

Note to: Corporate Improvement Board
From: Keith Parker
Richard Quayle
Date: 21 January 2009

Corporate Implementation Plan 2010/11

Purpose: A new one year Corporate Implementation Plan (CIP) is going to be created for 2010/11 consistent with the style adopted by the Council for its 2009/10 Corporate Improvement Plan.

Although the plan will be consulted on in parallel with the Council's budget setting process it would not be unreasonable to assume at this point that the public's six priorities, as outlined below, will remain largely the same. Certainly the initial place survey results tend to show these are where the Council's priorities should focus.

1. Providing high quality, clean streets and open spaces
2. Ensuring the area has good roads and public transportation
3. Creating enough jobs to suit all
4. Making Copeland a safer place to be
5. Improving skills and education and keeping people with skills in Copeland
6. Giving everyone good customer service.

The purpose of this paper is to give a brief overview of the approach being taken, bearing in mind the desire to strengthen policy led budget setting and therefore the need to dovetail the development of the two plans with the budget setting process.

A background paper will be produced to support the CIP by giving details of who will own the objectives and how they will be delivered.

**Next
Steps:**

1. August 09: Scope purpose and format of CIP
 - Identify main themes/messages from the place survey
 - Identify key performance items including inspections
 - Review Initial staff consultation (from team talk feedback – July)
 - Research good examples of Corporate Plans
 - Prepare Copeland Matters script on CIP 09/10 consultation (links to 4 below)
2. August / September 09: Take proposals to Corporate Team, RPWG, Corporate Improvement Board
3. September 09: Choosing to Change sessions to inform CIP
4. September / October 09: Staff road shows with teams to discuss proposed structure and content.
5. October 09: Public consultation – use Copeland Matters to communicate:
 - a. Copeland will be introducing new CIP
 - b. The main messages from place survey and the 6 priorities previously identified

Noting this process would run in parallel with the proposed budget consultation exercise

6. 16 December 09: After analysis of public consultation, take first draft CIP to service planning workshop for managers to review and use to shape their service plans

7. 18 January 10: Communications Team to review CIP to ensure it is easy to understand and presentable
8. 18 January 10: Circulate draft CIP to stakeholders including Police, PCT, National Park, Cumbria County Council and CALC.
9. 22 January 10: Corporate Team to review CIP
10. January / February 10: Take draft CIP to OSC Management (prior to 10 February)
11. 2 February 10: Take draft CIP to Corporate Improvement Board for approval
12. 10 February 10: Take draft CIP to Executive for approval
13. February 10: 2010/11 Service plans to be completed and linked to CIP
14. 9 March 10: Take CIP to Executive for approval if not approved on 10 Feb
15. March 10: All plans set up on Covalent
16. March 10: Resource plans reviewed and revised:
 - a. Asset management plan
 - b. Workforce strategy
 - c. IT Strategy
 - d. Medium term financial strategy

DRAFT CORPORATE IMPLEMENTATION PLAN 2010 – 2011

Our Vision

Copeland Borough Council

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



PUBLIC PRIORITIES:	Providing high quality, clean streets and open spaces	Ensuring the area has good roads and good public transport	Creating enough, different jobs to suit all	Making Copeland a safer place to be	Improving skills and education and keeping people with skills in Copeland	Giving everyone good customer service
--------------------	---	--	---	-------------------------------------	---	---------------------------------------

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

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