



# REPORT TO EXECUTIVE

## PORTFOLIO AREA: Promoting Carlisle

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**Date of Meeting:** 22nd November 2010

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**Public**

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**Key Decision:** Yes

**Recorded in Forward Plan:**

**Yes**

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**Title:** Carlisle Community Plan (Sustainable Community Strategy)  
2011-16

**Report of:** Carlisle Partnership Manager

**Report reference:** PPP 42-10

### Summary:

The existing Community Plan (Sustainable Community Strategy) for Carlisle expires in 2010. At the last meeting of the Carlisle Partnership Executive a process for developing a new Community Plan (Sustainable Community Strategy) for Carlisle was agreed.

This process has seen the content of the Community Plan developed directly by partners from across the LSP within the Partnership's Working Groups and a draft Community Plan 2011 – 2016 has been developed for Carlisle (attached at Appendix 1).

This Plan is scheduled to appear before the Carlisle Partnership's Executive on the 15<sup>th</sup> November, and, subject to their approval, it will be recommended to Carlisle City Council for adoption onto the City Council's Policy Framework.

### Recommendations:

It is recommended that Carlisle City Council's Executive:

- Consider and comment on the content and presentation of the proposed Community Plan, its vision, ambition and aims for Carlisle.

- Refer the draft Community Plan to the Community Overview and Scrutiny Panel for their comments.
- Recommend the draft Community Plan to Carlisle City Council for formal adoption onto the City Council's Policy Framework.

**Contact Officer:** Gavin Capstick

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## 1. **Background**

- 1.1 The existing Community Plan (Sustainable Community Strategy) for Carlisle expires in 2010. This fact was noted at the Carlisle Partnership Executive Meeting and the Executive resolved to lead on developing a new Community Plan. It was also recommended that the new plan should focus more on mid- term planning – and subsequently a rolling five year plan reviewed on an annual basis was proposed. The Partnership's Executive also proposed that the new plan should be underpinned by much more specific and measurable action plans owned by the Partnership's Priority Working Groups.
- 1.2 At the May meeting of the Carlisle Partnership Executive a process for developing a new Community Plan for Carlisle was agreed. Initially this process was intended to fulfil two purposes, firstly to facilitate the drafting of a new Community Plan for Carlisle, but at the same time it was intended to shape Carlisle's input to a Single Community Strategy for Cumbria. Since then proposals for a Single Community Strategy for Cumbria have been put on hold (due to concerns about clarity on the capacity to deliver a countywide strategy during the coming years). However, Local Authorities currently still have a statutory obligation to prepare a Sustainable Community Strategy and both the City Council and the Carlisle Partnership have remained committed to developing a new plan for Carlisle.
- 1.3 Following the May Partnership Executive, all the Partnership's Priority Working Groups and the Rural Support Group were asked to consider a range of quantitative statistical evidence and projections for the district and identify the key challenges they believed Carlisle faced in the coming years. The Partnership's Conveners group collated these into a single document and set of challenges on behalf of the Partnership. This document was then used (alongside further statistical analysis and presentations) as the backdrop for two workshop sessions aimed at identifying the priorities and outcomes the Carlisle Partnership would like to see expressed within the new Community Plan.
- 1.4 The first of these sessions was held at the Carlisle Partnership AGM in June, the second was a follow up workshop held at the Civic Centre in July. Both events were well attended by all elements of the Carlisle Partnership and representatives from all sectors. These workshops identified a range of priorities and outcomes which the Carlisle Partnership Manager, under the guidance of the Chair of the Partnership, collated and distilled into a number of stated aims and a series of supporting headline measures which formed the basis of a first draft Carlisle Community Plan 2011-16.
- 1.5 This draft was tabled at an extended meeting of the Conveners Group (with an invite extended to all members of the Partnership Executive) in September. The

group recommended a series of changes and then referred the document to the Partnership's Priority Working Groups along with the request that these groups commence work on delivery plans to support the developing Community Plan immediately.

- 1.6 All the Priority Groups of the Partnership have also now considered and amended the draft Community Plan and have begun work on delivery plans to support the Community Plans aims (these documents will be tabled alongside the Community Plan at the Partnership Executive meeting on 15<sup>th</sup> November).
- 1.7 Pending any further changes requested by the Carlisle Partnership Executive (November 15<sup>th</sup>) or the CDRP Leadership Group (November 10<sup>th</sup>) the draft Community plan attached has now been reviewed and supported by all the Carlisle Partnership's affiliated working groups.

## 2. **Delivering and Measuring the Plan**

- 2.1 The proposed Carlisle Community Plan 2011 – 16 would effectively be a live document as soon as the City Council adopted it onto their Policy Framework in the new-year. A formal launch is proposed for March 2011.
- 2.2 The Plan would be reviewed on an annual basis at the Carlisle Partnership AGM (June each year). A performance report detailing progress against the headline measures contained within the plan would also be produced for the Partnership AGM.
- 2.3 Whilst these headline measures will be used to assess the progress made towards delivering the Community Plan on an annual basis. The Carlisle Partnership's Executive remains keen to instil a more focussed and performance orientated culture within the Partnership. As previously stated, all the Priority Working Groups are in the process of developing delivery plans to support and deliver the Community Plans aims. These will express the specific activity being undertaken to help deliver the aims of the Community Plan and influence the headline measures it contains. These would also have their own performance framework attached including specific activity measures which will be reported to Executive on a quarterly basis.

## 3. **Recommendations:**

It is recommended that Carlisle City Council's Executive:

- Consider and comment on the content and presentation of the proposed Community Plan, its vision, ambition and aims for Carlisle.

- Refer the draft Community Plan to the Community Overview and Scrutiny Panel for their comments.
- Recommend the draft Community Plan to Carlisle City Council for formal adoption onto the City Council's Policy Framework.

#### 4. **Future Consultation / Pathway**

This timetable below outlines the proposed journey for the Carlisle Community Plan.

<b>Group</b>	<b>Date</b>
Carlisle LSP Executive	14 <sup>th</sup> November 2010
Carlisle City Council Executive	22 <sup>nd</sup> November 2010
Community Overview & Scrutiny Committee	25 <sup>th</sup> November 2010
Full Council	January 2010

#### 5. **Implications**

- 5.1 **Staffing:** The production of the Community Plan will be undertaken by Carlisle City Council, Carlisle Partnership and Communications Teams.
- 5.2 **Finance:** There will be modest budgetary implications with regard to publishing the Plan, which can be met from within existing budgets.
- 5.3 **Legal:** The production of a Sustainable Community Plan for Carlisle is a statutory obligation for the City Council. (Local Government Act 2000).
- 5.4 **Corporate:** The City Council's new corporate plan will be an element in the network of plans co-ordinated with the Community Plan.
- 5.5 **Risk Management:** Risks will continue to be managed in accordance with the Risk Management Policy.
- 5.6 **Equality & Diversity:** The Sustainable Community Plan is designed to have positive effects on Equality and Diversity within the area and the plan will be impact assessed in accordance with City Council scheme.
- 5.7 **Environment:** The Sustainable Community Plan is designed to have positive effects on the Environment within the area and the plan will be delivered inline with existing Council Policy.
- 5.8 **Crime and Disorder:** The perceptions and confidence of citizens concerning crime and disorder continues are a key element of the community strategy for Carlisle.
- 5.9 **Rural issues:** Rurality has been identified as a key within the Community Plan and the Rural Support Group has a key role in its delivery.

5.10 **Impact on Customers:** – The purpose of the Plan is to describe the partnership vision for the area and how it can deliver that vision through its sub groups.

**Equalities Impact:**

Assessment	Impact Yes/No?	Is the impact positive or negative?
<b>Equality Impact Screening</b> Does the policy/service impact on the following?		
Age	Yes	Positive
Disability	Yes	Positive
Race	Yes	Positive
Gender/ Transgender	No	
Sexual Orientation	No	
Religion or belief	No	
Human Rights	No	
Social exclusion	Yes	Positive
Health inequalities	Yes	Positive
Rurality	Yes	Positive

**If you consider there is either no impact or no negative impact, please give reasons:**

**If an equality Impact is necessary, please contact the P&P team.**

*This screening will trigger a review of the EqIA 10 Partnerships, Policy, Performance*

**Contact Officer:** Gavin Capstick

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**DRAFT**

**Carlisle Partnership  
Community Plan**

**2011 - 2016**

# Contents



## **Chairman's Foreword ...**

TBC

# About Carlisle

Carlisle is a mixture of rural and urban communities. The historic city of Carlisle is the largest settlement, with a number of smaller market towns and large villages spread across the district, including Brampton, Dalston, Longtown and Wetheral. The remaining area is rural with smaller dispersed settlements.

The population of Carlisle is now around 104,700. It has experienced steady growth since the turn of the century and this trend is predicted to continue over the next 20 years. The Office for National Statistics predicts that Carlisle's population will grow by 14.3% by 2033. We are expecting a population growth across all demographic age groups in Carlisle but most notably, and in-line with national trends, we expect to see a 69.3% increase in the number of older people living in Carlisle by 2032. Approximately 68% of the population live in the city of Carlisle itself, whilst in the surrounding areas, there are, on average, only 97 people per square kilometre in Carlisle's rural areas (compared to 477 regionally and 378 nationally).

Carlisle has a wealth of assets that make it a great place to live, work and visit. It is set within some of the country's most spectacular natural scenery and the city is the final stop for three of the country's scenic railway lines. Landmark buildings and heritage sites such as Carlisle Castle, Carlisle Cathedral, Lanercost Priory and Hadrian's Wall draw visitors from around the world.

Carlisle is home to many nationally and internationally renowned companies and the local economy has proved resilient during the difficulties that have faced the global economy in recent years.

Most importantly, Carlisle is also home to a diverse range of people and communities, each with unique characters but often sharing similar strengths. Carlisle has faced significant setbacks over the last decade, from the foot and mouth outbreak of 2001 to the devastating floods that hit the city in 2005. However, where these events have presented challenges, they have also shown the resilience and strength of Carlisle's residents. Local people supported each other and worked tirelessly to ensure their communities recovered and developed. These independent, but supportive, communities are perhaps our greatest asset.

Carlisle is a unique and incredible place but it is not without its challenges. In delivering our, we will aim to continually improve the district for everyone.

Carlisle is the 122nd most deprived district out of 354 nationally, with 65% of our wards in the 50% most deprived nationally, and four inner city wards featuring in the 25% most deprived nationally. A key characteristic of Carlisle is the differences between wards across a range of deprivation and health indicators revealing, at times, considerable inequalities.

At 2.9%, unemployment is lower than the national and regional averages (3.6% and 4.0% respectively). However, wage levels are low. Average gross weekly earnings in the district are £46.10 less than the regional average and £76.10 less than the national average. Employment in non-service industries, such as agriculture, manufacturing and construction are all higher than the national average.

Educational achievement in Carlisle is lower than the national average. Only 29% of local people have a recognised qualification, compared to 32% nationally. There is also a pattern of low take up of post-16 education and training amongst young people. Pre-16 educational attainment varies across the district. In the best performing wards, over 80% of young people achieve five or more GCSEs at grades A-C, in the worst performing wards this drops to just above 20%.

House prices are more affordable in Carlisle compared nationally in terms of house price/earnings ratio. However, this again masks significant discrepancy across the district. In Carlisle's urban areas, affordability is amongst the best nationally. But, in rural areas, affordability is comparable to 'honey pot' areas across Cumbria, with average house prices in excess of ten times the average annual incomes in some places. Generally, owner occupation levels, at 66.1%, are lower than the national and regional average of 69.6% and there is a strong social rented sector.

In the 2008 Place Survey, residents identified Health Services, Affordable Decent Housing, Job Prospects and Clean Streets as their most important quality of life factors., The survey also suggested that Activities for Teenagers and Roads and Pavements were most in need of improvement.

# The Carlisle Partnership

The Carlisle Partnership is made up of over 80 organisations, which have an interest in the area and in improving the quality of life of the residents of Carlisle and the success of our city. We have included organisations from the public, private, voluntary and community sectors. All our partners are members of the Carlisle Partnership Forum which meets, in public, at least twice a year, one of which is our Annual General Meeting. At the Annual General Meeting, the partnership elects a Chair and Vice Chair and reviews the progress we are making towards our aims. The Partnership has an Executive tasked with making sure we deliver our aims and is responsible for providing direction and decision making across the partnership.

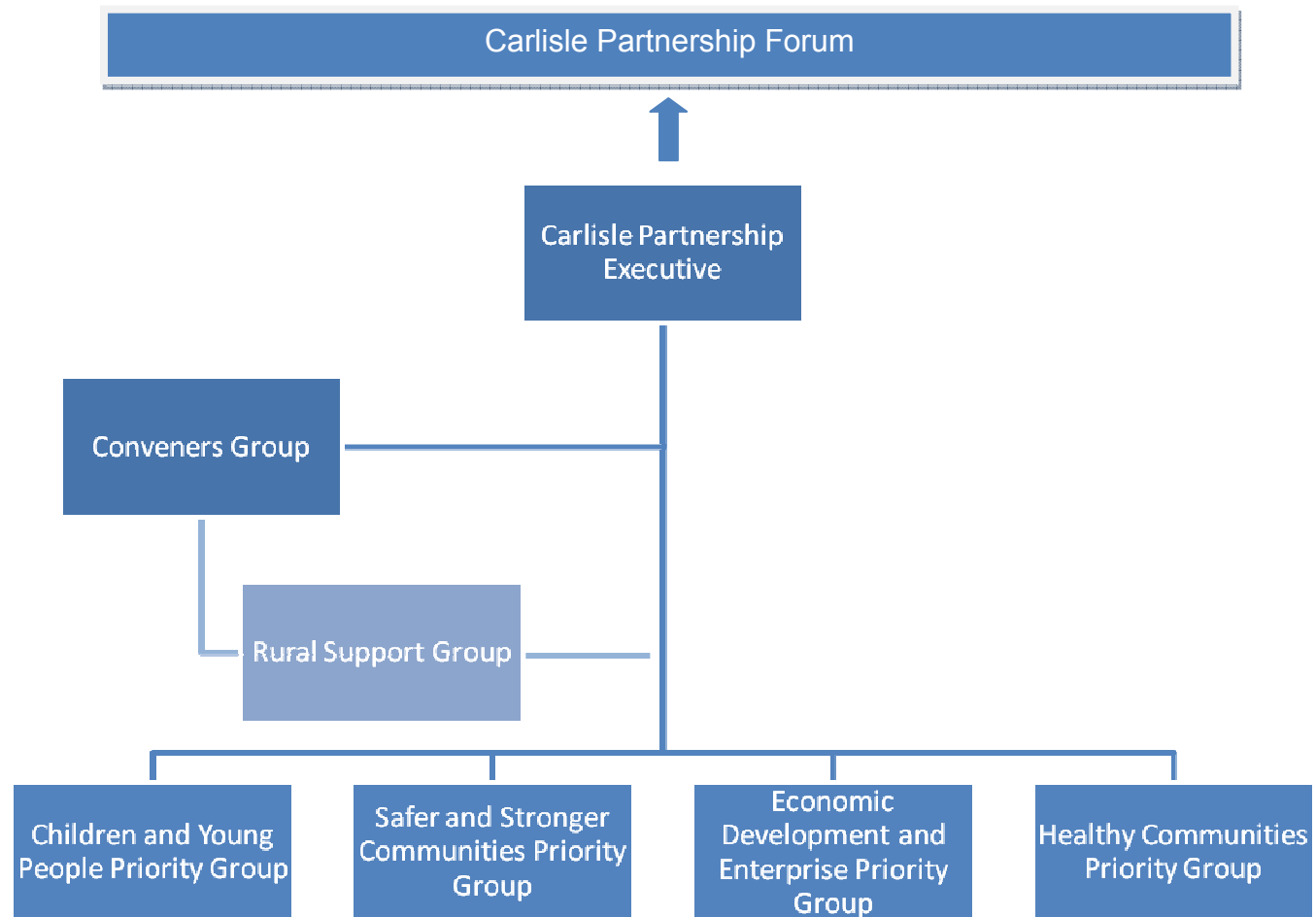
Carlisle City Council is responsible for providing support to allow the Partnership to meet, discuss community issues and develop plans to make changes in the city. The partnership has a number of sub-groups (four priority working groups and two supporting groups). Each one is helping to place the partnership's activities in priority order and to make sure all the important aspects of life get their share of attention.

These groups are:

- **Children and Young People Priority Working Group**
- **Healthy Communities Priority Working Group**
- **Safer Stronger Communities** (Carlisle and Eden Crime and Disorder Partnership)
- **Economic Development and Enterprise Priority Working Group**
  
- **Rural Support Group**
- **Conveners Group**

The priority groups have developed into '**communities of interest**' which have researched and prioritised the needs of local communities in Carlisle and have helped inform this Community Plan. The Conveners Group is tasked with coordinating the activities of the other groups and making sure they work together effectively to deliver our aims in the most effective and efficient ways. The Rural Support Group aims to make sure that rural issues and concerns are reflected in our decision making and in all our activities.. It also works to make sure that the right solutions are used to deliver our aims in rural areas, where the challenges communities face are often very different to those in urban areas.

# Our Structure



# Our Vision

The Carlisle Partnership aims to improve the general quality of life, environment and opportunity for people across the district.

We want to make sure that Carlisle enjoys a strong and growing economy providing positive and progressive employment opportunities for local people. We want Carlisle to be a healthy place where people enjoy long, happy and healthy lives and are able to contribute fully and support Carlisle's growth. We want to continuously raise the aspirations of our young people and allow them to look forward to a positive future. We want to make sure that Carlisle is a safe place to live where people feel part of their community and are able to influence the decisions that affect them. We want to make sure that people can access the services that are important to them and afford decent homes across the district.

We want to reduce the health and socio-economic inequalities that too often exist across Carlisle, narrowing the gaps between best and worst.

Above all, we want to realise the strengths of our greatest asset – the people that live here. Carlisle has resourceful, resilient and responsive people who we want to bring together into communities that can help shape and deliver their own future.

# Our Challenge

The next few years present new and significant challenges for the Carlisle Partnership. At a national level, during the time of this Community Plan (2011-2016), the Government aims to remove the structural deficit within the UK budget. As a result all public sector bodies need to make significant savings over the next four years.

The scale of the task means that looking for traditional efficiencies, or simply reducing budgets and service levels, and trying to manage the decline, while maintaining our historical approaches, simply won't work. All public sector partners need to reassess what services they deliver and how they deliver them. The status quo, for better or worse, will simply not be affordable in the coming years.

At the same time, the Government have promised to remove the ring fencing around funding streams, reduce bureaucracy and wants the public sector to be more accountable to local residents and not to central government. They have made a commitment to putting people at the heart of communities and in control of the decisions that affect them. They have promised to support local organisations, volunteers, charities and residents who want to take control of their communities. While the prospect of public spending cuts is difficult, the Government's commitment to building a 'big society' could offer an opportunity and an environment for new ideas in tackling these financial circumstances.

The public sector needs to lead and identify new, innovative approaches to delivering services, , but only those that are understood and supported by our private sector and third sector partners and the wider community.

The key challenge for the Carlisle Partnership, will be to deliver our priorities with limited financial resources, in many cases that will mean finding new solutions to familiar problems. The need for true partnership working is perhaps greater than ever.



# Delivering Healthy Communities

Improving people's health and wellbeing delivers personal benefit for individuals and families and is central to driving economic and social growth. The health of the local population is a crucial concern in any area but is particularly important in Carlisle.

In 2004, Carlisle was one of 70 local authorities within the Department for Health's 'Spearhead Group'. This group identified local authorities who were in the bottom 20% in England across at least three of the five key health indicators (shown in the table opposite). Carlisle ranked in the bottom 20% of the first four of these. The Department for Health expected Spearhead areas to move towards reducing these health inequalities by 2010.

Through our Healthy Communities Group, we have worked hard to deliver real health improvement in Carlisle. In 2009, we achieved World Health Organisation 'Healthy City' status in recognition of our approach to address the serious health challenges we face. We are also expecting to be one of the local authority areas that have moved out of Spearhead designation by the 2010 deadline.

While this shows a successful journey for Carlisle as a whole, there are still health inequalities in Carlisle. A number of individual wards are still in the bottom 20% across three or more of the Spearhead indicators – they have been left behind as Carlisle has moved away from Spearhead designation.

From 2011, we are aiming to improve public health across the district, specifically reducing the health inequalities we still have around the Spearhead definition.

Our Health Improvement Action Plan shows the specific measures we are taking to deliver our aims and to advance our Healthy City Status.

Aim:	Improve health and wellbeing across Carlisle's communities and reduce health inequalities within our district.
Headline Measures:	<ul style="list-style-type: none"> <li>• Male life expectancy at birth</li> <li>• Female life expectancy at birth</li> <li>• Cancer mortality rate in the under 75s</li> <li>• Cardio vascular disease mortality rate in the under 75s</li> <li>• Local authority average score on the index of multiple deprivation</li> </ul>
Targets:	<ul style="list-style-type: none"> <li>• Year on year improvement for Carlisle as a whole across all headline measures.</li> <li>• Making sure no individual wards are in the bottom 20% nationally for three or more of the headline measures.</li> </ul>
Lead Group:	Healthy Communities

# Delivering Economic Growth

Like people, towns and cities regularly need to take stock of their economic circumstances and think how the future is to be shaped and how their prospects will be improved. Our intention is to be bold, ambitious and confident about Carlisle's prospects and the opportunities due to the significant population growth over the next two decades. We believe that growth is needed to make Carlisle's economy stronger and to support the range and choice of services and facilities expected in a dynamic, growing city.

Through our Economic Development and Enterprise Group, we are aiming for measured and sustained economic growth and performance across the district in the coming years. We want to make sure people in Carlisle have secure, diverse and progressive employment opportunities and the city moves towards a higher wage economy. We also want to make sure that employers, across the district, have access to the skills and staff they need to grow and develop.

Our Economic Development and Enterprise Group will work with the Chamber of Commerce and their Large Employers Affinity Group and a developing Cumbria Local Enterprise Partnership to identify an action plan. This plan will include realistic and achievable projects to support and drive the desired growth in Carlisle's Economy.

However, the strength and sustainability of an economy cannot be measured by growth alone. This group will monitor the makeup of Carlisle's economy and make sure it has a diverse and balanced mix across all our rural and urban areas.

Aim:	Deliver measured and long term economic growth and performance.
Headline Measures:	<ul style="list-style-type: none"> <li>• Gross VA</li> <li>• Overall employment rate</li> <li>• Total number of full-time jobs</li> <li>• Average weekly earnings</li> <li>• Proportion of people with no qualifications</li> <li>• Number of businesses reporting skills gaps</li> <li>• New business start-ups and new business survival rates</li> </ul>
Targets:	Year on year improvement for Carlisle across all headline measures.
Further monitoring:	Each year, we will review the makeup of the local economy and the local housing market to try and assess the balance of our economy and the housing provision needed to support it.
Lead Group:	Economic Development and Enterprise

# Delivering Safer and Stronger Communities

For Carlisle to become a more attractive and flourishing district, we need to make sure we continue to work towards fostering? Developing? safer and stronger communities. We need to make sure Carlisle is a safe place to live, work and visit and that our communities feel engaged and involved with each other, with their area and our public and private sector service providers.

Although the chances of being a victim of crime are low in many parts of our district, there work still needs to be done to remove inequalities, improve levels of confidence and reassure communities that effective action is being taken. We will continue to support and work with the Carlisle and Eden Crime and Disorder Reduction Partnership (CDRP) to make sure that we achieve our aims.

The CDRP produces an annual strategic assessment which provides a detailed picture of crime, disorder and substance misuse in Carlisle. It also highlights the issues that are most important to our communities. Based on this assessment, the CDRP have put together a detailed action plan showing how they will address these priority areas and target resources most effectively. In particular, the CDRP will be looking to tackle violent crime (including alcohol related violent crime), anti-social behaviour, domestic violence and prolific and priority offenders; substance and alcohol abuse and acquisitive??? crime.

Aim:	Keep Carlisle as a safe place to live, work and visit.
Headline Measures:	<ul style="list-style-type: none"> <li>• Overall crime levels (number of incidents)</li> <li>• Anti-social behaviour levels (number of incidents)</li> <li>• Serious violent crime levels</li> <li>• Serious acquisitive crime levels</li> <li>• Adult re-offending rate</li> <li>• Assault with injury rate</li> <li>• Priority Offender re-offending rate</li> <li>• Repeat Incidents of domestic violence</li> </ul>
Targets:	Year on year improvement for Carlisle across all headline measures.
Lead Group:	CDRP

# Supporting Children and Young People

We want to make sure Carlisle is a safe, supportive and inspiring place to grow up in. We want children and young people to believe they have good social and economic prospects and help them to maximise their potential. We want to maximise academic achievement and reduce inequalities in attainment to make sure that our children and young people get a fair and equal start in life. We want to make sure that all young people have aspirations and opportunities at school leaving age and have positive and healthy activities to take part in minimising risk taking behaviours.

Families should be able to get appropriate support services, regardless of their level of need or changing circumstances. Agencies and providers should be responsive to local communities and service users and deliver accessible services which meet local requirements. There should also be a focus on prevention, and identifying and responding to additional needs at the earliest possible opportunity. Through the Children's Trust Locality Planning Group, we will closely work with Cumbria County Council and other key stakeholders to help to transform services and develop high quality provision for children, young people and families across the district.

Aim:	Raise aspirations and attainment, reduce inequalities in attainment and ensure progressive and positive social and economic opportunities for children and young people.
Headline Measures:	<ul style="list-style-type: none"> <li>• GCSE grade A-C attainment</li> <li>• 16-18 NEET</li> <li>• Number of young people going into Higher or Further Education</li> <li>• Youth homelessness and numbers of young people living in unsuitable accommodation</li> <li>• Teenage conception rates</li> <li>• Child poverty levels</li> </ul>
Targets:	Year on year improvement and ensuring no individual wards are in the lowest 10% nationally across three or more of the headline measures.
Lead Group:	Locality Planning Group



# Our Approach

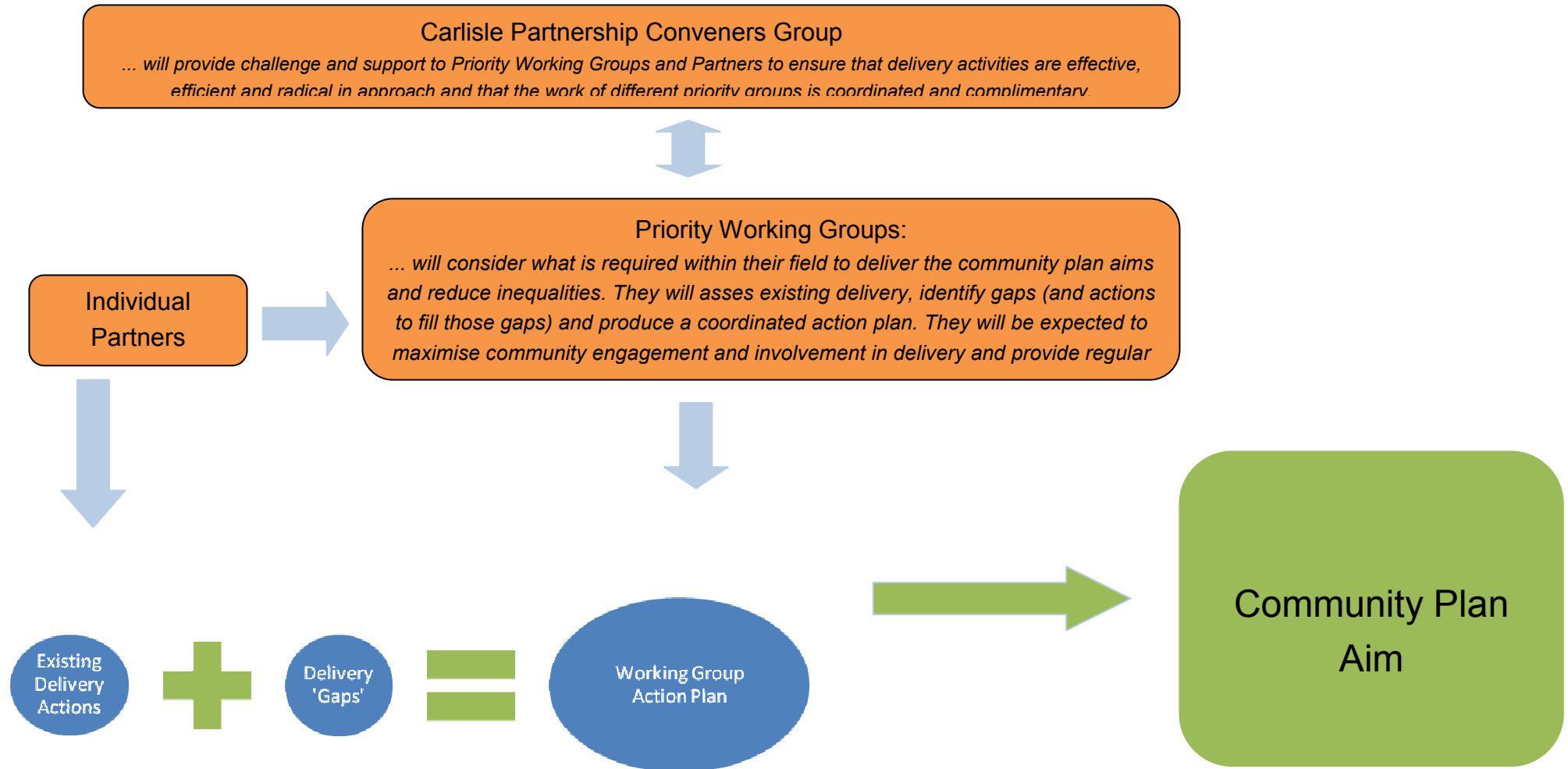
This Community Plan expresses the our key aims and is a five year plan but, will be reviewed each year. Some of our aims are relatively new, while others are extensions or developments of existing aspirations. In pulling together our aims, we have tried to follow a number of guiding principles. Our aims have all been chosen in the belief that they are realistically achievable in the next five years. They are all measurable and supported by delivery plans; and nothing has been included that could be achieved by one organisation in isolation.

As partners, we have achieved a great deal over the last five years and much good work continues to be done to improve quality of life across Carlisle. To make sure we continue to make progress, we are asking our priority working groups to develop individual action plans designed to deliver our. These plans take into account our partners many projects and services which are already in place, but also identify gaps and make sure there are new activities to fill these gaps.

Throughout our delivery plans, we will follow a number of guiding principles. Most importantly, we will aim to be radically efficient in our delivery. Priority working groups will be steered by the Conveners' Group and will be asked to consider how existing and new services can be delivered in the most innovative and effective ways. As part of this drive for efficient delivery, we will make sure there is no duplication of effort or activity. Finally, an emphasis will be placed on making sure our communities are involved and engaged in designing, and, where possible, delivering the projects and services within our action plans.

Progress towards our aims is measured by a limited number of broad headline measures published within this document but the action plans of the priority working groups are supported by a range of more detailed and specific performance indicators which are reported to our Executive every three months.

# Delivering Our Aims



## CARLISLE COMMUNITY PLAN 2011-16 – PERFORMANCE APPENDIX

### Performance Information

The following tables give a detailed break down and description of our headline measures as well as giving baseline and comparator data across these indicators.

Aim:	Improve health and wellbeing across our communities and reduce health inequalities within Carlisle.					
Headline Measures:	Indicator	Carlisle Baseline Position (Current Information will be updated and replaced to reflect 2010 baseline as and when available)	Comparator Data			Targets and Performance Gap (based on baseline position)
			Cumbria	North West	England	
	CP1 - Male life expectancy at birth	77.1 *	77.8	TBC	77.9	Year on year improvement (2010 – 16)
	CP2 - Female life expectancy at birth	81.4 *	81.4	TBC	82	Year on year improvement (2010 – 16)
	CP3 - Cancer mortality rate in the under 75s	128 (per 100,000) DSR*	164 DSR	TBC	126 DSR	Year on year improvement (2010 – 16)
	CP4 - Cardio vascular disease mortality rate in the under 75s	103 (per 100,000) DSR*	100 DSR	TBC	100 DSR	Year on year improvement (2010 – 16)
	CP5 - Local authority average score on the index of multiple deprivation	TBC	TBC	TBC	TBC	Year on year improvement (2010 – 16)
	CP6 - Number of individual wards in the bottom 20% nationally for three or more of the headline measures above (CP1 – CP5)	TBC	N/A	N/A	N/A	No individual wards in the bottom 20% nationally for three or more of the headline measures (CP1 – CP5)
Targets:	<ul style="list-style-type: none"> <li>Year on year improvement for Carlisle as a whole across all headline measures.</li> <li>Making sure that no individual wards are in the bottom 20% nationally for three or more of the headline measures</li> </ul>					
Lead Group:	Healthy Communities					
Data Source	* NHS – Carlisle Health Profile 2010					

Aim:	Deliver measured and long term economic growth and performance.					
Headline Measures:	Indicator	Carlisle Baseline Position (Current Information will be updated and replaced to reflect 2010 baseline as and when available)	Comparator Data			Targets and Performance Gap (based on baseline position)
			Cumbria	North West	England	
	CP7 - GVA	£16,374 <sup>1</sup>	TBC	TBC	TBC	Year on year improvement (2010 – 16)
	CP8 - Overall employment rate	75.2% <sup>2</sup>	TBC	TBC	TBC	Year on year improvement (2010 – 16)
	CP9 - Total number of FTE jobs	48,900 <sup>2</sup>	TBC	TBC	TBC	Year on year improvement (2010 – 16)
	CP10 - Average weekly earnings	£414.10 <sup>3</sup>	TBC	TBC	TBC	Year on year improvement (2010 – 16)
	CP11 - Proportion of people with no qualifications	11.3% <sup>4</sup>	TBC	TBC	TBC	Year on year improvement (2010 – 16)
	CP12 - Number of businesses reporting skills gaps	10% <sup>5</sup>	TBC	TBC	TBC	Year on year improvement (2010 – 16)
	CP13 - New business start-ups	265 <sup>7</sup>	TBC	TBC	TBC	Year on year improvement (2010 – 16)
	CP14 - New business survival rates	TBC	TBC	TBC	TBC	Year on year improvement (2010 – 16)
Targets:	<p>Year on year improvement (2010 – 16)</p> <p>Each year, we will also review the makeup of our local economy and our local housing market to try and assess the balance of our economy and the housing provision needed to support it.</p>					
Lead Group:	Economic Development and Enterprise					
Data Source	<sup>1</sup> ONS (2007 Data); <sup>2</sup> APS (Year to Mar 2010); <sup>3</sup> ASHE (FT weekly gross pay, resident, 2009); <sup>4</sup> APS (Year to Dec 2009); <sup>5</sup> Cumbria Business Survey 2010; <sup>6</sup> New VAT Registrations (2007)					

Aim:	Keep Carlisle as a safe place to live, work and visit.					
Headline Measures:	Indicator	Carlisle Baseline Position (Current Information will be updated and replaced to reflect 2010 baseline as and when available)	Comparator Data			Targets and Performance Gap (based on baseline position)
			Cumbria	North West	England	
	CP15 - Overall crime levels (number of incidents)	7,846	28,239	TBC	TBC	Year on year improvement (2010 – 16)
	CP16 - Anti-social behaviour levels (number of incidents)	10,551	37,156	TBC	TBC	Year on year improvement (2010 – 16)
	CP17 - Serious violent crime levels	56	200	TBC	TBC	Year on year improvement (2010 – 16)
	CP18 - Serious acquisitive crime levels	660	2,614	TBC	TBC	Year on year improvement (2010 – 16)
	CP19 - Adult re-offending rate	TBC	TBC	TBC	TBC	Year on year improvement (2010 – 16)
	CP20 - Assault with injury rate	724	2,791	TBC	TBC	Year on year improvement (2010 – 16)
	CP21 - Priority Offender re-offending rate	TBC		TBC	TBC	Year on year improvement (2010 – 16)
	CP22 - Repeat Incidents of domestic violence	30%	37%	TBC	TBC	Year on year improvement (2010 – 16)
Targets:	Year on year improvement (2010 – 16)					
Lead Group:	Carlisle and Eden CDRP					
Data Source	Carlisle and Eden Strategic Assessment 2009					

Aim:	Raise aspirations and attainment, reduce inequalities in attainment and make sure there are progressive and positive social and economic opportunities for children and young people.					
Headline Measures:	Indicator	Carlisle Baseline Position - 2010	Comparator Data			Targets and Performance Gap (based on baseline position)
			Cumbria	North West	England	
	GCSE grade A-C attainment	60.7	TBC	TBC	TBC	Year on year improvement (2010 – 16)
	16-18 NEET	TBC	TBC	TBC	TBC	Year on year improvement (2010 – 16)
	Number of young people going into Higher or Further Education	TBC	TBC	TBC	TBC	Year on year improvement (2010 – 16)
	Youth homelessness and numbers of young people living in unsuitable accommodation	TBC	TBC	TBC	TBC	Year on year improvement (2010 – 16)
	Teenage conception rates (per 1,000 population)	51*	TBC	TBC	TBC	Year on year improvement (2010 – 16)
	Child poverty levels	TBC	TBC	TBC	TBC	Year on year improvement (2010 – 16)
Targets:	Year on Year Improvement					
Lead Group:	Children and Young People					
Data Source	** NHS – Carlisle Health Profile 2010					