

- 2004/05 Achievements: Creating and Sustaining a Healthy Local Economy Appendix 3

Objective Ref:	Achievements against last years objectives
OE 1	<p>Work with partners to deliver our target of generating 5000 new jobs over the ten years 2002-2012. In particular this will include working with the Westlakes Renaissance, Rural Regeneration Company, W3M and the new Government Strategic Task Force.</p> <ul style="list-style-type: none"> • In partnership we have created 316 FTE jobs in 2004. • The Mark House site is now in the hands of a hotel operator. • We acquired Cleator Moor Co-op and all funding has been secured to allow the development of managed work space. • The £6.3 million infrastructure investment in the extension of Westlakes is now complete creating eight new development plots. The NDA HQ building is now complete and a funding package has now been agreed for further building on the Park. • Five new companies have located at Westlakes where the total number of jobs are around 1000. • We lobbied for the West Cumbria Strategic Forum, which is chaired by the Secretary of State for Trade and Industry, Patricia Hewitt. The concept of West Cumbria Proofing has been agreed and is now being developed.

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OE 2	<p>Lobby and seek funding for transport and infrastructure improvements.</p> <ul style="list-style-type: none"> • Following lobbying against de-trunking, we triggered a public enquiry on A595

Objective Ref:	Achievements against last years objectives
OE 3	<p>Access to jobs</p> <ul style="list-style-type: none"> • We increased support to people accessing jobs through the local labour group. • We actively support the Classroom Assistants Scheme. • The Connecting Copeland Project seeks to assist new and established business to reach new markets, improve communications and sales and to increase employment opportunities, through IT improvements or investment. In the past year a total of 64 Copeland based businesses have received direct support from the initiative, which has resulted in 562 jobs being safeguarded and 10 new jobs created.
OE 4	<p>Support the development of infrastructure in target industries such as tourism, energy, environmental and information & communications technologies.</p> <ul style="list-style-type: none"> • We successfully lobbied for continued roll-out of BT Broadband throughout Copeland. Broadband is now available in most towns within the Borough. • We supported the visits by the tall ship Endeavour, it is estimated that around 9,200 paying visitors boarded the Endeavour during the two visits. • We continue to support the Maritime Festival. • Destination Management Systems are now in all our Tourist Information Centres

Objective Ref:	Achievements against last years objectives
OE 5	<p>Support projects to attract external investment.</p> <ul style="list-style-type: none"> • We were able to access a North West Development Agency grant of £480,000 over three years, through the North West Coalfields Programme, to fund projects such as the “Clean and Green Team”, the mining villages environmental project and the employment support project. • West Lakes Renaissance provided funding for Millom Implementation Plan (£35k), Whitehaven Town Centre Development Framework (£150k), Whitehaven Implementation Plan (£130k) and Westlakes Masterplan (£25k) • Rural Regeneration Cumbria grant aided the Endeavour visit (£15k) • West Cumbria and Furness EDZ has supported the following spend to date <ul style="list-style-type: none"> • Coastal Renaissance Marketing £316k • Employment support £21k • Westlakes cycleway £95k • Whitehaven Harbour £369k • Haig Pit £58k • Westlakes £1.6 million • Pressed for resources to be channelled and targeted to the needs of Copeland through the Nuclear Task Force • Through direct expenditure we have secured X investment of Y.

Objective Ref:	Achievements against last years objectives
OE 6	<p>Help local partnerships to implement action plans in our urban centres.</p> <ul style="list-style-type: none"> • We have secured £138,000 to appoint a dedicated Market Town Officer for Millom and £128,000 for an dedicated officer for Egremont. • Regeneris mini masterplans for Cleator Moor and Egremont completed. Work commissioned for Millom • Whitehaven Town Centre Urban Development Framework commissioned
OE 7	<p>Support initiatives to improve the image of the area to make it attractive to investment.</p> <ul style="list-style-type: none"> • Proposals are included in the presentation to the Strategic Forum and the Memorandum of agreement in order to seek funding commitment to support this area of work
OE 8	<p>Support established and future local businesses.</p> <ul style="list-style-type: none"> • Continuing implementation of Connecting Copeland • Social Enterprise “Hub” proposal being developed to provide centre of excellence for social enterprise • ANNEX 6 of the Memorandum of Agreement has been completed which provides a framework of support for local suppliers to the nuclear industry.

Objective Ref:	Achievements against last years objectives
OE 9	<p>Provide opportunities for local people to influence investment decisions.</p> <ul style="list-style-type: none"> • Local Plan timetable agreed with Planning Inspectorate • Significant achievement last year in the planning delivery grant of £318,000 from ODPM to improve the planning service.

Appendix 2 - 2004/05 Achievements: Managing the Impact of the Nuclear Industry

Objective Ref:	Achievements against last years objectives
ON 1	<p>Work with all relevant partners to ensure that facilities are operated in the safest and most secure manner possible.</p> <ul style="list-style-type: none">• We have received assurance from the NDA that on nuclear sites competitive contracts are fully incentivised to ensure safety.• We have made sure the importance of having road infrastructure of appropriate quality servicing Copeland's Nuclear Sites is on the Ministerial agenda.• We contributed towards an OSCAR emergency simulation exercise, leading the recovery phase.

Objective Ref:	Achievements against last years objectives
ON 2	<p>Review and strengthen Copeland’s own policies relating to the nuclear industry to ensure the council can effectively support any decisions that may have a positive socio, economic or environmental impact on the area.</p> <ul style="list-style-type: none"> • The Council has made its policies clear to national decision makers through a range of consultation processes. • The Council has adopted a policy of supporting new nuclear build. • New nuclear policies have been agreed for inclusion in the draft Local Plan. • In partnership we have established and secured funding for a National Association of Communities affected by nuclear installations, ‘Nuleaf’, which is now adding a strong community voice to the national debate in nuclear issues.

Objective Ref:	Achievements against last years objectives
ON 3	<p>Lobby to get acceptance of the principle of compensatory measures to offset nuclear detriment.</p> <ul style="list-style-type: none"> • We have achieved acceptance that the issue of community compensation and veto needs to be dealt with as part of the national policy reviews on Intermediate Level and Low Level Radioactive Waste. • We have had issues of community compensation/veto included in considerations of the COWAM intended work programme aimed at creating E.U. guidance to Governments of dealing with communities on radioactive waste issues.

Objective Ref:	Achievements against last years objectives
ON 4	<p data-bbox="450 395 1906 435">Maximise the commitment to manage socio economic change from Government.</p> <ul data-bbox="495 459 2085 938" style="list-style-type: none"> <li data-bbox="495 459 2085 587">• We have secured a national ministerial West Cumbria Strategic Task Force chaired by the Secretary of State for Trade & Industry to ensure government is joined up in support of the socio-economic development of West Cumbria. <li data-bbox="495 608 2085 730">• We have secured national and regional government committed to an agreement to work together to ensure West Cumbria’s economy is supported to perform at least as well as the North West Region as a whole. <li data-bbox="495 751 2085 842">• We secured agreement to include in the Energy Bill 2004 the statutory requirement that the NDA has some responsibility of socio economic issues. <li data-bbox="495 863 2085 938">• We have gained agreement to establish a system of ‘West Cumbria Proofing’ of Government and Regional policies and programmes.

Objective Ref:	Achievements against last years objectives
ON 5	<p>Maximise the contribution to socio economic issues from the Nuclear Decommissioning Authority (NDA).</p> <ul style="list-style-type: none"> • We have secured community funding from the NDA at, at least the level formerly provided by BNFL. • The NDA has signed the Memorandum of Agreement committing them to work with us to ensure West Cumbria performance is at least as good as the North West's performance. • Additional Annex 6 of the Memorandum of Agreement as a framework for supporting the local supply chain agreement principles. • NDA agrees to support economic baseline study work as an input to developing socio economic plans. • NDA/DTI support seconded post in the Borough Council's Team. • NDA locate headquarters in Copeland.
ON 6	<p>Maximise economic development opportunities arising from the nuclear industry.</p> <ul style="list-style-type: none"> • Nuclear Opportunities post promoted, funded and filled at Westlakes Renaissance. • Nuclear Opportunities Group establishes to pursue opportunities and a number of projects were pursued. • Further development at WestLakes planned; three nuclear related companies set up at WestLakes.

Objective Ref:	Achievements against last years objectives
ON 7	<p>Maximise contribution to socio-economic management from the North West Development Agency (NWDA).</p> <ul style="list-style-type: none"> • WLR develop new investment plan. • Significant funding provided for a range of projects.
ON 8	<p>Maximise training and job opportunities for local people.</p> <ul style="list-style-type: none"> • The Secretary of State for Trade & Industry announces the creation of the University of Cumbria. • University campus proposal at West Lakes Science Technology Park announced. • Decommissioning course established at West Lakes College. • Nuclear Skills Project and Nuclear project past initial feasibility stage. • Established NDA commitment to maximise retraining current employee base for decommissioning.

Objective Ref:	Achievements against last years objectives
ON 9	<p>Maximise spending through local businesses.</p> <ul style="list-style-type: none"> • Annex 6 of Memorandum of Agreement developed to provide a framework to support local supply base. • Business Cluster Group established. • Supply chain development project to support local businesses has been established.
ON 10	<p>Ensure the protection of the natural environment, both locally and globally.</p> <ul style="list-style-type: none"> • Policy response made to various consultations on issues impacting on the environment. • Continuing to work with Environment Agency on environmental issues as they arise.

Objective Ref:	Achievements against last years objectives
ON 11	<p>Represent the community on local and national nuclear related groups and seek the implementation of our policies.</p> <ul style="list-style-type: none"> • Have represented the community through a range of forums and consultation in relation to: <ol style="list-style-type: none"> 1. Dounreay Low Level Waste 2. Waste Substitution 3. Intermediate Level Waste Policy (CORWM) 4. Low Level Waste Policy (DEFRA) 5. Nuclear Submarine Waste (MOD) 6. NDA Development (DTI) 7. Stakeholder Engagement Plans (DTI) 8. BNFL National Stakeholder Dialogue 9. Sellafield Local Liaison Committee • Have influenced and helped implement the development of the new West Cumbrian Sites Stakeholder Group (WCSSG) in a form the Council has previously lobbied for.

Objective Ref:	Achievements against last years objectives
ON 12	<p>Seek a further informed community with the opportunity to be involved in decisions.</p> <ul style="list-style-type: none"> • We have successful made sure that the importance of full community involvement has been recognised in various plans. • Through the chairmanship of the new WCSSG, Community Engagement Co-ordination group have developed a framework for engaging the wider community in key decision processes.
ON 13	<p>Put in place sufficient resources for the council to take a strong community leadership role in nuclear issues.</p> <ul style="list-style-type: none"> • Have secured a new focussed resource through the Council restructure. • Have appointed a Head of Sustainability and Nuclear Issues. • Have agreed a secondment from DTI funded by the NDA. • Have secured private sector funding to support these developments.

Appendix 2 - 2004/05 Achievements: Quality of Life and Social Inclusion

Objective Ref:	Achievements against last years objectives:
OL 1	<p>Promote healthy lifestyles, recognising the strong links between active leisure activities and health, and ensure that access to our leisure and cultural facilities and events is inclusive and recognises the diversity within our communities.</p> <ul style="list-style-type: none"> • An initial meeting has taken place with Connexions and Cumbria Youth service to explore areas for joint working as a result of meetings: a disengaged young person has been offered a placement at the Sports Centre and a personal survival course has been held at the pool. • In conjunction with the Schools Partnership Development Manager a Healthy Lifestyle Reward scheme (offering free sessions at CBC leisure facilities) has been launched. • Last summer Copeland Leisure offered a free summer holiday programme, which involved over 1600 local children. The Beacon, working in partnership with the Education Service, has provided support to Key Stage 3 projects – helping over 200 local school children. • Refinements have been made to the membership system aimed at encouraging use by target groups and the Beacon passport has been superseded by its incorporation into the Copeland membership card scheme. • Infrastructure improvements supported include the Millom Pool bid, Copeland Stadium expansion and Mirehouse FC.

Objective Ref:	Achievements against last years objectives:
OL1	<p>Promote healthy lifestyles, recognising the strong links between active leisure activities and health, and ensure that access to our leisure and cultural facilities and events is inclusive and recognises the diversity within our communities (cont'd)</p> <ul style="list-style-type: none"> • We are partnering with Allerdale to develop a joint Arts Strategy for West Cumbria to enable a more formal strategic longer-term approach to the arts service delivery. Funding secured from the Arts Council to develop the joint strategy. Consultants are being sought to deliver the project. • Integrated working with the PCT has been established, which has led to proposal for purchasing time at the sports centre and pool, Pow Sports group, North Cumbria Physical Activity strategy Group etc.
OL 2	<p>Lobby to maintain and enhance the range of primary and acute healthcare facilities available within West Cumbria.</p> <ul style="list-style-type: none"> • We have supported residents' concerns and organised public meetings on the future of the West Cumberland Hospital.

Objective Ref:	Achievements against last years objectives:
OL 3	<p>Use our powers to enhance community safety and prevent crime, particularly through the West Cumbria Crime & Disorder Reduction Partnership (CDRP).</p> <ul style="list-style-type: none"> • A single CDRP strategy for West Cumbria has been complete. • Copeland Borough Council has led on one Anti Social Behaviour Order; in addition to this the Community Safety Co-ordinator the Council takes an active role in all ASBOs within West Cumbria. • Crime and Disorder Reduction Partnership have introduced a number of initiatives such as <ul style="list-style-type: none"> ○ The installation of free target hardening accessories - in partnership with Age Concern - (e.g. – door chains and door viewers) ○ The Nightsafe campaign to reduce alcohol related violent crime ○ Open Space projects at Millom and Hensingham – providing a safe place for young people to go.
OL 4	<p>Take action to ensure that all people in Copeland have a decent home.</p> <ul style="list-style-type: none"> • In June 2004 the council transferred its housing stock to Copeland Homes. Copeland Homes have now embarked upon implementing the improvements, which will deliver compliance with the Decent Homes Standard by 2010 incurring spending of over £58 million. • The Council restructure includes a strategic housing role in Regeneration.

Objective Ref:	Achievements against last years objectives:
OL 5	<p>Promote and support activities, often generated within communities themselves, which help to develop active communities which encourage everyone to take part in community life.</p> <ul style="list-style-type: none"> • We have regular contact with Cumbria Association of Local Councils (CALC) and organise and chair quarterly Parish Council Meetings, which include the County Council. We continue to work with CALC on a Quality Parish Development plan and we are now working closely with one of our parishes that hopes to be able to achieve the Quality Parish status shortly. • The Executive have agreed to work with CALC through a Council working party to develop a parish charter and improve working and support to the parishes.
OL 6	<p>Ensure that the needs of the vulnerable within our communities are supported so that they can remain within their communities through our Supporting People strategy.</p> <ul style="list-style-type: none"> • Successful transfer of Home Improvement Agency to Anchor Staying Put. • Careline transfer process ongoing. • Successful take-up of Disabled Facilities Grants.

Objective Ref:	Achievements against last years objectives:
OL 7	<p>Protect local environments from the detrimental effects of matters such as littering, fly-tipping and car parking.</p> <ul style="list-style-type: none"> • We have responded to fly-tipping and littering issues through increased activity by our Enforcement team. • The ‘Clean and Green’ team have now been appointed and are working throughout the whole Borough, working to clean up many untidy and litter covered sites. • Enforcement of on street (DPE) parking is operating ahead of profile.

Objective Ref:	Achievements against last years objectives:
OL 8	<p>Provide an effective and secure Housing Benefit and Council Tax Benefit service to the standards set out in the BFI / DWP Performance Standards.</p> <ul style="list-style-type: none"> • The last year has seen radical improvements to the revenues and benefits service. The Benefit Fraud Inspectorate has concluded that Copeland’s new system of benefits is moving the organisation in the right direction and will ultimately improve the delivery of our benefits service. • We gained funding to introduce a new system to deliver improvements to the revenues and benefits service. • Progress on 2 IT projects are on plan –EDMS (electronic document management system) will go live on 9th August, a week ahead of schedule. • Training needs analysis undertaken for revenues and benefits staff, benefits staff training now complete. • A minor restructure of Benefits has been undertaken and a Performance management framework has been introduced. • Copeland Direct are beginning to deal with face-to-face Revenues enquiries. A Revenues officer is now situated near the counter in the new offices.

Objective Ref:	Achievements against last years objectives:
OL 9	<p>Work with partners to promote the development of further and higher education facilities within West Cumbria.</p> <ul style="list-style-type: none"> • We established higher education as a LSP priority and inclusion of objectives in the Community Strategy. We lobbied for a University of Cumbria. • HEFCE have made a commitment to a University of Cumbria, and a project manager has been appointed to manage its creation. There will be an undergraduate campus, and a graduate research institute in West Cumbria. • The NWDA have made commitment to support the establishment of a Higher Education facility in West Cumbria, with CIIA. West Lakes Renaissance are leading on that aspect of Higher Education development. • The chair of the LSP Economic Well Being review group, is working with national, regional and local politicians and agencies to develop higher education facilities.

Objective Ref:	Achievements against last years objectives:
OL 10	<p>Implement our waste strategy – minimising waste and maximising recycling.</p> <ul style="list-style-type: none"> • A twin-bin system was formally introduced in 2003. Despite a challenging start to the programme, this has proven to significantly increase recycling rates. • The range of materials collected from the kerbside is to be extended • The Council’s Waste Management services have been subject to a positive Best Value Inspection. This highlighted three main areas for the Council to address. • Revised working arrangements for both Members and Officers involved in waste management in Cumbria have been agreed together with a commitment to produce a new waste strategy.
OL 11	<p>Give priority to tackling dereliction and recycling previously used buildings and sites rather than developing Greenfield locations.</p> <ul style="list-style-type: none"> • Interim Local Plan Housing Policy in place

Appendix 2 - 2004/05 Achievements: A Quality Council Delivering Quality Services

Objective Ref:	Achievements against last years objectives:
OQ 1	<p>Develop our performance management processes to ensure that our policies, procedures and strategies are focused on delivering what our customers need, want and expect.</p> <ul style="list-style-type: none"> • Regular reports of progress towards delivering the corporate plan are now being presented to Executive and Corporate Team. • Improvement Programme Board established and has met to discuss progress and issues with the delivery of the programme of improvement projects. • Questionnaires have been conducted based on the recently published IDeA/Audit Commission performance management guide that gave the Council a baseline position of performance management. • A new Project Initiation Document (PID) has been produced to take forward further actions to improve our performance management processes.
OQ 2	<p>Monitor our performance and compare with other organisations to continuously strive for excellence in service provision.</p> <ul style="list-style-type: none"> • The new PID will incorporate this action. • Improvement in performance shown against Best Value Performance Indicators, both year on year and Performance Indicators achieving top quartile performance.

Objective Ref:	Achievements against last years objectives:
OQ 3	<p>Undertake a major re-structure of the council during 2004/05 to ensure we have the best staffing structures possible to achieve our objectives for the community efficiently and effectively.</p> <ul style="list-style-type: none"> • A major restructure has taken place. A new Corporate Team is now in place and we are satisfied that the team will drive positive change forward. The restructure will ensure substantial savings on the annual pay bill, which in turn, will allow more resources to be allocated to service improvements.
OQ 4	<p>Continue to develop our approach to Customer Service, putting the customer at the heart of everything we do and harnessing new technology to improve the access to and delivery of services.</p> <ul style="list-style-type: none"> • IEG4 return has been submitted on time and has been confirmed by the ODPM. The return shows significant progress is being made. • A Head of Customer Services has been appointed to drive through service improvements.
OQ 5	<p>Complete the move to new council offices with minimum disruption to services.</p> <ul style="list-style-type: none"> • The new Council offices opened in September, the Copeland Centre incorporates Job Centre Plus, Copeland Homes, The Department of Work and Pensions and Copeland Borough Council – bringing four major local service providers together which will improve overall customer services.

Objective Ref:	Achievements against last years objectives:
OQ 6	<p>Take an active role in supporting the West Cumbria Partnership to develop and implement the Community Strategy for West Cumbria.</p> <ul style="list-style-type: none"> • Copeland Borough Council (CBC) has taken a lead role in working with partners to develop the resources required to respond to priorities for the LSP. • CBC has agreed to be part of the Service Delivery Network - to offer a more joined up approach to customer services. • A Chief Executives' group has been set up to ensure partners work together to implement LSP priorities. • Copeland hosted the Partnership Forum on 01-Feb-05 that was attended by over 250 people. The guest speaker was the Secretary for Trade and Industry Patricia Hewitt. • Following the annual review of the LSP, an Improvement Plan is being implemented in consultation with GONW.
OQ 7	<p>Respond to the Government on Regional and Local Government Structures and, if regional government goes ahead, help to implement a new structure combining local authorities.</p> <ul style="list-style-type: none"> • This project has been closed. If /when a decision is taken to look at North West regional government again, a new project will be brought forward.

Objective Ref:	Achievements against last years objectives:
OQ 8	<p>Review and develop our procurement policies and procedures.</p> <ul style="list-style-type: none"> • We are working with the new Chief Executive of Cumbria County Council to arrange a workshop to develop proposals for co-operative procurement across Cumbria. • We participate in work sponsored by the National Centres of Excellence for Procurement. • We have set up an E-procurement team. • Revised draft of Procurement Strategy and action plan to meet the requirements of the National Procurement Strategy.
OQ 9	<p>Implement annual revenue saving measures totalling approximately £900,000 for 2005/06 in a way which allocates resources according to council priorities.</p> <ul style="list-style-type: none"> • The Budget Working Party (BWP) and Resources Steering Group meet regularly to consider options for budget savings. • The BWP agreed to use a public consultation method (SIMALTO) to gather data on the services the community prioritise. SIMALTO then informed the budget process. • The budget process for 2005/06 has been completed with savings of over £550k being identified.

Objective Ref:	Achievements against last years objectives:
OQ 10	<p>Develop and implement our Asset Management Plan to gain maximum benefit from the council’s land and property assets.</p> <ul style="list-style-type: none"> • The Housing stock transfer appropriation has been completed and the land disposal process commenced. • Valuation services outsourced enabling flexibility of resources. • Property disposal affected by new Local Plan, otherwise start made on structured disposal process to produce flow of capital receipts. • Two (major) properties sold – 19/20 Irish Street and 23 Roper Street – related to the Councils new offices.
OQ 11	<p>Review our financial control arrangements to ensure we continue to manage our financial resources effectively.</p> <ul style="list-style-type: none"> • We have obtained the CIPFA Financial Management (FM) model which can be used to test stewardship of public resources, to identify how financial management can help drive performance and to consider how far it is an enabler for the organisation to achieve its change agenda.

Objective Ref:	Achievements against last years objectives:
OQ 12	<p>Apply project management techniques to ensure that improvement programmes are run efficiently, and that they deliver as planned.</p> <ul style="list-style-type: none"> • The supporting project to achieve this objective (Improving Project Management and Risk Management, has been suspended by the improvement programme board because the project manager was unable to progress the project due to the need to focus on a higher priority project. The project will be re-launched at a later date.
OQ 13	<p>Harness the talent within our organisation to develop improved ways of working.</p> <ul style="list-style-type: none"> • No significant progress has been made on this corporate objective it is now the responsibility of the new Corporate Team, with the Head of Policy & Performance taking the lead role.
OQ 14	<p>Maximise capacity within our organisation, and unlock additional capacity from partnership arrangements.</p> <ul style="list-style-type: none"> • Copeland is participating in the pan-Cumbria capacity building project – Achieving Cumbria Excellence (ACE). Three Officers are participating in the Active Learning Sets, Copeland is leading on the sharing of knowledge and experience with regard to Waste Management service delivery, and two members are attending the Leadership Programme. • The restructure deals with key capacity issues such as the work relating to the nuclear industry. • We formed a partnership with Capita to deliver our Valuation Service.

Objective Ref:	Achievements against last years objectives:
OQ 15	<p>Take calculated risks where significant benefits are likely to arise and we will manage these risks effectively.</p> <ul style="list-style-type: none"> • No progress – supporting project suspended.
OQ 16	<p>Improve the way we communicate and consult with the people of Copeland.</p> <ul style="list-style-type: none"> • Best Value Review of Communications has been completed. • More proactive press briefings are taking place. • In October 2004 Copeland Council hosted Local Democracy Week. Over five hundred children visited the new council offices. The week culminated in a question and answers session with the local MP, Dr Jack Cunningham. • The four Copeland Youth Councils have had a positive year – more schools then ever before are now actively participating and more importantly, schools are raising issues of concern. The Youth Forum took place in April; the theme of the Forum was Bullying.