

CORPORATE IMPROVEMENT PLAN 2009 – 2010

Our Vision

Copeland Borough Council

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



PUBLIC PRIORITIES:	Providing high quality, clean streets and open spaces	Ensuring the area has good roads and good public transport	Creating enough, different jobs to suit all	Making Copeland a safer place to be	Improving skills and education and keeping people with skills in Copeland	Giving everyone good customer service
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THEMES	Transformational Leadership	Improving Quality of Life	Promoting Prosperity
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STRATEGIC OBJECTIVE	1. To lead change within West Cumbria and achieve improvements through the effective use of resources.	2. To significantly improve the way services are provided to allow residents to live, work, learn and relax in a clean, safe and attractive environment.	3. To continue the development of a strong, diverse local economy.
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LONG TERM OUTCOME	<p>1.1 The Council is recognised as an excellent community leader</p> <p>1.2 The Council influences decision making at a national and regional level</p> <p>1.3 Staff, stakeholders and partners receive clear direction</p> <p>1.4 We are involved in strong working partnerships to deliver our public priorities</p> <p>1.5 The community's priorities are delivered through the efficient use of resources and effective performance management</p> <p>1.6 Communities are involved in local decision making</p>	<p>2.1 The area has a high quality environment</p> <p>2.2 Copeland's communities are healthier</p> <p>2.3 The borough has a range of leisure and cultural activities that meet the needs of residents and visitors</p> <p>2.4 Equality of opportunity for everyone</p> <p>2.5 The Council provides high performing, customer focused services which are good value for money</p> <p>2.6 Reduced crime and disorder so that more people feel safe</p>	<p>3.1 To ensure the area offers sufficient, diverse job opportunities</p> <p>3.2 Improved skills and educational attainment within Copeland</p> <p>3.3 A housing market that meets everyone's needs</p> <p>3.4 To have good roads and public transport</p> <p>3.5 Improved facilities in the borough to enable investment</p> <p>3.6 Help facilitate the delivery of the Energy Coast Master Plan to deliver a strong diverse economy</p>
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KEY PROJECTS AND MILESTONES 2009/10	<p>Helping to reduce our carbon footprint (1.3)</p> <ul style="list-style-type: none"> A Copeland Climate Change implementation plan developed by Sept 09 to reduce our carbon footprint Reduce the fuel consumption of our street cleaning team by 5000 litres of diesel by Mar 10 Half of garden waste collected from households will be composted locally in 09/10 Improve the energy rating of at least 2 public buildings by Mar 10 A purchasing policy to be in place which ensures we purchase goods and services in a sustainable way by Sept 09 <p>Information security project (1.3)</p> <ul style="list-style-type: none"> Achieve compliance with new government security standards to continue to ensure protection of personal data by Sept 09 <p>More effective, efficient revenue & benefit service (1.4)</p> <ul style="list-style-type: none"> A business case for a shared revenue & benefit service will be produced by Sept 09 Implementation plan for revenue and benefit shared service prepared for Mar 10 <p>Work effectively with others to meet the needs of Copeland (1.4)</p> <ul style="list-style-type: none"> Create a strategy for the delivery of shared services by June 09 Help develop new West Cumbria Vision Partnership by June 09 Administer the West Cumbria Managing Radioactive Waste Safely partnership and agree work programme with the Department for Energy and Climate Change by May 09 Review the operation of the partnership arrangements between the Council and its local strategic partners by June 09 Launch 2 new locality boards with detailed action plans by Dec 09 <p>Deliver a workforce strategy that shapes the Council to meet the needs of the future (1.5)</p> <ul style="list-style-type: none"> The shape of the Council, its role and purpose to meet the needs of the future - to be established by July 09 Create a workforce plan to deliver this by Apr 10 <p>Improve our performance (1.5)</p> <ul style="list-style-type: none"> Achieve an improved Use of Resources score, aiming for level 2 by Mar 10 35% of our performance indicators are in the upper quartile by Mar 10 (against upper quartile set in 08/09) 80% of our Performance Indicators will improve from 08/09 to 09/10 <p>Improve our financial management (1.5)</p> <ul style="list-style-type: none"> Our financial statements will be prepared to meet the statutory timetable – June 09 A new financial procedures manual will be in place by Sept 09 Implement the Improvement and Development Agency (IDeA) marketplace across Council leading to 70% of suppliers procuring electronically with us by March 10 <p>Improve community involvement in decision making (1.6)</p> <ul style="list-style-type: none"> Encourage volunteering to achieve 10% increase in community involvement through volunteering by Mar 11 Carry out a review of our Parish Charter commitments by Oct 09 	<p>Improve the living environment (2.1)</p> <ul style="list-style-type: none"> Take action against 6 dilapidated buildings during 09/10 Improvements to public space at Mount Pleasant and the Civic Quarter in Whitehaven will be complete by Jan 10 Introduce area based street cleaning teams to better respond to local litter problems by Jun 09 <p>Improve local environmental sustainability (2.1)</p> <ul style="list-style-type: none"> A framework for sustainable development in the borough will be developed by Mar 10 Introduce a policy for brownfield site use with priority employment & housing sites by Mar 10 <p>Reduce household waste to landfill (2.1)</p> <ul style="list-style-type: none"> Increase recycling of household waste from 35% to 38% by Mar 10 Reduce total waste by at least 10 kg per household by Mar 10 <p>Promote healthier lifestyles (2.2)</p> <ul style="list-style-type: none"> Promote healthier lifestyles through work with at least 6 community groups or 6 projects by Mar 10 We will jointly fund a post with NHS Cumbria to support health improvements in priority areas and our own workforce by July 09 <p>Increase opportunities for physical activity (2.3)</p> <ul style="list-style-type: none"> Deliver our sport and physical alliance projects by Mar 10 (including Rambling for life and Cleator Moor physical activity motivator) Support local clubs to improve access to sporting opportunities by helping 20 clubs to achieve Clubmark during 09/10 Help create 2 new play areas in Gosforth and Seascale by Mar 10 <p>Ensure we meet the needs of a diverse community (2.4)</p> <ul style="list-style-type: none"> Revise our race equality scheme by July 09 Refurbish Phoenix court to make it accessible to all users by Dec 09 Council gain Equality & Diversity level 'Achieving' by Mar 10 <p>Improve life chances of children and young people (2.4)</p> <ul style="list-style-type: none"> Free access to leisure facilities for vulnerable children by July 09 Extend the range of activities provided through our summer activities programme by Sept 09 <p>Increase quality of customer experience (2.5)</p> <ul style="list-style-type: none"> Start to respond to the results of the Place Survey of residents' satisfaction by June 09 Offer customer care training for all employees Mar 10 Use technology better in delivering services; customers able to submit planning applications on line; 20 service request forms available on line; corporate complaints system in place by Mar 10 <p>Improve customer access to council services (2.5)</p> <ul style="list-style-type: none"> Create an Access to Service Strategy by Sept 09 Understand the profile of our customers better, and plan to ensure we meet their needs by Dec 09 Move more of our services to our customer services department, our first point of contact, by Mar 10 <p>Reduce crime and disorder and help people feel safe (2.6)</p> <ul style="list-style-type: none"> Set up and support at least 3 local safety groups by Mar 10 Identify good practice and community safety issues in service planning by Mar 10 Work with the Crime and Disorder Reduction Partnership to reduce fear of crime in Copeland so that 80% of people feel safe by Mar 11 	<p>Creating sufficient and diverse jobs (3.1)</p> <ul style="list-style-type: none"> Deliver against the Council's 10 year job target of 5000 new jobs between 2002 and 2012. Implement a Copeland regeneration delivery plan linked to Britain's Energy Coast here in West Cumbria by Mar 10 <p>Improving Skills and Education in our community (3.2)</p> <ul style="list-style-type: none"> Agree plans for the Dalton Institute and its links to the National Nuclear Laboratory Support the completion of UCLAN's extension at Westlakes Improve educational attainment by working with partners to secure confirmation of additional funding for Copeland schools Arrange for 3 projects to help Incapacity Benefit claimants to improve skills and confidence and continue the Pathways to Art scheme for 200 people by Mar 10 Ensure we have an appropriately skilled workforce through employee development, graduate and work experience placements by Mar 10 <p>Housing to meet the needs of the future (3.3)</p> <ul style="list-style-type: none"> Establish the current housing need in the borough by Sept 09 Agree a strategic housing plan to help meet these needs by Sept 09 Bring 60 private sector properties up to a decent standard by Apr 10 with the use of home renewal financial assistance Work with partners to help achieve decent homes standard for registered social landlords <p>Good roads and public transport (3.4)</p> <ul style="list-style-type: none"> Agree our infrastructure levy and planning gain requirements for future developments by Mar 10 <p>Support development of health facilities (3.5)</p> <ul style="list-style-type: none"> Lobby to secure commitment to a health campus by Mar 10 Work with North Cumbria University Hospitals Trust to submit planning applications for hospitals in Whitehaven and Millom by Mar 10 <p>Economic sustainability (3.6)</p> <ul style="list-style-type: none"> Work with businesses and community groups to create and deliver a marketing strategy for Whitehaven by Mar 10 Improve tourist numbers through tourism development and marketing by the Western Lake District Tourism Partnership by Mar 10 The Beacon will attract 46000 visitors, inspire 4000 children through curriculum linked activities and deliver talks to 70 groups by Mar 10 Develop project plan to boost Copeland web based employment sector by Mar 10 Offer at least 6 projects to reduce worklessness including redundancy support initiatives by Mar 10 Offer business support grants for at least 6 existing businesses to enable them to take on local people and stay in Copeland by Mar 10. Secure funding for first phase of Sports Village at Pow Beck by Mar 10 Influence content of National Policy Statement on Electricity Transmission to support nuclear new build in Copeland by Mar 10 Work to ensure the infrastructure is in place for a new nuclear power station, and ensure that public consultation is undertaken and communicated by Mar 10 Support the knowledge based economy development at Westlakes Science and Technology Park by Mar 10 <p>Regeneration of Whitehaven town centre (3.6)</p> <ul style="list-style-type: none"> Support the development of planning applications in Whitehaven for new office space, retail store and a harbour side hotel by Mar 10. Agree Conservation Management plan to preserve Whitehaven's historic assets by Sept 09
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OTHER ASSOCIATED TARGETS	<ul style="list-style-type: none"> Satisfaction with the way the Council runs things. Target 10% increase on 08/09 by Mar 11 Environment for a thriving third sector – 20% positive rating (LAA - NI 7) Work with West Cumbria Strategic Partnership to deliver our Future Generation (Sustainable Communities Strategy) targets W1-14. The Council will operate within a sustainable revenue budget that does not require reserves to support ongoing activities The Council will give good value for money by finding cash-releasing savings of 3% (NI 179) Overall / general satisfaction with local area will be 85.6% (LAA – NI 5) Proportion of people who feel they can influence decisions in their locality 30.2% (LAA – NI 4) 	<ul style="list-style-type: none"> 643kg residual household waste per household (LAA – NI 191) 8.76% cumulative per capita reduction in CO2 emissions between 07/08 and 09/10 (LAA – NI 186) Improved street and environmental cleanliness – litter 5%, detritus 10%, graffiti 1%, fly posting 0% (LAA – NI 195) Work with partners to Achieve Cumbria LAA targets for health related National Indicators NI 123, NI 39, NI40, NI 70, NI 50, NI 57, NI 112. Young people's participation in positive activities 77.6% (LAA – NI 110) 80.3% of people believe people from different backgrounds get on well together in their local area (LAA – NI 1) Meet LAA target for % of adults with learning disabilities in employment (LAA – NI 146) Reduce the number of times customers contact the Council unnecessarily. Target 50% avoidable contact (NI 14) Increased satisfaction regarding complaints. Target 80% Work with partners to achieve Cumbria LAA targets for crime National Indicators NI 19, NI 20, NI 30, NI 32, NI 41, NI 65 	<ul style="list-style-type: none"> Working age people claiming out of work benefits in worse performing neighbourhoods. Target 29.9% (LAA – NI 153) New business registration rate 55.7 per 10,000 (LAA – NI 171) Work with partners to Achieve Cumbria LAA targets for educational National Indicators NI 106, NI 163, NI 165, NI 117. 18 new affordable homes delivered between 08/9 and 09/10 (linked to LAA NI 154 & 155) 3.5% reduction in people killed or seriously injured in road traffic accidents between 08/09 and 09/10 (LAA – NI 47) Principal roads where maintenance should be considered. Target 4% (LAA – NI 168) 94% of rural households within 30mins of a key service centre by public transport (LAA – NI 175)
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All targets to be delivered Mar 10 unless otherwise specified

(these are targets that are associated to the strategic objective but will not be completed in the key projects outlined above. NI is an abbreviation of National Indicator and LAA of Local Area Agreement)