

Corporate Plan - Refreshed for 2008-12

EXECUTIVE MEMBER: Councillor E Woodburn
LEAD OFFICER: Chief Executive
REPORT AUTHOR: Hilary Mitchell

Summary and Recommendation: This report is to seek Council approval of the refreshed Corporate Plan.

It is recommended that Council approves the refreshed Corporate Plan for 2008-12.

1. INTRODUCTION

- 1.1 The Corporate Plan contains the long term vision, direction and priorities of the Council. It is used to shape service plans to ensure all departments within the Council are working towards the same vision of the future and focusing on the same priorities. It forms a basis against which to measure performance. The Council's 5 year Corporate Plan was agreed in April 2007.
- 1.2 An exercise has recently been undertaken to update the Plan, which is to be circulated with this report, to review its content and make any minor revisions as required. These have mainly been changes to dates, removal of duplications and a small number of additions to take account of the developing agenda for Copeland.
- 1.3 All managers and members of Corporate Team have been involved in this exercise. Managers and members of the Executive have been copied in to the various versions of the Plan as it has progressed. All Members were consulted on the draft Plan during March and April 2008.
- 1.4 The new National Indicator set (NIs) are being used as measures for some targets in the Plan. Indicators developed from the Sustainable Communities Strategy "Future Generation" and the new Cumbria Local Area Agreement have been added.

2. ARGUMENT

- 2.1.1 For the Corporate Plan to be effective it must remain a living document. Although the core message of the Corporate Plan has not changed, minor details in the edition to be agreed have, as the Council responds to its own progress and the needs of the community.

3. CONCLUSIONS

- 4.1 The significance of the Corporate Plan for all the Council's policies, projects and services means that changing it needs formal agreement by the Executive and by full Council.

4. FINANCIAL AND HUMAN RESOURCES IMPLICATIONS (INCLUDING SOURCES OF FINANCE)

- 5.1 The Council budget, agreed on the 26th February 2008, was drawn up to meet the requirements of delivering the Corporate Plan.
- 5.2 Human Resources should be put in place by the Council to deliver the Corporate Plan. In the budget for 2008/09 there is allowance to increase the Council's staff by a small number of key posts to meet priorities in the Corporate Plan.

List of Appendices

Appendix A - Copeland Borough Council Corporate Plan 2007-2012 2nd Edition April 2008.

List of Background Documents: 5 Year Corporate Plan 2007-12, 1st edition (as shown on Council's website)

List of Consultees: Leader, all Members, Corporate Team, Managers



Copeland Borough Council

Corporate Plan 2007-2012

2nd Edition April 2008

Draft Version 8a.08

Contents

	Page
Forward	3
Introduction	4
Context	7
Aims and Outcomes	8
Glossary	40
National Outcome and Indicator Set	48
Annex 1 – The Planning Structure	54

Foreword

We are delighted to present our refreshed 5 year Corporate Plan for 2007 - 2012. It builds on our achievements of the first year of delivery, in which we achieved 85% of our intended objectives. It sets out our ambitions for the future for Copeland Borough and for the Council.

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

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

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

Shortly before the beginning of the second year of the Plan, we have reviewed our progress and updated the document, so that it sets out the Council's latest thinking and priorities for the next four years.

Councillor Elaine Woodburn
Leader

Liam Murphy
Chief Executive

Introduction

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

Copeland is a place of contrasts. It is predominantly rural in character - two thirds of the borough is within the Lake District National Park, so agriculture and tourism play a significant role in the local economy. However, the majority of residents live in the relatively narrow coastal strip served by the A595 and West Coast rail line. The population of some 70,600 is concentrated in four main centres: Whitehaven, Egremont and Cleator Moor in the north of the borough, and Millom in the south.

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

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

We have a population that is also increasing in average age. This brings challenges in terms of the economy, future service requirements and community cohesiveness.

Although we live in one of the most beautiful parts of the country, we are geographically remote from the transport infrastructure. As a community we need to not only harness the opportunities that new communications technology brings, but seek to improve access to and from the Borough.

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

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

To deliver this level of achievement in regeneration we have been able to attract a high level of external funding for every pound raised locally, giving exceptional value for money. *From 2008 Copeland Borough benefits from £1m per year for the next three years of additional Government money to tackle the causes of worklessness. We are setting up the Community Interest Fund for the people of Copeland in partnership with Cumbria County Council and the NDA for administering the fund.*

We are focussing on improving our own business performance by carrying out a Pay and Grading review and workforce development to recruit, retain and achieve a well motivated workforce. In addition we are aiming to implement ICT solutions to support modernized working methods including Customer Relationship Management, improved web and intranet sites, flexible ways of working and improved communication channels for access to services and decision making.

We created new arrangements to strive to achieve the Decent Homes Standard and deliver other housing improvements through the upgrading of the Borough's housing stock by transferring them to a new body (Copeland Homes). *We are aiming to develop improvement grants for those on low incomes with a view to meeting decent homes targets and tackling climate change through better insulation*

We established Leisure Copeland to drive the management and development of the area's leisure facilities. Both of these transfers achieve the best possible value for money for our residents, while giving improvements in facilities and services. *Over the next year we will be continuing to work towards the development of the Pow Beck site to achieve improved leisure and recreation facilities for the Borough.*

We continue to win accolades in a range of areas, especially for the quality of the environmental work we do. These include Green flags for our Parks and Open Spaces, holding four of Cumbria's six Green Flags and one of Cumbria's two Green Heritage Awards

at Egremont Castle; successes in Cumbria in Bloom and Britain in Bloom. We also continue to win recognition in the Business Excellence Awards.

During 2006/7 an intense piece of work was carried out across Cumbria to develop the Cumbria Local Area Agreement. This came into effect in April 2007 and was in the process of being updated for 2008-11 as this Corporate Plan was being revised. Copeland Borough Council recognises its responsibilities to contribute to successful delivery of the Agreement. Several of our priority actions will directly contribute to this. This will also support the delivery of the West Cumbria Sustainable Communities Strategy.

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

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

How we will use this plan

The Council's 5 year Corporate Plan provides a framework of objectives to achieve our vision for Copeland. On an annual basis the Council will decide key priorities; and in any given year we will ensure that delivery is properly resourced and is achieved as planned.

As part of the budget setting process for 2008/9/11, public consultation focussed on what among all the objectives in the Council's main plan were those that local people thought should have highest priority. They were:

- Quality environment
- Good roads and transport
- Enough jobs to suit all
- Keeping Copeland safe
- Improving skills and education
- Good customer service

The information from people in Copeland gives the Council a clear steer on how we should deploy our resources in future. Many of our activities support the delivery of these aims, and even if we are not directly responsible for delivery, we are in a position to influence those that are. You will see that the public's priorities are highlighted as they occur in the plan, and over the coming months the Council will increasingly focus in these areas.

Context

Vision and Themes

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

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

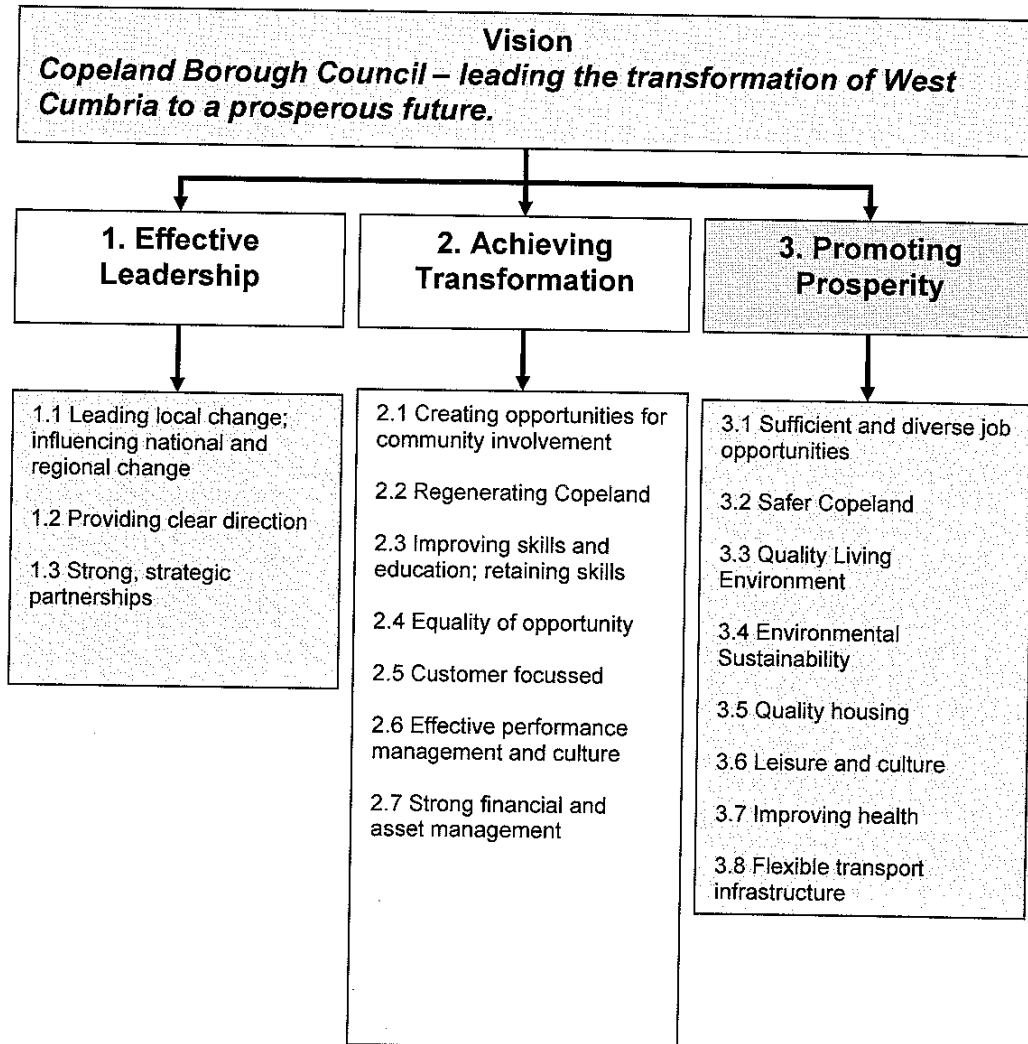
What do we mean by this?

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

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

Aims and Outcomes

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



1.1 Leading local change; influencing national and regional change		Lead: Chief Executive				
Copeland will use its democratic mandate to lead local transformation for the benefit of the community; and will be seen as an influential contributor at national and regional level.						
Ref:	Service	Action	Outcomes (measurable)	Target Date	Indicators (NIs/LAA targets)	SCS Indicators
Key Measures: <ul style="list-style-type: none"> We will seek to achieve external recognition of our excellence in service delivery and partnership working. We will continue to secure the commitment and delivery by regional and national organisations to achieve a West Cumbrian economy at least as successful as the North West region. We will successfully influence change in national, regional and local policy through lobbying and responding to consultation. We will achieve external recognition of excellence as a leading authority. 						
1.1.2	Corporate Team	Continue to monitor and review Government policy and lobby for the interests of Copeland.	Regional and national policy is influenced by Copeland Borough Council and its partners.	Annual		Quality of life
1.1.3	Chief Executive	To work jointly with the other authorities in Cumbria to improve the system of local government for Cumbria.	Joint work leading to greater efficiencies in service delivery and greater local accountability, Plans developed which would provide options for sharing services Joint working with Cumbrian authorities produces governance arrangements for LAA and CSP	2008/9 and annually 2009 2009	NI 7	Fun and Enjoyment Quality And Location Of Services Access To, From And Within The Area Landscape, Townscape And Seascapes
1.1.4	Corporate Team	Agree priorities within the Local Area Agreement for Copeland and strive to meet the Government's local area Agreement targets.	The commitments within the Cumbria Local Area Agreement will form part of the Council's performance plan.	2008/9 and annually		Business Reputation
1.1.6	Legal and Democratic Services	Undertake a review of governance and constitutional issues.	A fit-for-purpose organisation recognised through external scrutiny.	2012		Incomes
1.1.7	Policy & Performance	Undertake reviews of organisational effectiveness and invest in and	Council is able to demonstrate enhanced Value for money	2008/9 and annually		

		support improvements.	Customer focus		Size Of Economy Added Value Belief And Values
1.1.8	Legal and Democratic Services	Deliver improvement plan for Access to Services in Copeland and with Cumbrian partners Achieve an Excellent rating in all external assessments, including CAA, Direction of Travel, Use of Resources, Statement of Internal Control.	Continuous improvement Efficiency gains towards targets. Robust procurement policies and procedures which support equal access and opportunities Service excellence and high levels of customer satisfaction	2012	
1.1.10	Corporate Director Development	Implement the IDEa's recommendations for ethical governance framework. Take a lead role in advising government and related bodies on local communities and national nuclear policies. Seek to influence policy to the benefit of Copeland residents.	Deliver improvement plan from Ethical Governance assessment Copeland will continue to be the lead local authority voice on nuclear issues. Finalise set of clear policies regarding nuclear issues in Copeland. Provide responses to key national and regional consultation within the stated deadline	2009 2008/9 and annually	
1.1.11	Corporate Director Development	Take a lead role in the development of regeneration and economic development strategy and delivery in West Cumbria. Ensure that the Council has a clear and strong set of plans, engaging services across the Council in delivering regeneration objectives.	Key priorities and actions identified for Council's strategies in regeneration. Active participation in regeneration related forums.	2008/9 and annually	

Related Strategies

Energy Coast Masterplan

Strategy for Sustainable Communities in West Cumbria – Advantage Through Knowledge and Managing Transition, Quality Public Services, Cumbria Local Area Agreement targets are emboldened.

1.2 Providing clear direction		Lead: Chief Executive				
We will provide clear direction for our staff, fellow stakeholders and strategic partners through our policies and strategies.						
Key Measures:						
<ul style="list-style-type: none"> We will deliver on our corporate targets and improve them. We will monitor the perception of our staff through staff surveys and will respond effectively to the results. We will ensure that Members and officers deliver a consistent message both internally and externally. We will have measurable achievements in those areas of our corporate plan where Copeland can only influence. 						
Ref:	Service	Action	Outcomes (measurable)	Target Date	Indicators (NIs/LAA targets)	SCS Indicators
1.2.1	Corporate Team	Monitor and review a medium term Corporate Plan which sets out the vision, priorities and objectives for the Council.	The Council relevant and proactive vision, priorities, objectives and achievements will be communicated widely.	2008/9		Quality Of Services
1.2.2	Corporate Team	Survey staff satisfaction and awareness of the Council's direction; develop and implement improvement plans.	Improvement in staff satisfaction and awareness of Council priorities throughout the organisation	2008/9 & 2011		
1.2.3	Policy & Performance	Adopt and cascade communication plans for corporate improvements, including communications tools for staff, members and stakeholders.	Employees and stakeholders recognise corporate messages, measured through periodic surveys.	2008/9		
1.2.4	Policy & Performance	Link the Corporate Plan to the new employee performance management framework	Staff are appropriately supported in delivering Council objectives	2008/9		

Related Strategies
Cumbria Local Area Agreement targets are emboldened.
Strategy for Sustainable Communities in West Cumbria – Quality Public Services

1.3 Strong strategic partnerships		Lead: Chief Executive				
We will lead Copeland's transformational partnerships and support other, strategic partnerships.						
Key Measures:						
<ul style="list-style-type: none"> We will improve working with key partners. We will agree joint strategies and contribute to their delivery by working in partnership We will set up a process for regular review of partnership value and arrangements. We will review all partnership delivery arrangements in West Cumbria in response to adopting the Energy Coast Masterplan. We will adopt the <i>Energy Coast Masterplan</i> as approved by the West Cumbrian Strategic Forum. 						
Ref:	Service	Action	Outcomes (measurable)	Target Date	Indicators (NIs/LAA targets)	SCS Indicators
1.3.1	Corporate Team	Ensure representation and governance arrangements for key strategic partnerships and devise appropriate feedback mechanisms from them into the Council.	Strong protocols in place for effective partnership working. Appropriate political representation is made at the correct level for all partnerships actively supported by the Council.	2008/9		Quality of Life
1.3.2	Chief Executive	Develop and deliver an action plan with partners for improvement for the West Cumbria Strategic Partnership.	Improved public services for West Cumbria	2008/9		
1.3.3	Chief Executive	Deliver the Sustainable Communities Strategy and the Neighbourhood Renewal Delivery Agreement implementing local delivery plans	The gap between the best and worst in Copeland and Cumbria is reduced. Improvements in ranking in national Index of Multiple Deprivation	2010/11		Quality Of Services
1.3.5	Corporate Team	Review and revise partnership working from the recommendations and priorities of the Energy Coast Masterplan.	The partnership framework meets the delivery needs for the Energy Coast Masterplan.	2008/9		
1.3.6	Director of Development	Develop and agree Copeland Regeneration Delivery Plan in response to the requirements of the approved Energy Coast Masterplan.	Implementation of the Copeland Regeneration Delivery Plan as part of the Energy Coast Masterplan.	2008/9 and annually		
1.3.7	Chief Executive	Work with the Lake District National Park Partnership to deliver its vision and aims.	A world class destination and attraction that Copeland can feel justly proud of as a <i>world heritage site</i> .	2012		

1.3.8	Executive Board	Contribute to the Cumbria Strategic Partnership and the delivery of the Cumbria Community Strategy and LAA	A better Cumbria for residents and businesses through the delivery of the Cumbria Local Area Agreement	2008/9 and annually	
1.3.9	Corporate Team	Locality Working delivery: governance structures will be put in place giving opportunities for greater participation by the community, working with agencies to identify and address local needs.	Greater involvement and access to local government service delivery in the 5 Copeland localities	May 2009	NI 3; NI 4; SI 12;

Related Strategies

DCLG paper 'Service Transformation through Partnership'
West Cumbria Strategic Partnership programme: Networks and Leadership, Quality Public Services
Energy Coast Masterplan
Cumbria Local Area Agreement targets are emboldened.

2.1 Creating opportunities for community involvement		Lead: Chief Executive				
We will strengthen the opportunities for every citizen of Copeland to be heard on issues of importance to them.						
Key Measures:						
<ul style="list-style-type: none"> We will manage a planned approach for community involvement which is refreshed each year. We will ensure increasing participation of the community in local governance, year on year. We will work to increase the number of Parish and Town Councils achieving the Quality Parish scheme. We will support the achievement of the Cumbria Local Area Agreement targets. 						
Ref:	Service	Action	Outcomes (measurable)	Target Date	Indicators (NIs/LAA targets)	SCS Indicators
2.1.1	Legal and Democratic Services	Democracy projects will be developed to raise participation in local issues.	Maintained or increased turnout at local elections when held	2011	NI 3; NI 4	Belief And Confidence
2.1.3	Director of Quality of Life	Review the use of facilities and services to ensure that they meet the needs of the community in a sustainable way.	Services and facilities support changing needs and use by local communities.	2008/9 and annually		
2.1.4	Chief Executive	Run a series of out-reach consultations and workshops on policy issues with local people and provide feedback Make more use of the West Cumbria Strategic Partnership and Cumbria-wide mechanisms to make additional direct links between the communities' views and the Council's services.	Effective consultation framework in place. Direct consultation with the community on major issues such as the budget, equalities, regeneration programmes, and environmental services. Increased public satisfaction and awareness of Council services	Annual	NI 3, NI 4	
2.1.6	Director of Quality of Life	Work with Town Councils, Parish Councils and Parish Meetings to develop their role as champions of local communities.	Evidence that Town Councils, Parish Councils and Parish Meetings are influencing the Copeland Borough Council agenda.	Annually	NI 3; NI 4	
2.1.7	Director of Quality of Life	Promote quality parish and town council status within the Borough.	25% of parishes and town councils will achieve quality status.	2009/10	NI 3; NI 4	
2.1.8	Chief Exec	Develop a local forum or Council for the town of Whitehaven through consultation.	An appropriate forum with terms of reference, structure, etc in place.	2009	NI 3, NI 4	

Related Strategies

Strategy for Sustainable Communities in West Cumbria – Networks and Leadership, Quality Public Services

Cumbria Local Area Agreement targets are emboldened.

2.2 Regenerating Copeland We will have a sustainable economic and social environment.		Lead: Corporate Director Development				
Key Measures:						
Ref:	Service	Action	Outcomes (measurable)	Target Date	Indicators (NIs/LAA targets)	SCS Indicators
			<ul style="list-style-type: none"> We will ensure investment in economic and other infrastructure. We will achieve environmental improvement. We will support community development. We will ensure an economically active community. We will ensure successful urban environments and communities. We will ensure successful rural communities. We will sustain the increase in population. We will have narrowed gaps between disadvantaged wards and the average. 			
2.2.1	Development & Leisure and Environmental Services	Implementation of the Whitehaven Regeneration Programme.	Regeneration of Whitehaven – environmental and infrastructure improvements, increased no of businesses, employment, crime prevention, visitor numbers and spend.	2008/9	NI 17	Quality Of Life Fun And Enjoyment
2.2.2	Development	Programme manage Regional Development Agency regeneration initiatives: conclude the Market Town Initiatives (MTIs) and continue to support development of future externally funded regeneration initiatives in Millom and Egremont and the Coalfield Communities Campaign.	Achieving outcome measures set by funders (jobs created, business supported, land reclaimed, investment, etc).	2008/9		Access To, From And Within The Area Landscape, Townscape And Seascape
2.2.3	Development	Support delivery of regeneration in North East Copeland, linked to WLR investment programme.	Improvement in economic indicators in NE Copeland.	2008/9 and annually		Business Reputation
2.2.5	Development	Drive the implementation of the new arrangements for the West Cumbria Delivery Team for regeneration.	Effective delivery of the Copeland Regeneration Delivery Plan.	2012		Incomes Size Of Economy

						Added Value
2.2.7	Development/ Leisure and Environmental Services	Maximise external funding, in the context of the achievement of corporate objectives including sustainable regeneration, and within the resources of the Council and partners to deliver.	External funding secured.	Annually		Civic Pride
2.2.11	Development & Leisure and Environmental Services	Contribute to the work of the South Whitehaven Neighbourhood Management Board – working with the community to improve public service delivery.	Increased resident satisfaction with the neighbourhood. Achievement of Cumbria Local Area Agreement targets.	2010		Demographic Profile

Related Strategies
Neighbourhood Renewal Strategy
Energy Coast Masterplan
Strategy for Sustainable Communities in West Cumbria – Advantage Through Knowledge and Managing Transition, Coastal Renaissance, Communities That Work, Networks and Leaderships
Cumbria Local Area Agreement targets are emboldened.
Cumbria Sub Regional Spatial Strategy

2.3 Improving skills and education; retaining skills (Public Priority 5)		Lead: Corporate Director Development				
We will work with partners to ensure that the Copeland area has an adaptable, multi skilled workforce able to meet the needs of the future economy.						
Key Measures:						
<ul style="list-style-type: none"> We will support increased attainment in secondary schools. We will support increased participation in higher education. We will support increased life long learning take up. There will be a reduction in the level of long term unemployment. There will be increased qualification levels of the adult population. There will be increased numbers of vocational qualifications. Copeland Borough Council employees will develop additional skills and achieve more qualifications 						
Ref:	Service	Action	Outcomes (measurable)	Target Date	Indicators (NIs/LAA targets)	SCS Indicators
2.3.1	Director of Quality of Life	<ul style="list-style-type: none"> Appoint a member and a manager 'Champions' for learning to raise awareness of lifelong learning. Encourage take up of learning opportunities amongst Copeland Borough Council staff Provide opportunities for staff progression to take up hard to fill vacancies Continue apprentice schemes Develop new trainee schemes Encourage the development of basic skills 	<p>Improved staff recruitment and retention rates</p> <p>Employee training opportunities increase; Providing leadership to other employers.</p> <p>Delivery of the Council's priorities; improved performance among members and officers; improved employee satisfaction;</p>	2008/9 and annually		<p>Quality Of Life</p> <p>Quality And Location Of Services</p> <p>Business Reputation</p> <p>Technology And Innovation</p>
2.3.2	Leisure and Environment	Work with partners to enhance skills with learning opportunities in the community.	Increased participation.	2008/9	NI 173; NI 174; NI 163; NI 164; NI 165	
2.3.3	Development	Work with funding partners and delivery agencies to ensure that learning and skills plans meet the business needs of local existing	Increased take up of learning opportunities. Improved attainment and skills levels across the Borough; Better targeted learning services;	2008/9 and annually	NI 173; NI 174; NI 163; NI 164; NI 165	Incomes

		business and potential inward investors; learning and skills plans align with the Cumbria Economic Plan and the future direction for the diversification of the local economy; learning and skills plans meet the needs of the local community, particularly those in disadvantaged areas and groups, and that services are provided in community-accessible settings	Increased take-up of job opportunities Reduced long-term unemployment and increased proportion of population in employment					
2.3.4	Development and Leisure and Environmental Services	To influence the development of the Copeland Academy through appropriate consultation mechanisms	Participation in the Stakeholder Reference Group Fit for Purpose Academy established leading to increased educational attainment and community involvement	2008/9-9 2011			Size Of Economy Diversity Within Economy Added Value	
2.3.6	Corporate	Work with partners to raise the standard in educational institutions.	Increased participation and attainment and achievement of Cumbria Local Area Agreement targets.	2008 and annually		NI 106; NI 72; NI 73; NI 74; NI 75; NI 83; NI 87; NI 92; NI 93; NI 94; NI 95; NI 96; NI 97; NI 98; NI 99; NI 100; NI 101;	Skill Levels Social Capital	

Related Strategies Strategy for Sustainable Communities in West Cumbria – Advantage Through Knowledge and Managing Transition, Communities That Work Energy Coast Masterplan Cumbria Local Area Agreement targets are emboldened.

2.4 Equality of opportunity We will promote equal opportunity throughout Copeland.		Lead: Corporate Director Quality of Life				
Key Measures:						
<ul style="list-style-type: none"> We will have systems in place to ensure that the Council meets the national diversity agenda and Cumbria Local Area Agreement targets. There will be improved results from the Cumbria attitude survey. We will have increased awareness of council tax and housing benefit. We will meet our obligations under the Children's Act 2004 						
Ref:	Service	Action	Outcomes (measurable)	Target Date	Indicators (NIs/LAA targets)	SCS Indicators
2.4.1	Legal and Democratic	Diversity and race equality scheme reviews completed.	Review Equality schemes.	2011/12		Quality of life
2.4.2	Legal and Democratic	Copeland and Cumbria Equality and Diversity groups will develop a Community Cohesion Strategy to improve the Cumbria Attitude Survey results.	Improved results for Cumbria Attitude Survey.	2010	NI 1; NI 2	Quality of services Access within West Cumbria
2.4.3	All services	Undertake Equality Impact Assessments and develop plans to remedy the findings. Implement project plan and actions against Equality and Diversity standard, and in line with the Council's Social Inclusion Policy.	Copeland Borough Council will achieve Level 3 of the Equality and Diversity Standard. Departments will consider equality, diversity and social inclusion issues within all of their activities, both internal and external.	2009	NI 140	Incomes Civic Pride Belief and Confidence
2.4.3 a	All services	Create plans and strategies taking account of the diversity of local communities which contribute to increased social inclusion.	Services enabled to collect and use information about their customers' needs to design services; Gaps between the most disadvantaged communities and the Cumbria average are reduced	2008/9-9 2011-12	NI 140; NI 3	Community Cohesion Demographic Profile
2.4.4	Revenues and Benefits	Develop action plans to help local residents access the benefits they are entitled to.	Maximise benefit and council tax entitlement.	2008/9	NI 140, NI 180	
2.4.5	Leisure and Environmental Services &	Support Cumbria County Council (the lead agency) as part of the Children's Act 2004 requirements by	Every Child Matters outcomes attained	2008/9		

	Development	participation in Children's Trust arrangements for Cumbria			
--	-------------	--	--	--	--

Related Strategies
Strategy for Sustainable Communities in West Cumbria – Communities that Work, Quality Public services, Respect for Rights and Responsibilities
Cumbria Local Area Agreement targets are emboldened.

2.5 Customer focussed (Public Priority 6)		Lead: Corporate Director Quality of Life				
We will be an adaptable Council responding to the expectations and needs of the customer in the services they require.						
Key Measures:		<ul style="list-style-type: none"> We will monitor the perception of stakeholders and customers through annual surveys and will respond effectively to the results. We will be aware of internal and external customer needs and aspirations and how we measure against them. We will respond to external change in a manner which gains customer understanding of the need for change. Public service delivery will be centred on individuals and businesses. We will deliver within a shared services framework. 				
Ref:	Service	Action	Outcomes (measurable)	Target Date	Indicators (NIs/LAA targets)	SCS Indicators
2.5.1	Customer Services	Survey customer profile, satisfaction and stakeholder perception at agreed frequency through use of Place Survey and locally conducted customer surveys; Implement an improvement plan arising from customer survey results	Baselined customer profile, satisfaction and stakeholder perception understood; Customer satisfaction performance against NIs improving year on year Feedback from customer complaints, comments and compliments used in improving services	2008/9 and annually	All Place Survey NIs (1, 2, 3, 4, 5, 6, 137, 138, 139) NI 182;	Quality Of Life Quality Of Services
2.5.2	All services	Develop and publish service standards for internal and external customers	Customer are aware of the standards of service they can expect from Copeland BC services	2008/9s	NI 5	
2.5.3	Business Development, Customer Services	Broaden access to and methods of delivery of services using appropriate new technology to give services which are well-designed, consistent and efficient and which meet the needs of individuals; better communication; and clearer public advice.	Review of customer satisfaction with alternative payment arrangements Revised strategy on use of CRM, Planning system and website for service access; Joint approach to delivery of front office services explored with partners Planned efficiencies achieved	2008/9 and annually		
2.5.4	Corporate Team	Respond to locality, community and parish plans; and accepting that one size does not fit all, design service delivery appropriate to different localities.	Positive links between locality, community and parish plans and Council service plans. A narrowing of the gap of service outcomes between the average and the more disadvantaged areas.	2009 2010-11	NI 5	

2.5.5	All services	Extend the services delivered through a single point of contact for all our customers. Identify new areas to be delivered and produce schedule for roll-out.	Continued improvement in customer service. Less avoidable contact.	2088/9 and annually	NI 14
2.5.6	All services	Service areas will improve delivery to meet internal and external customer needs.	All services will reach or nearly reach top quartile performance against shared priority indicators.	2008/9 and annually	NI 182; NI 183; NI 184; NI 157;
2.5.8	Corporate Team	Review and deliver a corporate communications strategy which seeks to explain policy, challenge views, and stimulate response in all the Copeland communities and within the Council.	More informed debate on life and issues in Copeland; all communities are able to gain access to information published by the Council	2009	NI 5; all place survey NIs.

Related Strategies

Transformational Government
Cumbria Local Area Agreement targets are emboldened.
Strategy for Sustainable Communities in West Cumbria – Communities that Work, Networks and Leadership, Quality Public Services

2.6 Effective performance management and culture		Lead: Chief Executive				
We will use outcome based measures to understand and improve performance across the Council.						
Key Measures:						
<ul style="list-style-type: none"> We will deliver effective member and employee development. There will be an up to date framework/cascade down through the organisation from the Corporate Plan to individual objectives. We will have effective workforce planning in place. We will use accurate performance information. We will have targets with measurable achievements for all council service areas. All employees will have personal objectives linked to corporate objectives. 						
Ref:	Service	Action	Outcomes (measurable)	Target Date	Indicators (NIs/LAA targets)	SCS Indicators
2.6.1	Legal and Democratic Services	Create and deliver annual Member development programme, based on competencies.	Member development programme achieved year on year.	2008/9 and annually		Quality Of Services
2.6.2	Policy & Performance	Create annual officers training and development plan to meet corporate objectives.	Training programmes completed and qualifications achieved.	2008/9 and annually		Belief And Confidence
2.6.3	Policy & Performance	Implement Pay and Workforce Strategy to meet business and staff needs.	Pay and job evaluation complete; Succession plans in place; Vacancy rate reduced. Pay and Workforce Strategy agreed by Council.	2008/9 2010 2008/9 and annually 2010		
2.6.4	Legal and Democratic Services	Ensure that the way the Council manages its Scrutiny function is at least equal to the national standard developed by the Centre for Public Scrutiny by completing the Centre's self-evaluation framework and developing an action plan arising from the self-evaluation.	Self-evaluation framework completed and an action plan implemented. Measurable proof that the Council's Scrutiny function meets the national standard.	2008/9 and annually		
2.6.5	Policy & Performance	Implement and develop effective performance management system for	Staff will have objectives linked to the corporate plan and will be monitored	2008/9		

2.6.7	Policy & Performance	all staff. Develop and implement action plan to improve the quality of data collection systems and processes.	against them. Effective, auditable data collection systems in place. Achieve level 3 data quality standard.	2009
-------	----------------------	--	--	------

Related Strategies

Strategy for Sustainable Communities in West Cumbria – Quality Public Services, Networks and Leadership

2.7.8	Finance and Business Development	their budgets Update and review financial regulations and policies in line with needs of a modern local authority	Financial risk is managed and decisions can be taken to manage the Council's business	2008/9 and annually	
2.7.9	Finance and Business Development and Legal and Democratic Services	Strengthen the governance arrangements around partnership working and grant funded projects particularly regarding accountable body status	Risks arising from partnerships and grant-funded projects are reduced.	2008/9	
2.7.10	Finance & Business Development	Deliver an effective audit and fraud prevention process suitable to the needs of the corporate plan and in line with the CIPFA code of practice.	Improved audit and fraud prevention process.	2008/9	

Related Strategies

Strategy for Sustainable Communities in West Cumbria – Quality Public Services

3.1 Sufficient and diverse job opportunities (Public Priority 3)		Lead: Corporate Director Development				
We will maintain the total number of jobs available. We will secure a significantly higher number of jobs outside the nuclear sector; and those within it will be less dependant on employment within the Sellafield site						
Key Measures:						
<ul style="list-style-type: none"> We will maintain the total number of jobs in Copeland. We will increase the total number of jobs outside nuclear sector. We will increase the proportion of nuclear sector jobs not dependant on current decommissioning activities. We will ensure the creation of 5000 new jobs between 2002 and 2012 within the Borough. We will slow the number of young people leaving the Borough through the creation of more opportunities for them. We will support the achievement of Cumbria Local Area Agreement targets 						
Ref:	Service	Action	Outcomes (measurable)	Target Date	Indicators (NIs/LAA targets)	SCS Indicators
3.1.1	Development	Ensure sufficient employment sites and buildings available, including in town centres	A higher proportion of the borough's jobs are located off the Sellafield site.	2010	NI 151; NI152; NI 153; NI 166	Quality Of Life
3.1.2	Development & Leisure and Environmental Services	Support the development of sustainable local businesses.	Increase the number of jobs in SME's. Increase business registrations in the Borough.	2008/9	NI 151; NI152; NI 153; NI 166; NI 171; NI 172	Location Of Services Landscape. Townscape And Seascape
3.1.3	Development	Market Copeland opportunities to potential new employers.	Create 1250 jobs with new employers.	2009	NI 151; NI152; NI 153; NI 166	Business Reputation
3.1.4	Development	Develop opportunities in the nuclear and energy sectors.	Copeland is an international centre of excellence.	2012 onwards	NI 151; NI152; NI 153; NI 166	Technology Innovation
3.1.5	Development	Secure and develop the number of jobs in the health sector.	Increase the numbers of jobs in the health and care sectors by 5%.	2008/9	NI 151; NI152; NI 153; NI 166	Incomes
3.1.6	Development /Leisure and Environmental Services	Increase tourism, culture and leisure spend through the Borough.	Increase the number of jobs supported by the tourism, culture and leisure sector by 5% per annum.	2010	NI 151; NI152; NI 153; NI 166	Size Of Economy Diversity Within

3.1.7	Development	Increase employment in town centre, retail and service activity.	Increase the numbers of jobs supported by town centre activities.	2010	NI 151; NI152; NI 153; NI 166	Economy
3.1.8	Development	Working with partners help people back into work and reduce worklessness	Increased numbers of people who have been out of employment are helped to gain and retain jobs	2011 and annually	NI 151; NI 152; NI 153; SI 1	

Related Strategies

Cumbria Local Area Agreement targets are emboldened
Energy Coast Masterplan
Nuclear Policy Statement
National Waste Strategy
Strategy for Sustainable Communities in West Cumbria – Advantage Through Knowledge, Coastal Renaissance; Communities that Work

3.2 Safer Copeland (Public Priority 4) Copeland will be a safer place to live.		Lead: Corporate Director Development				
Key Measures:						
<ul style="list-style-type: none"> We will achieve a reduction in the level of crime in the Borough. We will increase the perception of safety levels in the Borough. We will support the achievement of the Cumbria Local Area Agreement targets through the safer and stronger communities block. 						
Ref:	Service	Action	Outcomes (measurable)	Target Date	Indicators (NIs/LAA targets)	SCS Indicators
3.2.1	All Services	Mainstream S17 of the Crime and Disorder Act 1998 in all Council activities through an audit process. Close gaps found in S17 audit. Deliver Section 17 Action Plan	Improved delivery of services, ensuring that they meet S17 requirements	2009	NI 15, NI 16, NI 17, NI 20, NI 21, NI 27, NI 29, NI 32, NI 34, NI 37, NI 41, NI 42	Quality Of Life Quality Of Services
3.2.3	All Services	As a key partner in the Crime and Disorder Reduction Partnership (CDRP), play active part in CDRP at all levels working with partners. All services plan to reduce crime and disorder.	Data sharing; effective support given and received; information on the tools used by the Council (ASBOs, injunctions, fixed penalties, etc.) Results from survey of fear of crime levels. Achieve the stretch Cumbria Local Area Agreement targets.	annually	NI 15, NI 16, NI 17, NI 20, NI 21, NI 27, NI 29, NI 32, NI 34, NI 37, NI 41, NI 42; SI 7; SI 8; SI 9; SI 10; SI 11; SI 13;	Skill Levels Belief And Confidence Education
3.2.4	Communications	Communications strategy for CDRP, including helping to reduce fear of crime through publicising positive news about crime reductions	Clear media messages to promote good practice and initiatives; clarify real levels of crime; level of partnership activity and service activity; give reassurance about crime levels, promote how service delivery can contribute towards reducing crime.	2008/9	NI 17; NI 21; NI 25; NI 27	
3.2.6	Leisure and Environmental Services	Work with partners to identify people (particularly young people) on the edge of criminality and provide diversionary activity.	Reduction in people entering into criminality	Annually	NI 19; NI 22; NI 110	

3.2.7	Leisure and Environmental Services	Address with partners the skills needs of offenders and those on the edge of criminality.	Widen opportunities for offenders or those likely to offend- including the numbers of ex-offenders entering training and employment.	Annually	NI 45
3.2.8	Legal and Democratic Services	Ensure that emergency planning and business continuity arrangements for people, IT, buildings and finance are constantly up to date and effective in accordance with the Civil Contingencies Act.	Business continuity plan for Copeland Borough Council complete. Copeland Recovery Plan in place to return to normality. Annual review	2008/9 2008/9 Annually	NI 37
3.2.9	Development	Work to help the resettlement of offenders in accordance with the National Community Safety Plan.	Successful resettlement of offenders; reduced re-offending rates.	2008/9 and annually	NI 30; NI 143; NI 144

Related Strategies

Community Safety Strategy 2005-08

Cumbria Local Area Agreement are emboldened

Strategy for Sustainable Communities in West Cumbria – Communities that Work, Quality Public Services

3.3 Quality Living Environment (Public Priority 1) Every resident will be proud of their environment.		Lead: Corporate Director Quality of Life				
Key Measures:						
	<ul style="list-style-type: none"> We will ensure all communities have a high quality environment. We will achieve recycling rates in the top quartile. We will ensure lower per capita waste generation. We will support the achievement of the Cumbria Local Area Agreement targets 					
Ref:	Service	Action	Outcomes (measurable)	Target Date	Indicators (Nis/LAA targets)	SCS Indicators
3.3.1	Leisure and Environmental Services	Control waste-related environmental challenges. Reduce crime and fear of crime arising from environmental degradation.	Higher customer satisfaction. Improved partnership working particularly with Social Landlords and parish councils. Street cleanliness will equal the best measured by national performance standards.	From 2008/9 and then annually	NI 195, NI 196	Quality Of Life Quality And Location Of Services
3.3.2	Leisure and Environmental Services	Work with the community to improve quality and access to our open spaces. Undertake disabled accessibly audits and crime audits of all the principle green spaces.	Community engaged with management of Open Spaces and number of external quality awards (eg Green Flags). Develop and implement action plan arising from the disabled accessibly audits and crime audits. To involve at least 30 schools across the borough in the development of boroughs green spaces.	Annual 2010 2010	NI 21	Landscapes, Townscapes And Seascapes Biodiversity And Environmental Quality Equality And Diversity
3.3.3	Leisure and Environmental Services	Use legislative powers to ensure that environmental nuisance is controlled.	Improve quality of environment, reduce levels of offending if necessary through number of actions taken.	2008/9 and annually	NI 195, NI 196	
3.3.4	Leisure and Environmental Services	Make CBC waste management practices more sustainable by increasing recycling rates and working with residents to reduce per capita waste production. Continue to work with the Cumbria	Waste minimisation and recycling to measure alongside the best. Cumbria Waste Strategy implemented.	2009 and annually 2010	NI 191, NI 192, NI 193; SI 15	

3.3.5	Development	Waste Partnership. Local development framework in place: <ul style="list-style-type: none"> Core strategy Action area plans Supplementary planning documents 	Core Spatial Strategy in place Whitehaven Town Centre and Harbourside Action Plan in place Delivery arrangements in place for spatial elements of Sustainable Communities Strategy	20010/11 2010/11 2008/9	NI 159;
3.3.6	Leisure and Environmental Services & Development	Pursue THI funding for Whitehaven town centre. Maintenance and improvement of historic, architectural and environmental street scene. Investment in public realm and accessibility.	Enhanced visitor experience. Increased visitor numbers and spend. More attractive environment for businesses and customers. Improved perception of safety.	2008/9 2012	NI 195; NI 196 ; L12

Related Strategies

Cumbria Local Area Agreement targets are emboldened.
Strategy for Sustainable Communities in West Cumbria – Lifestyle Choice, Coastal Renaissance, Quality Public Services
Cumbria Sub Regional Spatial Strategy

3.4 Environmental Sustainability		Lead: Corporate Director Development	
Copeland will work to ensure that negative environmental impact of current local activities on future generations will be minimised.			
Key Measures:			
<ul style="list-style-type: none"> We will work with Government and Non Governmental Organisations to conserve and enhance the natural environment We will work with residents and businesses to reduce their environmental impact. We will work with the community and partners to maintain, restore and enhance local biodiversity We will increase fuel efficiency across the local area. 			
Ref:	Service	Action	Outcomes (measurable)
Target Date	Indicators – NIs/LAA Targets	SCS Indicators	
3.4.1	Development All Depts	Develop a strategy to reduce CO ₂ emissions in the Council's own operations	Evaluation of indirect and direct emissions of CO ₂ into the atmosphere from Local Authority operations
3.4.2	Development Leisure & Environment	Improve local biodiversity	Annual measured CO ₂ reduction from Local Authority operations (baseline 2008-09) Develop a biodiversity action plan and conservation management plan
3.4.3	Development All Depts	Demonstrate the Council's commitment to the climate change agenda	Prepare annual performance report (baseline 2008-09) Encourage wider public access to local conservation sites Promote educational purpose at local conservation sites Council to sign the Nottingham Declaration Undertake a comprehensive risk based assessment of local vulnerabilities – achieve level 1 Identify appropriate adaptations/changes to mitigate the climate change risks and prepare

			locally specific preferred options – achieve level 2			
3.4.4	Development All Depts	Minimise significant air pollution emissions arising through Council operations	Develop an agreed adaptation to climate change action plan with partners – achieve level 3	2011		
			Implement the climate change action plan including performance monitoring and review	2012		
			Evaluation of air pollutants of nitrogen oxides (NOx) and particulate matter (PM10) into the atmosphere from Local Authority operations	2009	NI 194	
3.4.5	Development Leisure and Environment	Increase performance in local long-term flood and coastal erosion management	Annual measured NOx and PM10 reduction from Local Authority operations (baseline 2008-09)	Annual		
			Develop Shoreline Management Plans (SMP)	2009	NI 189	
			Develop catchment flood management plans (CFMP)	2009		
3.4.6	Development Development /Housing	Tackle fuel poverty in households which claim income based benefits, both private and social sectors	Annually measured performance based on percentage of agreed (with Environment Agency) actions completed	Annual		
			Develop a fuel poverty strategy	2009	LI 8; NI 187; LI 21	
3.4.7	Corporate Director Development	Secure resources to contribute to long term sustainability in recognition of the role the borough plays in hosting radioactive waste for the nation'	Use Government's recommended system to energy rate 30 random local dwellings i.e.- SAP (standard assessment procedure) Reduce the proportion of households with a score below SAP 30 Business plan prepared - long term sustainability and resources secured	2010 2011		

Related Strategies

Strategy for Sustainable Communities in West Cumbria – Lifestyle Choice, Coastal Renaissance
Cumbria Local Area Agreement targets are emboldened.

3.5 Quality housing		Lead: Corporate Director Development				
By 2010 the Council and its partners will have met the decent homes target.						
Key Measures:						
<ul style="list-style-type: none"> We will ensure that substantially all the stock of social rented sector properties will be in a decent condition by 2010. We will ensure that 70% of private sector dwellings occupied by vulnerable people will be classed as decent by 2010. We will have a balance of housing stock by type and tenure. There will be a reduction in homelessness. We will increase the supporting people funded services in Copeland. We will support the achievement of the Cumbria Local Area Agreement targets 						
Ref:	Service	Action	Outcomes (measurable)	Target Date	Indicators (NIs/LAA targets)	SCS Indicators
3.5.1	Development	Work in partnership with Registered Social Landlords to ensure decent homes target is reached	The majority of social rented stock is classed as decent. Floor targets for West Cumbria Strategic Partnership are reached.	2010	NI 158	Quality Of Life
3.5.2	Development	Review the service provided by the Home Improvement Agency.	Increased focus on helping vulnerable people to access sources of funding for home improvements.	2008/9	NI 141	Landscape, Townscape
3.5.3	Development	Ensure balance of housing stock to meet local needs through: <ul style="list-style-type: none"> Contributing to delivery of Housing Market Renewal Local Development Framework policies Inputting to Regional Spatial Strategy Area Housing Renewal Strategy Working with housing providers Area based strategies and plans 	Housing stock that better meets local needs.	2012	NI 154, NI 155; LI 159; LI 4; LI 5; LI 6	
3.5.4	Development	Providing a good housing advice service particularly to vulnerable people, while looking to reduce the level of homelessness.	Reduce hardship due to homelessness; achievement of local PI targets and Cumbria Local Area Agreement targets.	Ongoing	NI 156	
3.5.5	Development	Improve support to people with	Achievement of Cumbrian Local Area	2010	NI 139; NI	

3.6 Leisure and culture		Lead: Corporate Director Quality of Life				
There will be provision for varied leisure and cultural activities across the borough which meets the needs of residents and visitors.						
Key Measures:						
<ul style="list-style-type: none"> We will broaden access to an enhanced leisure and culture activity. We will more closely align leisure and culture activities to meet social, economic, community safety and environmental objectives. We will support the achievement of the Cumbria Local Area Agreement targets 						
Ref:	Service	Action	Outcomes (measurable)	Target Date	Indicators (NIs/LAA targets)	SCS Indicators
3.6.1	Leisure and Environmental Services	Build capacity amongst Copeland communities to take forward arts and sports activities after Copeland BC led start up projects, including through organisations not traditionally involved in sports or arts activities.	An increase in organisations taking part in arts or sports activities leading to greater community cohesion and healthier lifestyles in support of the CDRP agenda and Cumbria Local Area Agreement, contributing to Copeland being a place that people want to live in. To be measured by participation rates and satisfaction levels.	2008/9 and annually	NI 8; NI 10; NI 11; LI2	Quality of Life Fun and Enjoyment Diversity in the Economy Skill Levels Social Capital
3.6.2	Leisure and Environmental Services	Provide plans and manage the completion of new built public leisure facilities in Pow Beck	Relocation of Whitehaven Sports Centre and Copeland Pool confirmed in Pow Beck Regeneration Programme. Alternative plans developed as fall back position. An increase in customer satisfaction ratings and participation rates, improving health of Copeland residents.	2008/9 2012		
3.6.3	Leisure and Environmental Services	Support other community-backed groups to ensure adequate leisure provision	Increased access to services in areas outside Whitehaven	2011		
3.6.4	Leisure and Environmental Services	Capture the interest and inspiration generated by London hosting the 2012 Olympic and Paralympic Games to ensure that Copeland benefits from the UK wide programmes and legacy initiatives as they develop.	More people engaged in community sport through volunteering and participating inspired by the 2012 games. and surrounding cultural activities.	2012		
3.6.5	Leisure and Environmental Services	Remove barriers to residents' participation in sports and arts events	Increased tourism opportunities. Increased participation leading to greater community cohesion, etc. To be measured	2008/9 and annually	NI 8; NI 10; NI 11; NI	

	Services	at all levels in Copeland. Encourage particularly participation by young people in physical activity	by participation rates; satisfaction survey and achievement of Cumbria Local Area Agreement targets around young people's health.		57; NI 50; SI 6	
3.6.6	Leisure and Environmental Services & Development	Build on current skills development initiatives and position Copeland as a destination of choice for learning establishments to facilitate workforce development in arts and sports.	Secure community-based learning opportunities with partner organisations for example, University of Cumbria, UCLAN etc.	2008/9. 2008/9	NI 8; NI 10; NI 11; NI 174	

Related Strategies

Cumbria Sport Partnership – A strategic framework for sport and physical activity in Cumbria 2006 – 2009.
The Framework for Sport in England.
Game Plan – A strategy for delivering Government's sport and physical activity objectives.
Strategy for Sustainable Communities in West Cumbria –Communities that Work, Quality Public Services
Cumbria Local Area Agreement targets are emboldened.

3.7 Improving health		Lead: Corporate Director Quality of Life				
Every resident will have access to the healthcare they need						
Key Measures:						
<ul style="list-style-type: none"> We will ensure that the average life expectancy will match the national average. The percentage of people reporting their health as 'good' will match the national average. We will seek to retain hospital services in Whitehaven and Millom. We will support the achievement of the Cumbria Local Area Agreement targets We will work with partners to reduce health inequalities across the Borough We will encourage our own employees to participate in health life-styles 						
Ref:	Service	Action	Outcomes (measurable)	Target Date	Indicators (NIs/LAA targets)	SCS Indicators
3.7.1	Corporate Team/Members	Lobby for accessible primary health care facilities for the people of the borough.	Every resident will have access to primary care services within 20 minutes drive time of their homes.	Annually	NI 119; NI 120	Quality of Life Location of Services
3.7.2	Corporate Team	Challenge any proposed reduction in the nature and quality of health care services in the borough, seeking support from partners in the West Cumbria Strategic Partnership and County Council Health Scrutiny.	Health Services safeguarded or replaced by equivalent or better provision.	2008/9 and annually	NI 119; NI 120; NI 134	Health
3.7.3	Leisure and Environmental Services	Encourage people to participate in active lifestyles	Improvement in active people performance survey data compared with 2006 baseline results. Number of health-related activities supported by the Council	2008/9 and annually	NI 8; NI 137	
3.7.4	Director of Quality of Life	Develop policies and actions to improve the health and safety of Copeland Borough Council's employees Develop a substance abuse policy	Appropriate health and safety procedures and practices in place and observed; reduction in sickness absence; reduction in workplace accidents; employees report improvement in work-life balance Opportunities to learn about healthy lifestyles	2008/9 and annually		
				2009		

3.7.5	Corporate Team	Support partnership working to reduce health inequalities.	Substance abuse policy adopted		
3.7.6	Leisure and Environmental Services	To ensure that the public health is protected and inequalities reduced; use legislative powers to promote and protect public health;	Achievement of Cumbria Local Area Agreement targets. Safer work place environments; Number of unhygienic premises reduced	2010 2008/9 and annually	LI 11; LI14; LI 15;

Related Strategies

Cumbria Local Area Agreement targets are emboldened.
West Cumbria Sustainable Communities Strategy: Quality Public Services; Communities that Work

3.8 Flexible ; Infrastructure (Public priority 2)		Lead: Corporate Director Development				
There will be a varied transport structure in place which will meet business and residents' needs.						
Key Measures:						
<ul style="list-style-type: none"> We will reduce journey times from within Copeland and from Copeland to international links. We will improve access to services within Copeland. We will reduce the number of road related casualties. We will have sustainable rural communities. We will support the achievement of the Cumbria Local Area Agreement targets 						
Ref:	Service	Action	Outcomes (measurable)	Target Date	Indicators (Nis/LAA targets)	SCS Indicators
3.8.1	Development	Submissions to Regional Spatial Strategy panel and Government for infrastructure improvements.	Regional Programme includes developments to benefit Copeland	2012	NI 167; NI 168; NI 169	Quality of Life
3.8.2	Development	Submissions to Government as part of the Energy Coast Masterplan.	Regional Programme includes developments to benefit Copeland	Ongoing		Quality and location of services
3.8.3	Development	Coordination of regeneration programmes with infrastructure improvements via Local Transport Plan.	Specific improvements scheduled: Pow Beck/Coach Road; Whitehaven interchange; Whitehaven eastern bypass.	2011	NI 167; NI 168; NI 169	Access to, from and within West Cumbria
3.8.4	Development	In partnership with Cumbria County Council and others seek to ensure that all households are within 30 minutes of our key service towns by public transport.	Develop target in partnership with Cumbria County Council and others.	2011	LI 20	Belief and Confidence
3.8.5	Development	Work through the Road Safety Partnership to take direct actions to tackle number of Killed and Seriously Injured (KSI) casualties.	Reduce number of people killed and seriously injured to agreed target with Cumbria County Council. Achievement of Cumbria Local Area Agreement targets.	2010	NI 47; NI 48; SI 14	
3.8.6	Development	Carry out a review and develop an action plan to assist in the provision of appropriate flexible transport to places of employment.	Increase the number of people in employment in areas disadvantaged due to access difficulties. Achievement of Cumbria Local Area Agreement targets.	2008/9	NI 167	

3.8.7	Development	Operate Concessionary Travel Scheme within Copeland	Increasing take up to allow more access to services and facilities	2008/9 and annually
3.8.8	Development	Develop Travel to Work Plan for employees and councillors	Reduced use of private transport in carrying out Council business	2009/10

Related Strategies
Energy Coast Masterplan
Sub-regional Economic Strategy
Strategy for Sustainable Communities in West Cumbria – Making Better Connections, Coastal Renaissance
Cumbria Local Area Agreement targets are emboldened.
Local Transport Plan

Glossary

- CBC** **Copeland Borough Council**
The district council covering the area from Distington in the north to Millom in the south; including the towns of Whitehaven, Cleator Moor, Egremont in the north and Millom in the south of Cumbria.
www.copelandbc.gov.uk
- CDRP** **Crime and Disorder Reduction Partnership**
Partnership between the police, Copeland and Allerdale local authorities, probation service, health authorities, the voluntary sector, and local residents and businesses, to reduce crime and disorder.
www.copelandbc.gov.uk
- CAA** **Comprehensive Area Assessment**
An assessment replacing CPA, carried out by the Audit Commission and other inspectorates of an area, for example Cumbria, which takes into account the contributions of all service partners and measures the public's satisfaction with the place rather than the performance of each agency. Agencies are to be held jointly to account.
- CPA** **Comprehensive Performance Assessment**
An assessment carried out by the Audit Commission to help councils to focus on improvement.
www.audit-commission.gov.uk
- CTB** **Council Tax Benefit**
Council Tax Benefit is a Government scheme to help people pay their council tax if they are on a low income, or get some state benefits.
www.dwp.gov.uk/lifeevent/benefits/council_tax_benefit
- DCLG** **Department of Communities and Local Government**
DCLG's work is at the heart of the Government's commitment to social justice - driving social mobility and promoting economic inclusion.
www.communities.gov.uk
- DEFRA** **Department of Environment & Rural Affairs**
Defra's core purpose is to improve the current and future quality of life. It represents the interests of farmers and the countryside; the environment and the rural economy.
www.defra.gov.uk
- HB** **Housing Benefit**
Housing Benefit is to help people on low incomes to pay their rent.
www.dwp.gov.uk/lifeevent/benefits/housing_benefit

- IDeA** **Improvement and Development Agency**
The IDeA is owned by the Local Government Association and belongs to local government. It promotes the development of local governments' management and workforce and advises councils on improving customer service and value for money.
www.idea.gov.uk
- LAA** **Local Area Agreement**
The LAA sets out the priorities for a local area agreed between central government and a local area (the local authority and Local Strategic Partnership) and other key partners at the local level. In Cumbria the document is titled the Cumbria Local Area Agreement.
www.cumbriastrategicpartnership.org.uk/cumbria_Agreement
- LDNPA** **Lake District National Park Authority**
Statutory body responsible for developing sustainably and maintaining the quality of the area covered by the Lake District National Park.
- LTP** **Local Transport Plan**
Is the strategy, policy and spending plan for transport in the County and is produced by Cumbria County Council.
www.cumbria.gov.uk/roads-transport/transportplan
- MTI** **Market Towns Initiative**
The Market Town Initiative involves the local community in deciding which aspects of the town could be improved and developing an action plan for its future regeneration. These action plans exist for Millom and Egremont.
- NDA** **Nuclear Decommissioning Agency**
Body established to oversee the decommissioning activity in Britain, with particular reference to the nuclear sites in Copeland.
- NGO** **Non Government Organisation**
A non-governmental organisation is one that is not directly part of the structure of government.
- NWDA** **North West Development Agency**
The Northwest Regional Development Agency leads the economic development and regeneration of the Northwest.
www.nwda.co.uk
- RSL** **Registered Social Landlord**
Registered social landlords provide homes and housing services to people in housing need. There are various types of organisations; many are housing associations or housing cooperatives, some are charitable trusts and others are known as local housing companies.

- SCI** **Statement for Community Involvement**
 The Statement for Community Involvement sets out the Council's intended approach to involving partners, interested parties and the community in the production of the Local Development Framework and major development control decisions.
- SCS** **Sustainable Communities Strategy "Future Generation"**
 The overall 20 year strategy for West Cumbria, developed by the West Cumbria Strategic Partnership and published in November 2007. This sets the long term vision for economic, environmental and social development in West Cumbria, and underpins the corporate direction for all the partner agencies.
www.westcumbrialive.com
- SME** **Small and Medium Enterprises**
 Are companies whose headcount or turnover falls below a certain limit.
- THI** **Townscape Heritage Initiative**
 Lottery-funded scheme supporting investment in historic towns to bring heritage buildings back into use
- WCSMP** **Energy Coast Masterplan**
 The Masterplan will set an ambitious agenda for the region to enable it to respond to the challenges facing the area.
www.westcumbriavision.co.uk
- WCSP** **West Cumbria Strategic Partnership**
 Is a partnership which brings together the voluntary, private and public sectors to develop shared vision, priorities and outcomes and joint working to achieve social, economic and environmental well-being of the area (also referred to as the LSP). The partnership vision, etc is expressed within the Sustainable Communities Strategy for West Cumbria.
www.westcumbrialive.com
- WLR** **West Lakes Renaissance**
 West Lakes Renaissance, the Urban Regeneration Company for Furness and West Cumbria.
www.westlakesrenaissance.co.uk

The National Outcome and Indicator Set

Stronger communities

- NI 1 % of people who believe people from different backgrounds get on well together in their local area PSA 21
- NI 2 % of people who feel that they belong to their neighbourhood PSA 21
- NI 3 Civic participation in the local area PSA 15
- NI 4 % of people who feel they can influence decisions in their locality PSA 21
- NI 5 Overall/general satisfaction with local area CLG DSO
- NI 6 Participation in regular volunteering CO DSO
- NI 7 Environment for a thriving third sector CO DSO
- NI 8 Adult participation in sport DCMS DSO
- NI 9 Use of public libraries DCMS DSO
- NI 10 Visits to museums or galleries DCMS DSO
- NI 11 Engagement in the arts DCMS DSO
- NI 12 Refused and deferred Houses in Multiple Occupation (HMO) license applications leading to immigration enforcement activity HO DSO
- NI 13 Migrants English language skills and knowledge HO DSO
- NI 14 Avoidable contact: The average number, of customer contacts per received customer request
- NI 15 Serious violent crime rate PSA 23
- NI 16 Serious acquisitive crime rate PSA 23
- NI 17 Perceptions of anti-social behaviour PSA 23
- NI 18 Adult re-offending rates for those under probation supervision PSA 23
- NI 19 Rate of proven re-offending by young offenders PSA 23
- NI 20 Assault with injury crime rate PSA 25
- NI 21 Dealing with local concerns about anti-social behaviour and crime by the local council and police PSA 23
- NI 22 Perceptions of parents taking responsibility for the behaviour of their children in the area HO DSO
- NI 23 Perceptions that people in the area treat one another with respect and dignity HO DSO
- NI 24 Satisfaction with the way the police and local council dealt with antisocial behaviour HO DSO
- NI 25 Satisfaction of different groups with the way the police and local council dealt with anti-social behaviour HO DSO
- NI 26 Specialist support to victims of a serious sexual offence PSA 23
- NI 27 Understanding of local concerns about anti-social behaviour and crime by the local council and police HO DSO
- NI 28 Serious knife crime rate HO DSO
- NI 29 Gun crime rate PSA 23
- NI 30 Re-offending rate of prolific and priority offenders HO DSO
- NI 31 Re-offending rate of registered sex offenders PSA 23
- NI 32 Repeat incidents of domestic violence PSA 23
- NI 33 Arson incidents HO DSO
- NI 34 Domestic violence – murder PSA 23
- NI 35 Building resilience to violent extremism PSA 26
- NI 36 Protection against terrorist attack PSA 26
- NI 37 Awareness of civil protection arrangements in the local area CO DSO
- NI 38 Drug-related (Class A) offending rate PSA 25
- NI 39 Alcohol-harm related hospital admission rates PSA 25
- NI 40 Drug users in effective treatment PSA 25
- NI 41 Perceptions of drunk or rowdy behaviour as a problem PSA 25
- NI 42 Perceptions of drug use or drug dealing as a problem PSA 25
- NI 43 Young people within the Youth Justice System receiving a conviction in court who are sentenced to custody MoJ DSO
- NI 44 Ethnic composition of offenders on Youth Justice System disposals MoJ DSO
- NI 45 Young offenders engagement in suitable education, employment or training MoJ DSO
- NI 46 Young offenders access to suitable accommodation MoJ DSO
- NI 47 People killed or seriously injured in road traffic accidents DfT DSO

- NI 48 Children killed or seriously injured in road traffic accidents DfT DSO
- NI 49 Number of primary fires and related fatalities and non-fatal casualties, excluding precautionary checks CLG DSO

Children & Young People

Be Healthy

- NI 50 Emotional health of children PSA 12
- NI 51 Effectiveness of child and adolescent mental health (CAMHs) services DCSF DSO
- NI 52 Take up of school lunches PSA 12
- NI 53 Prevalence of breastfeeding at 6 – 8 weeks from birth PSA 12
- NI 54 Services for disabled children PSA 12
- NI 55 Obesity among primary school age children in Reception Year DCSF DSO
- NI 56 Obesity among primary school age children in Year 6 DCSF DSO
- NI 57 Children and young people's participation in high-quality PE and sport DCSF DSO
- NI 58 Emotional and behavioural health of children in care DCSF DSO

Children & Young People

Stay Safe

- NI 59 Initial assessments for children's social care carried out within 7 working days of referral DCSF DSO
- NI 60 Core assessments for children's social care that were carried out within 35 working days of their commencement DCSF DSO
- NI 61 Stability of looked after children adopted following an agency decision that the child should be placed for adoption DCSF DSO
- NI 62 Stability of placements of looked after children: number of moves DCSF DSO
- NI 63 Stability of placements of looked after children: length of placement DCSF DSO
- NI 64 Child protection plans lasting 2 years or more DCSF DSO
- NI 65 Children becoming the subject of a Child Protection Plan for a second or subsequent time DCSF DSO
- NI 66 Looked after children cases which were reviewed within required timescales DCSF DSO
- NI 67 Child protection cases which were reviewed within required timescales DCSF DSO
- NI 68 Referrals to children's social care going on to initial assessment DCSF DSO
- NI 69 Children who have experienced bullying DCSF DSO
- NI 70 Hospital admissions caused by unintentional and deliberate injuries to children and young people DCSF DSO
- NI 71 Children who have run away from home/care overnight DCSF DSO

Children & Young People

Enjoy and Achieve

- NI 72 Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy PSA 10
- NI 73 Achievement at level 4 or above in both English and Maths at Key Stage 2 (Threshold) PSA 10
- NI 74 Achievement at level 5 or above in both English and Maths at Key Stage 3 (Threshold) PSA 10
- NI 75 Achievement of 5 or more A*-C grades at GCSE or equivalent including English and Maths (Threshold) PSA 10
- NI 76 Achievement at level 4 or above in both English and Maths at KS2 (Floor) DCSF DSO
- NI 77 Achievement at level 5 or above in both English and Maths at KS3 (Floor) DCSF DSO
- NI 78 Achievement of 5 or more A*-C grades at GCSE and equivalent including GCSEs in English and Maths (Floor) PSA 10
- NI 79 Achievement of a Level 2 qualification by the age of 19 PSA 10
- NI 80 Achievement of a Level 3 qualification by the age of 19 PSA 10
- NI 81 Inequality gap in the achievement of a Level 3 qualification by the age of 19 DCSF DSO
- NI 82 Inequality gap in the achievement of a Level 2 qualification by the age of 19 DCSF DSO
- NI 83 Achievement at level 5 or above in Science at Key Stage 3 DCSF DSO
- NI 84 Achievement of 2 or more A*-C grades in Science GCSEs or equivalent DCSF DSO
- NI 85 Post-16 participation in physical sciences (A Level Physics, Chemistry and Maths) DCSF DSO

- NI 86 Secondary schools judged as having good or outstanding standards of behaviour DCSF DSO
- NI 87 Secondary school persistent absence rate DCSF DSO
- NI 88 Number of Extended Schools DCSF DSO
- NI 89 Number of schools in special measures DCSF DSO
- NI 90 Take up of 14-19 learning diplomas DCSF DSO
- NI 91 Participation of 17 year-olds in education or training DCSF DSO
- NI 92 Narrowing the gap between the lowest achieving 20% in the Early Years Foundation Stage Profile and the rest PSA 11
- NI 93 Progression by 2 levels in English between Key Stage 1 and Key Stage 2 PSA 11
- NI 94 Progression by 2 levels in Maths between Key Stage 1 and Key Stage 2 PSA 11
- NI 95 Progression by 2 levels in English between Key Stage 2 and Key Stage 3 PSA 11
- NI 96 Progression by 2 levels in Maths between Key Stage 2 and Key Stage 3 PSA 11
- NI 97 Progression by 2 levels in English between Key Stage 3 and Key Stage 4 PSA 11
- NI 98 Progression by 2 levels in Maths between Key Stage 3 and Key Stage 4 PSA 11
- NI 99 Children in care reaching level 4 in English at Key Stage 2 PSA 11
- NI 100 Children in care reaching level 4 in Maths at Key Stage 2 PSA 11
- NI 101 Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and Maths) PSA 11
- NI 102 Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2 and 4 PSA 11
- NI 103 Special Educational Needs – statements issued within 26 weeks DCSF DSO
- NI 104 The Special Educational Needs (SEN)/non-SEN gap – achieving Key Stage 2 English and Maths threshold DCSF DSO
- NI 105 The Special Educational Needs (SEN)/non-SEN gap – achieving 5 A*-C GCSE inc. English and Maths DCSF DSO
- NI 106 Young people from low income backgrounds progressing to higher education PSA 11
- NI 107 Key Stage 2 attainment for Black and minority ethnic groups DCSF DSO
- NI 108 Key Stage 4 attainment for Black and minority ethnic groups DCSF DSO
- NI 109 Number of Sure Start Children Centres DCSF DSO9

Children & Young People

Make a positive contribution

- NI 110 Young people's participation in positive activities PSA 14
- NI 111 First time entrants to the Youth Justice System aged 10 – 17 PSA 14
- NI 112 Under 18 conception rate PSA 14
- NI 113 Prevalence of Chlamydia in under 20 year olds DCSF DSO
- NI 114 Rate of permanent exclusions from school DCSF DSO
- NI 115 Substance misuse by young people PSA 14 *Economic Wellbeing*
- NI 116 Proportion of children in poverty PSA 9
- NI 117 16 to 18 year olds who are not in education, training or employment (NEET) PSA 14
- NI 118 Take up of formal childcare by low-income working families DWP DSO Adult health and Well-being
- NI 119 Self-reported measure of people's overall health and wellbeing DH DSO
- NI 120 All-age all cause mortality rate PSA 18
- NI 121 Mortality rate from all circulatory diseases at ages under 75 DH DSO
- NI 122 Mortality from all cancers at ages under 75 DH DSO
- NI 123 16+ current smoking rate prevalence PSA 18
- NI 124 People with a long-term condition supported to be independent and in control of their condition DH DSO
- NI 125 Achieving independence for older people through rehabilitation/intermediate care PSA 18
- NI 126 Early access for women to maternity services PSA 19
- NI 127 Self reported experience of social care users PSA 19
- NI 128 User reported measure of respect and dignity in their treatment DH DSO
- NI 129 End of life access to palliative care enabling people to choose to die at home DH DSO
- NI 130 Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets) DH DSO
- NI 131 Delayed transfers of care from hospitals DH DSO
- NI 132 Timeliness of social care assessment DH DSO
- NI 133 Timeliness of social care packages DH DSO

- NI 134 The number of emergency bed days per head of weighted population DH DSO
- NI 135 Carers receiving needs assessment or review and a specific carer's service, or advice and information DH DSO
- NI 136 People supported to live independently through social services (all ages) PSA 18
- NI 137 Healthy life expectancy at age 65 PSA 17
- NI 138 Satisfaction of people over 65 with both home and neighbourhood PSA 17
- NI 139 People over 65 who say that they receive the information, assistance and support needed to exercise choice and control to live independently PSA 17

Tackling exclusion and promoting equality

- NI 140 Fair treatment by local services PSA 15
- NI 141 Number of vulnerable people achieving independent living CLG DSO
- NI 142 Number of vulnerable people who are supported to maintain independent living PSA 17
- NI 143 Offenders under probation supervision living in settled and suitable accommodation at the end of their order or licence PSA 16
- NI 144 Offenders under probation supervision in employment at the end of their order or licence PSA 16
- NI 145 Adults with learning disabilities in settled accommodation PSA 16
- NI 146 Adults with learning disabilities in employment PSA 16
- NI 147 Care leavers in suitable accommodation PSA 16
- NI 148 Care leavers in employment, education or training PSA 16
- NI 149 Adults in contact with secondary mental health services in settled accommodation PSA 16
- NI 150 Adults in contact with secondary mental health services in employment PSA 16
- Local economy NI 151 Overall employment rate PSA 8
- NI 152 Working age people on out of work benefits PSA 8
- NI 153 Working age people claiming out of work benefits in the worst performing neighbourhoods DWP DSO
- NI 154 Net additional homes provided PSA 20
- NI 155 Number of affordable homes delivered (gross) PSA 20
- NI 156 Number of households living in Temporary Accommodation PSA 20
- NI 157 Processing of planning applications as measured against targets for 'major', 'minor' and 'other' application types CLG DSO
- NI 158 % decent council homes CLG DSO
- NI 159 Supply of ready to develop housing sites CLG DSO
- NI 160 Local Authority tenants' satisfaction with landlord services CLG DSO
- NI 161 Learners achieving a Level 1 qualification in literacy PSA 2
- NI 162 Learners achieving an Entry Level 3 qualification in numeracy PSA 2
- NI 163 Working age population qualified to at least Level 2 or higher PSA 2
- NI 164 Working age population qualified to at least Level 3 or higher PSA 2
- NI 165 Working age population qualified to at least Level 4 or higher PSA 2
- NI 166 Average earnings of employees in the area BERR DSO
- NI 167 Congestion – average journey time per mile during the morning peak PSA 5
- NI 168 Principal roads where maintenance should be considered DfT DSO
- NI 169 Non-principal roads where maintenance should be considered DfT DSO
- NI 170 Previously developed land that has been vacant or derelict for more than 5 years CLG DSO
- NI 171 VAT registration rate BERR DSO
- NI 172 VAT registered businesses in the area showing growth BERR DSO11
- NI 173 People falling out of work and on to incapacity benefits DWP DSO
- NI 174 Skills gaps in the current workforce reported by employers DIUS DSO
- NI 175 Access to services and facilities by public transport, walking and cycling DfT DSO
- NI 176 Working age people with access to employment by public transport (and other specified modes) DfT DSO
- NI 177 Local bus passenger journeys originating in the authority area DfT DSO
- NI 178 Bus services running on time DfT DSO
- NI 179 Value for money – total net value of on-going cash-releasing value for money gains that have impacted since the start of the 2008-9 financial year CLG DSO
- NI 180 Changes in Housing Benefit/ Council Tax Benefit entitlements within the year DWP DSO

- NI 181 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events DWP DSO
- NI 182 Satisfaction of businesses with local authority regulation services BERR DSO
- NI 183 Impact of local authority regulatory services on the fair trading environment BERR DSO
- NI 184 Food establishments in the area which are broadly compliant with food hygiene law

Environmental sustainability

- NI 185 CO₂ reduction from Local Authority operations PSA 27
- NI 186 Per capita CO₂ emissions in the LA area PSA 27
- NI 187 Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating Defra DSO
- NI 188 Adapting to climate change PSA 27
- NI 189 Flood and coastal erosion risk management Defra DSO
- NI 190 Achievement in meeting standards for the control system for animal health Defra DSO
- NI 191 Residual household waste per head Defra DSO
- NI 192 Household waste recycled and composted Defra DSO
- NI 193 Municipal waste land filled Defra DSO
- NI 194 Level of air quality – reduction in NO_x and primary PM₁₀ emissions through local authority's estate and operations. PSA 28
- NI 195 Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting) Defra DSO
- NI 196 Improved street and environmental cleanliness – fly tipping Defra DSO
- NI 197 Improved local biodiversity – active management of local sites PSA 28
- NI 198 Children travelling to school – mode of travel usually used DfT DSO

LOCAL AND STRETCH TARGETS FROM THE LAA

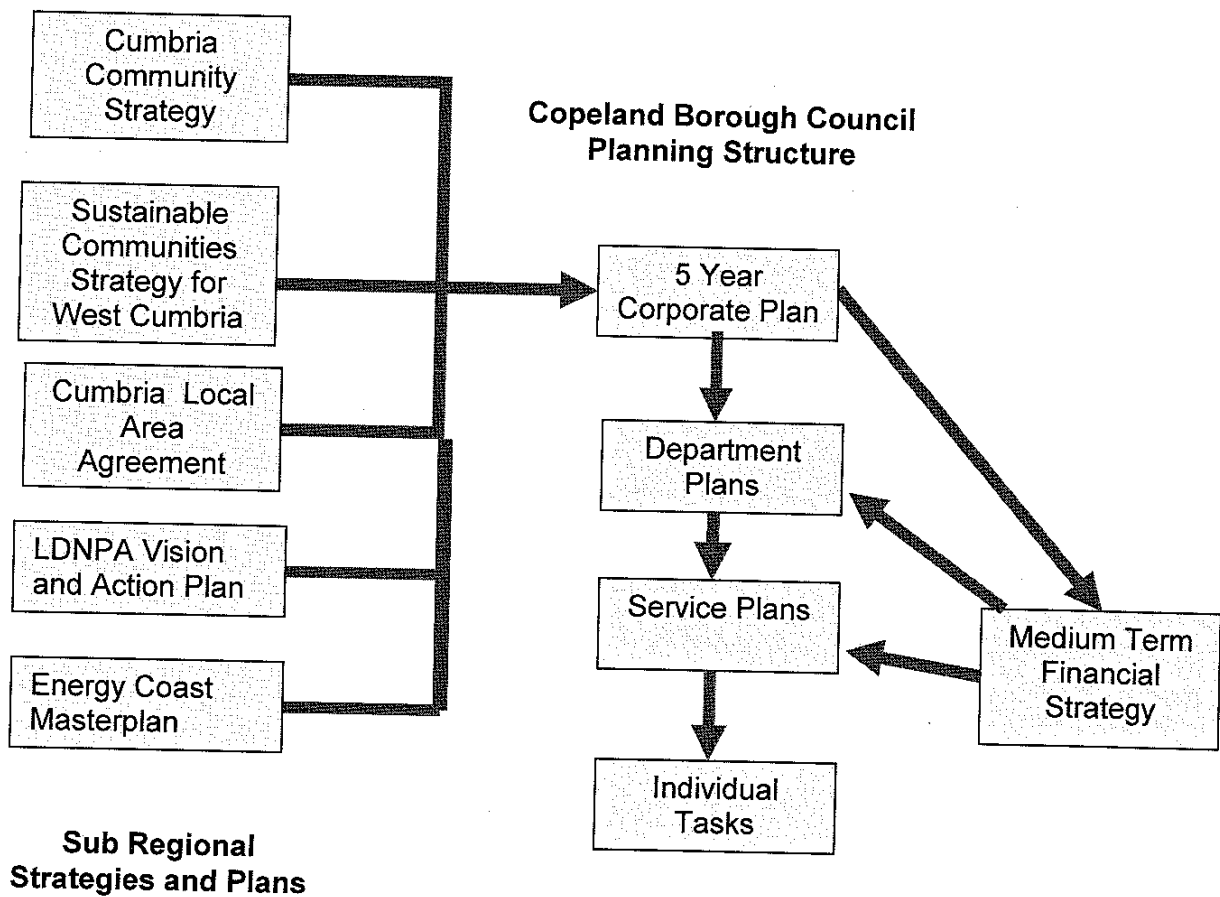
- LI 1 Reduce incidence of referrals to social care for child protection, repeat referrals and repeat incidence of abuse of children
- LI 2 % of conservation areas with up to date (within 5 years) character appraisals
- LI 3 (NI 11) Engagement in the arts
- LI 4 (NI 187) Tackling Fuel Poverty – % people receiving income based benefits living in homes with a low energy efficiency rating
- LI 5 Percentage of sites of special scientific interest in favourable /recovering condition
- LI 6 Reduce health inequalities between the Local Authority area and the England population by narrowing the gap in all age, all cause mortality in spearhead areas – targets for Carlisle and Barrow
- LI 7 Reduce health inequalities within the local area in all age, all cause mortality – targets for Allerdale, Copeland, Eden and South Lakeland
- LI 8 Number of loans from library self help collection
- LI 9 Increase the number of people with learning disabilities over 18 who have health action plans
- LI 10 Percentage of mother recorded as smoking on delivery
- LI 11 Number of people benefiting from Promoting Independence in Partnership with older people scheme
- LI 12 Supporting peoples service users who have moved on in a planned way from temporary living arrangements. As measured by DCLG KP2(A)
- LI 13 Numbers of people successfully claiming pension credit and gateway to other entitlements
- LI 14 Number of passengers making return journeys on community buses to access healthy pursuits
- SI 1 Number of people who have been claiming incapacity benefit for at least 6 months helped by Cumbria County Council into sustained employment of at least 16 hours per week for 13 consecutive weeks or more as measured by local data
- SI 2 16 to 18 year olds who are not in education training and employment (NEET)
- SI 3 The number of supporting people service users who are supported to establish and maintain independent living aged 16 and over as measured by Communities and Local Government KPI A
- SI 4 Average length of waiting time for major adaptations supplied via disabled facilities grant from assessment by occupational therapist to work beginning, as defined by CSCI self assessment survey guidance adult social care 2006 – 2007
- SI 5 The number of people who have set a quit date and who are still not smoking at 4 weeks

- SI 6** Percentage of adult population (aged 16 or over) taking part in moderate intensity sport and recreation (including recreational walking) for 30 minutes 3 or more days per week, as measured by the Sport England Active People Survey 05-06
- SI 7** The number of domestic violence incidents in Cumbria, as reported to Police
- SI 8** Increase the % of convictions for domestic violence related offences
- SI 9** The percentage of recorded domestic violence that are repeat incidents in the previous 12 months as reported to the police
- SI 10** The percentage of priority prolific offenders who re-offend within 12 months as measured by Cumbria Partnership Support data
- SI 11** The number of 1st time entrants to the Youth Justice System as outlined by the Youth Justice Board KPI 1
- SI 12** The percentage of residents who strongly agree or agree that by working together, people in my neighbourhood can influence decisions that affect their neighbourhood as measured by the Cumbria Quality of Life Survey
- SI 13** Number of deaths and injuries (excluding precautionary hospital admissions) arising from accidental fires in dwellings
- SI 14** To hold the total number of KSIs in which a driver aged 16-20 was involved to a 5 year rolling average of 89 for years 2007, 2008 and 2009
- SI 15** The percentage of household waste arising sent for recycling or composting

Annex 1 - The Planning Structure

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

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



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

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

**Cumbria Local Area:
Agreement**

The Local Area Agreement defines the shared priorities across partner organisations in Cumbria.

Department Plans:

These documents detail what each department will do to support the achievement of the corporate plan and the 1 year delivery plan; and to meet its statutory requirements.

Service Plans:

These documents detail what each service area will do to support the achievement of the corporate plan and the 1 year delivery plan; and to meet its statutory requirements.

**Medium Term Financial
Strategy:**

The strategy aims to provide the means by which the Council intends to achieve its vision and priorities as stated in the Corporate Plan, and results in priority based budgeting. The Strategy covers a rolling three year period so that the Council can plan ahead; it includes expenditure forecasts and projected funding.