 'Learning through Landscapes' scheme ▪ PI_QL7_07 - Deliver the relevant actions in the Safer and Stronger Communities proposal. ▪ PI_QL7_08 - Support local partnerships in Egremont and Millom through the Market Town Initiative and develop role support in Cleator Moor 	

A Well-Managed Council Striving for Excellence

Under this priority we include the following themes:

- **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.

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 Deliver services that meet the needs of customers
- OQ2 Uses systems and resources efficiently
- OQ3 Have in place secure corporate governance arrangements
- OQ4 Work with an improving LSP that is securing benefits for its community
- OQ5 Promote an effective & secure Housing Benefit & Council Tax system

Objective Ref:	Putting the Customer at the heart of everything that we do
OQ1	<p><i>Key actions to deliver the objective:</i></p> <ul style="list-style-type: none"> ▪ Customer First Project - deliver Action Plan and improve customer satisfaction ▪ 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
Deputy Leader	
Head of Customer Services Head of Legal and Democratic Services	
SMART Targets	<ul style="list-style-type: none"> ▪ PI_OQ1_01 – Local press coverage - % of press releases used by the media ▪ PI_OQ1_02 – Implement actions from the Community Strategy ▪ PI_OQ1_03 – 50% Customers overall satisfied with the council by Feb 2007 ▪ PI_OQ1_04 – 30% Complainants satisfaction with handling of complaint ▪ PI_OQ1_05 – Achieve Level 2 of the Equality Standard for Local Government by March 2007

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
Deputy Leader	<ul style="list-style-type: none"> ▪ 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
Head of Policy & Performance, Head of Finance and Business Development	<ul style="list-style-type: none"> ▪ PI_OQ2_01 –Process Improvement Team identify savings in excess of their operating costs ▪ PI_OQ2_02 –Gershon efficiency targets achieved in 2005/06 and 2006/7 ▪ PI_OQ2_03 –Review progress of job evaluation nationally & regionally ▪ PI_OQ2_04 - Quarterly performance reports on time and complete ▪ PI_OQ2_05 – Our own annual internal assessment of performance management using the Audit Commission/IDeA framework shows overall improvement ▪ PI_OQ2_06 - 3 year financial strategy in place by September 2006 ▪ PI_OQ2_07 – Consolidating Efficient Government Strategy in place by June 2006
SMART Targets	

Objective Ref:	Proper & appropriate Governance arrangements
OQ3	<p><i>Key actions to deliver the objective:</i></p> <ul 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 style="list-style-type: none"> ▪ PI_OQ3_01 - Good external 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> <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 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. 	
Leader		
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 at English level 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 	

Objective:	Promote an effective and secure Housing Benefit and Council Tax Benefit service
OQ5	<i>Key actions to deliver the objective:</i> <ul style="list-style-type: none"> ▪ Provide an effective Housing Benefits service to the standards set out in the DWP Performance standards.
Leader	
Head of Customer Services	
SMART Targets	<ul style="list-style-type: none"> ▪ PI_OQ5_01 - Process new claims in 35 days (BVPI 78a) ▪ PI_OQ5_02 - Process change of circumstances in 9 days (BVPI 78b)

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.