



Allerdale Borough Council

Council Plan 2011-2015





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About Allerdale

The borough of Allerdale is located in the north west of Cumbria covering an area of 1,258 square kilometres. Its population of 94,300 is largely concentrated in the west coast “triangle” of Workington, Maryport and Cockermouth where population density is 450 people per square kilometre. By contrast the Solway Plain has a population density of just 50 people per square kilometre.



Allerdale has three distinct areas: the urban centres on the west coast; the dispersed hill farms, forests, fells and lakes of the Lake District National Park; and the rural and fertile Solway plains including the Coastal Area of Outstanding Natural Beauty stretching to the north towards Carlisle.

The west coast has a rich industrial history, the decline of which has left economic and social problems particularly in the main towns of Workington and Maryport - which contain some of the most deprived communities in the country. The market towns of Cockermouth and Keswick, enjoy stunning scenery, with Keswick, located in the Lake District National Park, an important tourist destination. However, both towns and the surrounding rural villages, face problems of affordable housing. The north of Allerdale is a predominantly rural area with small villages and three principal market towns: Aspatria, Silloth and Wigton.

The major employers in the borough are: manufacturing, wholesale/retail, hotels and restaurants, and the public sector. More than three-quarters of self-employed businesses are small, employing less than four people. Manufacturing is largely concentrated on the west coast with retail centres in the towns of Workington, Cockermouth, Maryport and Wigton.



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The localities of Allerdale

As outlined in the previous section the borough of Allerdale is a diverse one in terms of geography and history. The borough has a number of natural 'places', identified as 'localities' in this Plan. The term locality is used here to mean the centres identified overleaf with their surrounding communities. Each of the localities has a strong and distinctive local identity and has its own needs.

The Council wishes to see each locality with its own locality plan over the course of the next four years which will align with this Plan and will operate through each locality's local partnership arrangements.





Cockermouth

The Cockermouth area has a mix of high fell country and low lying farmland along the Derwent and Cocker valleys, with the market town of Cockermouth where the rivers meet. The town attracts professional and managerial staff from industries on the west coast due to its environment, quality schools and good road links to those employment areas. The range of local services and independent retailers are therefore vulnerable to changes affecting jobs in the nuclear industry. High and rising local house prices contribute to inaccessibility and a lack of opportunities for young people, resulting in an ageing population. Local residents have identified the affordability of housing and activities for young people as key issues that need to be addressed.



Keswick

Keswick, situated in its spectacular landscape within the Lake District National Park, is a busy market town surrounded by rural parishes of low population density. The tourism industry dominates the local economy and supports a range of retail and entertainment facilities beyond that expected in a town of this size. However, the apparent prosperity brings problems, such as the lack of diversity in employment and the low wages of the service economy. Whilst many residents benefit from the area's prosperity, there is a lack of affordable housing and some people face challenges in accessing services, particularly amongst Keswick's ageing population and rural communities.



Maryport

Maryport is a Georgian port on the Solway Firth, with a hinterland of former coal mining villages. Most industrial employment in the area has gone and Maryport spent most of the 20th century in decline. Reducing unemployment and addressing related issues of wealth retention remain a challenge. The role of tourism in the town is growing, with Maryport Harbour becoming a visitor destination and improvements in its built environment contributing to the physical regeneration of the town centre. The old town centre is an increasingly attractive place to live, but residents of areas around the large social housing estates and former pit villages continue to suffer disadvantage. Local residents have identified anti-social behaviour, and increasing activities and facilities for young people in the town centre of Maryport as their key priorities for action. Improving the health of the local population is equally important.



North Allerdale (Aspatia, Silloth and Wigton)

North Allerdale describes a predominantly rural locality with small villages and three principal market towns: Wigton, Aspatia, and Silloth. Wigton is the largest of the three and has a pre-medieval street plan that can still be traced today, and a largely unspoiled Georgian centre. Aspatia was historically a centre of agricultural and mining excellence. Silloth is a purpose-built Victorian seaside resort and is unique to the area as it features wide, tree-lined cobbled streets, a harbour and an attractive Victorian green and promenade.



In recent years, all three towns and their surrounding areas have suffered a decline in their services and facilities, resulting in a downturn in their general prosperity. The key challenge for the area is to create a more sustainable economy. Wigton has a strong housing market and some high-performing schools. Whilst local shops have a reputation for quality, particularly for food products, steps still need to be taken to ensure the town thrives. Silloth's tourism market has declined in recent decades, but there are proposals to address that decline, including a major refurbishment of Silloth Green. Whilst Aspatia has had some economic success through the two manufacturing companies based there, pockets of deprivation remain. Key issues for local people include the provision of facilities for teenagers, street cleanliness and accessing jobs and education. Some have difficulties in accessing services and local transport.





Workington

Workington has a rich industrial past in coal and steel, dating back to the 18th century. The commercial port continues to link Workington to mainland Europe, Ireland and North Africa. World-class manufacturing continues in the area, although this has been in decline since the second half of the 20th century. A mixed economy is developing with a strengthened service sector and development in the town has made Workington a major commercial centre in West Cumbria. Problems of deprivation in the social housing estates which surround the town continue, and areas of the solid Victorian 'new town' of the late 19th century need to be renewed before irreversible decline sets in.

The changing economy in Workington calls on the community to adapt and develop different skill sets. Whilst these changes have benefited some, residents in some of Workington's neighbourhoods continue to suffer disadvantage. There, life expectancy is lower than average and there are problems of poor health, which prevent some from accessing employment. Low educational attainment and aspiration are also barriers to employment in some communities. Local residents feel that anti-social behaviour and street cleanliness are issues that need addressing and fear of crime is higher here than in other areas of the borough.





About the Plan

The Council Plan sets out the Council's vision and priorities for the next four years. This will shape future service provision and decision making.

The Plan reflects the challenges facing the area and what people have told the Council about what is important to them. Various methods have been used to gather all of this information such as perception surveys, focus groups with members of the public, local businesses and community groups as well as using existing statistical information. The Council commissioned consultation to take place between April and June 2010 consisting of focus groups with members of the public in each of its localities, interviews with voluntary sector organisations and focus groups with community groups. This work has helped us to understand the issues facing local people and organisations and we have used that information in developing this plan and will be using it further when we develop our more detailed operational plans. A copy of this research can be found at www.allerdale.gov.uk/consultation.

The Plan does not reflect the entirety of the Council's activities, all of which are important in meeting residents' expectations and needs. Each Council service has its own plan, which sets out the operational commitments and service-specific activity. The Council Plan includes those actions and areas of activity that are considered critical to delivery of the planned outcomes and priorities.

The Plan is a working document and will be updated annually to reflect changes to priorities, policies or services. This flexibility is especially important in the current economic climate.

Links to other plans and strategies

This Plan takes account of other strategic 'spatial' and 'community' plans and strategies. The Council has helped to shape these documents, which detail shared objectives to which partner organisations have signed up. This provides a framework for collaboration amongst agencies to achieve outcomes that benefit local communities.

Cumbria Community Strategy and Partnerships

The Cumbria Community Strategy expresses the vision and objectives for the county and was launched in summer 2008. The National Performance Framework has changed with no assessment at a partnership level and the replacement of the National Indicator Set with a single list of data required by Central Government. In addition, the development of the single Community Strategy for Cumbria has been delayed until such time as there is more clarity about the full implications of the Coalition Government's Reform Programme. These factors, in part, reduce the immediate necessity to have a district-based Local Strategic Partnership in place.

The Council is committed to locality working and to developing integrated services at local level. Further discussions are required in relation to locality working and in strengthening the role of all partners and the community. It follows that final decisions about an effective formal model for partnerships and locality working in Allerdale (incorporating both the introduction of locality structures and a replacement for the former West Cumbria Partnership) would benefit from a developmental, consultative and incremental approach during the first year of this plan.

A key rationale for the development of effective partnerships for Allerdale is to ensure that the Council and other service providers embrace locality working principles, and take the opportunity to put in place improved arrangements that allow more effective planning and delivery of services at a local level, thus improving outcomes. Improved arrangements are likely to include the joint-delivery of customer access for public sector partners.

How plans fit together



Highlights and achievements

The Council has made good progress towards its current priority areas over 2009/2010 as highlighted within the Annual Report found at www.allerdale.gov.uk/annualreport2010. The priority areas were:

- ▶ Economy
- ▶ Environment
- ▶ Healthy and Safe
- ▶ Housing
- ▶ Inclusive Communities
- ▶ Service access and delivery



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Leading Allerdale

The Council has revised its constitution in order to put in place political decision-making systems which are transparent and fair. Future locality work will see more decisions being taken within communities.

The Council is made up of 56 councillors, or members, elected every four years. All councillors meet together as the full Council at least eight times each year to set the Council's overall policies and to set the budget.

The Executive, made up of eight councillors, is at the heart of the day-to-day decision-making process. The Executive leads the community planning process and searches for best value, takes decisions on resources and priorities, together with other stakeholders and partners in the local community, to deliver and implement the budget and policies set by Council. The Council's political leadership is supported by a senior management team headed by the Chief Executive.

The Council has its own 'watchdog' in the form of the Scrutiny Board and Panels. These committees hold the Executive to account and consider the quality of council

services and other issues affecting the lives of people in Allerdale. They listen to the concerns of local people and check how the Council, and other organisations, are performing and, where necessary, seek improvement.

The Council has a key community leadership role in delivering reforms contained in the Localism Bill published on 13 December 2010. The Bill contains a package of reforms focused on community empowerment, decentralisation and strengthening local democracy, reform of the planning system and social housing reform.

The Council will have a lead role to play in empowering communities to do things their way, increasing local control of public finance, diversifying the supply of public services, opening up local government to public scrutiny, and strengthening accountability to local people. As part of its approach to this agenda the Council plans to develop and support locality working to ensure that local communities are empowered and services meet local need.



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The Council's approach

Transforming the Council

During 2009/10 the Council committed to reviewing its services in order to reduce expenditure and reduce services. The Transformation Programme saw councillors working closely with officers and the trade unions to save £3.5million. The process focussed on reducing the range of Council-led activities and a re-structure of senior and middle management. Following this a further eight work streams were taken forward during 2010/11 with the aim of driving the Council towards excellence.

The work streams were designed to be completed by March 2011 with work then being either fully embedded into everyday working or included in an Organisational Improvement Plan.

The Council has made good progress in reducing its costs. The Comprehensive Spending Review outlined the national picture with the settlement for local government on average being a reduction in grant of 7.2% each year over four years. The Council now faces a £2 million reduction in government grant over 2011-2013. Taking this figure into account and after driving down costs in all service areas the Council will face difficult decisions going forward while dealing with the challenges of a reducing public sector overall.

The Council's eight work streams:

Corporate Improvement Plan for 2010/11

A refreshed plan updating the Council's priorities following the transformation programme

Service reviews

A full programme of service reviews due to be completed by July 2011

Customer insight

Developing an understanding of customer's needs and aspirations to inform the Council Plan and future service provision

Locality working and partnerships

The development of revised partnership arrangements and a new approach to plan, deliver and integrate services at locality level

Budgeting and efficiency

A review of budget monitoring and management, procurement, the Council's approach to shared services and the use of its asset and a revised Medium Term Financial Strategy

Decision making including a review of the constitution of the Council

A review of the Council's decision-making processes with a view to becoming streamlined and efficient

Performance management

A review of the Council's Performance Management Framework to deliver the Council Plan more effectively and to use performance as a driver for excellence

Human resources and workforce planning

The development of a workforce strategy taking into account the needs of a smaller, more focussed organisation with the skills, capability and capacity to deal with a changing landscape of public service

Key drivers

There are a number of key drivers that cut across and influence all the work that the Council does. These drivers will be considered at each stage of service planning and delivery and will be part of day-to-day service provision.

In order to ensure that the Council continues to improve, an Organisational Improvement Plan is being developed. With the Council Plan detailing what the Council is going to do, the Organisational Improvement Plan will detail how it is going to do it and how it will improve as an organisation to deliver excellent services. The Organisational Improvement Plan will focus on how the Council develops its workforce – capacity, capability, values – and how it will develop robust, challenging and effective business and financial planning processes. It will also lay out how the Council will manage its assets, performance and risk.

The Council's five key drivers are as follows:



Customer satisfaction and service

Understanding the needs of customers, considering those needs, adapting and designing services to meet those needs, and then to deliver those services in a way that satisfies customers. The Council will:

- Work with partners to deliver integrated customer service processes
- Ensure that all service areas offer high levels of customer service in order to exceed the expectations of customers.



Access and fairness

Ensuring that the council provides its services in a way that customers can access them when and how they need to. The Council will:

- Utilise the Equality Framework for Local Government to ensure that the needs of vulnerable people are met
- Review its customer access strategy to ensure the best possible service whilst achieving value for money.



Locality working

Making a positive difference to the quality of life in communities across Allerdale by working at the lowest level possible and where necessary devolving power and decision making to localities. The Council will:

- Work with partners to develop integrated services in localities
- Introduce locality working principles in all operational services
- Develop plans for all localities.



Efficiency and effectiveness

Ensuring the delivery of high quality services that provide value for money and that are continuously reviewed and improved upon. The Council will:

- Rationalise its assets in conjunction with other public sector organisations
- Introduce a number of shared services with other public sector organisations to reduce costs and improve standards
- Review its procurement processes to ensure better value for money in the purchase of supplies and services.



Openness and transparency

The Council believes in the importance of being open and transparent in all that it does. This will provide the public with the information that they need to decide if the Council is performing well and responding to their needs and will also allow the public to hold the Council and councillors to account. The Council also recognises that this approach will deliver better value for money for the public purse. The Council will:

- Regularly review its constitution to ensure openness and transparency when dealing with day-to-day business
- Publish all meeting minutes and performance data in a timely and easily understood manner
- Publish detail of all spending above £500 including job titles of all employees and the salaries and expenses of senior officers and members
- Publish its budget proposals in advance for public scrutiny and comment.



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The Council's vision and priorities

The Council delivers local priorities to the people of Allerdale using a combination of services; some of which are necessary by law and others which are discretionary. The Council's priorities have been influenced by the needs of local communities and the issues identified by local people throughout the borough.

After giving consideration to the views of a range of organisations, local communities and individual residents the Council has identified its vision and seven strategic objectives. The Council recognises that although each of the objectives are listed as individual areas, there is significant inter-relationship and inter-dependencies across all of them.

As mentioned previously the landscape for local government is constantly changing and the Council needs to be able to react to this changing environment both in terms of finance and resources and changing national priorities.

This Plan has been designed to take account of these changing conditions and is flexible enough to adapt and respond accordingly. Each of the key actions and projects has been assessed in line with a service prioritisation exercise and marked as follows:

Action or Project Assessment	Definition
Priority	Resources are confirmed to deliver the action or project
Important	Resources are expected to be in place to deliver the action or project
Discretionary	The action or project is planned or an aspiration but council resources are not necessarily confirmed. The action or project may require external resources to be secured.



Allerdale – a great place to live, work and visit

A Great Place to Live

Allerdale is a place where all residents have the opportunity to engage in local decision making with many people participating and taking pride in their community. Everyone has access to excellent Council services and facilities.

Residents enjoy a clean and green environment and there is an abundance of recreational opportunities for all ages and abilities, taking advantage of the built and natural assets.

There is a wide range of housing types available, all of high quality and meeting environmental standards in communities where residents are safe, where life expectancy is not affected by where they live and where community spirit thrives.

A Great Place to Work

Allerdale is a place where businesses choose to locate themselves, where there is a skilled and motivated workforce, and where there is access to markets both physically and virtually. The area includes a large numbers of entrepreneurs taking advantage of a flourishing business community creating jobs and wealth for local people.

Local residents in Allerdale are able to take up a range of employment opportunities and have the ability to travel within the area. There are many prospects for learning and development, creating a “can do” attitude within the workforce. Young people aspire to remain in the area and have access to a range of careers and opportunities.

A Great Place to Visit

Allerdale is a world-class tourist destination with worldwide attraction. Visitors have access to a wide range of cultural opportunities that complements the natural beauty that dominates the district. Visitors are always made welcome, so much so that they cannot wait to return.

Strategic Objective 1



Maintain a high quality, clean, and green environment in the borough

To achieve this the Council aims to:

- Minimise waste and increase recycling
- Reduce the environmental impact of the Council's activity and address the wider challenge of climate change
- Improve the quality of neighbourhoods and open and green spaces in response to local/community needs
- Aid recovery from flooding and reduce the possibility and impact of any future floods

Key actions and projects

Priority	<ul style="list-style-type: none">• Reduce waste through higher levels of participation in the purple bag scheme, rolling out the scheme across the borough over four years• Maintain high levels of street cleanliness with emphasis on reducing dog fouling and increasing enforcement• Implement the Solway Coast Area of Outstanding Natural Beauty management plan• Adopt a more proactive approach to untidy sites through enforcement and pursue unauthorised development• Work with partners to reduce the possibility and impact of future floods• Safeguard flood plains and coastal margins from inappropriate vulnerable development
Important	<ul style="list-style-type: none">• Develop and implement a Climate Change Action Plan• Work with partners to deliver benefits of renewable energy projects without significant harm to the environment
Discretionary	<ul style="list-style-type: none">• Retain Green Flag status in parks and improve the quality of council owned/managed open spaces• In conjunction with flood recovery activities, facilitate an enhancement of Cockermouth townscape in partnership

Strategic Objective 2



Ensure the right mix and quality of housing to meet local needs

To achieve this the Council aims to:

- Increase the availability of affordable, decent housing
- Work to reduce homelessness levels

Key actions and projects

Priority	<ul style="list-style-type: none">• Develop and implement a new Housing Strategy covering the provision of affordable housing, empty homes and the prevention of homelessness• Develop a preventative approach to homelessness through better partnership working and early interventions• Review the Council's approach to providing temporary accommodation• Develop a proactive approach to new housing delivery through development management• Adopt a proactive approach to bring more empty homes back into use
Important	<ul style="list-style-type: none">• Improve the standards of private sector rented properties• Review the Council's approach to Council Tax on second homes• Develop affordable housing policy and appropriate legal framework to maximise delivery opportunities from public and private sector partners

Strategic objective 3



Ensure that communities stay safe and feel safe in their everyday lives

To achieve this the Council aims to:

- Contribute to reducing the fear of crime and tackling anti-social behaviour
- Protect the health, safety and welfare of our communities

Key actions and projects

Priority	<ul style="list-style-type: none">• Build stronger links between the Council, police and business through locality working• Establish and lead the Allerdale Safety Advisory Group• Continue to utilise the planning system to promote Secure by Design in new developments• Continue to develop relationships with registered social landlords to reduce incidents of anti-social behaviour• Prevent food poisoning, food and water borne illnesses, and the sale of unfit food produced or consumed within the borough• Improve joint working with the police with regard to licensed premises and the night economy through the Responsible Authorities Partnership• Improve health, safety and welfare in workplaces and at public events
Important	<ul style="list-style-type: none">• Develop and implement with partners the West Cumbria Community Safety Partnership Plan
Discretionary	<ul style="list-style-type: none">• Work in partnership to provide activities for children and young people at the weekend and in school holidays to reduce anti-social behaviour

Strategic objective 4



Support and encourage health and wellbeing across the borough for both residents and visitors

To achieve this the Council aims to:

- Reduce health inequalities across the borough by targeted activity in disadvantaged wards
- Provide sport and recreation activities for all
- Increase tourism and improve access to cultural activities

Key actions and projects

Priority	<ul style="list-style-type: none">• Review leisure provision across the borough and deliver a new leisure facility in Workington
Important	<ul style="list-style-type: none">• Work with partners to plan and run activities for young people in targeted localities• Work with partners to promote Allerdale and the Western Lake District as a tourist destination• Support the development of sustainable tourist facilities, attractions and accommodation through planning policy and decisions
Discretionary	<ul style="list-style-type: none">• Encourage recreational use of well-managed open spaces and walking as a health improvement activity• Work with partners through locality working to develop health interventions• Develop a programme of activities for older people in council facilities• Encourage the growth of the tourism sector through the promotion of festivals, sponsorship, arts and cultural events, such as the Lakes Alive street theatre initiative• Review the Council's three museums with a view to securing sustainable futures for them• Secure alternative delivery arrangements for the Carnegie Theatre and Arts Centre

Strategic objective 5



Attract and support new and existing businesses

To achieve this the Council aims to:

- Promote business growth and increase employment levels
- Positively promote Allerdale through marketing and promotional activity

Key actions and projects

Priority	<ul style="list-style-type: none">• Identify funding opportunities that support business growth• Work with partners to ensure the delivery of Britain's Energy Coast and the development of opportunities arising from the nuclear sector and the agreed Masterplan• Develop planning policies that deliver the right type, location, quantity and flexibility of employment land and premises• Support partnership working on the proposed upgrade of the National Grid, including negotiating planning performance agreements, drafting Local Impact Reports and engaging with the planning process at national level• Support and enhance the vitality and viability of town centres• Facilitate the regeneration of the Derwent Forest major employment site
Important	<ul style="list-style-type: none">• Work with partners to secure the provision of advice and support to businesses• Work with partners to develop a promotional programme to encourage inward investment
Discretionary	<ul style="list-style-type: none">• Encourage the growth of social enterprises• Support the Ways into Successful Enterprise scheme to develop business growth

Strategic objective 6



Create an environment where business can flourish

To achieve this the Council aims to:

- Improve local infrastructure
- Raise skill levels of local people to reflect the needs of businesses

Key actions and projects

Priority

- Develop the Council's role within, and support for, the Cumbria Local Enterprise Partnership
- Maintain a range of short and long stay car parks to support the vitality of town centres and review car park charges
- Improve infrastructure through the Local Enterprise Partnership including improved transport
- Work in partnership with Government through the national pilot scheme to develop broadband throughout the borough
- Develop a policy for use of developer contributions as a mechanism towards delivering local infrastructure
- Co-ordinate the skills needs of business, with training providers and other partners in order to encourage lifelong learning and the attainment of qualifications
- Raise the skills of the Council's workforce

Important

- Maintain an up-to-date Infrastructure Deficit Plan
- Develop planning policy that supports the provision and expansion of education facilities, in particular the University of Cumbria campus

Strategic objective 7



Work with communities and partners to develop a flexible approach to delivering services to meet local needs

To achieve this the Council aims to:

- Work with partner agencies and communities to challenge conventional ways of delivering services to develop a proactive approach to local issues
- Develop and support a thriving third (voluntary) sector
- Develop inclusive and cohesive communities

Key actions and projects

Priority	<ul style="list-style-type: none">• Establish effective partnership arrangements for the borough• Introduce locality working principles across the borough in partnership with communities and other organisations• Develop joint delivery of customer contact services with other public service delivery partners including the rationalisation of assets• Adopt a locality working approach to all Council services
Important	<ul style="list-style-type: none">• Continue to examine shared service approaches with all partners including town and parish councils• Develop the Council's approach to the Big Society and develop a protocol for engagement with the voluntary sector
Discretionary	<ul style="list-style-type: none">• Support the development of credit unions



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Resourcing the priorities

The Council has a limited amount of resources which it uses to deliver the strategic priorities. These are a combination of human resources, financial resources and capital assets. The Council has a series of strategies and plans in place to ensure that it continues to manage and develop these resources to ensure that they are used effectively against the agreed priorities.

These strategies and plans include the Medium Term Financial Strategy, the Asset Management Plan and the Workforce Plan. The Medium Term Financial Strategy identifies how the Council will organise its budgets to deliver the objectives identified in this plan. The Strategy also identifies sources of income, both capital and revenue, and key principles around asset management, risk and other financial concerns. The Strategy identifies the Council's agreed level of general reserves, that is balances which could be used to fund contingencies.

The Council's most important resource, in terms of both expenditure and impact, is staff. Therefore the management and development of staff is a vital activity which is supported by a number of policies around staff recruitment, development and performance management. Workforce planning, a comprehensive appraisal process and training and development support the continual process of ensuring that staff have the skills and abilities to deliver the Council Plan and that the organisation is always enabling staff to progress within the Council providing continuity of service and professional growth.



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Measuring how well the Council is doing

Performance Management

The Council Plan translates the priorities of the Council into objectives and targets that can be delivered by the Council and its partners in order to have positive outcomes within Allerdale.

The detail of how the strategic priorities and their related outcomes will be delivered can be found in the operational plans of the Council's departments. These actions, when implemented will result in measurable progress being made against the strategic priorities.

To ensure progress and to provide assurance to councillors, the public and employees, the Plan is monitored through a performance management system.

This involves:

- Quarterly progress and position reports to the Council's Scrutiny Board, the Executive and Council
- Quarterly progress and position reports to the Council's Strategic Management Team
- Performance information published on the Council's website for all to read
- Continuing to review which measures are focussed on locally along with partners.

Regular monitoring will highlight any changes in circumstances or performance and the Council will remain open to reprioritising what is measured accordingly.

The Council recognises the importance of reliable information to support its performance management arrangements. Accurate, high quality, timely and comprehensive information is vital to support good decision making and improved services and the Council has a policy in place to ensure the quality of its data.

The Council publishes an annual report which gives an overview of activities and performance for the previous year.

Risk Management

The Council has a comprehensive policy covering the management of risks. Financial management involves assessing risks and making contingency plans. Sensitivity analysis is undertaken by highlighting key risks and controls put in place to manage them. The controls are managed and monitored in line with the Performance Management System.



Allerdale House, Workington, Cumbria CA14 3YJ

Telephone: 01900 702702

www.allerdale.gov.uk