



Copeland Borough Council

Corporate Plan 2007-2012 Executive Summary

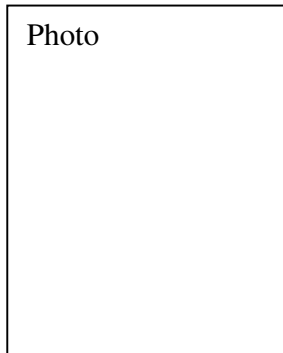
Welcome to Our 5 Year Corporate Plan

We are delighted to present our 5 year Corporate Plan for 2007 - 2012. It builds on our achievements over the last five years and sets out our ambitions for the future.

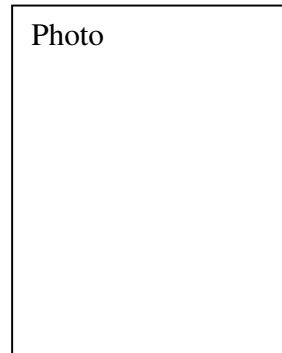
It is true partnership working that will deliver for local people. Our 5 year plan identifies aims and actions which will help to guide the way we work with partners from the public, private and voluntary sectors to provide services within Copeland. We have consulted with employees, members and partner organisations to be confident that our key aims align with everyone's needs and aspirations for Copeland/

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 to replace current nuclear related activity, which will 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.



Councillor Elaine Woodburn
Leader



Liam Murphy
Chief Executive

What is the Corporate Plan?

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.

Profile of Copeland

Copeland is a place of contrasts. It is predominantly rural in character - two thirds of the borough is within the Lake District National Park, so agriculture and tourism play a significant role in the local economy. However, the majority of residents live in the relatively narrow coastal strip served by the A595 and West Coast rail line. The population of some 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 of this plan.

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.

What Have We Achieved?

Over the last five year period the Council, in partnership, has achieved many notable successes including:

The Regeneration of Our Towns and Neighbourhoods

- The transformation and redevelopment of Whitehaven Harbour and Castle.
- Restoration of Cleator Moor Co-op building and the Civic Hall.
- Secured funding for the Millom and Egremont Market Town Initiatives, which are providing valuable inward investment to these towns.
- We are delivering over £2.1m worth of investment into South Whitehaven to make the area Cleaner Safer and Greener, and to provide stronger Neighbourhood Management involving the community.

Jobs and Skills

- Over 2048 jobs have been created since 2002.
- We have helped support the development of the Westlakes Science Park.
- We have fought for the development of a Nuclear Academy in West Cumbria.
- Helped to secure over £20m of funding for a new nuclear research facility linked to the University of Manchester's Dalton Institute as well as a new UK National Nuclear Laboratory.
- We successfully lobbied for the NDA headquarters to be located within Copeland, further strengthening our links to the growing nuclear decommissioning industry.
- We secured the location of the new Vertex Customer Service Centre within Copeland at Whitehaven's North Shore.

Environmental Success

- Copeland's Parks are award winning, and we have more green flags than any other district in Cumbria and the North West.
- Egremont Castle is an award-winning, with a Green Flag Heritage Award.
- Each of Copeland's amenity beaches has been awarded the Yellow Flag Beach Award for water quality and foreshore environments.
- Copeland has had numerous successes in Cumbria in Bloom and Britain in Bloom, with St Nicholas's Gardens acknowledged as the second best public park in the country.
- We successfully lobbied for the Parton to Lillyhall bypass, which is currently being built and will improve travelling times to and from Copeland.
- We have secured funding for a Clean and Green team who are making environmental improvements to former coalfields areas in Copeland.

**Full 170407
Item 6 Appendix A**

Our Vision

This is our vision for the Borough:

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

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.

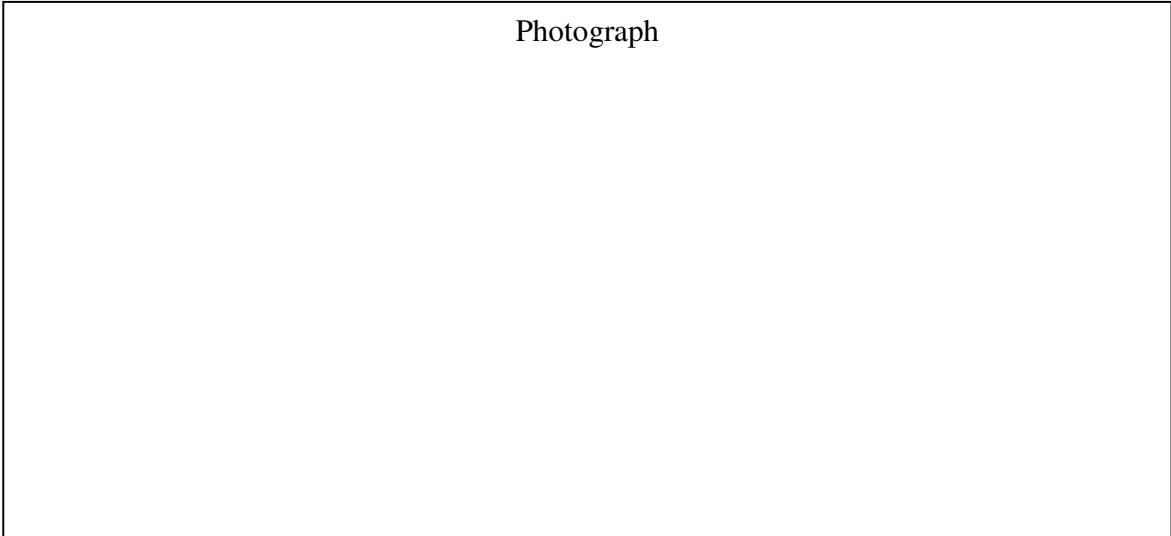
What do we mean by this?

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.

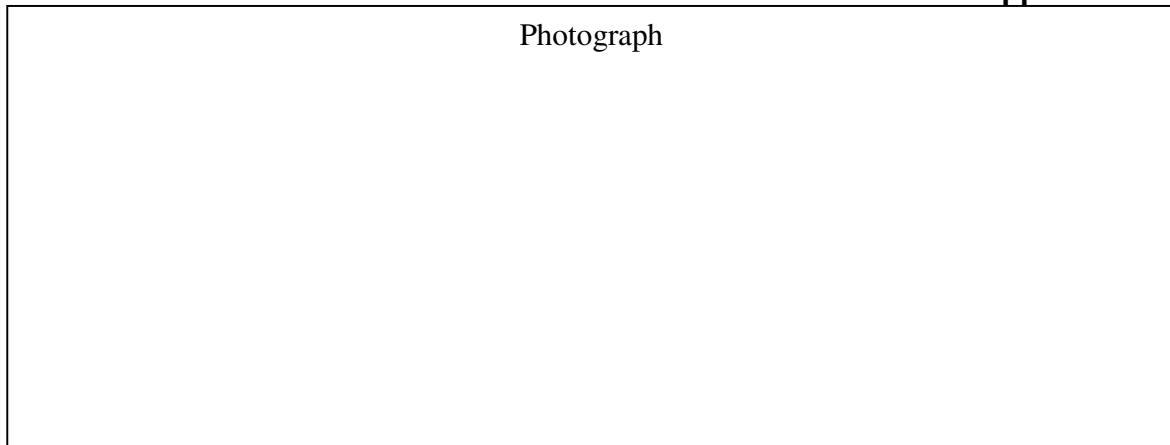
Aims and Objectives

Our plan has been divided into these three themes; and within each theme we have identified the aims and objectives that are the most important for the Borough and our residents. We have also identified the actions we need to take to ensure that we achieve these objectives; and have defined how we will measure our progress – what outcomes we are seeking.



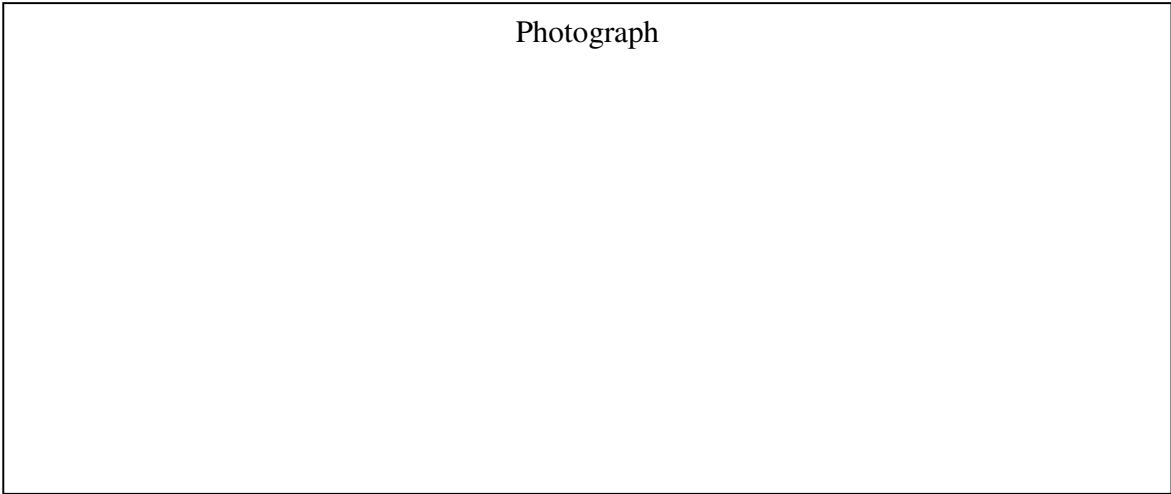
Effective Leadership

<p>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.</p> <p>We will provide clear direction for our staff, fellow stakeholders and strategic partners through our policies and strategies.</p> <p>We will lead Copeland's transformational partnerships and support other, strategic partnerships.</p>	<p>We will:</p> <ul style="list-style-type: none"> • Achieve external recognition of our excellence in service delivery and partnership working. • 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. • Successfully influence change in national, regional and local policy through lobbying and responding to consultation. • Achieve external recognition of excellence as a leading authority. <ul style="list-style-type: none"> • Deliver and improve our corporate targets. • Monitor the perception of our staff through surveys and respond effectively to the results. • Ensure that Members and officers deliver a consistent message both internally and externally. • Have measurable achievements in those areas of our corporate plan where Copeland can only influence. <ul style="list-style-type: none"> • Improve working with key partners. • Achieve a 'green light' for the West Cumbria Strategic Partnership. • Set up a process for regular review of partnership value and arrangements. • Review all partnership delivery arrangements in West Cumbria in response to adopting the West Cumbria Strategic Masterplan.
---	---



Achieving Transformation

<p>We will strengthen the opportunities for every citizen of Copeland to be heard on issues of importance to them.</p> <p>We will have a sustainable economic and social environment.</p> <p>We will work with partners to ensure that we have an adaptable, multi skilled workforce able to meet the needs of the future economy.</p> <p>We will promote equal opportunity throughout Copeland.</p>	<p>We will:</p> <ul style="list-style-type: none"> • Manage a planned approach for community involvement which is refreshed each year. • Ensure increasing participation of the community in local governance, year on year. • Work to increase the number of Parish and Town Councils achieving the Quality Parish scheme. <ul style="list-style-type: none"> • Ensure investment in economic and other infrastructure to ensure an economically active community. • Achieve environmental improvement. • Support community development. • Ensure successful urban environments and communities and successful rural communities. • Sustain the increase in population. • Have narrowed gaps between disadvantaged wards and the average. <ul style="list-style-type: none"> • Increase attainment in secondary schools. • Increase participation in higher education. • Increase life long learning take up. • Reduce the level of long term unemployment. • There will be increased qualification levels of the adult population. • There will be increased numbers of vocational qualifications. <ul style="list-style-type: none"> • Have systems in place to ensure that the Council meets the national diversity agenda and Cumbria Agreement targets. • Have improved results from the Cumbria attitude survey. • Have increased awareness of council tax and housing benefit. • Meet our obligations under the Children’s Act 2004.
--	--



Achieving Transformation

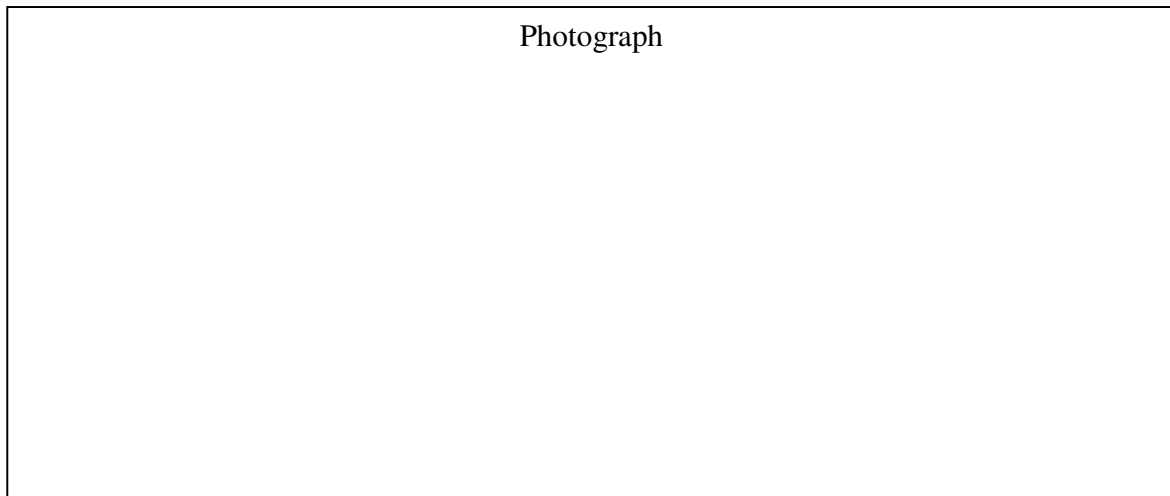
<p>We will be an adaptable Council responding to the expectations and needs of the customer in the services they require.</p>	<p>We will:</p> <ul style="list-style-type: none"> • Monitor the perception of stakeholders and customers through annual surveys and will respond effectively to the results. • Be aware of internal and external customer needs and aspirations and how we measure against them. • 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.
<p>We will use outcome based measures to understand and improve performance across the Council.</p>	
<p>We will be recognised as performing 'strongly'.</p>	

- 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.
 - Have effective workforce planning in place.
 - 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.
-
- Have a medium-term financial strategy.
 - Deliver a soundly based budget and capital programme, designed to deliver the strategic priorities.

Photograph

Promoting Prosperity

<p>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</p> <p>Copeland will be a safer place to live.</p> <p>Every resident will be proud of their environment.</p> <p>Every resident and business will be working to ensure that the impact of current activities on future generations will be minimised.</p>	<p>We will</p> <ul style="list-style-type: none"> • Maintain the total number of jobs in Copeland. • Increase the total number of jobs outside nuclear sector. • Increase the proportion of nuclear sector jobs not dependant on current decommissioning activities. • Ensure the creation of 5000 new jobs between 2002 and 2012 within the Borough. • Slow the number of young people leaving the Borough through the creation of more opportunities for them. <ul style="list-style-type: none"> • Achieve a reduction in the level of crime in the Borough. • Increase the perception of safety levels in the Borough. <ul style="list-style-type: none"> • Ensure all communities have a high quality environment. • Achieve recycling rates in the top quartile. • Ensure lower per capita waste generation. <ul style="list-style-type: none"> • Work with government and Non Governmental Organisations to conserve and enhance the natural environment. • Work with residents and businesses to reduce their environmental impact.
---	---



Promoting Prosperity

<p>By 2010 the Council and its partners will have met the decent homes target.</p>	<p>We will:</p> <ul style="list-style-type: none"> • Ensure that 100% of social rented sector properties will be in a decent condition by 2010. • Ensure that 70% of private sector dwellings occupied by vulnerable people will be classed as decent by 2010. • Have a balance of housing stock by type and tenure. • There will be a reduction in homelessness. • Increase the supporting people funded services in Copeland. • Support the achievement of the Cumbria Agreement targets
<p>There will be provision for varied leisure and cultural activities across the borough which meets the needs of residents and visitors.</p>	<ul style="list-style-type: none"> • Broaden access to leisure and culture activity. • Closely align leisure and culture activities to meet social, economic, community safety and environmental objectives.
<p>Every resident will have access to the healthcare they need</p>	<ul style="list-style-type: none"> • 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. • Retain hospital services in Whitehaven and Millom
<p>There will be a varied transport structure in place which will meet business and residents' needs</p>	<ul style="list-style-type: none"> • Reduce journey times from Copeland to international links. • Improve access to services within Copeland. • Reduce the number of road related casualties. • Have sustainable rural communities.