

Council Plan Performance Report - Quarter 2, 2011/12

EXECUTIVE MEMBER: Cllr J Bowman
LEAD OFFICER: Joanne Wagstaffe, Corporate Director Resources & Transformation
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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 half yearly performance against the Council Plan objectives for 2011/12.

RECOMMENDATION:

It is recommended that the Executive considers the half yearly performance against the Council Plan for 2011/12 and agrees the report.

1. INTRODUCTION

- 1.1 This report sets out performance against the Council Plan for the 2011/12 half year point, end of September 2011. 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 2011/12 identifies a programme of 32 key projects as well as performance measures, which contribute to the achievement of our objectives.
- 1.3 Overall performance of key projects remains good with 73% of projects on track. The projects which are rated red or amber are expected to be brought back on track over the next quarter. One of the projects has been cancelled and one has been completed.
- 1.4 Overall performance for key measures in the Council Plan is 75%, with measures performing on, above or within agreed threshold. Where performance is below the

target, actions have been outlined to explain what steps will be taken to improve performance.

2. PROGRESS AGAINST COUNCIL PLAN

Theme: People

Performance of Key Strategic Projects

2.01 Overall performance of key projects under this theme is **excellent** with 5 projects rated **green** out of a total of 6. There is 1 project which is rated amber and actions to rectify this are underway.

2.02 The following projects are rated **green**, which indicates that project performance is as planned or ahead of schedule with progress on target and costs within or under budget:

Copeland Health Improvement work with partners to deliver health improvement through targeted projects and the Sport and Physical Alliance programme- The Health Peer Review report has been produced which has informed joint partner discussions to further develop relationships and joint working opportunities. A partnership workshop has also been delivered during this period.

Young People's obesity referral pathway scheme work with paediatric unit to encourage healthy lifestyles- In Quarter 2 external funding has been secured to help with the 'inkind' support and aid the delivery and development of the programme. The next programme will include two healthy eating sessions with an NHS Dietician working with parents/guardians.

Locality Working work with partners to respond to needs highlighted by locality partnerships to improve local services- Work has continued to support partnerships in delivering against their plans in the production of the next iteration of locality plans, supporting refreshing all data and making stronger links to the plans and strategies of partner service delivery agencies, to be completed by the end of November.

Youth Councils align with locality working and give opportunity for young people to input into decisions that affect their local area- The 6 locality youth forums are running regularly and the overarching Copeland Youth Council has met twice, once to celebrate the forums achievements so far and then to start to look at what they want their council to look like, the Youth Council has met on the November 7th.

The Beacon educate 4650 children through curriculum linked activities- 2019 pupils have been taught by the Beacon during first half of 2011-12. Target for the whole year of 4650 is achievable.

2.03 Below shows any projects that are rated amber or red, along with reasons for the project being off-track, and action that is to be taken.

- **Benefits Take up Strategy-** Delays in finalising the strategy are due to the advent of additional operational priorities. The strategy will now be finalised within the next 6 weeks.

Performance of Council Plan Measures

2.04 There are fourteen key measures under this theme. Of these, 10 are performing on or above target (including thresholds), 2 are off target and 2 have no targets as they are in the plan to establish a baseline.

2.05 The data for the following two indicators: Number of people taking part in physical activities: Older People and People from areas with greatest health equalities are 30 people and 1,810 people respectively. This is the first year of reporting this data and therefore no targets have been set. The first year is about establishing a baseline.

2.06 The following measures are performing **on or above target**:

Indicators	Target	Progress
Number of people taking part in physical activity: Young People	2,000	3761
No of key public sector bodies (CBC, CCC, NHS & Police) showing changes in delivery to meet priorities highlighted	2	2
% turn-out in local election	38%	40.79%
Take up of Be Active cards by: Young People	1,950	2,754
Take up of Be Active cards by: Older People	510	869
Take up of Be Active cards by: Be Active card holders	375	549
New play facilities completed for children and young people in Parton & Cleator Moor	2	2
Number of children benefiting from The Beacon educational programme	387	2,019
% Accuracy processing benefit claims	90%	85.6%
Number of youth forum events across the Borough	8	22

2.07 The table below shows indicators performing below target by more than the agreed threshold, along with reasons and action that is going to be taken:

Performance Indicator	Target	Performance	Reason Below Target	Action Agreed to improve performance
Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	7 days	22.8 days	System failure and implementation of the new document management system.	Temporary staff have been recruited to reduce the backlog.
Number of people taking part in physical activity: Disabled	220 people	66 people	The able and disabled Sports Programme is planned for early 2012.	The programme will run in early 2012 and the number of participants is expected to be 168 and the target will be met.

Theme: Prosperity

Performance of Key Strategic Projects

2.08 Overall performance of key projects under this theme is **very good** with 8 projects rated green out of a possible 10. The other 2 projects are rated as amber.

2.10 The following projects are rated **green**, which indicates that project performance is as planned or ahead of schedule with progress on target and costs within or under budget

Business Growth & Engagement - Increase employment opportunities by assisting local businesses to contribute to the Copeland Skills and Work Plan- The project is progressing in line with Project Plan. The launch of The Whitehaven Business Network took place on 20th October 2011.

Maintain Ways into Successful Enterprise- Offer help to develop confidence and skills in people before they seek mainstream business support- Ways Into Successful Enterprise (WISE) are now working with the Chamber of Commerce to help deliver the New Enterprise Allowance Scheme which aligns closely with the existing activities of WISE giving access to potential new clients.

Support for Major Events and Festivals- Through programme of festivals, events and traditional arts, dance and music lead people into training- Within Copeland there are 3 major events/festivals, which are supported by CBC. The Whitehaven Festival brought a total spend of £4.03 million. Whitehaven Carnival which is organised by the Lions club and supported by CBC,

attracted crowds in excess of 2000 spectators. Copeland's Multi-cultural group included many different nationalities that live in Copeland. The Lakes alive tour started in July, which was a huge success attracting audiences in the region of 8,000+ people.

Pow Beck Stadium- Progress sports village through the development of the community stadium- The Partnership for developing and delivering the stadium continue to meet regularly and work to the project plan. The design is now signed off, planning permission sought, funding package approved in principle and SPV partners are working on the various legal agreements required.

Tourism Development- Promote Copeland as a destination for tourism working with West Cumbria tourism partnership- Tourism partnership has a work programme in place. There is now an SLA in place with Cumbria Tourism. Core projects for the council developing – namely the Beacon, Whitehaven destination management, cluster developments around heritage, events and accommodation and Copeland Coastal Initiative.

Destination Whitehaven/ Investment Prospectus- Develop increased prosperity and vitality supported by the Whitehaven Town Centre Partnership- The current phase is the production of a Whitehaven Investment Prospectus and marketing strategy.

New Grid Fulfil our statutory role in new grid system in North West- Project in early stages – CBC Executive approval on the 27th July 2011 to sign up to PPA and Governance arrangements. Resource issues currently covered and all current milestones are on target.

Nuclear New Build- Lead the delivery of nuclear new build- Project in early stages – NuGeneration Ltd identified as developer for new nuclear power station development at site adjoining current Sellafield facility. Initial discussions with Copeland Borough Council reference planning implications. Early work to understand the spatial and infrastructure implications are underway.

2.11 Below shows any projects that are rated amber or red, along with reasons for the project being off-track, and action that is to be taken.

- **Pathways to Art** Application for funding was unsuccessful and so there is a financial shortfall (£85K across 3 years). As a result and based on current available funding, participants in the scheme will be adversely affected. Additional funding continues to be sought
- **Albion Square-** Project delayed due to Government requirements for a Treasury Green Book Appraisal of the scheme. Green Book appraisal to be submitted by 30 November 2011 with anticipated approval to enable NDA to enter into an Agreement to Lease by 31 March 2012.

Performance of Council Plan Measures

2.12 There are twelve key measures under this theme. Of these, 9 are performing on or above target (including thresholds), 1 is off target (the number of Pathways to Arts Participants – see 2.11). For the remaining 2 further detail is provided at 2.14.

2.13 The following measures are performing **on or above** target:

Indicators	Target	Progress
Number of apprenticeships in Copeland Apprenticeship Initiative started by March 2012	25	27
Business start-ups encouraged by the Council and partners	25	30
Business start-ups encouraged by the Council and partners in the most disadvantaged super output areas	10	14
Number of existing business supported and helped with expansion plans	35	37
Participants on schemes to promote skills development in Copeland Communities	184	173
Number of people attending events and festivals, including Whitehaven Festivals, Arts OutWest	210,000	212,000
Pow Beck Planning Permission	Secure	Achieved (12 th Sept)
Number of derelict/dilapidated buildings improved or demolished	3	5
Planning Performance Agreement and work packages agreed for new grid system in North West.	To be agreed	Final draft of PPA agreed with solicitors – prospect of sign-off of PPA by end October 2011

2.14 With regard to 'Annual tourism visitor numbers' performance measures (day visitors and long stays), the latest data has recently been released and shows there were 2,676,000 day visitors and 398,000 staying visitors in 2010. The data for 2011 will be available at the end of November 2012. These figures demonstrate a positive trend towards the target set.

Theme: Place

Performance of Key Strategic Projects

2.16 Overall performance of key projects under this theme is **very good** with 5 of the project rated green out of a total of 7. The other 2 are rated amber.

- 2.17 The following projects are rated **green**, which indicates that project performance is as planned or ahead of schedule with progress on target and costs within or under budget:

Improve Housing in Copeland- Ensure that homes are sufficient in number, fit for purpose, affordable and support the economic aspirations of our communities- The strategy was adopted by Full Council at its meeting on 23 June 2011. The Year 1 Delivery Plan is in operation and a monitoring report went to the Strategic Housing Panel in October 2011.

Transport Hub- Physical integration of transport hub and Tesco development- the planning application has been received.

Climate Change- Reduce our carbon emissions and increase the uptake of householders energy efficiency measures across the borough- 2010/11 Carbon reduction report produced. 7.6% reduction against 2009/10 baseline.

Copeland Sanctuary- Assist recipients of domestic abuse to get support including measures to stay safely in their own homes- Requests for security measures are discussed at the monthly multi agency meetings which are attended by a member of the Housing Options Team. Two victims of domestic violence have been able to remain in their own homes this quarter due to the joint working in place.

Copeland Coastal Initiative- A co-ordinated partnership approach to delivering environmental and economic projects along the coast- Continued to raise the profile of Copeland's coast and increasing information sharing and partnership working amongst stakeholders.

- 2.18 Below shows any projects that are rated amber or red, along with reasons for the project being off-track, and action that is to be taken.

- **Improve Refuse Collection** - The project to implement revised refuse collection arrangements for approximately 7,000 homes in the Borough that remained on the traditional black sack service will be completed by mid November. The project has resulted in the wheeled bin service being extended to around 2,070 homes while 3,400 have moved onto blue sack collections. Whitehaven stage 3 changes will now be completed in November. This part of the project will now follow the changes in North East and Mid Copeland. This will not affect completion of the overall project.
- **Local Development Framework** - Revised Local Development Scheme was approved by Council in June with a new programme timetable. The delay in delivering the West Cumbria "Blueprint" economic development documents has changed the timetable for the Core strategy overall. However, other work is on track including: Whitehaven Town

Centre and Harbour SPD, Renewable energy capacity study the SHLAA and various topic papers. 3rd quarter milestones include publication and a formal 6 weeks consultation on the Whitehaven Town Centre and Harbourside SPD Issues and Options report. The second milestone, the Core Strategy Submission Version, is now anticipated to be published in the 4th quarter.

Performance of Council Plan Measures

2.19 There are eleven key measures under this theme. Of these, 4 are performing on or above target (including thresholds), 5 are off target, data is not available for 1 and 1 is no longer reported.

2.20 The following measures are performing on or above target:

Indicators	Target	Progress
Net additional homes completed in major housing schemes graded as average or better under the Building for Life Assessment	50%	This indicator needs to be reworded to reflect the Building for Life Assessment. The "graded as average or better" needs to be removed and replaced with "scoring over 10". 5 sites of more than 10 units have been completed and assessed for the period 20010/11. 4 have been assessed and 1 is outstanding, of those assessed 2 have scored 10, 1 has scored 10.5 and 1 has scored 9.5.
Percentage of household waste sent for reuse, recycling and composting	45%	48.3%
Improved street and environmental cleanliness	95%	88%
Number of community groups supported in improving their environment by our parks and waste services	7	13

2.21 The table below shows indicators performing below target by more than the agreed threshold, along with reasons and action that is going to be taken:

Performance Indicator	Target	Performance	Reason Target	Below	Action Agreed to improve performance
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Take up of discretionary concessionary fares passes increased by 1.5% in 2011	3,743 passes	3,390 passes	The demand for discretionary travel fluctuates throughout the year.	Continue to monitor the take up of discretionary travel.
Number of affordable homes	11 properties	8 properties	Ehen Court is under construction. Once complete the target will be met.	Monitor progress
Performance Indicator	Target	Performance	Reason Below Target	Action Agreed to improve performance
LDF Core Strategy	Due date: End of 2012		Submission draft predicted to be published 4th quarter, with adoption spring 2013.	New Local Development scheme to be approved by Full Council in March 2012.
% of repeat domestic abuse incidents	39.7% repeat incidents	46% repeat incidents	Increased reporting often associated with increased confidence to report.	Agencies to continue to work together and respond to reports.
Planning consent for new Tesco store and transport interchange	Due date: July 2011		A planning application has been received for the transport interchange but not a new Tesco store	Continue to monitor and respond.

2.22 The following measures cannot be reported as the data is not yet available:

- Increase the energy efficiency rating of private sector housing % rating above 50 - 2011 Stock Condition Survey data with energy efficiency rating of private sector housing to be ready by March 2012

2.23 Percentage participation of under-represented groups using sports and leisure facilities is already reported under: number of people taking part in physical activity listed above under the People theme.

Theme: Performance

Performance of Key Strategic Projects

2.23 Overall performance of key projects under this theme is **good** with 4 projects rated green and 1 project completed. However, 1 of the projects has been cancelled and 3 are on Amber.

2.24 The table below shows projects that have been completed.

Project Title	Key Outcomes
Self Service – increase the number of services available on the Council's website.	The objective of the project to increase the number of services available on the Council's website through electronic forms has now been achieved. Customers can now; challenge a parking ticket, report a dog related problem, request sandbags and report potential benefit fraud. The second phase will be developed in line with the Customer Service Strategy.

2.25 The following projects are rated **green**, which indicates that project performance is as planned or ahead of schedule with progress on target and costs within or under budget:

Service Reviews- has been agreed and is now underway. The reviews will contribute towards the financial savings required over the next 3 years. They will provide short, medium and long term recommendations in order to meet immediate budget requirements and deliver long term service improvements.

Carbon Management- Reduce the Council's carbon emissions by 25% by 2015- First year of Carbon Management Plan achieved a 7.6% reduction in carbon emissions in 2010/11 against a 2009/10 baseline. On annual target for 25% reduction by 2015.

Strategic Asset Management- Develop and deliver our Strategic Asset Management Plan- Project currently moving forward through the action plan, with intention of meeting target dates

Sustainable Community Strategy- Develop and adopt a sustainable community strategy for Copeland- Progress towards a Sustainable Community Strategy for Copeland to replace Future Generation, is progressing to schedule. The emerging plan was met with some enthusiasm from partners who were involved in its development through the Copeland Partnership; the Localities Together and the Cumbria CVS West Local Forum.

The Strategy was finalised in September and was submitted to Full Council at Copeland Borough Council for approval on 13th October 2011.

2.26 Below shows any projects that are rated amber or red, along with reasons for the project being off-track, and action that is to be taken.

- Developing our workforce- A couple of milestones were delayed awaiting the appointment of the Head of Corporate Resources. A series of top team development sessions have been commissioned by the Chief Executive from North West Employers Organisation. A new Organisational Development programme taking account of future service delivery models is under development.
- New Approach to Customer Service- The Customer Services Strategy is currently under development following the appointment of Head of Policy & Transformation. The strategy will be ready for consideration in the next quarterly report.
- Equality Framework- There has been a delay whilst awaiting the final report from Government. The development of the Action Plan is underway by the Equality Steering Group and will be complete for approval by the end of November.

Performance of Council Plan Measures

2.27 There are ten key measures under this theme. Of these, 7 are performing on or above target (including thresholds), 2 are off target and data is not available for 1 of them.

The following measures are performing **on or above target**:

Indicators	Target	Progress
% of calls answered within guidelines	95%	93.1%
Time taken to see all visitors to the Council within 5 minutes	100%	100%
Amount Benefits partnership efficiency achieved	£150,000	On target
Number of apprenticeships within the Council each year	4	4
Number of working days lost due to sickness absence (as at Q2)	4.5	4.46
Timescale met for implementation of Equalities Act in Copeland in 2011/12	YES	Achieved
Reduction in Council Budget achieved in 2011/12 (annual target)	£1.77m	£1,636,734

2.28 The table below shows indicators performing below target by more than the agreed threshold, along with reasons and action that is going to be taken:

Performance Indicator	Target	Performance	Reason Below Target	Action Agreed to improve performance
Capital released through planned disposal in 2011/12	£700,000	£654,000	Land purchases have slowed due to the economic climate.	It is anticipated that these market conditions will continue for the foreseeable future, however, monitoring will continue to identify opportunities to dispose of assets where appropriate.
New Customer arrangements in place for Mid Copeland	Due date: October 11		Customer Services strategy to be finalised.	Currently looking at potential opportunities in line with the development of the Customer Services Strategy

2.29 The following measures cannot be reported as the data is not yet available:

- Percentage annual reduction in carbon emissions towards 5 year target of 25% reduction by 2015. This information will not be available until next year. 2010/11 saw a 7.6% reduction in carbon emission against a 2009/10 baseline.

3. OPTIONS TO BE CONSIDERED

3.1 Executive can decide to accept or reject the report.

4. CONCLUSIONS

4.1 The performance in this half yearly report shows that the Council is performing well against the Council Plan. Progress made in delivering key projects and measures from the Council Plan demonstrates that we continue to deliver against our priorities. The actions and other steps to be taken where performance is lower than anticipated should help to drive improvement in performance indicators and project delivery.

5. STATUTORY OFFICER COMMENTS

- 5.1 The Monitoring Officer's comments are: No comments
- 5.2 The Section 151 Officer's comments are: No further comments.
- 5.3 EIA Comments: An Equality Impact Assessment was carried out on the budget for 2011/12 and Council service plans contain an Equalities section.
- 5.4 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

Council Plan – Implementation 2011 – 2012

Our vision –

Working to improve lives, communities and the prosperity of Copeland

Themes	People	Prosperity	Place	Performance
Goals	1. To support the development of strong, healthy and engaged communities.	2. To build a sustainable, modern, low carbon economy that delivers economic security to the whole community.	3. To support Copeland becoming an attractive, safer and greener place to be.	4. Delivering excellent and value for money services.
Objectives	1.1 Contribute to reducing health inequalities between Copeland communities and others in the North West. 1.2 Support Copeland communities and community leaders in active participation and influencing local decisions. 1.3 Tackle disadvantage and inequality to build aspiration and improve life-chances. 1.4 Provide people with opportunities to build aspirations and to support their personal development.	2.1 Support opportunities for work across the borough. 2.2 Promote opportunities for raising local skill levels. 2.3 Establish a vibrant, diverse and sustainable local economy. 2.4 Support the vitality and viability of our towns and rural communities. 2.5 Enable and support the development of low carbon projects and industry to deliver our Energy Coast aspirations.	3.1 Support the provision of high quality housing and a balanced housing market. 3.2 Reduce waste in Copeland- recycle and compost more. 3.3 Work with partners to achieve increased accessibility across the borough. 3.4 Work with partners and the Copeland community to reduce the impact of the Borough in climate change. 3.5 Work with our partners to make people feel safer in Copeland. 3.6 Enhance the local physical and natural environment.	4.1 Provide high performing services that are accessible and respond to customer needs. 4.2 Transform services through new models for service delivery with other public, voluntary and private sector partners. 4.3 Maintain a skilled, adaptable and productive workforce led by effective leading members and a strong and high performing management team. 4.4 Provide a transparent account of performance and efficient use of resources.
Measures and Targets for 2011/12	1.1 Number of people taking part in physical activities: Young people 4,000 Older people establish baseline 440 People with disabilities People from areas with greatest health inequalities : establish baseline The four key public sector bodies (CBC, CCC, NHS and Police) showing changes in delivery to meet priorities highlighted in locality plans. 1.2 % turn-out in local election : 2% increase to 36% 1.3 Time taken to process housing benefit/council tax benefit new claims and change events to 7 days. 1.3 % accuracy processing benefit claims 90% 1.3 Take up of Be Active cards by: Young people 3900 Older People 1020 Be Active Plus card holders 750 1.4 New play facilities completed for children and young people in Parton & Cleator Moor 1.4 Number of children benefiting from The Beacon educational programme: 4650 1.4 Number of youth forum events across the Borough: 7	2.1 Number of apprenticeships in Copeland Apprenticeship Initiative started by March 2012 30 2.1 Business start-ups encouraged by the Council and partners : 50 in the Borough 20 in the most disadvantaged super output areas (Worst 20% nationally) 2.1 Number of existing business supported and helped with expansion plans 100 2.2 Number of Pathways to Art participants: 200 2.2 Participants on schemes to promote skills development in Copeland communities 368 2.2 Number of people attending events and festivals, including Whitehaven Festival, Arts OutWest 250,000 2.3 Pow Beck –Planning Permission secured and SPV established. 2.3 Annual tourism visitor numbers: Day visitors 2,700k Long stays 435k 2.4 Number of derelict/dilapidated buildings improved or demolished 6 2.5 Planning Performance Agreement and work packages agreed for new grid system in North West	3.1 Net additional homes completed in major housing schemes (more than 10 units) graded at average or better under the Building for Life Assessment. 3.1 Number of new affordable homes completed 22 3.2 % household waste sent for reuse, recycling and composting at 45% 3.3 Planning consent for new Tesco store and transport interchange July 2011 3.3 Take up of discretionary concessionary fares passes increased by 1.5% in 2011 3.3 % participation of under-represented groups using sports and leisure facilities - 20% 3.4 % Increase the energy efficiency rating of private sector housing - % rating above 50. 3.5 % repeat domestic abuse incidents upward trend reversed (39.7% in 2009/10) 3.6 % acceptable in street and environmental cleanliness (debris) to 95% 3.6 Local Development Framework Core Strategy adopted by the end of 2012. 3.6 Number of community groups supported in improving their environment by our parks and waste services 30	4.1 % of calls to Council answered within guidelines 95% 4.1 Time taken to see all visitors to the council within 5 minutes 4.2 Amount Benefits partnership efficiency target achieves £150k 4.2 New customer arrangements for mid-Copeland in place by October 2011. 4.3 Number of apprenticeships within the Council each year 4 4.3 Number of working days lost due to sickness absence reduced per employee to an average of 8 days 4.3 Timescales met for implementation of Equalities Act in Copeland in 2011/12. 4.4 Capital released through planned disposal in 2011/12 £1.5m 4.4 % annual reduction in carbon emissions towards 5 year target of 25% reduction by March 2015 5% 4.4 Reduction in Council budget achieved in 2011/12 £1.77m

Key Projects 2011/12	Copeland Health Improvement (1.1) Work with partners to deliver health improvement through targeted projects and the Sports and Physical Activity Alliance programme. Establish Referral Scheme for Obese Young People (1.1) Work with paediatric unit to encourage healthy lifestyles. Locality Working (1.2) Work with partners to respond to needs highlighted by locality partnerships to improve local services. Improve Benefits Take Up in Copeland (1.3) : Ensure customers receive their entitlement. Establish Youth Councils (1.4): Align with locality working and give opportunity for young people to input into decisions that affect their local area. The Beacon (1.4) Educate 4650 children through curriculum linked activities.	Business Growth and Engagement (2.1) Increase employment opportunities by assisting local businesses to contribute to the Copeland Skills and Work Plan Maintain Ways into Successful Enterprise (2.1) Offer help to develop confidence and skills in people before they seek mainstream business support. Pathways to Art (2.2) Help 200 people improve their skills and confidence. Support for Major Events and Festivals (2.2): Through programme of festivals, events and traditional arts, dance and music lead people into training. Pow Beck (2.3) Progress sports village through the development of the community stadium. Tourism Development (2.3) Promote Copeland as a destination for tourism working with West Cumbria tourism partnership. Albion Square (2.4) Complete land assembly and secure a partner to construct high quality office accommodation in Whitehaven. Destination Whitehaven (2.4) Develop increased prosperity and vitality supported by the Whitehaven Town Centre Partnership. New Grid (2.5) Fulfil our statutory role in new grid system in North West Nuclear New build (2.5) Lead the delivery of nuclear new build.	Improve Housing in Copeland (3.1) Ensure that homes are sufficient in number, fit for purpose, affordable and support the economic aspirations of our communities. Improve Refuse Collection (3.2) Review refuse collection routes to optimise performance and extend wheeled bins where practical Transport Hub (3.3) Physical integration of transport hub and Tesco development. Climate Change (3.4) Reduce our carbon emissions and increase the uptake of householders energy efficiency measures across the borough. Copeland Sanctuary (3.5) Assist recipients of domestic abuse to get support including measures to stay safely in their own homes. Local Development Framework (3.6) Fully consulted package of development management policies containing core strategy supplementary planning documents and site allocations document. Copeland Coastal Initiative (3.6) A co-ordinated partnership approach to delivering environmental and economic projects along the coast.	Self Service (4.1) Increase number of services available on the Council's website. New Approach to Customer Service (4.2), Review the accessibility of services to our customers, particularly for those in rural areas. Service Reviews (4.2) Review all Council services to improve performance and reduce costs. Developing Our Workforce (4.3) Develop the Council workforce to meet the Council's current and future service provision needs. Investors in People (4.3) Work towards retaining IIP standard. Equality Framework for Local Government (4.3) Deliver improvements in equality and diversity following assessment in November 2010. Copeland Sustainable Communities Strategy (4.4) Develop and adopt a Sustainable Communities Strategy for Copeland. Carbon Management (4.4) Reduce the Council's carbon emissions by 25% by 2015. Strategic Asset Management (4.4) Develop and deliver our Strategic Asset Management Plan.
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