

Copeland 2020

Corporate Strategy 2016-2020

**Making Copeland a better
place to live, work and visit**



Forward

I am delighted to introduce Copeland Borough Council's Corporate Strategy for 2016-2020. In the Strategy you will be able to read first-hand about our priorities and challenges, as we set about working to make Copeland a better place to live, work and visit.

In developing the strategy, we have consulted widely through public meetings across the borough, engaging with business groups and by having a comprehensive document in the local press. The feedback has enabled this strategy to be developed and include projects to tackle issues such as deprivation and social isolation.

We have ambitions to regenerate our town centres and to commercialise our Council, so that we can generate more income to improve our services to you our customers. We also want to focus on employment, developing skills and enhancing social wellbeing.

It is also important that we strengthen the way we operate so that we can be effective in delivering services, as a modern council should be.

Landscape photographs courtesy of Martin Stroud.

As your Elected Mayor, I want to make it clear that Copeland is open for business and we welcome inward investment and any contribution which will strengthen our economy for present and future generations.

I am very excited about the journey we are embarking on together. As always, I would be pleased to receive your views so that all of us can be part of the success story we want Copeland to be.

You can email me on elected.mayor@copeland.gov.uk or ring the mayor's office on 01946 598 530.

Mike Starkie
Elected Mayor



Copeland and its People

The Borough of Copeland covers 284 square miles and is located in western Cumbria. With an overall population of 69,832, the Borough has one of the lowest population densities within the United Kingdom.

Two thirds of the borough is located within the Lake District National Park, meaning the majority of the borough is rural, but the majority of the population reside within the four market towns of Whitehaven, Cleator Moor, Egremont and Millom.

The borough is already prosperous, with low house prices (median £115K) and the third highest median salary in the country¹ (£805 per week). 81% of the housing stock is owner occupied and two towns within the Borough are listed in the top 10 places to raise a family².

The nuclear sector, and its supply chain, is the major employer within the area, employing over 60% of all employees in Copeland. In 2014, a total of 345³ new businesses were started in Copeland

However, the general prosperity of the borough, is not shared by all of our communities. Unemployment currently stands at 2.2%, higher than the UK (1.8%) but lower than the North West (2.4%). Youth unemployment is a particular concern of residents.

Poorer standards of health and education, lower household incomes and higher levels of benefits dependency are concentrated in pockets of deprivation, hence improving the quality of life for all local people remains an overarching priority

The economic downturn has created more challenges, leaving local public services supporting those most in need while at the same time seeking to deliver all public services increasingly effectively.

This Corporate Strategy outlines how the council, working with partners, residents and local businesses, can best respond to the challenges we face to deliver our priorities whilst managing increasing demand for services and a rapidly expanding population.

¹ <http://www.ons.gov.uk/ons/rel/ashe/annual-survey-of-hours-and-earnings/2015-provisional-results/rft-time-series.xls>

² <http://www.onefamily.com/downloads/pr/hotspots-2014.pdf>

³ <http://www.ons.gov.uk/ons/rel/bus-register/business-demography/2014/rft-table-1.xls>

What is Important to the People of Copeland?

It is important that our work reflects the needs of our residents and businesses. To ensure that we fully understand your priorities, the elected Mayor and Directors regularly hold meetings with our community and business partners. While developing this Corporate Strategy, the Mayor held several consultation sessions at locations across the borough to listen to concerns and ideas.

This is what you told us is most important to you. We used this information to help us develop our Corporate Strategy for the next four years.

Providing more apprenticeships

Concerns about car parking in the town centres

More action on derelict buildings

Improved transport and linking road and rail services

More town centre regeneration

Ensure that everyone has equal opportunities

Ensuring new jobs are available for local people

Calls for parity of investment across the borough

What does the Cumbria Deal mean for Copeland?

Concern about transient worker villages (Moorside construction)

Corporate Strategy Summary

The following summarises what we want to achieve for Copeland over the next four years. This strategy will be underpinned by a Corporate Delivery Plan which will set you how we are going to achieve these ambitions

Our Vision for 2020: Copeland Borough Council is a commercially focused organisation with a national reputation for high quality services

Our Mission: To Make Copeland a better place to live, work and visit

Our Values: 1. Work with Partners 2. Be Cost Effective 3. Treat everyone equally, fairly and with respect

Ambition 1

Town Centre Regeneration

Ambition 2

Commercialisation

Ambition 3

Employment, Skills & Social Wellbeing

Ambition 4

Strengthen the way we Operate

Corporate Strategy 2016-2020

Strategic Outcome

For our towns, villages and streets to reflect the prosperity of the area

Strategic Outcome

Grow the commercial activity of the Council to benefit the people of Copeland, ensuring the wealth generated remains in Copeland

Strategic Outcome

Attract businesses and professionals to Copeland and retain our talented young people. Work with partners to support the most vulnerable

Strategic Outcome

Continually review services provided to ensure they meet the needs of Copeland and ensure they are efficient and effective

Strategic Outcome

Maximise our opportunities for growth

2016/17 Corporate Delivery Plan

Vision, Mission and Values

Our Vision

Our Vision guides our direction, whilst making sure that we are constantly striving to improve the services we provide in line with local priorities and financial constraints.

Copeland Borough Council is a commercially focused organisation with a national reputation for high quality services

Our Mission

Every successful organisation needs to have a clear Mission which sets out the organisation's direction, defines its priorities and guides its actions. Our Mission is: -

To Make Copeland a better place to live, work and visit

Our Values

Our Vision and Mission will be underpinned by our three core values which we incorporate in everything that we do:

- **Work with Partners** – We will work to get the best for our communities whether in the public, private or voluntary/community sector
- **Be Cost Effective** – We will be prudent in spending our money; we will strive to achieve value from every pound we spent; we will continually review our services
- **Treat Everyone Fairly and with Respect** – We will strive to deliver first class levels of customer care; we will treat people fairly especially those who are vulnerable; we will listen. Ambitions & Strategic Outcomes

Our Ambitions & Strategic Outcomes

To achieve our Vision and Mission, we have created four ambitions which are equally important. When developing these ambitions, we listened carefully to what you had to say regarding what you wanted to see improved, as well as looking at what was important for us as a Council.

You told us that you wanted to see improvements to town centres and infrastructure and better employment opportunities, especially for young people and we feel we have addressed this in our ambition.

As a Council, we also have to meet the needs of the people of Copeland and deliver efficient services within the limited budgets available to us. This is why it is also important for us to improve the way we do things as well as looking at other ways we can make money, such as increasing commercial activity. This would allow us generate our own income rather than relying on Government funding.

We will deliver these ambitions by focusing on five Strategic Outcomes.

Ambition 1 **Town Centre Regeneration**

- **Strategic Outcome 1:** For our towns, villages and streets to reflect the prosperity of the area.

Ambition 2 **Commercialisation**

- **Strategic Outcome 2:** Grow the commercial activity of the Council to benefit the people of Copeland, ensuring the wealth generated in Copeland, stays in Copeland.

Ambition 3 **Employment, Skills & Social Wellbeing**

- **Strategic Outcome 3a:** Attract businesses, professionals and entrepreneur to Copeland and retain our talented young people.
- **Strategic Outcome 3b:** Work with partners to support the most vulnerable in our borough

Ambition 4 **Strengthen the Way we Operate**

- **Strategic Outcome 4:** Continually review our services to ensure they meet the needs of the people of Copeland and ensure they are efficient, effective and accessible.
- **Strategic Outcome 5:** Maximising our opportunities for growth, within the council and with our strategic partners.

Key Deliverables

From this Corporate Strategy, we will develop a high level Corporate Delivery Plan which will detail how we intend to achieve the ambitions laid out in this strategy.

The delivery of this Corporate Plan will be supported by our Delivering Differently Programme (our programme to transform the way we deliver services) and our Growth Strategy (our plan detailing what we will do to support the future economic prosperity of Copeland)

Included within the plan will be a series of key deliverables that will demonstrate whether our plans are on track to successfully achieve our ambitions. Our progress will be reported to the Council's Executive and Overview and Scrutiny Performance Sub-Committee on a quarterly basis and this information will be available to the public via our website.

We will continually listen to the views of local residents and businesses to ensure that we are prioritising their needs within the financial constraints we experience.

Some of the key deliverables we aim to achieve in 2016/17 are shown below

1. Town Centre Regeneration

- Explore grant funding opportunities to trigger the Transformation of Town Centre Buildings;
- Transform Whitehaven Market Place by investing in stalls and marketing to increase visitor numbers;
- Borough-wide review of car parking issues, leading to the implementation of a clear Car Parking Strategy for Copeland;
- Promote tourism through a Tourist Information Point in Whitehaven;
- Improve our Town Centres and High Streets to deliver a better shopping experience for our residents, businesses and visitors;
- Working with partners to carry out a Town Centre Opportunity Study for each of our main towns;
- Maintain appropriate land supply across the borough to facilitate growth.

2. Commercialisation

- Commercial Director appointed to support the drive for financial self-sufficiency within the Council;
- Increase commercial awareness throughout the Council;
- Develop a business case to establish a Trading Company and Energy Company to drive through income generation in the Council.

3. Employment, Skills and Social Wellbeing

- Work to attract investment, industry and jobs for the whole of Copeland;
- Combine efforts to develop first-class education and health services in Copeland;
- Establish a local Apprenticeship Scheme, creating 5 apprenticeships within the Council in the first year;
- Support Cumbria-wide initiatives to address domestic violence in the area;
- Support Cumbria-wide initiatives to help those affected by drug abuse;



4. Strengthen the way we operate

- Continue to carry out a detailed review of finances within the Council to ensure smart procurement maximises the use of every pound we spend of public money;
- To support the Centre of Nuclear Excellence to grow a sustainable nuclear sector in Copeland
- To support Nationally Significant Infrastructure Projects, in particular, Moorside and North West Coast Connections;
- Review the Council's own Business Support Services to make sure they are fit for purpose and deliver what is needed by our front-line services and our communities;
- Developing a sustainable budget over the longer term;
- Deliver an energised Delivering Differently Programme with a focus on growth, customer and commercialisation.

Key Performance Indicators

Strategic Outcome 1: For our towns, villages and streets to reflect the prosperity of the area	
Performance Indicators	Target
1.1 Percentage of Council tax collected.	98.5% or more
1.2 Number of long term (>6 months) empty homes within the Borough	768 or less
1.3 Number of empty homes brought back into use as a direct result of Council action.	New Obtaining Baseline
1.4 Number of new homes built	230 or more
1.5 Number of new, affordable homes built	35 or more
1.6 Number of executive homes built	New Obtaining Baseline

Strategic Outcome 2: Grow the commercial activity of the Council to benefit the people of Copeland, ensuring the wealth generated remains in Copeland	
Performance Indicators	Target
2.1 Percentage of CBC income and contract savings from commercial activity	New Obtaining Baseline
2.2 Achieve Income Generation through Commercial Strategy	New Obtaining Baseline
2.3 Number of new commercial products offered by the Council	New Obtaining Baseline

Strategic Outcome 3: Attract businesses and professionals to Copeland and retain our talented young people and work with partners to support the most vulnerable	
Performance Indicators	Target
3.1 Percentage of NNDR collected	90% or more
3.2 Number of empty business premises within the borough	New Obtaining Baseline
3.3 Number of new businesses within the borough (new business registrations)	New Obtaining Baseline
3.4 Number of apprentices within the Council	5 or more
3.5 Time taken to process Housing Benefit / Council Tax Benefit - new claims	20 days or less
3.6 Time taken to process Housing Benefit / Council Tax Benefit – change of circumstances claims.	10 days or less
3.7 Number of repeat homelessness cases	Zero
3.8 Number of Domestic Violence Incidents with a repeat victim	510 or less

Strategic Outcome 4: Continually review services provided to ensure they meet the needs of Copeland and ensure they are efficient and effective	
Performance Indicators	Target
4.1 Percentage of complaints resolved at stage 1	95% or more
4.2 Percentage of Freedom of Information requests resolved within timescales	100%
4.3 Percentage of household waste sent for reuse, recycling and composting	40% or more
4.4 Percentage of Corporate Plan Key Deliverables delivered within timescales	95% or more
4.5 Percentage of Transactions received using e-payment methods (Direct Debit, BACs and online)	50% of transactions 80% of money taken

Strategic Outcome 5: Maximise the opportunities for growth	
Performance Indicators	Target
5.1 Percentage of 'major' planning applications determined within 13 weeks	80% or more
5.2 Percentage of 'minor' applications determined within 8 weeks	80% or more
5.3 Percentage of 'other' applications determined within 8 weeks	80% or more
5.4 Additional Financial Leverage ratio of at least one to one.	100%