

Appendix A - Corporate Strategy 2016-2020

Original Corporate Plan Key Milestones 2016-17

Ref	Deliverable	Exec Owner	CLT Owner	2016/17			
				Q1	Q2	Q3	Q4
Ambition 1: Town Centre Regeneration							
1	Improve our Town Centres and High Streets to deliver a better shopping experience for our residents, businesses and visitors.	Lena Hogg	Pat Graham	- Undertake Needs Analysis - Develop Action Plan - Identify funding and resources	- Implement Action Plan		
2	Working with partners to carry out a Town Centre Opportunity Study for each of our main towns.	Lena Hogg	Pat Graham		- Undertake Whitehaven Opportunity Study		
3	Borough-wide review of car parking issues, leading to the implementation of a clear Car Parking Strategy for Copeland.	Mike Starkie	Pat Graham	- Start Review		- Develop Strategy	- Implement Strategy
4	Identify funding and resources to oversea town centre regeneration and develop relationships with business, residents and partners.	Mike Starkie	Pat Graham	- Perform needs analysis - Investigate potential funding sources and apply for funding		Appoint Town Centre Manager if funding obtained	
5	Explore grant funding opportunities to trigger the Transformation of Town Centre Buildings.	Lena Hogg	Pat Graham	- Ongoing review of available funding- - Ensure all relevant funding is applied for and used effectively			
6	Transform and enhance Whitehaven Market Place, building on the existing Townscape Heritage Initiative to recognising it's historic charter and make it a vibrant retail asset thereby increasing visitor numbers.	Lena Hogg	Pat Graham			- Establish resources - Undertake Needs Analysis	- Start transformation work
7	To promote tourism by establishing a Tourist Information resource in Whitehaven.	Mike Starkie	Julie Betteridge		- Identify and acquire appropriate resources		- Open Tourist Information Point
8	Maintain appropriate land supply across the borough to facilitate growth.	Lena Hogg	Pat Graham	- Ongoing review of land assets and opportunities			
Ambition 2: Commercialisation							
9	Income Generation - focus on services generating income from discretionary services to increase cost recovery and improve services by making them more customer orientated	Mike Starkie	Fiona Rooney	- Recruit Commercial Director - Agree Income Generation Strategy	- Corporate Charging Policy - Trading Policy - Advertising and Sponsorship Policy - External Funding and Grant Framework	- Review Value Added Tax (VAT) - Review debt collection processes - Review payment processes	- Review Service Level Agreements
10	Creating a Commercial Culture - create a culture within the Council, for both members and officers, which enables services to operate more cost-effectively and improve our ability to meet the demands of customers	Mike Starkie	Fiona Rooney	- Identify current organisational culture - Define future organisational culture	- Establish a direction - Establish the vision and proposed outcomes - Establish a plan for change	- Implement plan for change	
11	Copeland Open for Business - Build on the initial success of the brand to attract businesses and professionals to Copeland, support economic growth and promote services offered by the Council	Mike Starkie	Pat Graham				
12	Delivery Models - ensure current and potential Council services are delivered through the most cost effective delivery model whilst still meeting the demands of the customer	Mike Starkie	Fiona Rooney	- Establish governance framework around Local Authority Trading Company - Form Local Authority Trading Company for energy company	- Assist in establishing Social Enterprise	- Review service delivery models from completed service reviews	
Ambition 3: Employment, Skills and Social Well Being							
13	Work to attract investment, industry and jobs for the whole of Copeland	Mike Starkie	Pat Graham				
14	Combine efforts to develop first-class education services in Copeland	David Banks	Julie Betteridge				
15	Combine efforts to develop first-class health services in Copeland	David Banks	Julie Betteridge				
16	Work with partners to establish a first-class medical teaching facility in Copeland.		Pat Graham				
17	Establish a local Apprenticeship Scheme, creating 5 apprenticeships within the Council in the first year	Mike Starkie	Fiona Rooney	- Develop Apprentice Programme		- Recruit 5 Apprentices	
18	Support Cumbria-wide and local initiatives to address domestic violence in Copeland	Mike Starkie	Julie Betteridge	- Work with partners within West Cumbria Community Safety Partnership to act upon improving priority issues			- Work with partners within West Cumbria Community Safety Partnership to produce needs assessment and identify priority issues
19	Work collaboratively with voluntary sector and other partners to address some of the issues around social investment and isolation.	David Banks	Julie Betteridge	- Work with partners within Copeland Health & Wellbeing Forum to deliver Action Plan			- Work with partners within Copeland Health & Wellbeing Forum to identify needs and produce Action Plan
20	To develop a policy and social investment plan to help address Social Inclusion amongst the elderly in Copeland.	David Banks	Julie Betteridge	- Develop Social Inclusion Policy - Develop Social Investment Programme	- Implement Social Inclusion Policy - Implement Social Investment Programme		
21	Use our work and skills partnership lead role to develop new initiatives and attract new resources	Mike Starkie	Julie Betteridge	- Establish co-ordination initiative	- Implement Work and Skills programme		
Ambition 4: Strengthen the Way we Operate							
22	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	Mike Starkie	Fiona Rooney	- Continue Review	- Implement Financial Review Recommendations		
23	To support the Centre of Nuclear Excellence to support a sustainable nuclear sector in Copeland	David Moore	Pat Graham				
24	To support Nationally Significant Infrastructure Projects, in particular, Moorside and North West Coast Connections	David Moore	Pat Graham	- North West Coast Connections - National Grid - Statement of Community Consultation formal consultation results - NUGEN - Stage 2 Development Consent Order Consultation starts (25 events)	North West Coast Connections - National Grid Section 42/Preliminary Environmental Information Report consultation starts - NUGEN - Stage 2 Development Consent Order Consultation ends	North West Coast Connections - National Grid Section 42/Preliminary Environmental Information Report consultation ends	North West Coast Connections - National Grid Submission of Development Consent Order
25	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	Mike Starkie	Fiona Rooney	- Undertake Business Support Service Review	- Implement Service Review Findings		
26	Use annual service planning to embed new improved services agreed as part of Service Review process	Mike Starkie	All CLT	- Service Plans Produced / Approved - Link to Commercialisation	- Ongoing performance management		- Service plans reviewed and updated
27	Developing a sustainable budget over the longer term	Mike Starkie	Fiona Rooney	- Implement 2016/17 Budget			- Review 2016/17 - Set 2017/18 Budget
28	Focus on IT enabled customer access improvements in line with the Customer Service Strategy	David Banks	Julie Betteridge	- Develop New CBC Website - Review customer flows/processes	- Develop new customer standards	- Implement new standards and measure performance	
29	Deliver an online Planning Solution	Lena Hogg	Pat Graham				
30	Deliver an energised Delivering Differently Programme with a focus on growth, customer and commercialisation	Mike Starkie	Pat Graham	- Review all ongoing Projects to ensure they focus on key themes and provide value for money		- Identify new projects and funding options	