

Executive Report to Full Council – 13 April 2010

Transformational Leadership

CP Work effectively with others to meet the needs of Copeland – Councillor E Woodburn

Managing Radioactive Waste Safely (MRWS)

The Partnership has celebrated its first birthday and alongside the work of the partnership a public and stakeholder engagement process has resulted in an increased awareness of the partnership throughout West Cumbria. This has been tested via a telephone survey to identify the current level of public awareness. The survey found a surprisingly high level of awareness across Cumbria (52%) in the possibility of a Geological Disposal Facility (GDF) in West Cumbria. 70% awareness was recorded in Copeland and 61% in Allerdale. Perhaps unsurprisingly, far fewer respondents understood the GDF siting process and that it is founded on a voluntary principle (all Cumbria 20% Copeland 36% and Allerdale 25%). This information will guide the next round of engagement.

The next twelve months will again be busy but there are a number of issues which the Partnership will need to consider.

- **Capacity issues:** The workload on the Partnership is increasing as it ‘unpacks’ the key issues that will inform a decision on future MRWS participation. The Partnership was stretched to deliver the first round of PSE work. The next round is likely to be more demanding. The capacity of the Partnership and of the three authorities will need to be reviewed to ensure the rigour of the process is maintained without slippage in the timetable. Government will need to invest more heavily in Partnership work. The three authorities with the Partnership convenor are committed to work up a budget for 2010/11 before the end of March.
- **NDA budget:** The Partnership has relied quite heavily on the NDA (the prospective developer) to provide technical support. Whether the NDA will sustain the same level of support in future that it has to date is not assured. Substantial reductions in overall NDA expenditure are expected and its Radioactive Waste Management Directorate (RWMD) may not escape. The Partnership needs to impress on DECC (and DECC on the Treasury) that any funding reductions do not impact on the Partnership timetable as it could be more costly for the NDA if the RWMD is effectively left ‘marking time’ while the Partnership and local authorities continue their deliberations about GDF siting.

- Community benefits: The mechanism for ensuring a community is recompensed for accepting a GDF in its area has not been clarified by Government. The three authorities are likely to be reluctant to move to the next stage of MRWS on the strength of Government's White Paper commitment alone. Some concrete mechanism capable of securing community confidence about the scale and timing of community benefits, and their delivery across many terms of Government office, will need to be identified.
- Site assessment: The Partnership will be considering now how a siting process will work if the local authorities step forward to the next stage of the MRWS process. The partnership will want clarity about the NDA process of moving from a large area (West Cumbria) to one or two promising sites for development of head workings (occupying approx. one square mile) and a geological repository. Discussion on this subject began at the last full Partnership meeting but more work will be needed in the coming year. Intermediate stages of site selection (getting from a 'long list' to a 'short list') raise significant potential for 'blight' and concern in the West Cumbrian community
- Independent Planning Commission role: Government has not decided whether a GDF will be a defined nationally significant infrastructure project for the purposes of the Planning Act 2008. Clarity will be needed on how decisions about GDF development will be taken, should there be a willingness on all other grounds to continue to cooperate in GDF site identification.
- Scottish policy: Scottish Government is consulting on committing its intermediate level radioactive wastes (ILW) to shallow disposal 'at a few tens of meters'. Its low level waste goes to the LLWR and its spent fuel goes to Sellafield for reprocessing where highly active residues are conditioned and packaged for storage pending disposal to a GDF. DECC has said it will consider shallow burial in England or Wales if wastes can be segregated and there is a cost benefit. This could actually result in a significant volume of wastes coming out of a GDF inventory or, if no cost benefit is demonstrated, ILW being disposed to a deep repository whilst in Scotland similar wastes are disposed to a shallow repository. The inconsistency in approaches between DECC and the Scottish Government will likely impact on future public confidence in long term radioactive waste management on both sides of the Scottish border. If it is determined that ILW at Sellafield (or elsewhere) could be committed to shallow disposal then it raises the prospect of another siting process in Cumbria or transportation of Sellafield ILW for disposal elsewhere in England or Wales. Of course, Scottish Government policy, or Westminster policy, could change over the timescales involved, but the present stance in Scotland tends to confuse rather than clarify approaches to long term radioactive waste management.
- Nuclear New build: Whilst ILW could come out of the current GDF inventory, significant volumes of spent nuclear fuel from a new nuclear programme could go in, together with indecision about whether stockpiled reprocessed uranium and plutonium should also be committed to a GDF, make the 'inventory' a

highly elastic concept. It makes it impossible for a community to know at this stage what it is committing to. Therefore a key area of work, before a decision is taken on future participation in MRWS, will be to understand and agree a 'change control mechanism' to be applied and to understand and agree in whose hands control of a 'change control mechanism' will rest.

Therefore as members can see the next twelve months will continue to be busy as we work to ensure our local community has the right information to consider the future options with regards to a GDF

CP Improve our performance – Councillor E Woodburn

Strategic Asset Management Plan

Executive recently agreed the framework for the strategic asset management plan 2010-2015. The plan is shaped around best practice asset management guidance and is also cognisant of the Audit Commissions key lines of inquiry and recognises the critical role active management can play in supporting the Council and delivering against community and stakeholder objectives. The framework is set out in three sections:-

Sustainable communities and asset management (overarching strategy)

- Transfer of assets
- Making the right choices
- Value for money
- Measuring asset management performance
- Improving the experience for citizens and businesses
- Tenanted non residential property

The asset management process

- Plans and programmes
- Delivery
- Review and improvement

Factors of effective asset management

- Leadership
- Culture
- Customers
- Structure
- Roles and responsibilities
- Resources and capacity
- Governance
- Data
- Sustainability

The new plan will build on the existing asset management process and to strengthen and develop this particularly with increased transparency and a wider and more corporate understanding and involvement. The framework will articulate how this can be achieved.

CP Improve Community Involvement in Decision Making – Councillor J Bowman

Locality Update

The locality pilots have focused on the partnership governance across the three tiers and the development and refresh of locality plans drawing together existing community and parish plans and cross referencing with wider plans for the area. North West (Howgate Partnership) has signed off its partnership agreement, North East and Mid (5 Rivers) are a couple of months away.

The partnership arrangements being developed have deliberately focused on getting buy in and engagement from the three tiers on the understanding that these form the democratic base for the localities. The pilot areas are now looking at their wider partner engagement and considering this within the concepts of full partners and associate partners, the first grouping expected to be active at every partnership meeting, the latter, e.g. Police, health who have an open invite but expected to attend as necessary and to be more active in projects and theme/task type activity to progress the locality plans.

The roll out to the remaining areas begins now with South Copeland Partnership anticipated to move forward quickly due to their advanced working and their wider engagement from the three tiers already being looked at. The West Copeland area will be able to share learning from the pilots particularly the North East. Whitehaven work will begin in May with a round table meeting of all District and County Councillors to look at how they best see the Whitehaven locality working and following this up with a wider partner meeting in June.

The locality team will be fully recruited by May with the 1.6 Managers already in place continuing the development and assistance with partnership, plans and facilitating the early mechanism to get the localities together. The remaining three full time equivalent Locality Workers will each have a minimum of two localities and will specifically work on the ground whilst also being part of a core corporate team to ensure linkages and shared approaches as needed. The team is funded through Working Neighbourhood Fund until March 2012.

Connected Communities

The young people of Bootle presented their film setting out their priorities for local services at a recent locality event. Five youth groups across the borough (Millom, Bootle, Egremont, Cleator Moor and Whitehaven) have benefited from external funding received by the council to connect communities. Bootle's request for a skate park is being considered by partners including the LDNP

CP Improve our Performance – Councillor J Bowman

Mosaic

The Council has taken another step forward to understand its communities better. We now have access to a community profiling tool, Mosaic, that allows us to understand community needs and preferences below ward level a great deal better.

This understanding allows us to design services and communications in ways that are most effective for the customer and more efficient as they help to avoid waste. An example of how it has been used is in the new format for Copeland Matters. Other uses for it will include:

- Benefits – target information to promote take-up
- Housing – target information to raise awareness of services
- Thermal efficiency – identify residents most likely to be in need of advice and services
- Communication channels – use those which are preferred by communities
- Council Tax payment – target information to avoid arrears and reduce recovery costs

Customer Care Training

Within the Corporate Improvement Plan 2009/10 there is an objective to offer Customer Care Training to all employees. Therefore, a Corporate Customer Care Training Programme has been developed, which will equip all our employees with skills to achieve customer care excellence within their roles.

We believe that our employees need varying levels of Customer Care skills dependent on the role they have within the organisation. Therefore a programme has been developed which addresses the needs against four main categories of employees:

1. Front Line
2. Back Office
3. Operational
4. Managers

The tender to deliver this training has been awarded to **Greenfield**, who have extensive experience of delivering similar programmes to Local Government within the United Kingdom. The learning events have started and will into 2010/11 from April to September.

It is some years since a comprehensive programme of customer care training was available for all employees, although key areas of the Council have had the opportunity to improve their skills and experience.

It is felt that members would also vastly benefit from similar customer care training and plans are in place for this to be arranged.

Improving Quality of Life

CP Reduce Crime and disorder and help people feel safe – Councillor N Williams

West Cumbria Crime and Disorder Reduction Partnership (CDRP)

The West Cumbria CDRP is looking at its operation and delivery mechanisms to enable stronger development and facilitation links with its partners.

The partnership is working creatively to maximise the use of existing agencies resources and enable focused activity to progress the CDRP aims and targets. To this end an interim mainstream arrangement is being put in place by partners, focusing on administration, policy and data analysis.

The longer term arrangements to enable clarity of the additional core activities needed to deliver the partnership will be developed quickly with a restructure to best use available resources. An Interim Management Group of the Police, ABC, CBC and CCC are to meet monthly and prepare a paper for the May CDRP Strategy Group setting out a way forward.

The Interim Action Plan till June 2010 includes:

- a) Data Analysis/Performance Management gap to be provided by the Police.
- b) Copeland Borough Council to complete the HR arrangements in line with an anticipated new approach.
- c) Administrative support to be continued through this period;
- d) Cumbria County Council to hold the policy and programme management functions.
- e) Allerdale Borough Council to hold and oversee the budget;
- f) Copeland and Allerdale Councils to deliver their section 17 commitments.
- g) Task group priorities and budget allocation will be developed.

In 2011/12 the CDRP will be moving to a commissioning, evidence based approach. The Strategy Group will lead this approach supported by the detailed work within the task groups.

Copeland Community Safety (Section 17)

Copeland Borough Council has met the gap in the section 17 post funding as a result of Allerdale Council taking this role into existing staff job roles for 2010/11. We have

used Working Neighbourhood Fund for this for one year only. The work programme of this full time post for Copeland has been set out to include a) internal activity with services to ensure each team is clear of the implications of section 17 and what action they are taking and b) increased external activity with neighbourhoods, communities and local members on community safety issues and c) to work closely with the CDRP theme groups to facilitate linkages and activity within Copeland. An internal community safety group will be meeting quarterly from April 2010 which will include portfolio holder, CDRP task group reps and community safety officer champions from each service area.

CP Promote Healthier Lifestyle – Councillor N Williams

I&DeA Healthy Communities Peer Review April 2010

Following the I&DeA Healthy Communities Peer Review that was conducted in June 2009 the Health Improvement Officer position was developed. The Peer Review was favourable towards our council and the interest and drive of our members.

A draft action plan was created from the findings of the Peer Review that will provide some clear structures and support mechanisms for raising the importance of the health agenda. We are working with the I&DeA in order to develop an action plan that will provide an organisational outlook. The first meeting was held on the 16th of March, and a follow up meeting is planned for the 9th of April.

The Corporate Implementation Plan for 2010-2011 has been developed to include reducing health inequalities in the transformational leadership strand and promoting healthier lifestyles in strand. This will help us to raise the importance of health and well being throughout the organisation and also complete the promises and actions that have been agreed for the coming year.

The aims for the coming year will also contribute towards meeting these targets and achieving the key recommendations that were highlighted from the Healthy Communities Peer Review. The beginning of March saw the introduction of the Stop Smoking service within Copeland Borough Council. Staff can access the service for support, advice and Nicotine replacement therapy to help quit smoking (Employee's use their own time to attend the sessions). We are currently working with partners to provide opportunities for staff to take part in various activities such as dance, five-a-side football and continued support of the lunch time walking programme. The active lunch dance sessions are due to start in the Copeland Centre in Mid-April, with football beginning shortly afterwards.

A key strength from the Healthy Communities Peer Review was that the members of Copeland were effectively engaged with the communities and that supporting

member training will further enhance an understanding of health, health determinants, and health prevention.

Exploring links between public health and the planning process are seen as an important way that planners can deliver better public health outcomes. After attending a planning for healthy communities' event in Barrow, we have begun work to organise a similar event in Copeland that will be held in June.

Partnerships with the Cumbria PCT, NHS Cumbria and our internal partnerships with Regeneration looking at locality working, sport and leisure services will help drive health and contribute towards achieving our aims of improving health within Copeland.

Promoting Prosperity

CP – Support the development of Health Facilities – Councillor E Woodburn

Hospital Update

A revised Business Case for the new Hospital has been approved by the Acute Trust Board and the Strategic Health Authority and is now with the Department of Health for final approval.

Good progress is being made with decanting and enabling schemes on the site and following the planning approval for land adjacent to Sneckyeat Industrial Estate Laing O'Rourke are establishing their site compound on the land in preparation for the start of construction works. Work to provide additional car parking spaces to replace spaces lost as a result of making the site ring road two-way is continuing.

CP Economic Sustainability – Councillor C Giel

Copeland Future Jobs Fund

Copeland has succeeded in appointing workers to all 48 places in a variety of organisations where they will get 12 months' paid work and on-the-job training. Many have started their jobs (some are now two months into their role) and others are preparing to start having been appointed.

Organisations who have taken on the jobs alongside Copeland Borough Council include: Howgill Family Centre, Home Group, North Country Leisure, Phoenix Youth Project, Citizens Advice Bureau (Whitehaven and Millom), Age Concern, Lakes College and the National Trust. Many of the young people will also come out with a qualification.

Another application to the Department of Work & Pensions for 'additional' jobs is being explored. This would involve appointing people to quality seasonal jobs and jobs linked to the nuclear supply chain. Subject to funding applications, it is hoped these additional jobs will commence in May 2010

Haig Mining Museum

We continue to meet regularly with Haig as part of their forward planning process. Haig is scheduled to hold a focused workshop with their development consultants to revise and develop their capital project. The output from the workshop will provide the framework for a revised smaller scheme to take advantage of the existing Heritage Lottery and other funding sources to keep the community museum approach, undertake key repairs and improve the building facilities/resources to

maximise income streams and provide for a sustainable future for the Haig organisation.

Backing Business

Our funding to assist new start businesses through the Chamber of Commerce, provide additional help to existing businesses through the West Cumbria Development Agency and coach local residents into self employment and local business opportunities continues to deliver across the borough. We have focused our business grant programme on sustainability and bespoke packages to assist businesses to stay and grow in the borough.

CP Economic Sustainability – Councillor H Branney

Tourism Partnership

The West Cumbria partnership for Tourism will be holding the first meeting of its new board in April. The focus for the partnership will be to lead on six key themes to improve tourism development and delivery.

- Food and Drink
- Coastal
- Ancestral Tourism
- Attractions
- Quality Accommodation
- Events and Festivals

The Council is working closely with the partnership on developing and funding a sense of place leaflet for Whitehaven. In Copeland we will be looking at the adventure sports economy over the next year and how this fits with existing tourism priorities.

CP Housing to meet the needs of the future – Councilor G Clements

Landlord Forum

The third Landlord Forum was held on March 4 and was attended by landlords and staff from the valuation office, benefits team, housing options team and private sector housing. Items under discussion included the new enforcement toolkit for private sector housing; choice based lettings and the work the housing options team are currently undertaking with private landlords. Briefing notes were issued on the plans by DCLG to establish a National Register of Landlords and on the criminal use of residential properties.

CP Economic Sustainability – Councillor C Giel

Asda

The Council put the Ginns site on the market over five years ago and Asda tendered with a clear plan to develop their planning application at the same time as undertaking the detailed work on their business case including undertaking a retail study. From the start Asda were clear that Whitehaven and Workington were completely different catchment areas for their store development and were not in competition with each other. Asda's key concerns rested on the results of the study and ensuring that their store development at the site was viable within their structured business model.

Copeland Borough Council worked consistently with Asda throughout this period to assist them in trying to make the business model work for their plans to locate in Whitehaven. This included looking at the mix of stock, linkages to the town centre and identifying potential growth in sales from the Energy Coast Masterplan projects bringing additional footfall into their store and Whitehaven. In 2008, Asda made the decision not to develop a store in Whitehaven for a number of reasons relating to the state of the market at that point, particularly the market viability in relation to their market share against other food stores in the Town, and the cost and viability of the development. Copeland Borough Council have left the door open to any future approaches from Asda.

Tesco

The delivery of Tesco is clearly a key project for Whitehaven and its regeneration. Copeland staff have lead the negotiations and some long standing issues, particularly around the land take of the Transport Interchange have been resolved and discussions successfully concluded. The scheme has moved on and land transfers, purchases and sales are currently under negotiation with the hope that all will be resolved or concluded early in the new financial year. Early discussions have also taken place with the planning department to identify any potential items of concern in terms of a planning application, Tesco are currently amending their proposed scheme. Tesco, CBC and the County Council have also met to discuss the delivery of the Transport Interchange and identify what needs to be done to ensure its implementation. Funding is ear marked in the Britain's Energy Coast (West Cumbria) Investment Plan to facilitate the Interchange and the County Council are just about to endorse a resolution to use their Compulsory Purchase Powers to make this happen. This process will in part dictate the timescales for delivery of the Interchange, but is also dependent upon the implementation of the new Tesco scheme, this decision and timescale lies purely with Tesco and their National Board who sanction all new and upgraded stores.

CP Improving skills and education in our community – Councillor H Branney

Arts Engagement Post

Copeland Borough Council, Allerdale Borough Council and the West Cumbria Strategic Partnership have successfully secured funding from the Arts Council for an Arts Engagement Post. The West Cumbria Arts Engagement Post will start in April 2010 and is a two year fixed term post.

The post aims to:

- Increase demand for arts projects in new areas and within new communities. The projects will focus on addressing local priorities through the use of art; an example of this is the work around financial inclusion and debt that will be delivered as part of the posts programme
- Increase investment in arts activity by non-traditional partners
- Work with a broad cross section of strategic partners to recognise the value that the arts can add to activity and recognise the arts ability to address cross sector outcomes.

Partner organisations whom the post will work with are NHS Cumbria, Neighbourhood Management groups, Home housing, voluntary sector organisations (e.g. Credit Unions), Haverigg Prison and others.

Art in Empty Spaces – Pop-Up Shop

Cultural Services Arts Development has secured funding from Arts Council England, Department of Communities and Local Government, North Country Leisure and the Schools Sports Partnership to deliver art in empty spaces. The project will occupy an empty shop unit in King Street for 12 months as part of the project. In Copeland this project will be branded as the Pop -Up Shop.

The Pop-Up-Shop will provide an exciting flexible space offering a unique range of opportunities for residents to engage in the creation and display of visual art and dance activity.

The Pop – Up Shop will provide a variety of other benefits as well: There will be economic benefits such as maintaining buildings so that they are fit for commercial use in the future and revitalising local economy by attracting more people into the urban centres. There will be local community benefits such as creating opportunities for residents to participate in innovative arts activity for all ages and providing a

community facility used by a number of artists, arts organisations, and community groups within Copeland urban centres.

Pop-Up Shop activity will be rolled out throughout Copeland over this 12 month period. In addition to Whitehaven proposed town centre locations are Cleator Moor, Egremont and Millom.

EXECUTIVE DECISIONS RECOMMENDED TO COUNCIL

Subject: Recommendation from Strategic Housing Panel – Private Sector Housing

Date of Decision: 9 March 2010

Decision Reference: EXE/09/0125

Decision

That Council be recommended that the Private Sector Housing Strategy 2010 – 2011 be approved