

Council Plan Performance Report - Quarter 1, 2012/13

EXECUTIVE MEMBER: Cllr J Bowman
LEAD OFFICER: Paul Walker, Chief Executive
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WHAT BENEFITS WILL THESE PROPOSALS BRING TO COPELAND RESIDENTS

Residents of Copeland are able to see the progress that the Council is making in delivering on priorities for improvements in the borough.

WHY HAS THIS REPORT COME TO THE EXECUTIVE?

(E.g. Key Decision, Policy recommendation for Full Council, at request of Council, etc.)

This report provides the first quarterly performance against the Council Plan objectives for 2012/13.

RECOMMENDATION:

It is recommended that the Executive considers the first quarterly performance against the Council Plan for 2012/13 and agrees the report.

1. INTRODUCTION

- 1.1 This report sets out performance against the Council Plan for 2012/13 at the first quarter, end of June 2012. Performance is assessed based on the delivery of key projects and the performance against measures in the Council Plan. The measures and targets are set out in the Council Plan which is attached (Appendix A).
- 1.2 The Council Plan for 2012/13 identifies a programme of 16 key projects as well as 19 performance measures, which contribute to the achievement of our objectives.
- 1.3 Overall performance of key projects remains excellent with all of the projects on track.
- 1.4 Overall performance for key measures is very good with 13 measures on target. Data is not yet available for 3 of the measures and the remaining 2 measures are linked to projects that are in their infancy stage and therefore information will not be available until quarter 2.

2. PROGRESS AGAINST COUNCIL PLAN

Theme: People- To support the development of strong, healthy and engaged communities.

2.1 There are a total of 4 key projects and there are four key measures under this theme.

2.2 **Objective 1.1: Contribute to reducing health inequalities between Copeland communities and others in the North West.**

Promote Health and Wellbeing - Increase participation in sports and wellbeing activities through the provision of facilities and outreach programmes.

The Summer Holiday's programme is finalised and due to start on 23rd July, giving young people a chance to access new and traditional sports including golf, archery, judo, racquet sports and multi-activity sessions. Much of this year's programme will involve an Olympic theme, aiming to encourage young people to try something new and be inspired by the Olympic Games. Clubs are now fully involved in the programme to ensure active club links.

Gym Kids is due to start in September when the schools go back after the summer holidays. This is a programme that has been established through North Country Leisure in response to local demand, working with British Gymnastics it aims to increase levels of participation by those not currently involved in sports, building on the successful model of the Netball programme.

The Olympic Roadshow has been running in schools in the lead up to the Torch Relay and the start of the Olympic Games. The Olympic Torch Relay was in Whitehaven on 21st June and was very successful with over 15,000 people lining the route. Fringe activities took place on the torch day which included a gymnastics display and archery. A free weekend of sport as part of the Olympic legacy programme took place on 21st and 22nd July throughout Copeland.

2.3 Measures and Targets

Indicators	Q1 Target	Progress
We will increase participation in sports and wellbeing activities by 5%	N/A	The activities planned under this measure start at the end of July and conclude at the end of the year. Therefore no figures are available this quarter.

2.4 Objective 1.2: Support Copeland communities and community leaders in active participation and influencing local decisions.

The Council are engaging in a range of initiatives to promote participation in decision making at a local level. The measure below relates to work in youth participation.

2.5 Measures and targets

On target measures

Indicators	Q1 Target	Progress
We will provide 12 youth participation events across the borough	3	8

2.6 Objective 1.3: Tackle disadvantage and inequality to build aspiration and improve life-chances.

Promote Financial Inclusion - Promote financial wellbeing within communities and families through our corporate debt management policies, provision of an effective benefits service and working with our partners to promote financial awareness.

The Council has secured funding to extend the partnership work with CAB operating a seamless service out of the Copeland Centre, this was based on the success of the pilot project. All sessions in the pilot project were booked for up to a fortnight in advance. 80% of the queries were related to benefits advice.

At the recent Copeland Partnership conference, CAB gave a presentation on the work they are doing around Financial Inclusion which included training others to deliver financial confidence training in their local communities.

As part of the development of the Improving Financial Confidence Initiative, the West Cumbria Partnership bid to the Big Lottery, was developed by a team of officers involving CAB, the council and local RSLs, this was submitted to target on 31st May. The bid is for circa £1M and feedback on the bid should be available by September. If successful the project will deliver a suite of interventions focused on improving financial confidence. Interventions will range from a community led mentoring scheme utilising local residents to support and inform their peers, helping equip young and first time tenants to make informed choices, projects which deal with

the key challenges faced by people in social housing - such as managing tight budgets, transitions into and out of work and accessing financial services.

Affordable Warmth- Promote the Cumbria Warm Homes project to increase the energy efficiency measures and reduce fuel poverty.

The Cumbria Warm Homes Project has delivered 277 energy efficiency installations in Copeland to date, all in the private sector. A full breakdown report by measure and client group will be available at the beginning of August. Further external funding has been secured to extend the scheme beyond July. Insulation measures with the exception of loft tops ups are now free to all homeowners and private tenants. We are currently on target to increase participation in the scheme by 5% against the summer Improving Cumbria's Energy (ICE) project.

The Sandwith Community Energy Savings Programme Project has installed 21 full heating systems, 43 boiler replacements, 170 flue extensions, 315 cavity wall insulation installations and 38 external wall insulation installations.

2.8 Measures and Targets

On target measures

Indicators	Q1 Target	Progress
We will facilitate 4 financial inclusion events within the borough	1	1

2.9 **Objective 1.4: Provide people with opportunities to build aspirations and to support their personal development.**

Working with young people- Host the Youth Council and Forums providing young people with an opportunity to influence decisions that affect them and their future.

This has been a successful and strong quarter in terms of moving forward youth participation and youth provision in Copeland. The Youth Council presented to Cumbria NHS, Copeland Borough Council, Cumbria County Council and Inspira, on youth and alcohol issues during Copeland Health Week, as young people have raised this as a key priority to address with local agencies. This resulted in organisations making pledges and commitments to how they will help work with young people to address this.

This theme was picked up again at the Copeland Partnership, where young people had a further opportunity to raise their priorities and issues with public and third sector organisations. Issues discussed included: job opportunities and apprenticeships in varied business types; transport; activities for young people; drugs; alcohol; and personal health. Young people themselves made a presentation on their priorities and then led workshops to agree actions to be reflected in the Copeland Partnership Plan.

Currently the Youth Council is organising their “Be Yourself in the Park” event for August, which will be picked up in the next report. Work is ongoing within Youth Forums and the Partnership Conference has helped to move forward some of these locality based issues. Youthwork Copeland (the providers group) continues to meet regularly and have started the Friday Night project, funded through the Copeland Community Fund. This group will meet again in the autumn and outputs will be reported within the relevant quarterly update.

2.10 Measures and Targets

On target measures

Indicators	Q1 Target	Progress
We will provide 4800 places for children on the Beacon Educational Programme	1, 200	2,318

Theme: Prosperity- Build a sustainable, modern, low carbon economy that delivers economic security to the whole community

2.11 There are a total of 4 projects in this theme and five key measures.

2.12 Objective 2.1: Support opportunities for work across the borough and Objective 2.3: Establish a vibrant, diverse and sustainable local economy

Business Growth & Engagement - Support business start-ups and expansion through the provision of advice, support and funding and access to employment through apprenticeships

Property information regarding vacant sites and premises is currently being added to our website, to provide countywide coverage.

Britain’s Energy Coast (BEC) are currently undertaking a Business Support Review, which has involved speaking with the local authorities and all the agencies involved in providing different

levels of support to businesses across West Cumbria. The review is reporting back to BEC and the outcome will be forwarded once known.

Community Regeneration - Work in partnership to deliver a programme of regeneration projects and major cultural events throughout the borough.

The Council are working closely with partners in the localities, Cumbria County Council, Lake District National Park Authority and Cumbria Tourism to develop a number of community regeneration projects that are led by local partners with our professional and project management support. Key projects include the Wellbank development at Bootle and the extreme sports proposals at Cleator Moor. The Coastal Community Fund application will underpin the Council's regeneration plan by developing the coastal programme to increase use of local beaches, access to the coast and a range of activities and events.

2.13 Measures and Targets

On target measures

Indicators	Q1 Target	Progress
We will support and help 100 existing businesses with their expansion plans	25	Figures supplied through third parties and will not be available until quarter 2
We will work with partners to encourage 50 business start-ups during the year	12	12

2.14 **Objective 2.2 Promote opportunities for raising local skill levels.**

The Council facilitates apprenticeships throughout the year which promotes opportunities to raise local skill levels. The performance indicator below demonstrates the number of opportunities the Council helps facilitate.

2.15 Measures and Targets

On target measures

Indicators	Q1 Target	Progress
We will facilitate 50 apprenticeships during the year	12	12

2.16 **Objective 2.4: Support the vitality and viability of our towns and rural communities.**

Destination Whitehaven - Work with partners in the West Cumbria Tourism Partnership to deliver the Destination Management Plan and promote regeneration of the town.

A heritage walks leaflet has been commissioned which will contain four routes all starting from the coast and includes the walk from Whitehaven to Parton along the Wagon Way and along to Moresby Roman Fort. Also, currently in development, is a Heritage Open Days leaflet for the Lake District Coast to promote all of the heritage events taking place along the coast which include events at the Beacon and Haig Mining museum.

The Whitehaven Townscape Heritage Initiative (THI) scheme is progressing following the receipt of stage 2 permission to start from the Heritage Lottery Fund. Key tasks currently include applying for match funding through BEC to the common fund, against which businesses will apply for support. In the next couple of months we will be appointing a THI officer; and other key specialists required to deliver the scheme. This will all be done on a short term basis to enable the project to make a stage 2 application in March, although should it be successful there will be continuation planning to ensure a smooth transition into the main programme.

2.17 Measures and Targets

On target

Indicators	Q1 Target	Progress
Number of derelict/dilapidated buildings improved or demolished	2	2

2.18 **Objective 2.5: Support the vitality and viability of our towns and rural communities.**

British Energy Coast Economic Blueprint- Deliver the Economic blueprint in West Cumbria to support a prosperous and sustainable economy.

The Blueprint was launched on the 15th June with the support of a wide variety of partners. Work has started on the implementation plan to ensure that key projects from Copeland's Regeneration Plan are incorporated into the Blueprint delivery.

2.19 Measures and Targets

On target measures

Indicators	Q1 Target	Progress
We will work with localities and Britain's Energy Coast to deliver 1 rural low carbon energy initiative	1	The project is in its infancy stage and will be reported in future reports

Theme: Place- Support Copeland becoming an attractive, safer and greener place to be

2.20 There are a total of 4 projects under this theme and six key measures.

2.21 **Objective 3.1 Support the provision of high quality housing and a balanced housing market**

Improve Housing in Copeland- Work with partners to increase the supply of new homes, affordable housing and deliver a range of housing options for those in need as part of Year 2 of the Housing Strategy Delivery plan.

53 new affordable homes will be completed by Home Housing Group between April and September 2012 in Millom and Whitehaven. Two Castles Housing Association are planning to develop 16 new affordable houses in Whitehaven for rent without grant from the Homes and Communities Agency, with estimated completion in 2013/14.

The Whitehaven Foyer Company is working with Impact Housing Association, Howgill Family Centre, the Council and others to develop a foyer in the former YMCA building in Whitehaven. This will provide housing, support and training opportunities for young people. Funding is still being assembled for this development and it is too soon to predict a precise completion date.

Whitehaven Community Trust have begun preliminary building works to convert 4 studio "trainer" flats in Whitehaven to help young people into independent living.

An officer group tasked with increasing the range of housing options for older people has begun work and the County Council is soon to launch a consultation regarding the development of an Extra Care Housing Strategy.

2.22 Measures and Target

On target measures

Indicators	Q1 Target	Progress
Number of new affordable homes completed	5	12

2.23 **Objective 3.2: Reduce waste in Copeland- recycle and compost more.**

Refuse and Recycling - Deliver a more efficient and cost effective refuse and recycling services for the residents of Copeland.

The Executive report for the redesign of refuse collection was approved on the 27th March. Since then consultation on the proposed changes has been launched for a 12 week period on the 15th June, this was first launched at OSC with a presentation to members. The Draft proposed policies have been agreed by the project team and incorporated into the stakeholder Consultation document. The draft new residual rounds have been completed and plotted onto GIS maps.

2.24 Measures and Targets

On target measures

Indicators	Target	Progress
% household waste sent for reuse, recycling and composting	45%	43.23%

2.25 **Objective 3.3: Work with partners to achieve increased accessibility across the borough**

The Council is working as part of the Copeland Coastal Initiative to assist one sustainable transport project.

2.26 Measures and Targets

On target measures

Indicators	2012/13 Target	Progress
We will assist at least one sustainable transport project as part of the Copeland Coastal Initiative	1	Work has begun on a project to expand the Muncaster Cycle network

2.27 **Objective 3.4: Work with partners and the Copeland community to reduce the impact of the Borough in climate change.**

Climate Change and Carbon Management - Reduce the Council's carbon emissions and assist in reducing the impact of climate change.

A Cumbria Carbon Workshop for Copeland was delivered and priorities were identified for carbon reduction across the borough which will be used to inform the review of our Climate Change Action Plan and inform locality projects.

In September a Cumbria Green Build Event has been arranged for the Beacon to showcase the work they have done to reduce the Beacon's environmental impact. Low Carbon Case Studies were published in Copeland Matters. In addition the 2011-12 council carbon footprint is being compiled for end of August.

2.28 Measures and Targets

On target measures

Indicator	2012/13 Target	Progress
We will reduce the Council's carbon emissions by 5% progressing towards a 5 year target of 25% reduction by March 2015	5% reduction	This information will be available next year. Data for 11/12 is currently being compiled and will be available next quarter.

2.29 **Objective 3.5 Work with our partners to make people feel safer in Copeland.**

Community Safety – Work with Local Multi Agency Problem Solving (LMAPS) to ensure that community safety issues are represented and addressed.

Community Safety in localities continues to be addressed through the Local Multi Agency Problem Solving (LMAPS) process. Examples of successes through this process have included reducing anti-social behaviour and littering in Whitehaven Castle Park through a jointly supported prohibitive order and additional enforcement on Sundays.

A community complaint in St Bees about speeding and rat-running through the village was taken to the LMAPS meeting and led to a three month study, a number of convictions and continuing monitoring.

The Locality officer, a PCSO and Millom Town Councillors conducted an evening walk about to speak with young people in Millom Park and surrounding streets, to discuss recent acts of vandalism and more generally the effects of vandalism on an area.

2.30 Measures and Targets

On target measures

Indicators	Target	Progress
We will deliver 100% of the Copeland Specific Priorities in the Community Safety Partnership action plan	On target	All the actions impacting on Copeland are delivering. Highlights are the Copeland LMAP (local Multi agency problem solving) monthly group which is addressing local issues and the Copeland Community funded Friday night project offering activities for Copeland young people.

2.31 Objective 3.6: Enhance the local physical and natural environment.

2.32 Measures and Targets

On target measures

Indicators	Target	Progress
% acceptable in street and environmental cleanliness	90%	95%

Theme: Performance- Deliver excellent and value for money services

2.33 There are a total 4 projects in this theme and 4 key measures.

2.34 Objective 4.1: Provide high performing services that are accessible and respond to customer needs.

Improve Customer Services - Improve the delivery of services to our customers by increasing the range of services available through our contact centre and the promotion of e-access.

The Building Control office will become paperless by the end of October; work began in April to scan all the Building Control files. On line applications for Planning and Building control will go live at the end of 2012, allowing e-access for customers and businesses.

As part of the web site redevelopment project the web team are looking at 'top tasks' for the website, to ensure that the main things people expect to be able to do on our site are easy to find and work as they should. This will ensure that the website will provide quick and efficient access to information and services.

We are currently in the process of running a project through the Contact Centre to review key processes so we can achieve first time resolution for customers and reduce costs.

CAB continue to run a service out of the Copeland Centre for residents seeking advice.

2.35 Measures and Targets

On target measures

Indicators	Target	Progress
We will answer 94% of the calls handled through Copeland Direct within guidelines	94%	93.2%

2.36 **Objective 4.2: Transform services through new models for service delivery with other public, voluntary and private sector partners.**

Website redevelopment- Redevelop the Council's website to create quick and efficient access to information and services.

The Website project is progressing positively; the team is currently adding content onto the new system ahead of the planned beta or IOC (initial operating capability) launch which will take place in the autumn. The IT technical support team are working to ensure that the new website design and functionality are ready for launch.

The team are developing a comprehensive package of user testing to ensure that the new website works as it should and is user friendly. This will be supported by internal functional testing, which will check any technical issues on the new site. Members continue to be involved in the web project and have given feedback on the site design and functionality. We have also worked with external stakeholders who have provided us with some positive feedback on the new site design and the functionality they would like to see. The web team has also worked with a number of external partners who are keen to provide content for our new site. This includes the NHS, Cumbria Police and others.

2.37 Measures and Targets

On target measures

Indicators	Target	Progress
We will conduct 3 pilot projects to investigate different ways of working with communities and key partners in accordance with the Localism Act	1	1

2.38 Objective 4.3: Maintain a skilled, adaptable and productive workforce led by effective leading members and a strong and high performing management team.

Developing our people- Transform the organisation through the development of a one team approach for staff and members centred around the needs of our customer.

The Council has delivered on a number of training sessions during the first quarter which are in the Core Curriculum. This included Project Management, Persuading and Influencing, Handling Difficult conversations, Data Protection and Strategic Risk Management. Work has also been facilitated by North West Employers for Executive members on focusing on key priorities and this has also been commissioned for CLT.

A review of the role of CLT and Leadership and Management Group has been done and the new Terms of References for both groups are currently out for consultation.

2.39 Measures and Targets

On target measures

Indicators	Target	Progress
We will deliver 90% of the training and development programmes designed for service managers and elected members	90%	On target. First cohort of service managers and member training has been delivered

2.40 Objective 4.4 Provide a transparent account of performance and efficient use of resources.

Operating Model – develop and implement our future operating model, including how we will work with partners to deliver cost effective services.

We have designed a process which will facilitate decision making regarding the future role and functions of the council and ensure that the budget is set in accordance with the vision and priorities set out in it.

An integral part of the process will be public, staff and member engagement to ensure stakeholders understand the need for the changes and the potential impacts. Part of the process is to examine different ways of working including working with our partners.

2.41 Measures and Targets

On target measures

Indicators	Target	Progress
Reduction in Council Budget achieved in 2012/13 (annual target)	£1.817m	£1.09m

3. OPTIONS TO BE CONSIDERED

3.1 Executive can decide to accept or reject the report.

4. CONCLUSIONS

4.1 Progress on the Council Plan for 2012/13 is positive with projects progressing and performance indicators are performing well against their targets.

5. STATUTORY OFFICER COMMENTS

5.1 The Monitoring Officer's comments are: None

5.2 The Section 151 Officer's comments are: None

5.3 EIA Comments: An Equality Impact Assessment was carried out on the budget for 2012/13 and Council service plans contain an Equalities section.

5.4 Policy Framework: The Council Plan is an integral part of the Corporate Policy Framework. The Implementation of the Council Plan is set out annually and is attached as Appendix A. This plan is monitored quarterly as set out in the Council's Performance Management Framework.

5.5 Other consultee comments, if any:

6. HOW WILL THE PROPOSALS BE PROJECT MANAGED AND HOW ARE THE RISKS GOING TO BE MANAGED?

- 6.1 Project and risk management has been on-going throughout the year by managers covering all objectives within the plan.

7. WHAT MEASURABLE OUTCOMES OR OUTPUTS WILL ARISE FROM THIS REPORT?

- 7.1 This report provides information about measurable outcomes from the Council's work in delivering the Corporate Implementation.

List of Appendices

Appendix A - Council Plan 2012/13

Council Plan – Implementation 2012 – 2013

Our vision –

Working to improve lives, communities and the prosperity of Copeland

Themes	People	Prosperity	Place	Performance
Our Goals	We will support the development of strong, healthy and engaged communities.	We will build a sustainable, modern, low carbon economy that delivers economic security to the whole community.	We will support Copeland becoming an attractive, safer and greener place to be.	We will deliver excellent and value for money services.
Our Objectives	<p>1.1 Contribute to reducing health inequalities between Copeland communities and others in the North West.</p> <p>1.2 Support Copeland communities and community leaders in active participation and influencing local decisions.</p> <p>1.3 Tackle disadvantage and inequality to build aspiration and improve life-chances.</p> <p>1.4 Provide people with opportunities to build aspirations and to support their personal development.</p>	<p>2.1 Support opportunities for work across the borough.</p> <p>2.2 Promote opportunities for raising local skill levels.</p> <p>2.3 Establish a vibrant, diverse and sustainable local economy.</p> <p>2.4 Support the vitality and viability of our towns and rural communities.</p> <p>2.5 Enable and support the development of low carbon projects and industry to deliver our Energy Coast aspirations.</p>	<p>3.1 Support the provision of high quality housing and a balanced housing market.</p> <p>3.2 Reduce waste in Copeland-recycle and compost more.</p> <p>3.3 Work with partners to achieve increased accessibility across the borough.</p> <p>3.4 Work with partners and the Copeland community to reduce the impact of the Borough in climate change.</p> <p>3.5 Work with our partners to make people feel safer in Copeland.</p> <p>3.6 Enhance the local physical and natural environment.</p>	<p>4.1 Provide high performing services that are accessible and respond to customer needs.</p> <p>4.2 Transform services through new models for service delivery with other public, voluntary and private sector partners.</p> <p>4.3 Maintain a skilled, adaptable and productive workforce led by effective leading members and a strong and high performing management team.</p> <p>4.4 Provide a transparent account of performance and efficient use of resources.</p>
Measures and Targets for 2012/13	<p>1.1 We will increase participation in sports and wellbeing activities by 5%.</p> <p>1.2 We will organise 12 youth participation events across the borough.</p> <p>1.3 We will facilitate 4 financial inclusion events within the borough.</p> <p>1.4 We will provide 4800 places for children on the Beacon Educational Programme.</p>	<p>2.1 We will support and help 100 existing businesses with their expansion plans.</p> <p>2.2 We will facilitate 50 apprenticeships during the year.</p> <p>2.3 We will work with partners to encourage 50 business start-ups during the year.</p> <p>2.4 We will improve or demolish 6 derelict or dilapidated buildings.</p> <p>2.5 We will work with localities and Britain's Energy Coast to deliver 1 rural low carbon energy initiative</p>	<p>3.1 We will work to secure an additional 22 new affordable homes in the borough.</p> <p>3.2 We will send 45% of household waste for reuse, recycling and composting.</p> <p>3.3 We will assist at least one sustainable transport project as part of the Copeland Coastal Initiative</p> <p>3.4 We will reduce the Council's carbon emissions by 5% progressing towards a 5 year target of 25% reduction by March 2015.</p> <p>3.5 We will deliver 100% of the Copeland Specific Priorities in the Community Safety Partnership action plan.</p> <p>3.6 We will monitor levels of street cleanliness and maintain at 90%.</p>	<p>4.1 We will answer 94% of the calls handled through Copeland Direct within guidelines.</p> <p>4.2 We will conduct 3 pilot projects to investigate different ways of working with communities and key partners in accordance with the Localism Act.</p> <p>4.3 We will deliver 90% of the training and development programmes designed for service managers and elected members.</p> <p>4.4 We will deliver £1.817m worth of savings during the year 2012/13 in line with public spending cuts.</p>
Our Key Projects 2012/13	<p>Promote Health & Wellbeing Increase participation in sports and wellbeing activities through the provision of facilities and outreach programmes.</p> <p>Promote Financial Inclusion Promote financial wellbeing within communities and families through our corporate debt management policies, provision of an effective benefits service and working with our partners to promote financial awareness.</p> <p>Working with Young People Host the Youth Council and Forums providing young people with an opportunity to influence decisions that affect them and their future.</p> <p>Affordable Warmth Promote the Cumbria Warm Homes Project to increase the energy efficiency measures and reduce fuel poverty.</p>	<p>Business Growth and Engagement Support business start-ups and expansion through the provision of advice, support and funding and access to employment through apprenticeships.</p> <p>Community Regeneration Work in partnership to deliver a programme of regeneration projects and major cultural events throughout the borough.</p> <p>Destination Whitehaven Work with partners in the West Cumbria Tourism Partnership to deliver the Destination Management Plan and promote regeneration of the town.</p> <p>British Energy Coast Economic Blueprint Deliver the economic blueprint in West Cumbria to support a prosperous and sustainable economy.</p>	<p>Improve Housing in Copeland Work with partners to increase the supply of new homes, affordable housing and deliver a range of housing options for those in need as part of Year 2 of the Housing Strategy Delivery Plan.</p> <p>Refuse and Recycling Deliver a more efficient and cost effective refuse and recycling services for the residents of Copeland.</p> <p>Community Safety Work with Local Multi Agency Problem Solving groups (LMAPS) to ensure that community safety issues are represented and addressed.</p> <p>Climate Change and Carbon Management Reduce the Council's carbon emissions and assist in reducing the impact of climate change.</p>	<p>Improve Customer Services Improve the delivery of services to our customers by increasing the range of services available through our contact centre and the promotion of e-access.</p> <p>Website redevelopment Redevelop the Council's website to create quick and efficient access to information and services.</p> <p>Developing Our People Transform the organisation through the development of a one team approach for staff and members centred around the needs of our customer.</p> <p>Operating Model Develop and implement our future operating model, including how we will work with partners to deliver cost effective services.</p>