

## **CORPORATE PLAN 2013-2015**

**EXECUTIVE MEMBER:** Councillor Elaine Woodburn  
**LEAD OFFICER:** Paul Walker, Chief Executive  
**REPORT AUTHOR:** Penny Mell, Head of Policy and Transformation

### **WHAT BENEFITS WILL THESE PROPOSALS BRING TO COPELAND RESIDENTS?**

The report refers to the Council's Corporate Plan which sets out the Council's new strategic direction for 2013-15. The Council is responding to unprecedented challenges around the future role of local government, driven by a series of fundamental changes to the national policy framework and significant reductions in funding, which are expected to continue to at least 2017.

### **WHY HAS THIS REPORT COME TO THE EXECUTIVE? (eg Key Decision, Policy recommendation for Full Council, at request of Council,etc.)**

The report and accompanying Corporate Plan and Corporate Policy Framework requires an Executive recommendation to Full Council.

### **RECOMMENDATIONS:**

It is recommended that Council

1. Agree the Corporate Plan 2013-15 at Appendix A.
2. Agree the Corporate Policy Framework at Appendix B including those policies which will (A) Retained; (B) Introduced in 2013/14; (C) Deleted.
3. Agree that the Executive review the Corporate Plan in line with corporate policy framework and make any minor amendments as necessary

## **1. INTRODUCTION**

- 1.1 The report introduces the new Corporate Plan which sets out Copeland Borough Council's strategic direction and priorities for 2013-15. The Corporate Plan is a key strategic document which sets the direction of the Council and the context in which future decisions and allocation of resources will be taken.

- 1.2 The Corporate Plan will be supported by the new Corporate Policy Framework. This has been revised and includes proposals to (A) Retain; (B) Introduced new policies from 2013/14 onwards to reflect new requirements and consolidate existing organisational practices where appropriate; and (C) Delete those where substantial changes are required or where the requirements have been superseded. These proposed changes are designed to bring the framework in line with the Council's revised Corporate Plan and the resources available to implement such strategies and policies. Where policies are proposed for deletion, a formal close down process will be undertaken to complete any associated actions, communicate the changes to stakeholders and ensure that any residual actions are allocated to appropriate teams within the Council. This process also recognises the substantial policy changes taking place at a national, regional and local level including:
- Removal of Regional Development Agencies and replacing these with Local Enterprise Partnerships (LEPs)
  - The transfers of the Public Health remit from Primary Care Trusts (PCTs) to County Councils
  - Welfare Reform – changes to the administration of benefits and move towards 'digital by default' access to benefit services
  - Open Public services and Localism – creating new rights for communities and others to get involved in the direct delivery of local services within local areas
  - Localisation of Council Tax and changes to Business Rates
- 1.3 The Corporate Plan, setting out our revised mission and priorities, is key to the Council meeting the financial challenges in the years ahead. As such, we published the proposed corporate policy framework, alongside our budget savings proposals, in our consultation document "Our proposed budget savings 2013-15 – the future role of the Council". These are set out in Box 1 below.

**BOX 1*****Vision***

- Work to improve lives, communities and the prosperity of Copeland’.

***Proposed Mission***

The consultation proposed a new Mission statement. This was designed to communicate that changed nature of the Council and was:

- “A small and flexible Council that works with partners to arrange services for residents in Copeland”

***Proposed Priorities***

The consultation proposed the following priorities:

- Deliver efficient and effective statutory services
- Be an effective public service partner so we can get the best deal for Copeland
- Alongside others make our contribution to Copeland as a place that people are proud of.

- 1.4 This revised vision, mission and priorities reflected our analysis of the changes in the national policy framework and the projected financial savings required by 2015 at the time of the consultation. We reflected this analysis in the development of our mission statement acknowledging that we will be a smaller organisation in future and the development of our priorities, focusing on statutory and not discretionary service provision and our continued focus on working in partnership.

**2. CORPORATE PLAN 2013-15**

- 2.1 Since the proposed vision, mission and priorities; and budget savings were published; the national and local picture has continued to develop. The Council has had to continue to respond to uncertainties, as well as address emerging issues and consequences arising from this changing national policy framework. For example, the final grant settlement, council tax technical reform and business rates retention.
- 2.2 Taking into account the themes emerging from the consultation process and the factors outlined above, the following Vision, Mission and Priorities are proposed:

## **A vision for Copeland**

- 2.3 We have worked with our partners and communities to develop our Sustainable Communities Strategy, the Copeland Partnership Plan. The Plan sets out the vision for Copeland as a place by 2020. We are one of many partners aiming to work together to deliver this vision. In future, our commitment to the Plan will continue and be focussed upon the areas where we believe we can have the most influence and impact given our corporate priorities and the resources available to us. In this way, we are proposing to no longer carry a separate vision statement for the Council as our ambitions regarding Copeland as a place are expressed within the Copeland Partnership Plan.

### *Sustainable Community Strategy: Vision for Copeland*

- Be a strong, diversified and well connected economy, with a growing, appropriately skilled population with high employment.
- Protect and enhance its special natural environments and be recognised by all as an area of outstanding natural beauty and vibrant lifestyle, which attracts a diverse population and visitor profile.
- Be home to a strong and healthy community, which offers (all of its) people a good quality of life and enables them to play a full part in their community and locality.
- Be globally recognised as a leading nuclear, energy, environment and related technology business cluster, building on its nuclear assets and its technology and research strengths.

## **Our Mission**

- 2.4 It is proposed that the Council's mission becomes:

***“An effective Council that works with partners and communities to arrange services for residents in Copeland”.***

- 2.5 This reflects feedback received and clearly recognises the role, responsibilities and importance of others as well as ourselves in the arranging and delivering services in Copeland. We will continue working in partnership with our statutory and voluntary partners, and our communities.

## **Our Priorities**

- 2.7 Given our analysis of the financial forecast for local government up to and including 2017 we are proposing to prioritise the delivery of statutory

services, ones for which we have a legal duty. With the remaining resources, we are proposing to invest these in our key strategic partnerships including our communities, in order to bring about wider-socio economic benefits for Copeland.

2.8 It is therefore proposed that the Council's priorities for 2013-15 are to:

- Deliver efficient and effective statutory services.
- Be an effective public services partner so we can get the best deal for Copeland.
- Working in partnership with communities

### **3. EQUALITY AND DIVERSITY**

3.1 The main aim of the corporate plan is a strategic planning document for the council, setting out the council's key priorities for the next two years and our approach to transforming the way the council delivers statutory services and works with others so we can deliver the best outcomes for Copeland within significantly reduced financial resources.

3.2 All residents, visitors, businesses, staff, inward investors and partners are affected by this plan.

3.3 The Council will ensure that it continues to meet its obligations under the Equality Act 2010 and the Public Sector Equality Duty by adopting a needs led approach to everything it does. Policies and strategies relating to this Corporate Plan will continue to be measured for equality and diversity implications and opportunities to ensure they are developed to promote equality and fair access for all.

### **4. CONCLUSION**

4.1 In recognising the need to review its existing Corporate Plan, the Executive commenced an intensive period of work during 2012 to review the existing policy framework. These were outlined in the Council's public consultation document "Our proposed budget savings 2013-15 – the future role of Council".

4.2 The themes emerging from the public consultation process have been carefully considered alongside and in the context of an on-going and emerging national policy picture. These factors have formed the basis of the new Corporate Plan 2013-15. As a result, the Corporate Plan 2013-15 sets a new strategic direction for the Council going forward which will support new approaches and a new way of working in challenging times.

- 4.3 The proposed Corporate Plan is attached at Appendix A and the proposed revised Corporate Policy Framework is attached at Appendix B. Both are recommended to Full Council.

## **5. STATUTORY OFFICER COMMENTS**

- 5.1 The Monitoring Officer's comments are: Proposals are appropriate and proportionate in context of the Council's reducing resources and need to concentrate these on statutory and partnership priorities.
- 5.2 The Section 151 Officer's comments are:
- 5.2.1 The new financial settlement from Government requires us to refocus our efforts and resources on the areas where we have statutory responsibilities in support of the vision for the area. This will mean that we will need to change our relationship with key partners and work differently to hold them account to their part of the delivery of the Copeland vision. Our new top three priorities will form the basis of our financial planning and resource planning going forward. This is essential given our current settlement and the anticipated future settlements from national government. We can no longer do everything we use to do so we will need to ensure that we adhere to these priorities when we make subsequent decisions.
- 5.3 EIA Comments:
- 5.3.1 As referred to at Section 4 of the report.
- 5.4 Policy Framework comments:
- 5.4.1 The report sets out the revised corporate policy framework for the Council setting the strategic direction for the organisation for 2013-2015.
- 5.5 Other consultee comments, if any: None.

## **6. HOW WILL THE PROPOSALS BE PROJECT MANAGED AND HOW ARE THE RISKS GOING TO BE MANAGED?**

- 6.1 The Corporate Plan implementation will be monitored by the Executive on a quarterly basis. The Corporate Policy Framework will be kept under review.

**7. WHAT MEASURABLE OUTCOMES OR OUTPUTS WILL ARISE FROM THIS REPORT?**

- 7.1 The report results in a clear mission and set of priorities for the Council. It will also be based on Key Performance Indicators (KPIs) and an effective performance management framework.

**List of Appendices**

Appendix A – Corporate Plan 2013-15

Appendix B – Corporate Policy Framework

**List of Background Documents:**

The Role of the Council in 2015 – A Consultation on our Future Role and Budget Proposals for 2013-2015 (Executive 2 October 2012 and Full Council 15 October 2012)

# Foreword: From the Leader of the Council and the Chief Executive

Welcome to our Corporate Plan 2013 – 2015. This document is our key strategic document. It sets out the main challenges facing the council, the borough and outlines our plans to tackle them over the next two years.

Central Government funding has been cut and we face the challenge of meeting community expectations with significantly less money. Copeland was one of the hardest hit councils, with almost a third of our funding from Government cut over the four years from 2011 to 2015. During the period of this Corporate Plan we will need to save at least a further £2.69 million. This taken together with changes in Council Tax, Business Rates and the costs of providing services throughout our district all pose significant challenges for Copeland.

We must respond to these challenges positively if we are to serve the needs of Copeland in the best way we can. In 2012/13 we delivered a balanced budget whilst maintaining our core services. We collected waste from approximately 32,000 households, processed 530 planning applications, processed approximately 20,000 revenues and benefits forms and took 65,000 calls through our customer contact centre. We remained a core partner in Britain's Energy Coast which has allocated over £33 million to regeneration projects in West Cumbria and attracted £5.5 million Regional Growth Fund to invest in local businesses.

We are also on track to deliver all of the projects and objectives in our current Corporate Plan. We have also made significant progress redeveloping our website to create quick, easy and efficient access to information and make services available on-line, more conveniently for our customers.

In looking forward, we will continue to take the initiative. We are setting clear priorities for future, continuing to invest in priority services, supporting economic growth and radically transforming the way we organise ourselves and deliver services.

We recognise we can't do this alone. We will work with businesses, the voluntary sector, other public sector organisations and, most importantly, with our communities to plan and deliver what is needed locally. Our mission for the future is to be, **"an effective Council that works with partners and communities to arrange services for residents in Copeland"**.

## Copeland: An introduction

Copeland is situated on the west coast of Cumbria, extending over 737km<sup>2</sup> with a population of approximately 70,000. The population of the borough is expected to change over the next 20 years with increasing numbers of people aged over 60 and fewer younger people.

Copeland is a place of contrasts. 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, Copeland also plays host to Europe's largest nuclear facility, Sellafield covering over two square miles. The majority of our residents live near the coast with most residents living in our main service centres of Whitehaven, Egremont and Cleator Moor in the north of the borough, and Millom in the south.

The nuclear sector and its supply chain is the major employer within the area, employing over 60% of all employees in Copeland with 72% of employees on site being Copeland residents. Historically, the pay levels for those directly employed within the sector have been significantly higher than other jobs available within the local economy. This is reflected by our weekly wage level which stands at an average £653.70 per week for full time workers for Copeland in 2012. The jobs created at Sellafield enable many of our residents to realise their aspirations. Whilst this is positive for many families within Copeland, for others their experience of living here is different. Some of our residents experience unemployment, survive off low incomes, suffer financial exclusion (no bank account or access to appropriate credit), use food banks, live in houses which don't meet modern standards and lack skills and experience which hinder their ability to take advantage of job opportunities. Whilst this is not everybody's experience of Copeland, nor is it unique to us, our commitment is to arrange services and make policy decisions which take into account the needs of these families and residents.

### *Key facts:*

- Our **youth unemployment** is above national levels with 7.5% of the total number of 16-24 year olds in December 2012 claiming Job Seekers Allowance.
- More than 6,700 households in Copeland are in **fuel poverty**, levels which are above the rest of the country.
- There are 5,500 people **claiming housing benefit**.
- The **GCSE attainment rate** of 5 A\*-C's in Copeland, is 48%, compared with a national average of 58.2% and a Cumbrian average of 57%. 13% of working age people have **no qualifications**.
- There are a total of 2,515 children aged between 0-19 years currently **living in poverty**.
- **Life expectancy** varies by 9.6 years according to where you live in the borough, with overall life expectancy below the national average
- Parts of Copeland are some of the **most deprived** areas in the country, with the proportion of low income households above national levels, and 38% of households have a limiting long-term illness.

- Crime rates fall year on year, however, **domestic violence** continues to be one of the priorities for the county with 46% of victims of domestic violence in the borough being repeat victims.

As well as Sellafield creating jobs, significant sums of public money – some **£1.6 billion** each year is spent at Sellafield. This amount of public money should create opportunities to dramatically transform the economic and social circumstances of Copeland. Getting the best from such public expenditure should include: supporting conditions for business growth; job creation and diversification; and skills development. A challenge for us as a Council is to represent our community's needs and lobby for the best possible outcomes. This would also reflect our role in storing and managing high level nuclear waste on behalf of the nation. For each pound of public money spent at Sellafield, we should aim retain the maximum amount of value for all of our communities.

We are here to represent resident's needs and to look to the future in the decisions we make. In looking forward we believe that we can have a positive impact on our residents lives by delivering statutory services, working in key strategic partnerships and working with the community. Given the impact of the Government's austerity measures on Local Government funding, we will need to make some tough decisions. We have started this process by agreeing our Mission and Priorities for the term of this plan given our financial settlement from government.

#### **Our mission:**

"An effective Council that works with partners and communities to arrange services for residents in Copeland"

#### **Our priorities are:**

- Deliver efficient and effective statutory services
- Be an effective public service partners so we can get the best deal for Copeland
- Working in partnership with communities

#### **In delivering against our mission and priorities we will make our contribution to the Sustainable Community Strategy which sets out the vision for Copeland as 2020 as:-**

- Be a strong, diversified and well-connected economy, with a growing, appropriately skilled population with high employment;
- Protect and enhance its special natural environments and be recognised by all as an area of outstanding natural beauty and vibrant lifestyle, which attracts a diverse population and visitor profile;
- Be home to a strong and healthy community, which offers (all of its) people a good quality of life and enables them to play a full part in their community and locality.
- Be globally recognised as a leading nuclear, energy, environment and related technology business cluster, building on its nuclear assets and its technology and research strengths.

## A Transformed Organisation

Over the last two years we have delivered a significant efficiency savings programme. However, to continue to deliver services within the financial settlement from Government, (which is set to reduce further until 2017), we now need to radically and dramatically change the way in which we organise ourselves. This will bring about change for residents, councillors, staff and our partners.

In order to help navigate this process of change, we have a set of guiding principles for how we operate. We will:

- Focus on the delivery of statutory services that reflect our statutory role and remit.
- Be evidenced-based and needs led.
- Deliver seamless services to create better outcomes for our communities.
- Have defined relationships with credible partners,
- Have clarity about what we do and what others do
- Value local decision-making and encourage community participation.
- Invest in and make the best use of technology in the delivery of services.
- Support our staff through change
- Support councillors to lead this change process in their communities

We will also develop new ways of working. We already have some experience of these but the scale and pace of this change will be much greater than before. We need to do this because we cannot afford to stay as we are. We will:

- Commission more of our services in future and directly deliver less.
- Look for new and different partners to help sustain services in future.
- Investigate the potential advantages of pooled budgets.
- Work with partners, including other local councils, to develop shared services and enhanced two tier working, to help reduce our running costs.

In order to make these changes, we will be delivering a number of exciting and ambitious projects. These projects will require some investment from us and we will prioritise those projects which improve service delivery to customers, reduce our running costs and ensure we are strong and resilient.

Some of these projects include:

- Implementing mobile working technologies for employees and councillors to increase productivity, reduce mileage and reduce our carbon footprint
- Develop our contact centre in order to make our services more accessible, and to be able to resolve more customer queries in the most efficient way
- Launch our new website and smart phone technology so residents can access more services, at a time and place to suit them, more easily
- Fully automate our processes where possible, thus reducing red tape, delays and costs
- Invest in wireless technology and support broadband improvements
- Work with neighbouring authorities to progress on a shared services agenda

## **What this means**

We will be very different by 2015. Our change programme will help all of our stakeholders to understand the changes required and how to prepare for them.

### **For our residents and customers**

- We will provide fewer services in future and the level of service you currently experience may change
- Our services will be easier and quicker to access through our website and the customer contact centre
- Access to our online services with support from our customer services officers
- There will be more opportunities to get involved through the Community Asset Transfer, providing feedback on the services and helping to shape what is needed
- We will continue to help those in need, through the delivery of our statutory services
- Continue to promote equalities and challenge inequality in our policy decisions and design of our services.
- We will continue to represent community needs with our key strategic partners
- We will remain accountable and transparent
- We will demonstrate value for money

### **For our staff**

- There will be an agile working environment, which will be supported by investment in technology and changes to working practices
- An increase in flexibility of roles and responsibilities
- There will be opportunities to take part in change projects; for all staff this will become part of the day job

- Service plans will identify the key priorities for each service area so that all staff members have a clear focus
- There will be an increased emphasis on people management and performance improvement through appraisals giving staff clear aims, objectives and development plans
- Continue to develop an open and transparent environment that encourages collaborative working, and the break-down of departmental silos
- Staff will be supported through the change process to enable them to deliver services in new ways

#### **For our councillors**

- Ward councillors will play an increasing role in their communities
- There will be a key role for Overview and Scrutiny, to hold others to account and help inform the work of the Executive
- There will be more opportunities for councillors to work together in priority Development Groups
- We will support and train councillors to fulfil and adapt to the changing role of public office
- Councillors will champion democratic vitality and make public office more appealing
- Councillors will take on an increased community leadership role ensuring that local services are joined up and coordinated to make the best use of local resources
- Living and leading the values of the council within communities
- Fostering co-operation between communities and ourselves

#### **For our partners**

- We will re-affirm our commitment to our key strategic partners in line with the needs of our communities
- We will be clear with our partners about what we can and cannot offer and what we want from them
- We will ask for different partnerships where we need them
- We will be clear about what we need to achieve on behalf of our communities

## **Priority 1: Deliver efficient and effective statutory services**

We currently deliver a range of statutory services. These are the core services which we have a legal duty to provide and will continue to be our key priority. These are services that you may not think readily about such as protecting public safety, waste collection, food safety, emergency planning, building control and homelessness services.

Our statutory services make a real difference to the quality of life in Copeland including helping residents experiencing real difficulties with income and housing.

We will continue to invest in our statutory services, including:

- Providing a 24 hour homeless service and reduce the number of residents living in temporary accommodation
- Collecting your household waste, with the aim of working with you to reduce overall levels of household waste whilst encouraging recycling
- Inspecting food businesses on a regular basis to ensure food business operators are complying with current food safety legislation
- Processing planning applications within the timescales set ensuring that development are taking place are in the public interests and helps to safeguard our environment
- Process benefit applications quickly and accurately

Our statutory services are our priority and we will ensure that they are adequately funded and will prioritise investing in these services further. This will:

- Help meet our legal duties
- Reduce the overall cost of providing these services whilst retaining an acceptable standard of service.
- Ensure the services we provide are as efficient and effective as possible, and will prepare us to share the delivery of these services with other councils in the future.

In order to ensure that we are delivering these statutory services to a good standard for our residents, we will monitor a set of key performance indicators throughout the year. We have revised and aligned our performance indicators to the priorities set out within this plan and overall strategic direction of the Council.

## **Priority 2: Be an effective public service partner so we can get the best deal for Copeland**

We have an extensive network of local partners who make a significant contribution to the borough. However, partnerships are a way in which we use our resources so it's important that these partnerships are effective and that our presence there makes a real difference. Looking forward, we will align our partnerships with our priorities and challenges resulting in fewer, more strategic, partnerships.

Some of the challenges the borough faces do not fall within our statutory duties, but because these issues are important to you, we seek to work in partnership with others to address them.

We will continue to invest in a small number of partnerships to address the key challenges and needs of our residents.

We will also seek to form new partnerships where there is evidence that there is a community need to form a partnership and will lead to better results for Copeland residents.

Our key areas of partnership activity are:

### **Community Safety**

- We are members of The **West Cumbria Community Safety Partnership** and the **Cumbria Police Crime Commissioners group**. We are also involved in the work of **Local Multi-agency Problem Solving (LMAPS)** which work at a local level to understand and address problems effectively within local communities.
- Crime rates are relatively low, however, **domestic violence** continues to be one of the priorities for the county, as 46% of victims of domestic violence in the borough being repeat victims. We support **Multi- Agency Risk Assessment Conferences (MARAC)** as a way of working with victims of domestic violence.

### **Health**

- We know that health services continue to be a key priority in making somewhere a good place to live. We also know that staying healthy is important to quality of life.
- Life expectancy is lower than the national average in Copeland therefore we will work with partners and local commissioning structures in Copeland to reduce health inequalities in the borough and to deliver our priorities in the Copeland Health Profile 2012

- We are currently represented on the **Cumbria Health and Wellbeing Board** who are responsible for making key decisions about how inequalities in health should be tackled and public money invested.

## **Housing**

- The Copeland Housing Strategy running to 2015 sets out the housing issues faced in Copeland and details the priorities to support our residents and the local housing market. This works in conjunction with the Cumbrian Housing Strategy led by Cumbrian Housing Executive Group of which we are a key partner. Our strategic Housing Market Assessment in 2011 identified an annual shortfall of 168 affordable houses against the current need in the borough.
- We lead the **Copeland Strategic Housing Partnership** and work closely with landlords, local service providers and developers to facilitate the right mix of housing type and affordability, to encourage the best use of existing housing stock and to enable people to access the housing and support they need, when they need it. This includes working in partnership with and influencing the Local Enterprise Partnership and the Homes and Communities Agency in their strategies to support housing affordability and infrastructure.

## **Economy**

- As active members of **Britain's Energy Coast** and the **Cumbria Local Enterprise Partnership**, we will advocate and seek to influence strategies, resources and developments aimed at increasing the prosperity of Copeland. We work closely with a range of public, private and community based partners through the **Copeland Work and Skills partnership** aimed at increasing the opportunities for our most disadvantaged residents to increase skill levels and enter the local job market. We know that transport and associated infrastructure remain a key issue with this through our local plan and we influence and encourage partners to prioritise Copeland requirements.

## Environment

- Copeland has a range of distinctive landscapes which require special attention, from shingle beaches, sand dunes, high cliffs and tidal estuaries along the coastal fringe to the mountains and lakes of the Western Lake District. Some areas are particularly at risk of coastal, fluvial and surface water flooding. We will seek to ensure that new development does not contribute to increased surface water run off.
- Much of Copeland's built heritage is of significant historic interest and the Borough has conservation areas in Whitehaven, Cleator Moor, Egremont, Beckermest, and Millom. The Georgian town centre and harbour area of Whitehaven are considered to be of national significance.

### **Priority 3: Working in partnership with communities**

As we reduce our role in direct service delivery there will be opportunities for other organisations and communities to decide their own priorities and to arrange services.

There are already examples of this throughout Copeland, often involving our town and parish councils. The Localism Act, which came into force in 2011, gave new rights and powers to communities and individuals to work with us to identify suitable and sustainable solutions for their communities.

We understand that communities cannot do it alone, so we will help build capacity within communities to respond to the changes and the opportunities arising to help deliver local services in future.

We will continue to invest in:

- Implementing our Community Asset Transfer, Community Right to Buy and Community Right to Challenge policies.
- Working with communities on neighbourhood planning
- Providing grant funding to organisations which align with our strategic priorities
- Continue to host the Copeland Partnership Forum and our commitment to the Sustainable Community Strategy ensuring a coordinated approach to dealing with the impacts in reductions in budgets
- Continuing to host the Copeland Community Fund which provides funding for local organisations and communities which will look at improving community life in Copeland and is directly for the benefit for Copeland residents.

We have locality partnerships throughout our borough. These partnerships will identify projects to address community priorities and solve local problems with the services they receive. They will look to bring about cross-agency solutions and work with communities in fill gaps in provision or to complement public provision.

Our councillors will be at the centre of community life. We will ensure that they receive training in order to fulfil their changing roles and enabling them to help communities adapt. They will also continue to live and lead the values of the Council within communities.

By providing these policies, grant funding and locality partnerships this will enable communities to take control and have more of a say of what goes on in their local area.

## Delivering this plan

In this Corporate Plan we include a number of performance measures. The delivery of this plan is supported by our Transformation Plan – our programme of work to transform the way services are delivered - and our Growth Strategy – our plan detailing what we will do to support the future economic prosperity of Copeland. We will also use other specialist strategies and policies where needed.

This will ensure we focus on the most significant challenges and on the priorities for residents.

In addition to monitoring customer satisfaction, we will report progress against our family of key performance indicators quarterly to the Executive and Overview and Scrutiny as part of our commitment to transparency and accountability. The reports will be made available on our website. Alongside the Corporate Plan, all departments will publish a short service plan for the year ahead and report by exception to Corporate Leadership Team. This is supported by our approach to strategic risk management.

## Our family of Key Performance indicators

Performance Indicators
Overall satisfaction with Council Services
Increase the % of transaction carried out on the web site digitally
% of invoices paid on time
% of Council Tax collected
Percentage of Non-domestic Rates Collected
Time taken to process Housing Benefit/Council Tax Benefit new claims and change events
Processing of planning applications
Number of affordable homes delivered (gross)
Number of new homes build (Net additional homes provided)
Food establishments in the area which are compliant with food hygiene law
Percentage of household waste sent for reuse, recycling and composting
Number of repeat homelessness cases – Unintentional/Priority (All Households)
Preventing Homelessness – number of households where homelessness prevented
Number of advice cases regarding Welfare Reform including CAB
Annual reduction in carbon emissions towards 5 year target of 25% reduction by March 2015

## Corporate Policy Framework

### RETAIN

Document	Type	Service Area	Last/ Next Review Date	Term	SRO/ Contact Officer	Governance
<b>CHIEF EXECUTIVE</b>						
Communication Strategy	Locally Determined Corporate and Service Level Strategies and Policies	Communications	2012	5 years	Chief Executive  Communications	Executive
<b>CORPORATE RESOURCES</b>						
Anti-Fraud & Corruption Strategy	Statutory Council Wide Strategies & Policies (including Statutory Partnership ones)	Corporate Resources	2013	3 Years	Head of Corporate Resources  Financial Services Manager	Audit Full Council
Lone Working Policy	Locally Determined Corporate and Service Level Strategies and Policies	Corporate Resources- Health & Safety	2011		Head of Neighbourhoods  Health & Safety Inspector	CLT

## Appendix B

<b>HR Policy Handbook</b> Retirement Policy Counselling Policy Consultation Policy (Staff) Flexible Working Scheme Special Leave Policy Compassionate Leave Policy Breastfeeding Policy Statement (in Council buildings for visitors & for Council staff) Part Time Policy Grievance Policy Drugs & Alcohol Policy Discipline Policy HR Information Security Standards Capability Management Guidance Attendance Policy & Management Procedure	Locally Determined Corporate and Service Level Strategies and Policies	Corporate Resources- Human Resources	Various	Various	Head of Corporate Resources	Personnel Panel  Executive
Valuations Service Standards Policy Statement	Locally Determined Corporate and Service Level Strategies and Policies	Corporate Resources			Head of Corporate Resources  Estates and Valuation Manager	
Procurement Strategy 2010- 13	Locally Determined Corporate and Service Level	Corporate Resources	2013	3 Years	Head of Corporate Resources	CLT Executive

## Appendix B

	Strategies and Policies					
Member Development Strategy	Locally Determined Corporate and Service Level Strategies and Policies	Corporate Resources			Head of Corporate Resources Democratic Services Manager	MD Panel Full Council
Medium Term Financial Strategy	Statutory Council Wide Strategies & Policies (including Statutory Partnership ones)	Corporate Resources	Annually	3 Years	Head of Corporate Resources Financial Management and Treasury Officer	Executive Full Council (part of budget)
Property Tenure and Disposal Policy	Locally Determined Corporate and Service Level Strategies and Policies	Corporate Resources	2012		Head of Corporate Resources Estates and Valuation Manager	CLT Executive
Reductions in Rental Policy (Council properties)	Locally Determined Corporate and Service Level Strategies and Policies	Corporate Resources			Head of Corporate Resources Estates and Valuation Manager	CLT Executive
Asset Management Strategy	Statutory Council Wide Strategies & Policies (including Statutory Partnership ones)	Corporate Resources	2015	4 years	Chief Executive Head of Corporate Resources	CLT Executive

## Appendix B

Licensing Policy	Statutory Council Wide Strategies & Policies (including Statutory Partnership ones)	Corporate Resources	2013		Legal Services Manager	Licensing Sub Committee  Full Council
Pay Policy (Localism Act)	Statutory Council Wide Strategies & Policies (including Statutory Partnership ones)	Corporate Resources	2013	Annual	Head of Corporate Resources  HR Manager	Personnel Panel Full Council
Treasury Management Strategy	Statutory Council Wide Strategies & Policies (including Statutory Partnership ones)	Corporate Resources	Quarterly Report & Annually Jan (Forecast) Summer (Outturn) Oct (Mid Year Review)	Quarterly updates and annual review of key components	Head of Corporate Resources  Senior Accountancy Officer	OSC Executive

<b>NEIGHBOURHOODS</b>						
Business Continuity Plan	Statutory Council Wide Strategies & Policies (including Statutory Partnership ones)	Neighbourhoods	2012	Annual	Head of Neighbourhoods  Environmental Health Manager	Executive

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Emergency Plan	Statutory Council Wide Strategies & Policies (including Statutory Partnership ones)	Neighbourhoods	2012	Annual	Head of Neighbourhoods Environmental Health Manager	CLT
Risk Assessment Policy	Locally Determined Corporate and Service Level Strategies and Policies	Neighbourhoods-Health & Safety	2011		Head of Neighbourhoods Health & Safety Inspector	CLT
Enforcement Policy	Locally Determined Corporate and Service Level Strategies and Policies	Neighbourhoods	2012	5 Years	Head of Neighbourhoods Waste and Enforcement Manager	CLT
Shoreline Management Plan	Locally Determined Corporate and Service Level Strategies and Policies	Neighbourhoods			Head of Neighbourhoods Flood & Coastal Defence Engineer	CLT Executive
Joint Municipal Waste Strategy 2007 - 2020 Lead CCC	Locally Determines Sub Regional/ Partner Strategies and Policies	Neighbourhoods		12 Years	Head of Neighbourhoods Waste and Enforcement Manager	Executive

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Suite of Waste Policies inc: Assisted Collection Policy Larger Bin Policy Green Waste Policy Off Route Collections Policy	Locally Determined Corporate and Service Level Strategies and Policies	Neighbourhoods	2012	2013-15	Head of Neighbourhoods  Waste & Enforcement Manager	CLT OSC Executive
<b>NUCLEAR ENERGY &amp; PLANNING</b>						
Local Plan  Suite of component  Documents Core Strategy & Development Management Policies Site Allocations Plan Supplementary Planning Documents West Cumbria Employment land and Premises Study (recent refresh) Cumbria Waste & minerals Framework *Neighbourhood Plans (new) Cumbria Biodiversity Action Plan Copeland Infrastructure	Statutory Council Wide Strategies & Policies (including Statutory Partnership ones)	Nuclear Energy & Planning	February 2013	Annual	Head of Nuclear, Energy & Planning  Senior Planning Policy Officer	LDF WG Executive Full Council



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Deficit Plan						
Building Control Marketing Strategy	Locally Determined Corporate and Service Level Strategies and Policies	Nuclear Energy and Planning			Head of Nuclear, Energy & Planning Building Control Manager	CLT
Planning Enforcement Manual	Locally Determined Corporate and Service Level Strategies and Policies	Nuclear, Energy and Planning			Head of Nuclear, Energy & Planning Planning Enforcement Officer	

<b>POLICY &amp; TRANSFORMATION</b>						
Customer Service Strategy	Locally Determined Corporate and Service Level Strategies and Policies	Policy & Transformation	Annually	2012-2015	Head of Policy & Transformation Performance & Transformation Officer	Executive

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Cumbria Compact Lead:	Locally Determines Sub Regional/ Partner Strategies and Policies	Policy & Transformation	2013	Annual	Head of Policy & Transformation  Policy and Scrutiny Officer	Executive  Full Council
Transformation Programme Plan	Locally Determined Corporate and Service Level Strategies and Policies	Policy & Transformation	Quarterly	2012-2015	Head of Policy & Transformation  Performance and Transformation Manager	Change Programme Board Executive
Sustainable Community Strategy – Community Partnership Plan	Statutory Council Wide Strategies & Policies (including Statutory Partnership ones)	Policy and Transformation	2013	Annual	Head of Policy & Transformation/Head of Regeneration & Community  Policy & Scrutiny Officer	Executive Full Council
Equality Scheme	Statutory Council Wide Strategies & Policies (including Statutory Partnership ones)	Policy and Transformation	2012	Annual	Head of Policy & Transformation  Policy and Scrutiny Officer	OSC Executive
Data Quality Policy (Principles of Data Quality)	Locally Determined Corporate and Service Level Strategies and Policies	Policy & Transformation	2012	TBC	Head of Policy & Transformation  Performance & Transformation Officer	CLT

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Corporate Plan	Statutory Council Wide Strategies & Policies (including Statutory Partnership ones)	Policy and Transformation	Annually	2 years	Chief Executive Performance & Transformation Officer	Executive Full Council
Community Right to Challenge Policy Procedure	Statutory Council Wide Strategies & Policies (including Statutory Partnership ones)	Policy & Transformation	2012		Head of Nuclear, Energy & Planning Policy and Scrutiny Officer	Executive
Assets of Community Value - Community Right to Bid Policy	Statutory Council Wide Strategies & Policies (including Statutory Partnership ones)	Policy & Transformation	2013		Head of Nuclear, Energy & Planning Policy and Scrutiny Officer/Legal Services Manager	Executive Full Council
Community Asset Transfer Policy	Locally Determined Corporate and Service Level Strategies and Policies	Policy & Transformation	2012		Head of Nuclear, Energy & Planning Legal Services Manager/ Estates & Valuation Manager	Executive Full Council

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<p><b>ICT Policy Handbook inclu</b>  Removable Media Policy  Email Policy  ICT Disposal of Redundant IT Equipment  Information Protection Policy  Information Security Incident Management Policy &amp; Procedure  Information Security Policy Overview  Internet Acceptable Usage Policy  IT Access Policy  CBC ICT Council issued  Blackberry devices  Remote Working Policy  IT Infrastructure Security Policy  IT Security Policy  IT Communications &amp; Operations Management Policy  Software Policy  Acceptable Usage Policy &amp; Personal Commitment  Statement GSSX and Copeland Networks</p>	<p>Locally Determined Corporate and Service Level Strategies and Policies</p>	<p>Policy &amp; Transformation  ICT</p>	<p>April 2012</p>		<p>Head of Policy &amp; Transformation    ICT Manager</p>	<p>CLT Executive</p>
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<b>REGENERATION &amp; COMMUNITY</b>						
West Cumbria Community Safety Partnership Plan Lead: Police	Statutory Council Wide Strategies & Policies (including Statutory Partnership ones)	Regeneration & Community	2014	2 years	Chief Executive Head of Regeneration & Community	Executive Full Council
Local Transport Plan Lead: CCC	Statutory Council Wide Strategies & Policies (including Statutory Partnership ones)	Regeneration & Community			Head of Nuclear, Energy & Planning Senior Planning Policy Officer	Executive
Cumbria Housing Strategy Lead: Eden	Statutory Council Wide Strategies & Policies (including Statutory Partnership ones)	Regeneration & Community	2016	5 years	Head of Regeneration & Community Housing Services Manager	SHP Executive Full Council
Cumbria Local Enterprise Partnership Vision (Lead: Private Sector led)	Statutory Council Wide Strategies & Policies (including Statutory Partnership ones)	Regeneration and Community			Chief Executive Head of Regeneration & Community	CLT Executive
LDNP Partnership Plan Lead: LDNP	Locally Determines Sub Regional/ Partner Strategies and Policies	Regeneration & Community	2012		Director of Services Head of Regeneration & Community	CLT Full Council

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Cumbria CBL Allocations Policy	Locally Determines Sub Regional/ Partner Strategies and Policies	Regeneration & Community	2012		Head of Regeneration & Community Housing Services Manager	SHP Executive Full Council
Homelessness Strategy	Locally Determined Corporate and Service Level Strategies and Policies	Regeneration & Community	2013	5 years	Head of Regeneration & Community Housing Services Manager	SHP Full Council
Copeland Housing Strategy	Locally Determined Corporate and Service Level Strategies and Policies	Regeneration & Community	2016	5 years	Head of Regeneration & Community Housing Services Manager	SHP Executive
Works and Skills Plan	Locally Determined Corporate and Service Level Strategies and Policies	Regeneration & Community			Head of Regeneration & Community	CLT Executive
Beacon Museum Policies Collections Development Policy Documentation Policy Care & Conservation Policy Exhibitions & Events Policy Learning & Access Policy	Locally Determined Corporate and Service Level Strategies and Policies	Regeneration & Community – Beacon	2012	5 years	Head of Regeneration & Community Beacon & Tourism Manager	CLT

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West Cumbria Economic Blueprint Lead: BEC	Locally Determined Sub Regional/ Partner Strategies and Policies	Regeneration & Community		15 years	Director of Services Head of Regeneration & Community	Executive Full Council
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### New Strategy and Policy Requirements

Document	Type	Service Area	Last/ Next Review Date	Term	SRO/Contact Officer	Governance
Community Engagement Strategy	Locally Determined Corporate and Service Level Strategies and Policies	Policy & Transformation	2012		Head of Policy & Transformation	Executive
Community Right to Build Policy Procedure	Locally Determined Corporate and Service Level Strategies and policies	Nuclear Energy and Planning	2012	2015	Head of Nuclear, Energy & Planning Senior Planning Policy Officer	Executive Full Council
Cumbria Health and Wellbeing Strategy Lead: CCC	Statutory Council Wide Strategies & Policies (including Statutory Partnership ones)	Regeneration & Community			Chief Executive Head of Regeneration & Community	Executive
Health and Safety Policy	Locally Determined Corporate and Service Level Strategies and Policies	Health and Safety			Head of Neighbourhoods Health and Safety Officer	CLT
Information	Locally Determined	Policy &	2013	3 Years	Head of Policy &	CLT

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Document	Type	Service Area	Last/ Next Review Date	Term	SRO/Contact Officer	Governance
Management Strategy	Corporate and Service Level Strategies and Policies	Transformation			Transformation GIS Officer	
Money Laundering Policy	Statutory Council Wide Strategies & Policies (including Statutory Partnership ones)	Corporate	2012		Head of Corporate Resources Democratic Services Manager	Full Council
Neighbourhood Planning Protocol	Locally Determined Corporate and Service Level Strategies and Policies	Nuclear Energy and Planning	2013	2015	Head of Nuclear, Energy & Planning Senior Planning Policy Officer	Executive Full Council
Section 11 Safeguarding Policy & Self-Assessment	Statutory Council Wide Strategies & Policies (including Statutory Partnership ones)	Policy and Transformation	2012	Annual	Chief Executive Policy and Scrutiny Officer	Executive Full Council
Tenancy Strategy (Localism Act)	Statutory Council Wide Strategies & Policies (including Statutory Partnership ones)	Regeneration and Community			Head of Regeneration & Community Housing Services Manager	Executive Full Council

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### PROPOSED DELETIONS

Document	Type	Service Area	Last/ Next Review Date	Term	SRO/Contact Officer	Governance
Anti-Poverty Pledge Lead: CCC	Locally Determined Corporate and Service Level Strategies and Policies	Chief Executive	2012		Chief Executive TBC	Exec Full Council
Carbon Management Programme 2011-15	Locally Determined Corporate and Service Level Strategies and Policies	Corporate Resources	2015	4 years	Head of Corporate Resources	CLT Executive
Climate Change Action Plan	Locally Determined Corporate and Service Level Strategies and Policies	Sustainability	2013	3 years		
Copeland Play Strategy 2007-12	Locally Determined Corporate and Service Level Strategies and Policies	Regeneration & Community	2012	5 years	Head of Regeneration & Community	
Cultural Strategy Partnership Strategy 2003	Locally Determined Corporate and Service Level Strategies and Policies	Regeneration & Community			Head of Regeneration & Community	

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Cumbria Sub Regional Action Plan 2009-12	Locally Determined Sub Regional/Partner Strategies and Policies	Regeneration & Community	3 years			
Cumbria Employment, Land and Floorspace Assessment	Locally Determined Sub Regional/Partner Strategies and Policies	Regeneration & Community				
Cumbria Biodiversity Action Plan	Locally Determined Sub Regional/Partner Strategies and Policies	Regeneration & Community	N/A	Est in 2003		
Cumbria and Lake District Joint Structure Plan	Locally Determined Sub Regional/Partner Strategies and Policies	Regeneration & Community				
Cumbria Sub Regional Spatial Strategy 2008 – 28	Locally Determined Sub Regional/Partner Strategies and Policies	Regeneration & Community	20 years			
Discretionary Concessionary Travel Policy	Locally Determined Corporate and Service Level Strategies and Policies	Policy & Transformation	August/September 2012	Six month review	Head of Policy & Transformation  Customer Services Team Leader/Policy and Scrutiny Officer	CLT OSC Executive

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Furness & West Cumbria Local Brownfield Strategy	Locally Determined Sub Regional/Partner Strategies and Policies	Regeneration & Community	N/A	Est in 2008	Head of Regeneration & Community	n/a
Gender Equality Scheme	Locally Determined Corporate and Service Level Strategies and Policies	Policy & Transformation	2011		Head of Policy & Transformation	
Play Area Management Policy	Locally Determined Corporate and Service Level Strategies and Policies	Neighbourhoods			Head of Neighbourhoods Parks Manager	
Race Equality Scheme	Locally Determined Corporate and Service Level Strategies and Policies	Policy & Transformation	2011		Head of Policy & Transformation	
Shared Service Strategy	Locally Determined Corporate and Service Level Strategies and Policies	Corporate Resources	2012		Head of Corporate Resources	CLT Executive
Smoke Free Policy	Locally Determined Corporate and Service Level Strategies and Policies	HR	N/a	N/a	HR Manager	

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Social Inclusion Strategy 2007-12	Locally Determined Corporate and Service Level Strategies and Policies	Corporate Resources/Policy & Transformation	2012	5 years	Head of Corporate Resources/Head of Policy & Transformation	CLT Executive
Workforce Strategy	Locally Determined Corporate and Service Level Strategies and Policies	Corporate Resources			Head of Corporate Resources  HR Manager	CLT