

## **Corporate Implementation Plan 2010/11**

**EXECUTIVE MEMBER:** Councillor J Bowman  
**LEAD OFFICER:** Keith Parker – Acting Corporate Director Quality of Life  
**REPORT AUTHOR:** Richard Quayle

### **Summary and Recommendation:**

This report presents to the Overview and Scrutiny Management Committee, prior to a meet of Executive on the 10 Feb 2010, the draft Corporate Implementation Plan for the 2010/2011 municipal year. Built on the style adopted by the Council for its 2009/10 Corporate Improvement Plan the intention is to provide a more succinct, focussed annual plan from which members, partners and the public will be able to measure our performance.

It is recommended that the Committee consider the report and make any recommendations as appropriate to the Executive.

## **1. INTRODUCTION**

- 1.1 Since September last year work has been progressing to develop the Council's Corporate Implementation Plan to make it a simpler, more focused plan which can be readily understood by Members, Partners, employees and the public. The plan has been developed alongside the 2010/11 budget setting process which seeks to maintain the Council's priorities and protect funding to the public's preferred service areas.
- 1.2 Further consultation on the public's key priorities from the Place Survey along with the Council's existing 6 Public Priorities was carried out in the Autumn addition of Copeland Matters. Public feedback confirmed the priorities presented in Copeland Matters. More recently the SIMALTO exercise has provided the Council with a 'finer grained' analysis of the public's priorities which largely validates previous consultation results.
- 1.3 The plan builds upon the existing 2008/09 - 2011/12 corporate plan, it reflects the existing vision, themes, strategic objectives and long term outcomes but provides a clearer focus on the public's priorities and presents a balanced suite only of the highest priority projects for the year together with the associated measures and targets. It is hoped this focus

on top level targets and the key projects for the Council will clarify performance monitoring arrangements for Executive, officers and our public. It will ensure our resources and attention is directed primarily at those projects and targets which are agreed as the highest priority, informed by public consultation, Choosing to Change objectives, and relevant local strategies such as the existing Corporate Plan, Future Generations, the Energy Coast Masterplan and the Cumbria Local Area Agreement. Where relevant to specific sections within the Council other core documents have also been taken into consideration. It should be emphasized that other important but lower priorities for the Council will not be forgotten but will remain within the Service Plans of the Council's business units to be monitored by Portfolio Holders and Corporate Team as necessary to ensure the Council continues to move forward across all areas.

- 1.4 This year the draft Corporate Implementation Plan has been sent out for consultation with the Council's key stakeholders including Cumbria Constabulary, CALC, NHS, Learning and Skills Council, CDRP, Lake District National Park, NDA, Sellafield, Connections. Comments made will have been included in the Corporate Implementation Plan if received prior to the deadline for the Executive report. Late comments will be verbally reported to members for consideration.
- 1.5 A background paper will be produced to support the Corporate Implementation Plan by giving details of who will own the objectives and how they will be delivered, as last year this will be done once the draft Corporate Implementation Plan has been approved.

#### **4. CONCLUSIONS**

The Corporate Implementation Plan 2010/11, included as appendix A, has been developed to present on a single A3 sheet a clear narrative about what the Council intends to do in the year, it emphasises the public's main priorities and provides a platform from which the Council as a community leader can work with other partners to achieve its vision for West Cumbria.

#### **5. FINANCIAL AND HUMAN RESOURCES IMPLICATIONS (INCLUDING SOURCES OF FINANCE)**

- 5.1 This report of itself has minimal direct finance or HR implications being, as it is, a distillation of existing plans. It reflects the top priorities of the Council and the planned resources contained within individual service plans.

## 6. PROJECT AND RISK MANAGEMENT

- 6.1 As above there are no specific project or risk management issues involved with the plan itself although delivery of specific projects will have their associated project and risk management plans.

## 7. IMPACT ON CORPORATE PLAN

- 7.1 This annual Corporate Implementation Plan should provide a sharper focus and more clearly understood set of outcomes for the Council, its public and partners.

### List of Appendices:

App A - Copeland Borough Council Corporate Improvement Plan 2009/10

App B - Copeland Borough Council Corporate Implementation Plan 2010/11

### List of Background Documents:

List of Consultees: Corporate Team

## CHECKLIST FOR DEALING WITH KEY ISSUES

Please confirm against the issue if the key issues below have been addressed . This can be by either a short narrative or quoting the paragraph number in the report in which it has been covered.

Impact on Crime and Disorder	The Corporate Plan underpins the Councils performance against all agenda's
Impact on Sustainability	The Corporate Plan underpins the Councils performance against all agenda's
Impact on Rural Proofing	The Corporate Plan underpins the Councils performance against all agenda's
Health and Safety Implications	The Corporate Plan underpins the Councils performance against all agenda's
Impact on Equality and Diversity Issues	The Corporate Plan underpins the Councils performance against all agenda's
Children and Young Persons Implications	The Corporate Plan underpins the Councils performance against all agenda's
Human Rights Act Implications	The Corporate Plan underpins the Councils performance against all

	agenda's
Monitoring Officer Comments	To be completed
S151 Officer Comments	To be completed

Please say if this report will require the making of a Key Decision NO

# CORPORATE IMPROVEMENT PLAN 2009 – 2010

## Our Vision

## Copeland Borough Council

...leading the transformation of West Cumbria to a prosperous future



PUBLIC PRIORITIES:	Providing high quality, clean streets and open spaces	Ensuring the area has good roads and good public transport	Creating enough, different jobs to suit all	Making Copeland a safer place to be	Improving skills and education and keeping people with skills in Copeland	Giving everyone good customer service
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THEMES	Transformational Leadership	Improving Quality of Life	Promoting Prosperity
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STRATEGIC OBJECTIVE	1. To lead change within West Cumbria and achieve improvements through the effective use of resources.	2. To significantly improve the way services are provided to allow residents to live, work, learn and relax in a clean, safe and attractive environment.	3. To continue the development of a strong, diverse local economy.
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LONG TERM OUTCOME	<p>1.1 The Council is recognised as an excellent community leader</p> <p>1.2 The Council influences decision making at a national and regional level</p> <p>1.3 Staff, stakeholders and partners receive clear direction</p> <p>1.4 We are involved in strong working partnerships to deliver our public priorities</p> <p>1.5 The community's priorities are delivered through the efficient use of resources and effective performance management</p> <p>1.6 Communities are involved in local decision making</p>	<p>2.1 The area has a high quality environment</p> <p>2.2 Copeland's communities are healthier</p> <p>2.3 The borough has a range of leisure and cultural activities that meet the needs of residents and visitors</p> <p>2.4 Equality of opportunity for everyone</p> <p>2.5 The Council provides high performing, customer focused services which are good value for money</p> <p>2.6 Reduced crime and disorder so that more people feel safe</p>	<p>3.1 To ensure the area offers sufficient, diverse job opportunities</p> <p>3.2 Improved skills and educational attainment within Copeland</p> <p>3.3 A housing market that meets everyone's needs</p> <p>3.4 To have good roads and public transport</p> <p>3.5 Improved facilities in the borough to enable investment</p> <p>3.6 Help facilitate the delivery of the Energy Coast Master Plan to deliver a strong diverse economy</p>
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KEY PROJECTS AND MILESTONES 2009/10	<p><b>Helping to reduce our carbon footprint (1.3)</b></p> <ul style="list-style-type: none"> <li>A Copeland Climate Change implementation plan developed by Sept 09 to reduce our carbon footprint</li> <li>Reduce the fuel consumption of our street cleaning team by 5000 litres of diesel by Mar 10</li> <li>Half of garden waste collected from households will be composted locally in 09/10</li> <li>Improve the energy rating of at least 2 public buildings by Mar 10</li> <li>A purchasing policy to be in place which ensures we purchase goods and services in a sustainable way by Sept 09</li> </ul> <p><b>Information security project (1.3)</b></p> <ul style="list-style-type: none"> <li>Achieve compliance with new government security standards to continue to ensure protection of personal data by Sept 09</li> </ul> <p><b>More effective, efficient revenue &amp; benefit service (1.4)</b></p> <ul style="list-style-type: none"> <li>A business case for a shared revenue &amp; benefit service will be produced by Sept 09</li> <li>Implementation plan for revenue and benefit shared service prepared for Mar 10</li> </ul> <p><b>Work effectively with others to meet the needs of Copeland (1.4)</b></p> <ul style="list-style-type: none"> <li>Create a strategy for the delivery of shared services by June 09</li> <li>Help develop new West Cumbria Vision Partnership by June 09</li> <li>Administer the West Cumbria Managing Radioactive Waste Safely partnership and agree work programme with the Department for Energy and Climate Change by May 09</li> <li>Review the operation of the partnership arrangements between the Council and its local strategic partners by June 09</li> <li>Launch 2 new locality boards with detailed action plans by Dec 09</li> </ul> <p><b>Deliver a workforce strategy that shapes the Council to meet the needs of the future (1.5)</b></p> <ul style="list-style-type: none"> <li>The shape of the Council, its role and purpose to meet the needs of the future - to be established by July 09</li> <li>Create a workforce plan to deliver this by Apr 10</li> </ul> <p><b>Improve our performance (1.5)</b></p> <ul style="list-style-type: none"> <li>Achieve an improved Use of Resources score, aiming for level 2 by Mar 10</li> <li>35% of our performance indicators are in the upper quartile by Mar 10 (against upper quartile set in 08/09)</li> <li>80% of our Performance Indicators will improve from 08/09 to 09/10</li> </ul> <p><b>Improve our financial management (1.5)</b></p> <ul style="list-style-type: none"> <li>Our financial statements will be prepared to meet the statutory timetable – June 09</li> <li>A new financial procedures manual will be in place by Sept 09</li> <li>Implement the Improvement and Development Agency (IDeA) marketplace across Council leading to 70% of suppliers procuring electronically with us by March 10</li> </ul> <p><b>Improve community involvement in decision making (1.6)</b></p> <ul style="list-style-type: none"> <li>Encourage volunteering to achieve 10% increase in community involvement through volunteering by Mar 11</li> <li>Carry out a review of our Parish Charter commitments by Oct 09</li> </ul>	<p><b>Improve the living environment (2.1)</b></p> <ul style="list-style-type: none"> <li>Take action against 6 dilapidated buildings during 09/10</li> <li>Improvements to public space at Mount Pleasant and the Civic Quarter in Whitehaven will be complete by Jan 10</li> <li>Introduce area based street cleaning teams to better respond to local litter problems by Jun 09</li> </ul> <p><b>Improve local environmental sustainability (2.1)</b></p> <ul style="list-style-type: none"> <li>A framework for sustainable development in the borough will be developed by Mar 10</li> <li>Introduce a policy for brownfield site use with priority employment &amp; housing sites by Mar 10</li> </ul> <p><b>Reduce household waste to landfill (2.1)</b></p> <ul style="list-style-type: none"> <li>Increase recycling of household waste from 35% to 38% by Mar 10</li> <li>Reduce total waste by at least 10 kg per household by Mar 10</li> </ul> <p><b>Promote healthier lifestyles (2.2)</b></p> <ul style="list-style-type: none"> <li>Promote healthier lifestyles through work with at least 6 community groups or 6 projects by Mar 10</li> <li>We will jointly fund a post with NHS Cumbria to support health improvements in priority areas and our own workforce by July 09</li> </ul> <p><b>Increase opportunities for physical activity (2.3)</b></p> <ul style="list-style-type: none"> <li>Deliver our sport and physical alliance projects by Mar 10 (including Rambling for life and Cleator Moor physical activity motivator)</li> <li>Support local clubs to improve access to sporting opportunities by helping 20 clubs to achieve Clubmark during 09/10</li> <li>Help create 2 new play areas in Gosforth and Seascale by Mar 10</li> </ul> <p><b>Ensure we meet the needs of a diverse community (2.4)</b></p> <ul style="list-style-type: none"> <li>Revise our race equality scheme by July 09</li> <li>Refurbish Phoenix court to make it accessible to all users by Dec 09</li> <li>Council gain Equality &amp; Diversity level 'Achieving' by Mar 10</li> </ul> <p><b>Improve life chances of children and young people (2.4)</b></p> <ul style="list-style-type: none"> <li>Free access to leisure facilities for vulnerable children by July 09</li> <li>Extend the range of activities provided through our summer activities programme by Sept 09</li> </ul> <p><b>Increase quality of customer experience (2.5)</b></p> <ul style="list-style-type: none"> <li>Start to respond to the results of the Place Survey of residents' satisfaction by June 09</li> <li>Offer customer care training for all employees Mar 10</li> <li>Use technology better in delivering services; customers able to submit planning applications on line; 20 service request forms available on line; corporate complaints system in place by Mar 10</li> </ul> <p><b>Improve customer access to council services (2.5)</b></p> <ul style="list-style-type: none"> <li>Create an Access to Service Strategy by Sept 09</li> <li>Understand the profile of our customers better, and plan to ensure we meet their needs by Dec 09</li> <li>Move more of our services to our customer services department, our first point of contact, by Mar 10</li> </ul> <p><b>Reduce crime and disorder and help people feel safe (2.6)</b></p> <ul style="list-style-type: none"> <li>Set up and support at least 3 local safety groups by Mar 10</li> <li>Identify good practice and community safety issues in service planning by Mar 10</li> <li>Work with the Crime and Disorder Reduction Partnership to reduce fear of crime in Copeland so that 80% of people feel safe by Mar 11</li> </ul>	<p><b>Creating sufficient and diverse jobs (3.1)</b></p> <ul style="list-style-type: none"> <li>Deliver against the Council's 10 year job target of 5000 new jobs between 2002 and 2012.</li> <li>Implement a Copeland regeneration delivery plan linked to Britain's Energy Coast here in West Cumbria by Mar 10</li> </ul> <p><b>Improving Skills and Education in our community (3.2)</b></p> <ul style="list-style-type: none"> <li>Agree plans for the Dalton Institute and its links to the National Nuclear Laboratory</li> <li>Support the completion of UCLAN's extension at Westlakes</li> <li>Improve educational attainment by working with partners to secure confirmation of additional funding for Copeland schools</li> <li>Arrange for 3 projects to help Incapacity Benefit claimants to improve skills and confidence and continue the Pathways to Art scheme for 200 people by Mar 10</li> <li>Ensure we have an appropriately skilled workforce through employee development, graduate and work experience placements by Mar 10</li> </ul> <p><b>Housing to meet the needs of the future (3.3)</b></p> <ul style="list-style-type: none"> <li>Establish the current housing need in the borough by Sept 09</li> <li>Agree a strategic housing plan to help meet these needs by Sept 09</li> <li>Bring 60 private sector properties up to a decent standard by Apr 10 with the use of home renewal financial assistance</li> <li>Work with partners to help achieve decent homes standard for registered social landlords</li> </ul> <p><b>Good roads and public transport (3.4)</b></p> <ul style="list-style-type: none"> <li>Agree our infrastructure levy and planning gain requirements for future developments by Mar 10</li> </ul> <p><b>Support development of health facilities (3.5)</b></p> <ul style="list-style-type: none"> <li>Lobby to secure commitment to a health campus by Mar 10</li> <li>Work with North Cumbria University Hospitals Trust to submit planning applications for hospitals in Whitehaven and Millom by Mar 10</li> </ul> <p><b>Economic sustainability (3.6)</b></p> <ul style="list-style-type: none"> <li>Work with businesses and community groups to create and deliver a marketing strategy for Whitehaven by Mar 10</li> <li>Improve tourist numbers through tourism development and marketing by the Western Lake District Tourism Partnership by Mar 10</li> <li>The Beacon will attract 46000 visitors, inspire 4000 children through curriculum linked activities and deliver talks to 70 groups by Mar 10</li> <li>Develop project plan to boost Copeland web based employment sector by Mar 10</li> <li>Offer at least 6 projects to reduce worklessness including redundancy support initiatives by Mar 10</li> <li>Offer business support grants for at least 6 existing businesses to enable them to take on local people and stay in Copeland by Mar 10.</li> <li>Secure funding for first phase of Sports Village at Pow Beck by Mar 10</li> <li>Influence content of National Policy Statement on Electricity Transmission to support nuclear new build in Copeland by Mar 10</li> <li>Work to ensure the infrastructure is in place for a new nuclear power station, and ensure that public consultation is undertaken and communicated by Mar 10</li> <li>Support the knowledge based economy development at Westlakes Science and Technology Park by Mar 10</li> </ul> <p><b>Regeneration of Whitehaven town centre (3.6)</b></p> <ul style="list-style-type: none"> <li>Support the development of planning applications in Whitehaven for new office space, retail store and a harbour side hotel by Mar 10.</li> <li>Agree Conservation Management plan to preserve Whitehaven's historic assets by Sept 09</li> </ul>
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OTHER ASSOCIATED TARGETS	<ul style="list-style-type: none"> <li>Satisfaction with the way the Council runs things. Target 10% increase on 08/09 by Mar 11</li> <li>Environment for a thriving third sector – 20% positive rating (LAA - NI 7)</li> <li>Work with West Cumbria Strategic Partnership to deliver our Future Generation (Sustainable Communities Strategy) targets W1-14.</li> <li>The Council will operate within a sustainable revenue budget that does not require reserves to support ongoing activities</li> <li>The Council will give good value for money by finding cash-releasing savings of 3% (NI 179)</li> <li>Overall / general satisfaction with local area will be 85.6% (LAA – NI 5)</li> <li>Proportion of people who feel they can influence decisions in their locality 30.2% (LAA – NI 4)</li> </ul>	<ul style="list-style-type: none"> <li>643kg residual household waste per household (LAA – NI 191)</li> <li>8.76% cumulative per capita reduction in CO2 emissions between 07/08 and 09/10 (LAA – NI 186)</li> <li>Improved street and environmental cleanliness – litter 5%, detritus 10%, graffiti 1%, fly posting 0% (LAA – NI 195)</li> <li>Work with partners to Achieve Cumbria LAA targets for health related National Indicators NI 123, NI 39, NI40, NI 70, NI 50, NI 57, NI 112.</li> <li>Young people's participation in positive activities 77.6% (LAA – NI 110)</li> <li>80.3% of people believe people from different backgrounds get on well together in their local area (LAA – NI 1)</li> <li>Meet LAA target for % of adults with learning disabilities in employment (LAA – NI 146)</li> <li>Reduce the number of times customers contact the Council unnecessarily. Target 50% avoidable contact (NI 14)</li> <li>Increased satisfaction regarding complaints. Target 80%</li> <li>Work with partners to achieve Cumbria LAA targets for crime National Indicators NI 19, NI 20, NI 30, NI 32, NI 41, NI 65</li> </ul>	<ul style="list-style-type: none"> <li>Working age people claiming out of work benefits in worse performing neighbourhoods. Target 29.9% (LAA – NI 153)</li> <li>New business registration rate 55.7 per 10,000 (LAA – NI 171)</li> <li>Work with partners to Achieve Cumbria LAA targets for educational National Indicators NI 106, NI 163, NI 165, NI 117.</li> <li>18 new affordable homes delivered between 08/9 and 09/10 (linked to LAA NI 154 &amp; 155)</li> <li>3.5% reduction in people killed or seriously injured in road traffic accidents between 08/09 and 09/10 (LAA – NI 47)</li> <li>Principal roads where maintenance should be considered. Target 4% (LAA – NI 168)</li> <li>94% of rural households within 30mins of a key service centre by public transport (LAA – NI 175)</li> </ul>
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All targets to be delivered Mar 10 unless otherwise specified

(these are targets that are associated to the strategic objective but will not be completed in the key projects outlined above. NI is an abbreviation of National Indicator and LAA of Local Area Agreement)

# DRAFT CORPORATE IMPLEMENTATION PLAN 2010 – 2011

## Our Vision

## Copeland Borough Council

...leading the transformation of West Cumbria to a prosperous future



PUBLIC PRIORITIES:	Providing high quality, clean streets and open spaces	Ensuring the area has good roads and good public transport	Creating enough, different jobs to suit all	Making Copeland a safer place to be	Improving skills and education and keeping people with skills in Copeland	Giving everyone good customer service
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THEMES	Transformational Leadership	Improving Quality of Life	Promoting Prosperity
<b>STRATEGIC OBJECTIVE</b>	1. To lead change within West Cumbria and achieve improvements through the effective use of resources.	2. To significantly improve the way services are provided to allow residents to live, work, learn and relax in a clean, safe and attractive environment.	3. To continue the development of a strong, diverse local economy.
<b>LONG TERM OUTCOME</b>	1.1 The Council is recognised as an excellent community leader 1.2 The Council influences decision making at a national and regional level 1.3 Staff, stakeholders and partners receive clear direction 1.4 We are involved in strong working partnerships to deliver our public priorities 1.5 The community's priorities are delivered through the efficient use of resources and effective performance management 1.6 Communities are involved in local decision making	2.1 The area has a high quality environment 2.2 Copeland's communities are healthier 2.3 The borough has a range of leisure and cultural activities that meet the needs of residents and visitors 2.4 Equality of opportunity for everyone 2.5 The Council provides high performing, customer focused services which are good value for money 2.6 Reduced crime and disorder so that more people feel safe	3.1 To ensure the area offers sufficient, diverse job opportunities 3.2 Improved skills and educational attainment within Copeland 3.3 A housing market that meets everyone's needs 3.4 To have good roads and public transport 3.5 Improved facilities in the borough to enable investment 3.6 Help facilitate the delivery of the Energy Coast Master Plan to deliver a strong diverse economy
<b>PROMISES AND ACTIONS 2010/11 *</b>	<p><b>Climate Change</b> We are working with partners to reduce CO2 emissions across Cumbria by 11.5% compared to 2005. To support this we will:</p> <ul style="list-style-type: none"> <li>Reduce our carbon footprint by 10% compared to 08/09</li> <li>Improve the energy rating of at least 2 of our buildings including The Beacon and Phoenix Court</li> <li>Offer business grants to at least 5 businesses to assist them reduce their carbon footprint</li> <li>Increase recycling rate from a target of 38% to 45%</li> <li>Increase participation in kerbside recycling to 70%</li> <li>Achieve the Cumbria Business Environment Bronze Award</li> </ul> <p><b>Closer to the community</b> We know you want to be able to influence our decision making so we will:</p> <ul style="list-style-type: none"> <li>Have a dedicated Copeland partnership that is more relevant and better able to influence decisions</li> <li>Set up customer focus groups as a formal forum for you to have your say</li> <li>Attend every neighbourhood forum in the borough and continue to receive feedback at these sessions</li> <li>Contribute to the borough's regular business network meetings, support the proposed summer showcase of non nuclear businesses and enhanced meetings programme with the borough's key employers</li> <li>Provide a prominent 'have your say' section on our website for you to tell us what you think</li> <li>Hold customer surgeries at public locations at least every quarter</li> <li>Establish 6 locality boards with action plans in place</li> </ul> <p><b>Value for money</b> Building on our improved performance of managing public finances we will:</p> <ul style="list-style-type: none"> <li>Deliver a balanced budget which reflects both local and national requirements</li> <li>Have our draft financial statements agreed by the June deadline</li> <li>Run our Audit and Revenue &amp; Benefits services with other councils to pool expertise and reduce costs</li> <li>Look at the cost and value of our activities so we can make more informed spending decisions</li> <li>Deliver a 5% reduction in new contract costs due to more effective procurement arrangements</li> <li>Ensure when working in partnerships they provide value</li> <li>Manage our property and land to maximise benefits to the community</li> </ul> <p><b>Good management arrangements</b> To prepare ourselves to meet the needs of the future we will:</p> <ul style="list-style-type: none"> <li>Train and develop our staff and councillors with the skills identified within the workforce strategy</li> <li>Revise our constitution – the rules under which we operate</li> </ul> <p><b>Customer focussed services</b> It is important to us that services we provide you meet your needs, in order to do this we will:</p> <ul style="list-style-type: none"> <li>Use what you told us in our surveys to adapt and improve our services</li> <li>Carry out refresher customer service training to all our employees</li> </ul> <p><b>Reducing health inequalities</b> To reduce health inequalities we will:</p> <ul style="list-style-type: none"> <li>Work with North Cumbria University Hospitals Trust to deliver improved health care facilities in Millom and Cleator Moor</li> <li>Develop full understanding of our role in reducing health inequalities using specialist support services</li> <li>Deliver a minimum of 3 basic food cookery courses</li> </ul>	<p><b>Improve the living environment</b> To improve the living environment we will:</p> <ul style="list-style-type: none"> <li>Take action against 6 dilapidated buildings by using our powers to make owners carry out necessary works</li> <li>Work with communities to achieve 4 Green Flag awards for parks and green spaces</li> <li>Support at least 6 community groups to improve their environment for the Cumbria and Britain in Bloom awards</li> <li>Work with 6 parish councils and social landlords to reduce dog fouling. This will include running education programmes in 4 schools / community groups</li> </ul> <p><b>Promote healthier lifestyles</b> To promote healthier lifestyles we will:</p> <ul style="list-style-type: none"> <li>Provide young people with a comprehensive directory of sports clubs and activities</li> <li>Work with 4 schools to stop smoking</li> <li>Deliver a range of sports and physical activity projects for 4,500 residents</li> <li>Promote healthier lifestyles working with at least 8 community groups or projects</li> <li>Work with North Country Leisure to re-develop Copeland Swimming Pool and assist a bid for Millom Pool</li> <li>Provide free swimming for 60,000 residents that are under 16 or over 60 years old</li> </ul> <p><b>Activities for young people</b> In 2009 you told us you would like us to improve activities for young people. We will:</p> <ul style="list-style-type: none"> <li>Develop at least 3 new play areas in working with local town and parish councils</li> <li>Work with 500 young people in positive activity including learning and personal development projects</li> </ul> <p><b>Keeping you informed</b> In 2009 you told us you would like us to keep you better informed about what we do. In response we will:</p> <ul style="list-style-type: none"> <li>Improve Copeland Matters by sending out a smaller publication more frequently for the same cost</li> <li>Give feedback on what you told us and how we responded</li> <li>Make better use of emerging technologies such as multimedia technology and social media</li> <li>Provide a comprehensive A-Z of services in Copeland Matters annually, along with a regular guide in each issue</li> </ul> <p><b>Accessing our Services</b> So that you have more flexibility in how and when you access our services we will:</p> <ul style="list-style-type: none"> <li>Develop our website so you can request our services on line</li> <li>Launch an additional one stop shop 'Local Links' office for county and borough services</li> <li>Introduce telephone and online electoral registration</li> <li>Provide online access to development control, building control and land charges services</li> </ul> <p><b>Reduce crime and disorder and help people feel safe</b> As part of the Crime &amp; Disorder Reduction Partnership we will:</p> <ul style="list-style-type: none"> <li>Deliver the Friday Nights project with 200 young people in Cleator Moor, Whitehaven and Egremont by July 10</li> <li>Help reduce the number of alcohol related admissions to hospital compared to 2009/10</li> <li>Increase the proportion of respondents that agree the police and other local services are dealing with anti-social behaviour by 3% compared to 2009/10</li> </ul> <p><b>Equality of opportunity for everyone</b> To meet the needs of a diverse community we will:</p> <ul style="list-style-type: none"> <li>Gain Equality and Diversity level "Achieving"</li> <li>Make sure all our buildings are fully accessible to people with disabilities</li> </ul>	<p><b>Create sufficient and diverse jobs</b> In 2009 you told us that creating sufficient jobs was still one of your top 6 priorities. We will:</p> <ul style="list-style-type: none"> <li>Work to achieve our 10 year target of 5000 new jobs between 2002 and 2012</li> <li>Create 48 jobs for long term unemployed young people through the Future Jobs Fund initiative</li> <li>Deliver the Intermediate Labour Market Initiative supplying 24x1 year training placements with NVQ unit achievement, 6x1 year construction placements with full NVQ, 4 short term offender placements and 10 supported jobs</li> </ul> <p><b>Improve skills and education in our community</b> In 2009 you told us that improving skills and education was still one of your top 6 priorities. We will:</p> <ul style="list-style-type: none"> <li>Deliver the Tackling Redundancy project aiming to train 140 people, assist 8 people in setting up new businesses and get 80 people into new jobs or secure their existing job</li> <li>Through the Pathways to Arts programme help 200 people improve their skills and confidence</li> <li>Run the Sports Education programme for 100 young people and 100 adults by Dec 10</li> <li>Attract 54000 visitors to the Beacon, inspire 4650 children through curriculum linked activities and provide formal learning to 1000 adults</li> </ul> <p><b>Housing to meet the needs of the future</b> Having established the housing need in the borough we will:</p> <ul style="list-style-type: none"> <li>Support the completion of 41 new affordable homes</li> <li>Approve financial assistance for 75 owner-occupiers to bring their homes up to the Decent Home Standard</li> <li>Work with our partners to achieve Decent Homes Standard for all registered social landlords by 2013</li> </ul> <p><b>Good roads and public transport</b> In 2009 you told us that good roads and public transport was still one of your top 6 priorities. We will:</p> <ul style="list-style-type: none"> <li>Help our partners deliver the new bus and rail hub at the northern entrance to Whitehaven</li> <li>Secure funding for the concessionary fares scheme and ensure it is targeted in the most effective way</li> </ul> <p><b>Economic sustainability</b> To help strengthen Copeland's economic position we will:</p> <ul style="list-style-type: none"> <li>Commence construction of the first phase of the Albion Square office development</li> <li>Secure an operator and in partnership work up plans for a harbour side hotel</li> <li>Preserve and enhance Whitehaven's historic qualities through the Whitehaven town centre Conservation Area management plan</li> <li>Increase tourist numbers by 2% through tourism development and marketing by the Western Lake District Tourism Partnership</li> <li>Help the delivery of the Summer 2010 Lakes Alive programme of events and develop employment pathways for people within the borough</li> <li>Attract £60k of grant funding to deliver an arts in empty spaces programme to boost the main town centres by Dec</li> </ul> <p><b>Britain's Energy Coast</b> As part of our contribution towards delivering Britain's Energy Coast we will:</p> <ul style="list-style-type: none"> <li>Investigate transport infrastructure needs in readiness for nuclear new build</li> <li>Secure funding to help us prepare for the potential nuclear new build</li> <li>Work in partnership to advance nuclear new build proposals</li> <li>Work with partners to decide what should be included at the proposed health campus and identify potential development land</li> </ul>

\*Further details on actions and promises are documented within the Corporate Implementation Plan background document